

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

<b>Date:</b>	June 16, 2020
<b>Resolution No.:</b>	2020-096
<b>Motion by Commissioner:</b>	Beard
<b>Seconded by Commissioner:</b>	Wolf

**RESOLUTION NO. 2020-096; 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 ten performance standards developed by the Council; and

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

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

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

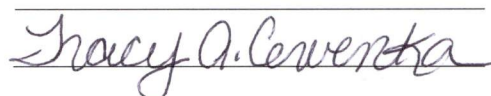
NOW THEREFORE BE IT RESOLVED that the Board of Commissioners in and for the County of Scott, Minnesota, hereby reports progress on the Standard Measures Program developed by the Council on Local Results and Innovation.

<b>COMMISSIONERS</b>	<b>VOTE</b>			
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

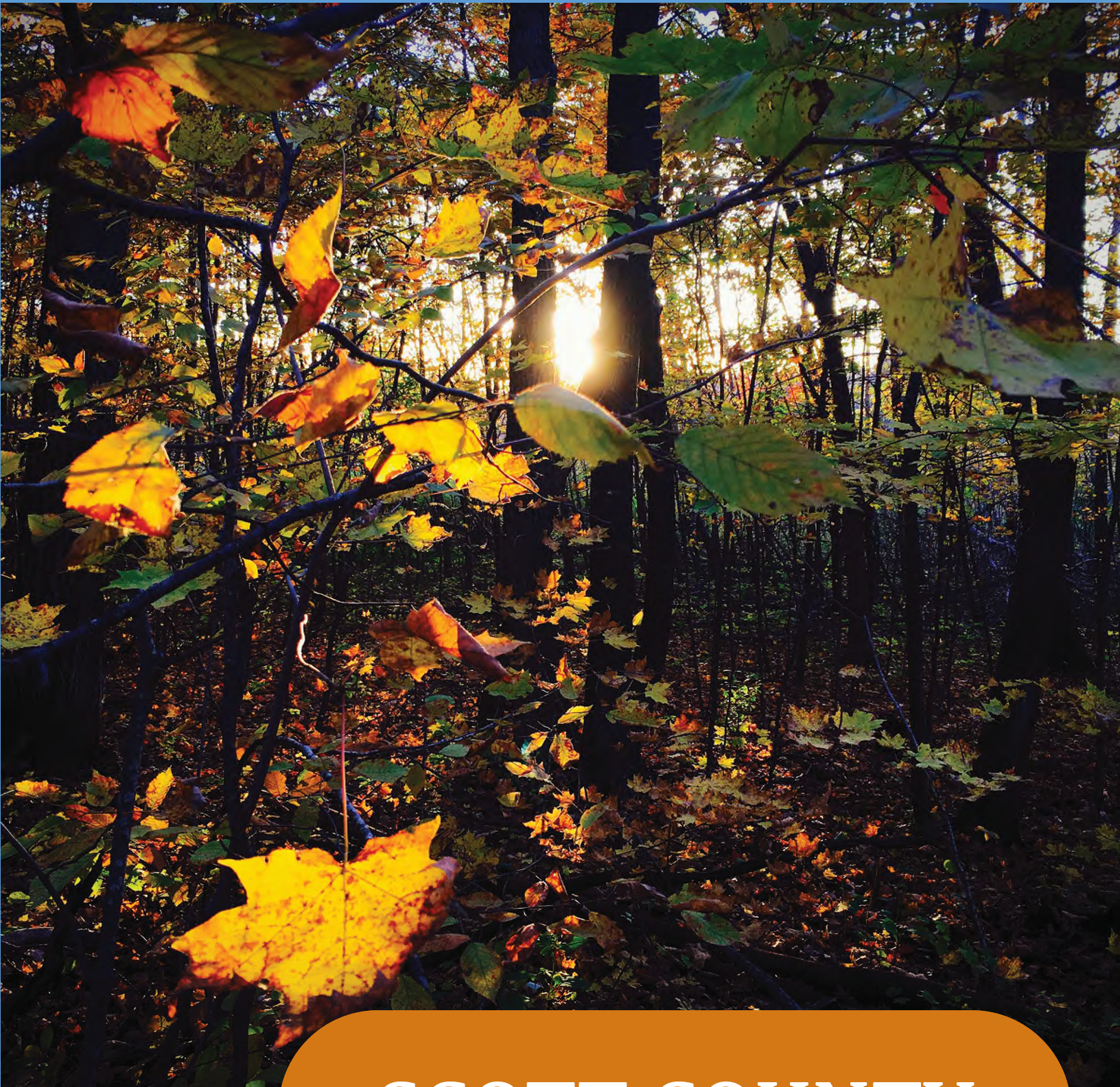
State of Minnesota)  
County of Scott )

I, Lezlie A. Vermillion, duly appointed qualified County Administrator for the County of Scott, State of Minnesota, do hereby certify that I have compared the foregoing copy of a resolution with the original minutes of the proceedings of the Board of County Commissioners, Scott County, Minnesota, at their session held on the 16<sup>th</sup> day of June, 2020 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 16<sup>th</sup> day of June, 2020.



County Administrator  
Administrator's Designee



# SCOTT COUNTY

2019 Annual Performance Report

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# EXECUTIVE SUMMARY



## Introduction

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

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

## Council on Local Results and Innovation

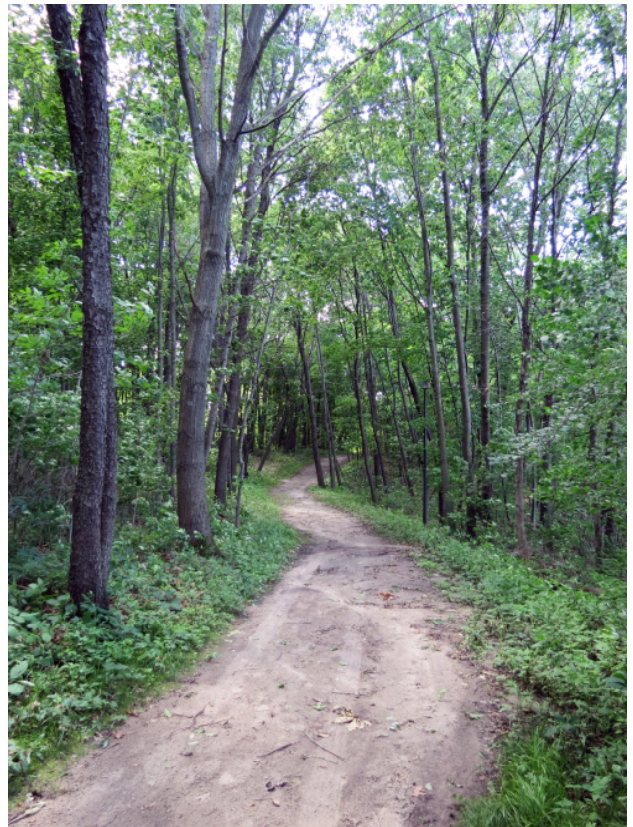
This report was prepared for the Office of the State Auditor, in voluntary participation with the Minnesota Council on Local Results and Innovation. This state initiative supports accountability and transparency in government programs using clearly defined goals and performance measurement to demonstrate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

In accordance with this initiative, County goals, outcomes, and output measures have been developed and adopted by the Scott County Board of Commissioners. Each includes an identification of County goals, Community Indicators and Key Performance Indicators from multiple programs that all relate to improving results. Resident survey data are included as a method of measuring performance in some outcome areas. The report includes data on 18 of the Standard County Measures recommended by the Office of the State Auditor. Summary information regarding accomplishments from the last County Strategic Plan, and objectives and strategies from the new Strategic Plan, are included for each outcome area.

# EXECUTIVE SUMMARY

## Key Findings

- Scott County continues to have rapidly growing populace with an increasingly diverse population. Overall, the County's residents are younger when compared to other counties' demographics, but there is a growing percentage of senior citizens. All of these changing demographics will influence planning and service delivery going forward.
- At the time of this writing, Scott County is responding to the COVID-19 pandemic. It is too early to assess the extent to which broad community conditions will be impacted. However, as of 2019, most Community Indicators reflected positive, stable conditions in Scott County. Opportunities exist to improve early learning outcomes which are predictors of academic success and high school graduation. Ensuring all children have opportunities to be safe and educated is critically important to setting a positive trajectory for their lives and strengthens our communities.
- Most County programs meet or exceed performance targets. When programs are not meeting targets, factors impacting performance are identified. Recruiting and retaining qualified staff in some program areas has been difficult in a highly competitive labor market.
- Key accomplishments from the 2016-2019 Strategic Plan include an expanded continuum of mental health services, completion of the 2040 Comprehensive Plan, stronger collaborations to support early literacy and preventing child abuse and neglect, completion of corridor studies and highway projects, economic development, and improvements in technology leading to more cost-effective government services.
- In December 2019, the County Board of Commissioners adopted a new Strategic Plan, informed by our data, to address existing and emerging needs in our communities. This new plan provides a foundation in organizational values that target investments in early intervention and prevention, broader collaboration with community partners, expansion of our service array to include more non-profit organizations, encouragement to innovate solutions, and enhanced community engagement strategies to bring the residents' voices and perspectives into planning and service delivery. Copies of both Strategic Plans are included in the Appendix B of this report.



# Goals, Vision, Mission, Values

## Goal

SAFE, HEALTHY, LIVABLE COMMUNITIES

## Vision

SCOTT COUNTY: WHERE INDIVIDUALS, FAMILIES, AND  
BUSINESSES THRIVE

## Mission

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

## Values

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

# Performance Management

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

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



# Performance Management

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



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

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



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

Traditional budgeting considers funding by divisions and departments. PBB helps the County look at how resources are used across departments to support the County goal. Multiple programs working together are critical to the achievement of successful outcomes, and a reflection of that interdependence among programs and budgeting is supported through PBB. For each expectation or definition, there are program Key Indicators that demonstrate how the County programs work together to impact the Community Indicator.



# PRIORITY BASED BUDGETING



## 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.

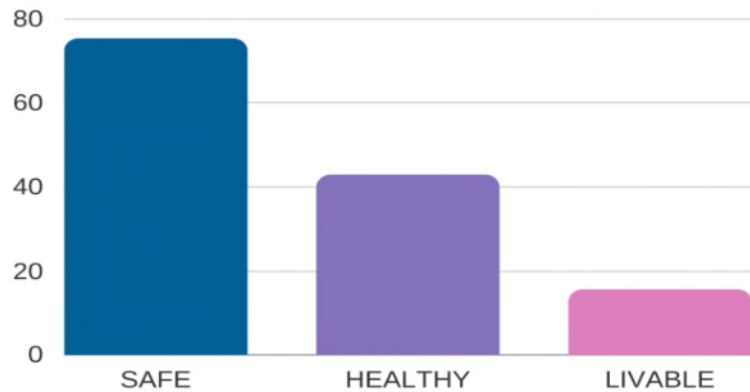
## HOW DOES IT WORK?

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

2019 Expenditures:

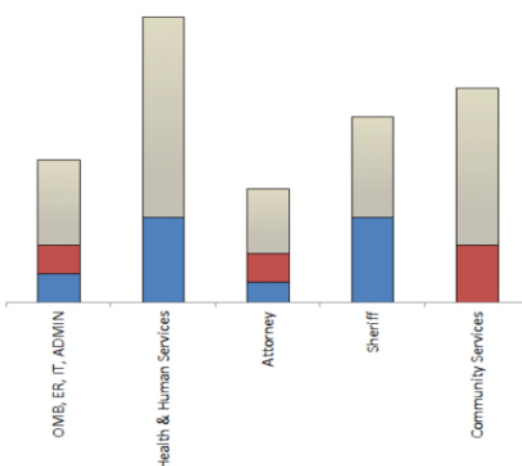
- 75.1% were allocated to programs that support a SAFE Community
- 42.8% were allocated to programs that support a HEALTHY Community
- 15.6% were allocated to programs that support a LIVABLE Community



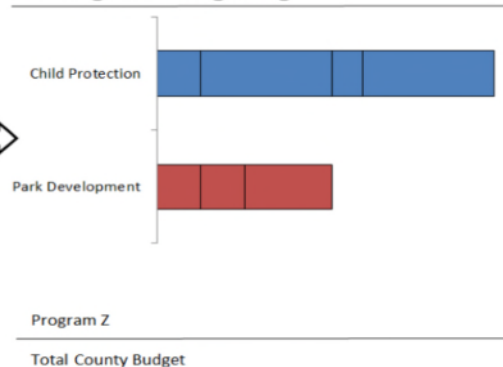
## TURNING BUDGET ON ITS SIDE

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

### Traditional Hierarchical Budgeting



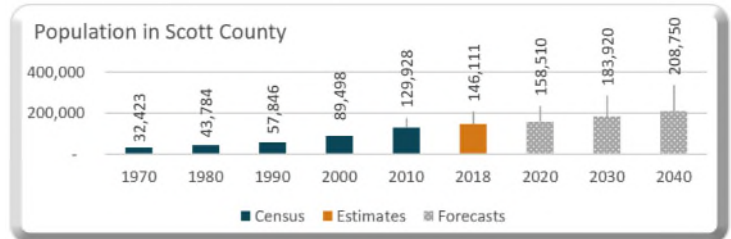
### Strategic Budgeting/ Program Budgeting



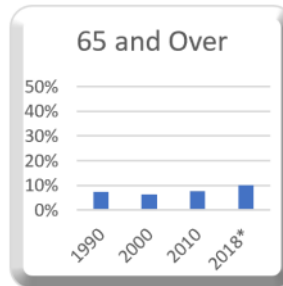
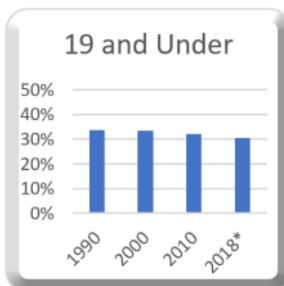
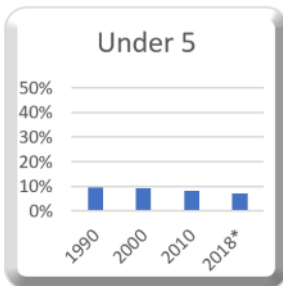
# COUNTY DEMOGRAPHICS

Current population 148,458  
(source: Met Council Estimate, July 2019)

## Population Growth

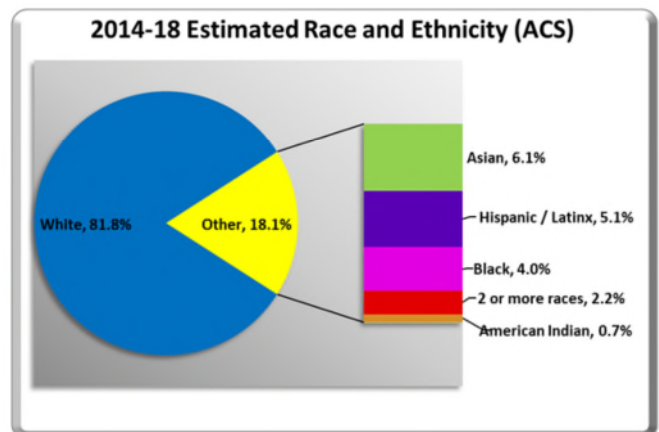
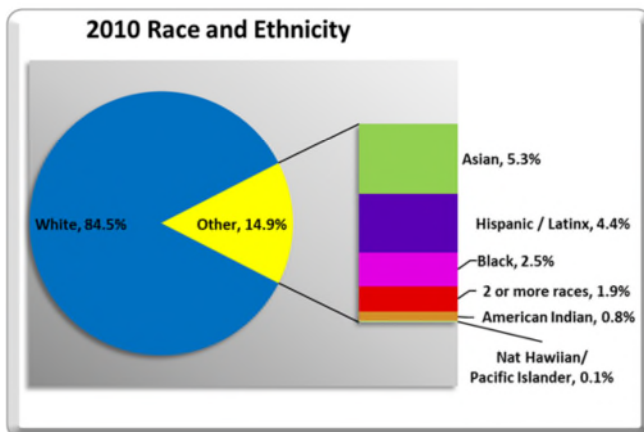
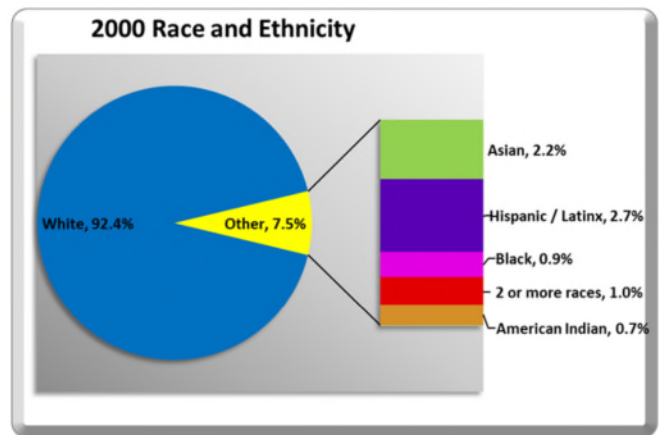
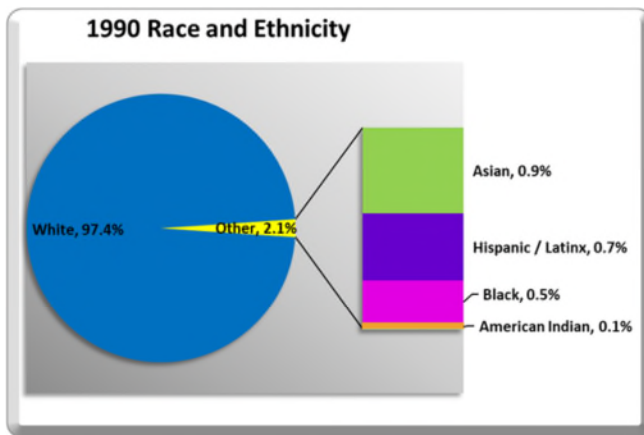


## Population by Age



Sources for graphs: Metropolitan Council; US Census Bureau; Decennial Census; American Community Survey (2014-2018)

## Population by Race / Ethnicity



# Serving People



# Children Services



## Children’s Outcomes

The population in Scott County remains comparatively young, with a growing number of children from diverse socio-economic and cultural backgrounds. Closely examining outcomes for children is an investment in continued safe, healthy, and livable communities.

County programs collaborate with schools, libraries, health care providers, faith communities, and community service providers to support positive outcomes for children.

Children’s Services have a significant impact on County goals, including:

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

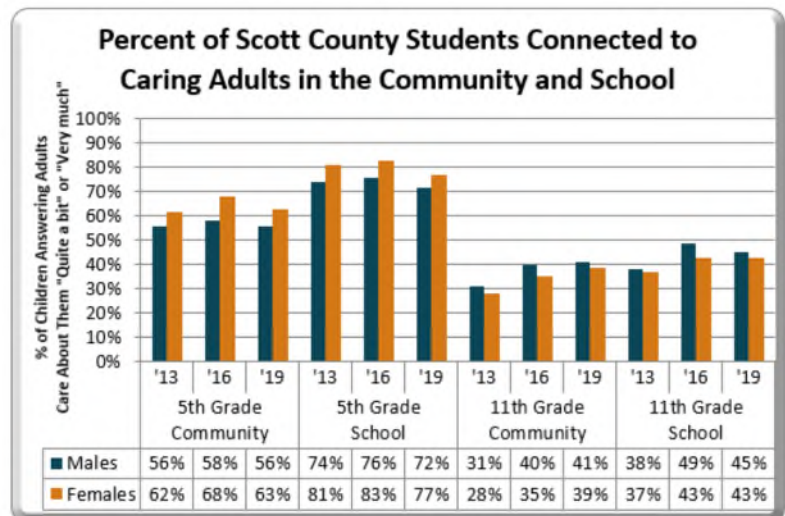
Community Indicators provide information on how children are faring. Key Performance Indicators provide information on how well county programs contribute to safe, healthy, and livable communities.

## I. Community Indicator: Students Connected to a Caring Adult

Research shows that children who feel connected to a caring adult outside of their parents have higher levels of confidence, self-esteem, and sense of safety. These relationships serve as developmental assets that help young people avoid risky behaviors, develop resilience, are less likely to become a bully or be bullied, and are more likely to be academically and socially successful.

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

The radical shift in how their perceptions change between 5th and 11th grade presents an opportunity for improvement given the critical nature of these relationships.



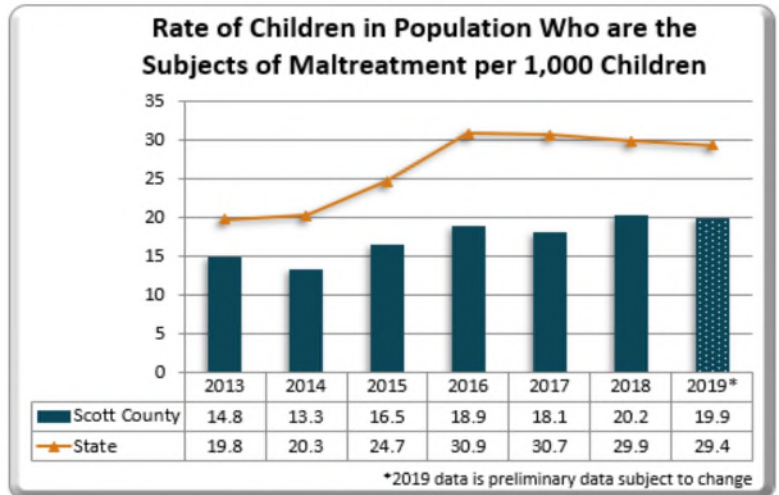
Source: MN Department of Education: Minnesota Student Survey County Tables

# Children Services

## II. Community Indicator: Rate of Child Maltreatment per 1000 Children

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

In Scott County, children come to the attention of child protection at a significantly lower rate than state rates.



Source: Minnesota's Child Maltreatment Report 2013-2018 (data for 2019 - preliminary)

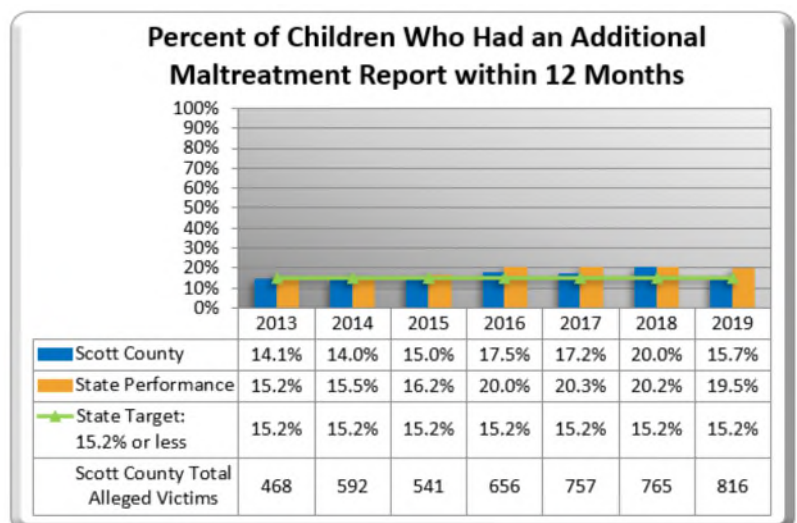
### A. KPI: Child Protection: Program 190

In 2019, Scott County received 1,765 child protection reports and screened 768 reports (43.5 percent) for assessments or investigations. Timely screenings occurred in 99.4 percent of reports. Timely contacts occurred with 90.9 percent of children who were the subject of the reports.

These data shows 15.7 percent of children who were involved in a screened in report in 2019 were being referred for the second time in 12 months.

These data do not mean that all children represented experienced more than one episode of maltreatment, but data may provide information on the thoroughness of safety planning.

In 2019, Scott County manually examined data from 2015 through 2018 and found that only four percent of children who were the subjects of re-reports experienced two episodes of maltreatment or risk of harm.



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

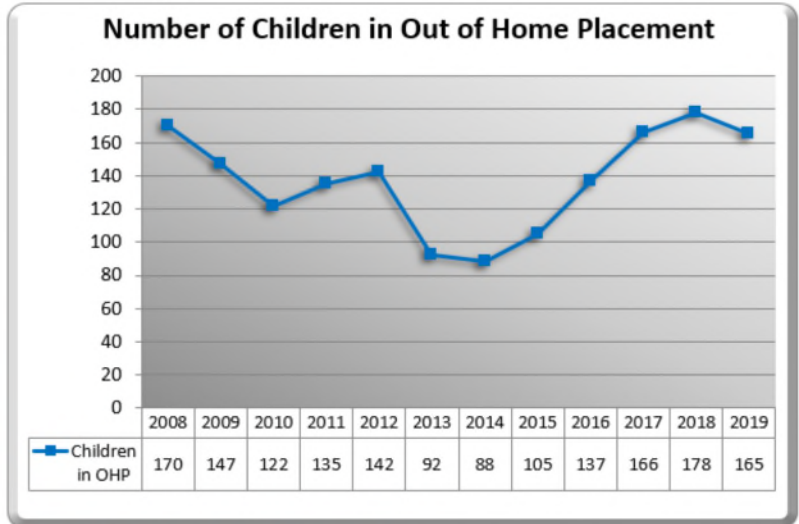
Scott County performance on this measure is improving. In 2019, Scott County's rate of children who were the subject of a second report very nearly meets the state performance target.

# Children Services

## B. KPI: Child Out-of-Home Placement: Program 204 (Placement)

Children experience trauma when removed from their parental home. Efforts to safely prevent out-of-home placement benefits children by resolving safety concerns within their family system. When no other safe options exist, out-of-home placements are necessary to address safety for children. If children must be removed from their parental homes, timely permanency decisions are essential to children’s emotional well-being.

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



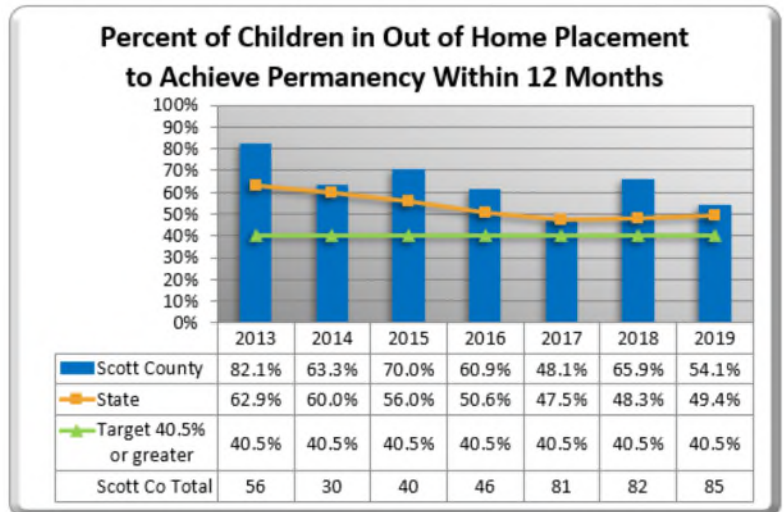
Source: SSIS Charting State Measures, SSIS6

Of the 165 children who were placed in foster care, 64.5 percent of days in foster care were with relative foster care providers. This rate exceeds state performance target of 37.5 percent or more days in care be with relatives.

## C. KPI: Children in Out-of-Home Placement: Program 204 (Achieving permanency)

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

In 2019, Scott County performance exceeded national standards; however, performance is trending downward. Barriers to timely permanency include the prevalence and complexity of children placed in response to parental substance abuse and federal requirements that slow the process of licensing relatives who are willing to be permanency options.



Source: DHS Child Welfare Data Dashboard Federal Measure #4

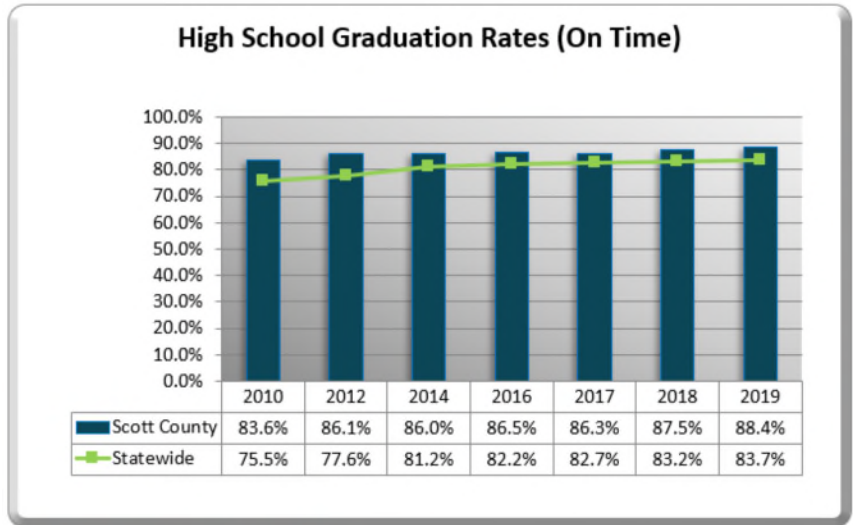
# Children Services

## III. Community Indicator: High School Graduation Rates

Two Community Indicators provide critical information on educational attainment.

The first is high school graduation rates. The lack of a high school education puts an individual at greater risk for poor health, lower lifetime earnings, unemployment, greater reliance on public assistance, and incarceration.

Trends in the data show a gradually increasing percentage of students who graduate within four years of their entry into ninth grade.



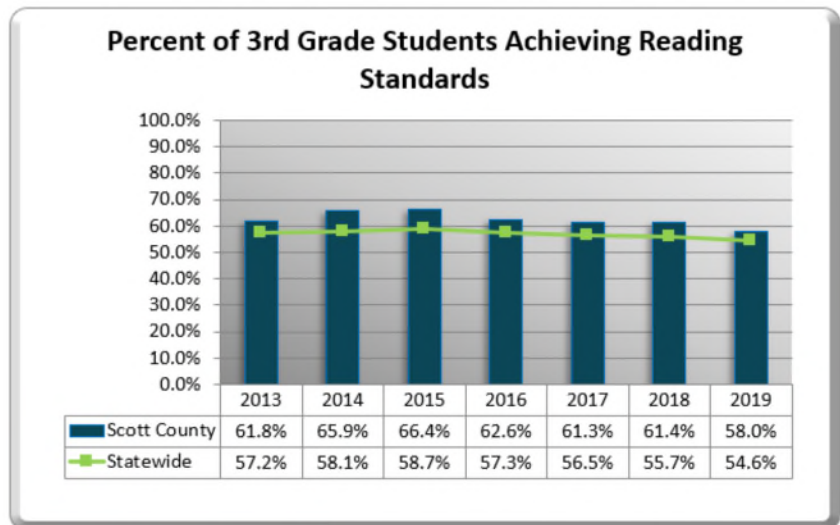
Source: Minnesota Compass, 2019

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

The second Community Indicator relevant to educational attainment is the level of third graders who are able to read at grade level. Third-grade reading level represents a critical benchmark because it is when children make the leap from learning to read to reading to learn.

The ability to read well is a critical foundational skill considered necessary to further academic achievement. 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.

Scott County ranks 30th among 87 Minnesota counties. Trends reflect gradual decreases in the percentage of children who can read at grade level by third grade. This is highly concerning, and places a greater urgency on addressing barriers to early childhood screenings and other learning readiness programming.



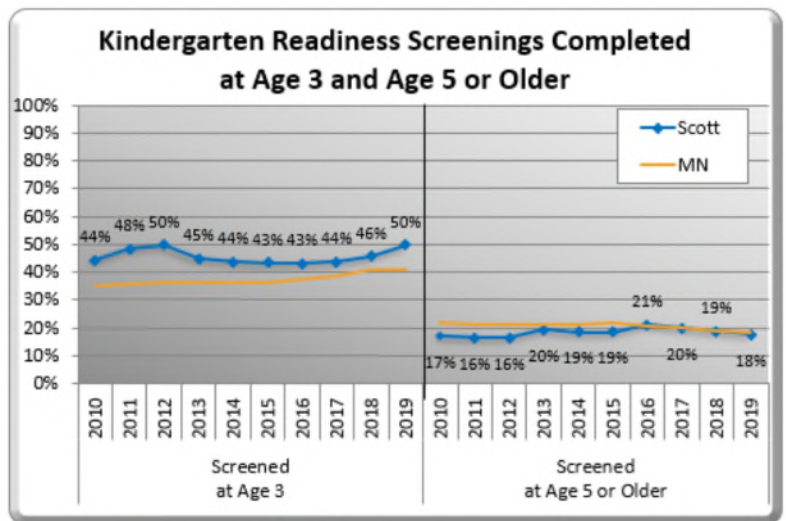
Source: Minnesota Compass, 2019

# Children Services

## V. Community Indicator: Rates of Early Childhood Screening Prior to Age 5

Research shows that children not ready for kindergarten are less likely to read by third grade. Children not reading well by third grade are more likely to drop out of high school. Minnesota state law requires that all children be screened before entering public kindergarten.

Early childhood screening examines young children's hearing, vision, immunizations, coordination, speech, cognitive development, and social and emotional skills. The screening identifies factors that may interfere with a child's learning, and connects families with specific resources or therapy to address any challenges. Screening at age 3 or 4 provides the best opportunity to identify and treat potential concerns before children begin kindergarten, helping them to begin their formal schooling with a stronger foundation.



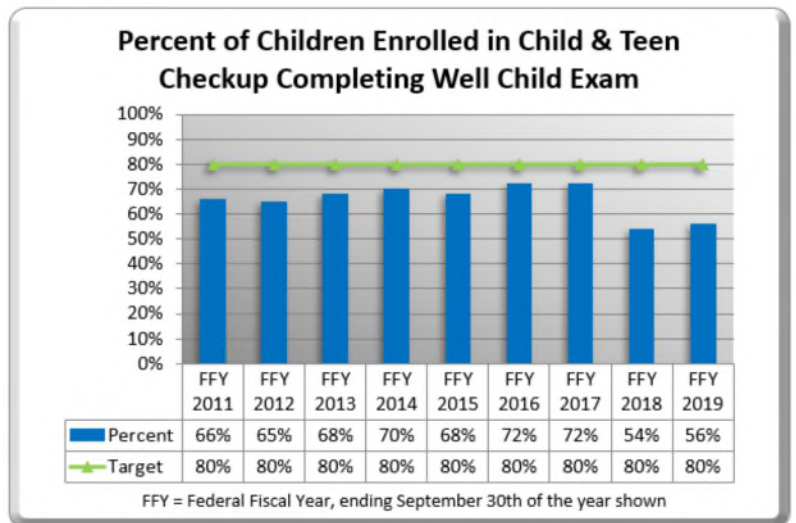
Source: Minnesota Department of Education

This slide shows progress has been made towards having every child screened before age five. Although the data is trending in a positive direction, half of children in Scott County did not have early childhood screenings before age three.

## D: KPI: Family Health: Program 206

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

Child and Teen Checkups is the Minnesota version of a federal program required in every state to provide quality well-child care for children enrolled in Medical Assistance. The program promotes healthy children who are more likely to become healthy adults. County performance is not meeting state performance targets. Access to health care, insurance coverage, transportation, and poor reporting by medical providers all impact performance.



Source: Child and Teen Checkup Data



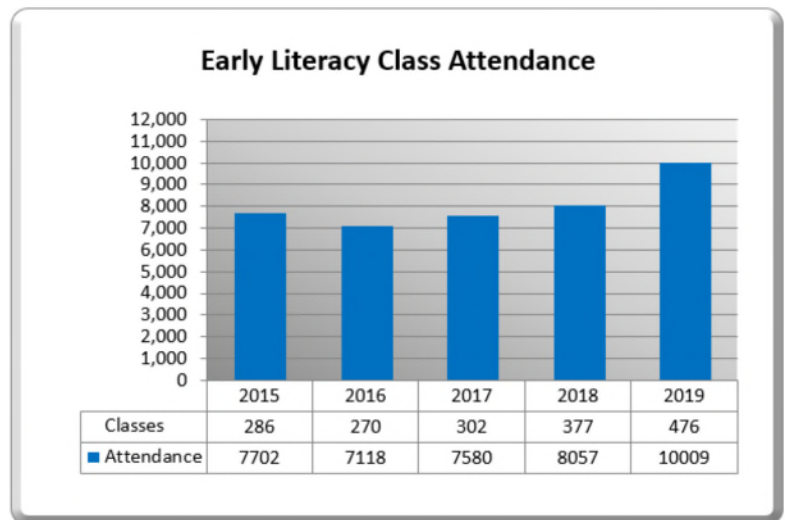
# Children Services

## E. KPI: Library: Youth Services: Program 59

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.

Scott County libraries provide free early literacy classes in every community. Library staff are trained in a parent education curriculum (Every Child Ready to Read) that focuses on the importance of early literacy and how to nurture early literacy skills at home.

This measure shows the gradual increase in the number of classes offered — and the number of children, parents, and caregivers who attended. The measure includes repeat attendees.



Source: staff reports

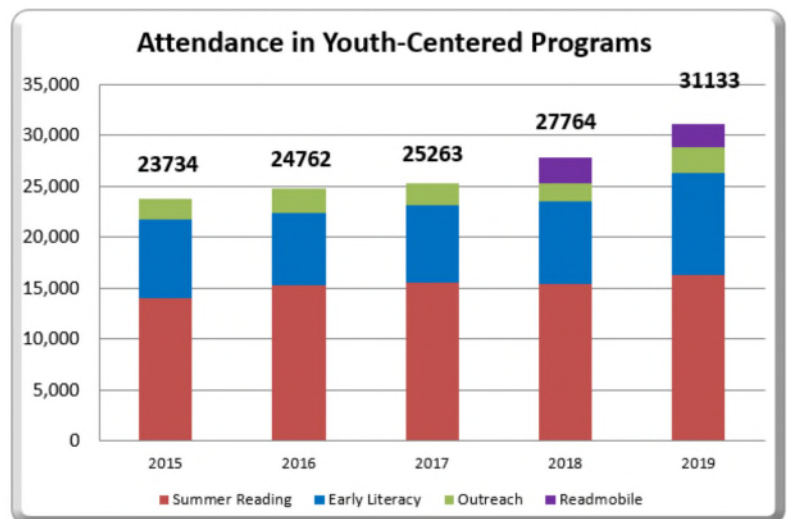
Through early literacy and youth programming, children have an opportunity to develop a love of reading, reluctant readers are drawn in by programs and incentives, and summer reading programs help children maintains reading levels between school years.

## F. KPI: Library: Youth-Centered Summer Programs: Program 59

This measure shows total attendance for three key programs: summer reading, outreach (off-site summer reading), and early literacy classes.

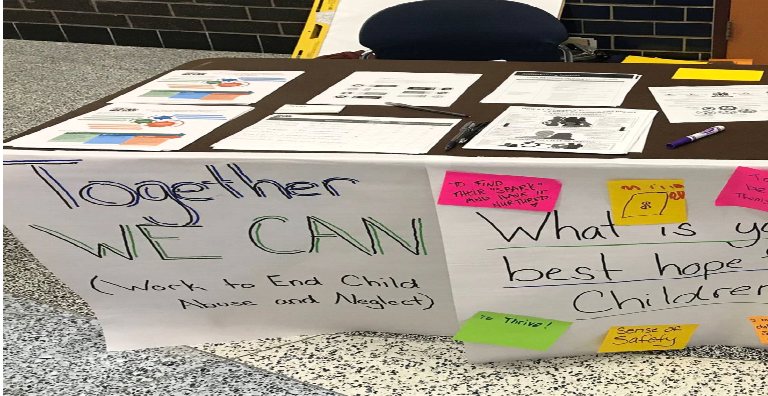
Off-site summer reading programs are provided in extended child-care programs, extended school year programs, and community meal programs to support children who cannot participate in programs in the libraries.

Results of the 2019 Residents Survey show 93 percent of respondents rated Scott County libraries as providing “good” or “excellent” service.



Source: staff reports

# Children Services



## **PROMISING APPROACH:**

*“Together WE CAN” is a community engagement initiative developing strategies to prevent the need for child protection services and support safe, resilient families.*

## **Summary**

### **Strengths in the work to improve outcomes for children:**

- ◆ Rates of children reported to child protection are significantly lower than state rates. When children are reported to child protection, reports are screened and timely contacts are made with children to assess safety.
- ◆ Rates of children who graduate from high school on time continue to improve. Rates of early childhood screenings before age 5 are also getting better, but remain an area for improvement as almost half of children in Scott County are not receiving timely screenings.
- ◆ Most County programs met performance targets and exceeded state performance rates in almost all areas of service to children and their families.
- ◆ Results from the 2016-2020 Strategic Plan included the development of *Together WE CAN*, a community engagement effort to end the need for child protection; community education and the alignment of resources to support early literacy and address adverse childhood experiences; and a focus on improving rates of early childhood screenings before children enter the public school system.

### **Gaps or areas for growth:**

- ◆ Rates of third grade students who can read at grade level are decreasing, and this is a warning sign for difficulties in long-term academic achievement.
- ◆ Results from the Minnesota Student Survey (2019) showed too many children feel disconnected from caring adults in their schools and communities, placing them at risk for social and academic success.
- ◆ Outcomes for children vary across race, ethnicity, and socio-economic status. As the population in Scott County becomes more diverse, strategies to ensure all children have access to the same opportunities become increasingly important.

### **Going Forward:**

- ◆ Strategies in the 2020-2025 Strategic Plan focus on investments in early intervention and prevention as a way to positively impact the trajectory of children’s lives. Plans are outlined for increased collaboration among County and community providers; development of youth mentoring programs; trauma-informed services for children and their parents; and an expansion of non-profit agencies in Scott County to support a full continuum of support and alternatives to County services.

# ADULT SERVICES

## OUTCOMES FOR ADULTS



Adult services encompasses a broad range of support services for veterans, senior citizens, and adults with disabilities. Shared outcomes include ensuring adults are safe, have access to the support services they need to live as independently as possible, and have what they require to meet their basic needs.

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

Adult Services programs primarily impact the following County goals:

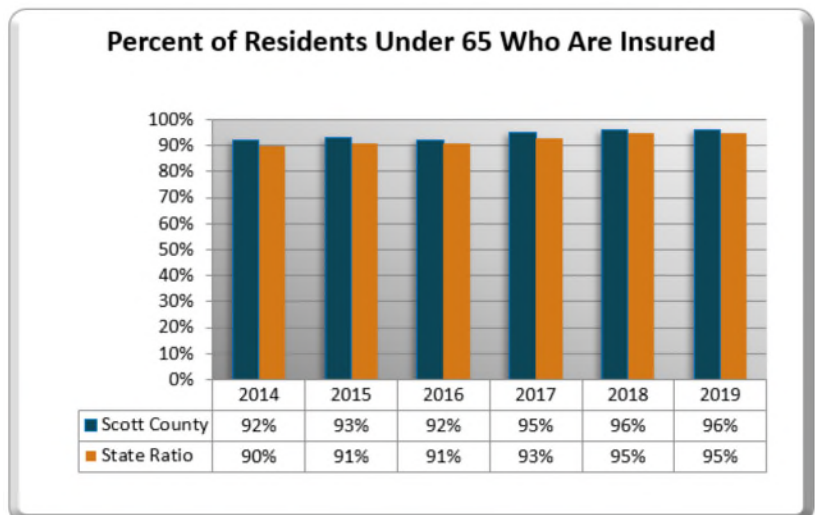
- ◆ Safe: Children and vulnerable adults are protected, and their basic needs are met
- ◆ Healthy: Elderly can live at home with whatever support they need

Access to health insurance and the availability of health care providers are critical Community Indicators which tell something about how easily residents can access essential services. Key Performance Indicators measure how well county programs assess and link people to the services they need.

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

Data show that individuals who lack adequate 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 more expensive than preventative or routine care for illness. These expenses are borne not only by the individual but are costs to the community, which can also include uncompensated care, loss of income, and a reduction in tax dollars due to unemployment.

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



Source: County Health Ranking, Robert Wood Johnson Foundation

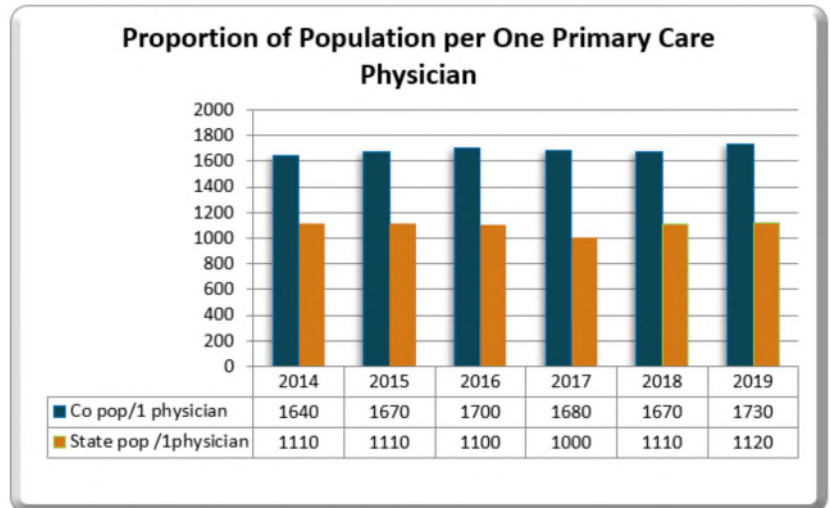
# ADULT SERVICES

## II. Community Indicator: Primary Care Physician Ratio

Access to medical services is essential to all residents. The County has responsibility to help residents gain eligibility for public health insurance, making preventative medical care more likely. The lack of preventative and routine care can lead to more serious illness and health problems; this, in turn, may then result in increased medical costs, including hospitalizations.

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

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



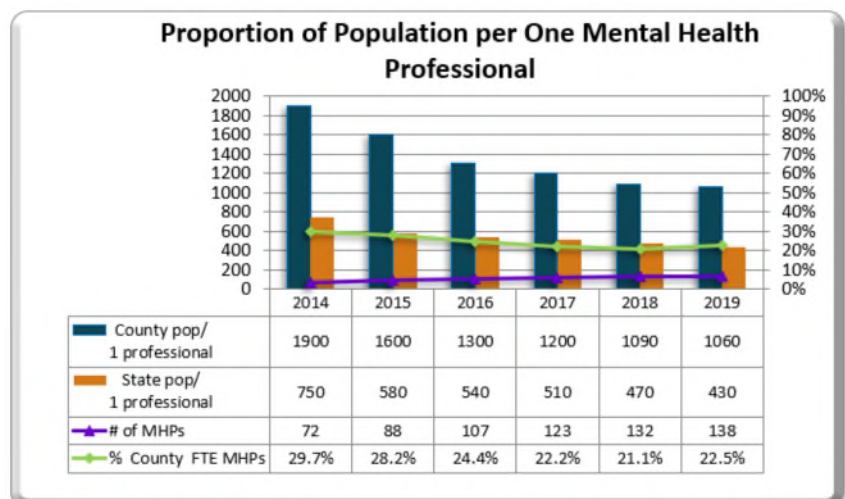
Source: County Health Rankings, Robert Wood Johnson Foundation

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

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

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

Trends in these data suggest improvements in the availability of mental health professionals in Scott County. Reductions in the percentage of providers funded by the Scott County Mental Health Center suggest a desirable growth of community-based providers, creating choices and a more robust array of service options for residents.



Source: County Health Rankings, Robert Wood Johnson Foundation

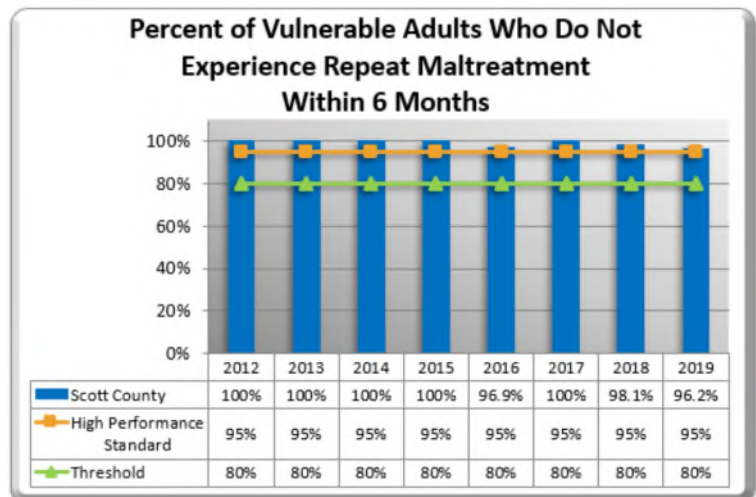
# ADULT SERVICES

## A. Key Performance Indicator: Adult Protection: Program 182

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

This measure shows the percentage of people who two substantiated abuse allegations of the same type within 6 months, which may indicate further supports or actions were needed to ensure safety for the person served. Thresholds are set by the Minnesota Department of Human Services. Scott County has consistently met or exceeded thresholds.

Changing demographics 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.



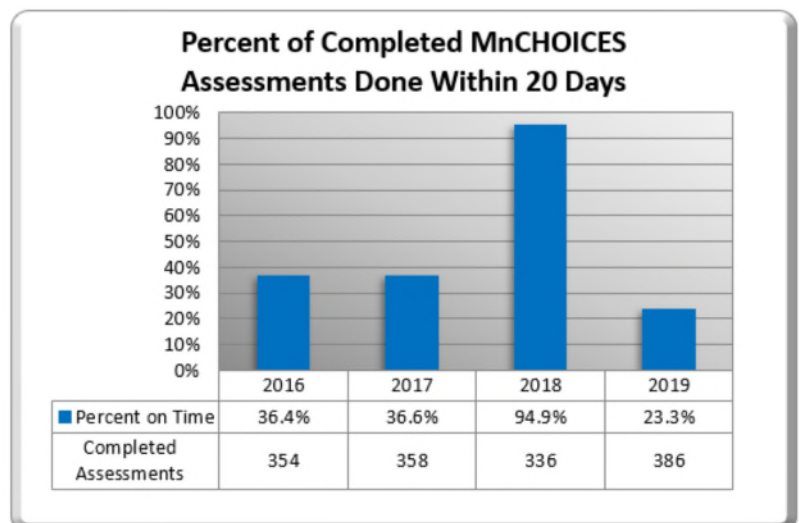
Source: MN DHS: Human Services Performance Management System, Outcome 1: Adults and children are safe and secure

## B. KPI: MNChoices Assessments: Program 202

When vulnerable residents need supports to live safely in the community, MNChoices assessments are often the first step to accessing Home and Community Care. Social workers and nurses work with the individual and their families to determine need and eligibility, as well as link people to service options. Timely assessments are essential to avoid gaps in supports that may put the vulnerable person's health or safety at risk.

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

Performance on this measure is directly related to how well staffing levels match the demand for service. The Scott County Board approved two new positions in 2019 to support timely assessments.



Source: Manual count

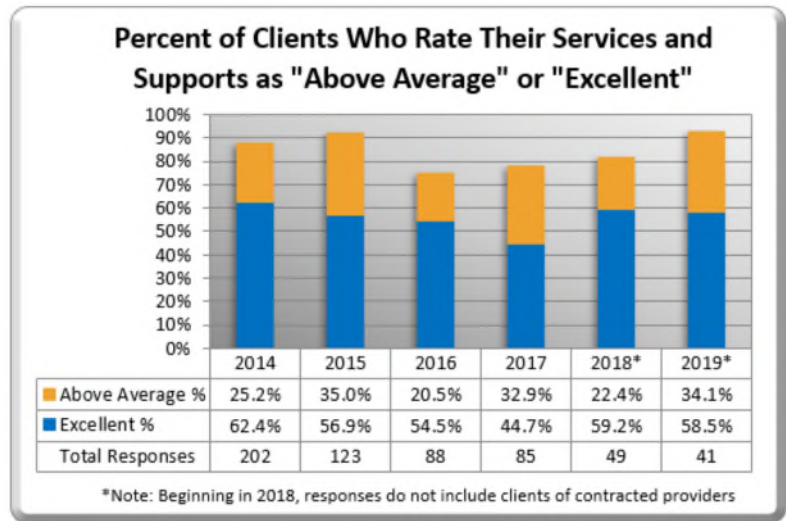
# ADULT SERVICES

## C. KPI: Home & Community Care (HCC) Case Management: Program 196

Research shows that most vulnerable residents prefer to remain in their own homes. Some may require additional support to live independently. Available home and community care are not only desirable, but are more cost-effective than nursing home or other institutional care.

This measure provides results from client surveys, and shows high levels of satisfaction with Home and Community Care services provided by the agency.

Survey responses from contracted case management services are not included. The survey question was changed slightly in 2018, and caution should be taken in direct comparisons with earlier data.



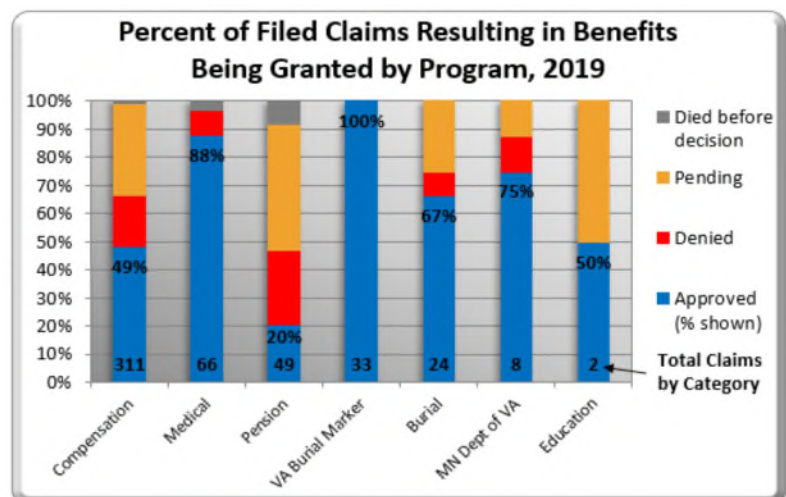
Source: Home and Community Care Survey

## D. KPI: Veterans Benefit Assistance: Program 218

The U.S. Census Bureau estimates that 7.1 percent of adults (age 18 or older) in Scott County are military veterans. In exchange for their service, they earned a broad spectrum of benefits. Claims for those benefits are filed with the Scott County Veteran's Office and submitted to the United States Veterans Administration or the Minnesota Department of Veteran's Affairs (MDVA).

The chart shows claims requested in 2019 and the status of those claims.

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



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

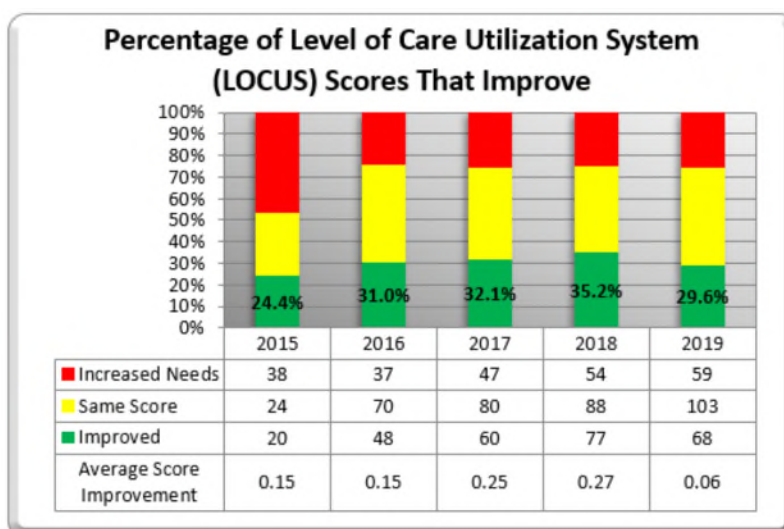
# ADULT SERVICES

## Mental Health

### E. 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.

Level of Care Utilization System (LOCUS) scores are a way to measure of level of care an individual needs. Improvement in LOCUS scores over time is one measure of the effectiveness of case management and available community resources. Since mental illness is a chronic disease, stability may be the desired outcome.

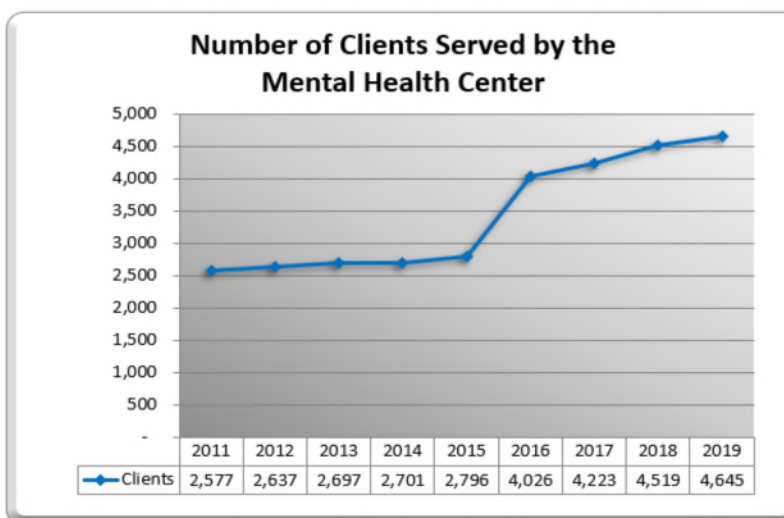


Source: LOCUS Scores SharePoint list

### F. Scott County Mental Health Center: Program 200

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

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



Source: IRIS (Iron Range Information System) reports

# ADULT SERVICES

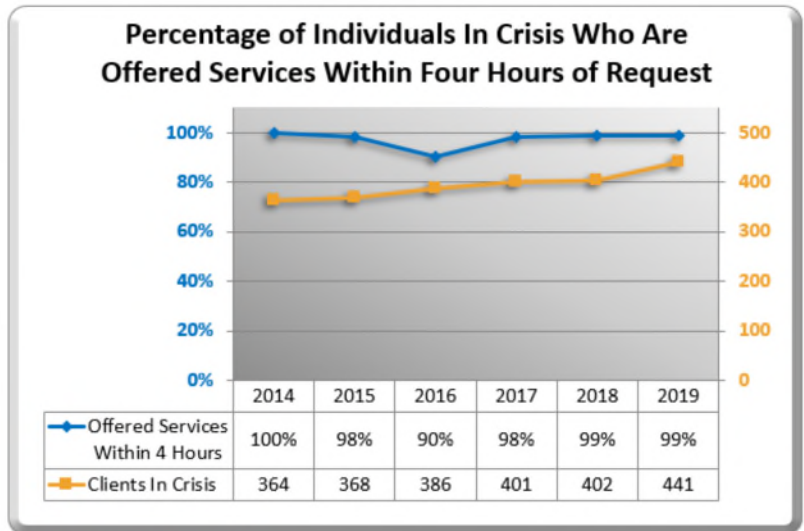
## Mental Health

### G. KPI: Mental Health Center Crisis Intervention: Program 198

The Scott County Mental Health Center provides same-day crisis appointments for individuals who present with mental health crises (including suicidal or homicidal thoughts or plans) and mental health symptoms which prevent them from functioning and being safe.

These data reflect the percentage of people in crisis who were offered services within four hours, a target set by the Mental Health Center. These data do not reflect performance of the Mobile Mental Health Crisis Unit.

Performance on this measure continues to be stable, despite annual increases in the number of people in crisis. Factors that support continued high performance include adequate staff resources, efficient scheduling, and client access to transportation services.

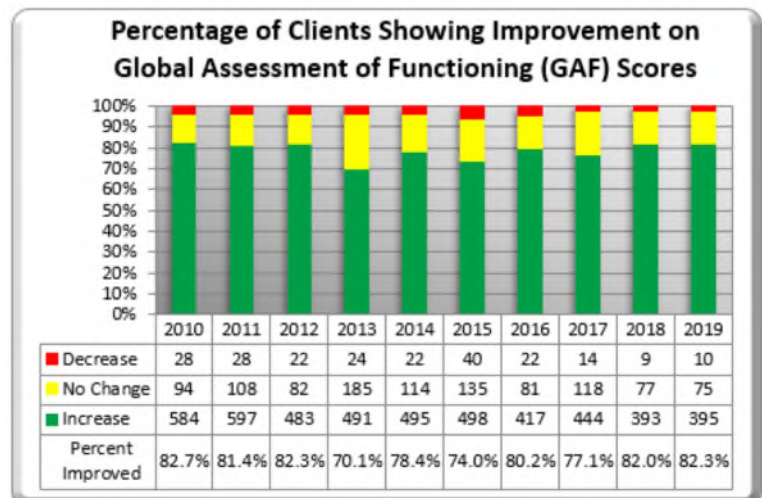


Source: Manual Spreadsheet

### H. KPI: Mental Health Therapy: Program 200

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

Factors that support strong performance include hiring experienced, licensed mental health professionals and providing weekly multidisciplinary clinical consultation and supervision. Client progress is measured using standardized functional assessments before and after services and every 90 days during treatment to help focus interventions. Collaboration with families, schools, and other professionals help to build broad longer-term supports.



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



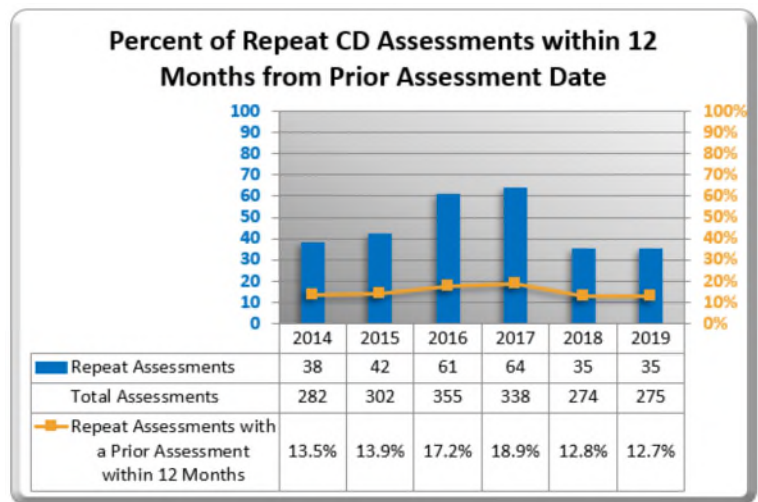
# ADULT SERVICES

## I. KPI: Chemical Dependency Treatment Assessment: Program 186

In 2019, County chemical dependency assessors conducted 275 assessments for individuals requesting chemical dependency treatment.

These data inform us of the number of chemical dependency assessments that were completed by County staff within 12 months of a prior assessment. The need for multiple assessments may indicate gaps in the thoroughness of initial assessments or treatment.

Individuals who continue to abuse chemicals experience legal, health, and financial issues. These individuals strain community resources by being in jail, court, and emergency rooms/hospitals. They also require more County financial assistance. Helping individuals address chemical dependency earlier will help individuals become self-sufficient and productive while saving valuable resources.



Source: Social Service Information System (SSIS)  
Case List report

## Summary

### Strengths in improving outcomes for adults:

- ◆ Community Indicators suggest residents' access to mental health providers is improving.
- ◆ Scott County meets or exceeds most performance targets related to serving vulnerable adults.
- ◆ Strategies in the last strategic plan led to an expanded continuum of mental health services in the community. Through a partnership with GUILD, ground was broken on a new Intensive Residential Treatment Services (IRTS) facility in Scott County. The Corrections Re-Entry Program and the Treatment Court both have strong mental health components. Scott County ended a Carver/Scott joint mental health crisis service and Canvas Health now provides 24/7 crisis services to residents of Scott County.

### Gaps or areas for growth include:

- ◆ Scott County does not meet state performance targets for the timely MNChoices assessments, leading to delays in providing services needed to help senior citizens and people with disabilities remain in their homes. Although staffing levels have been expanded, as the population in Scott County ages, increasing demand for services are likely to continue, and consistent monitoring of these data will be warranted to ensure capacity.

### Going forward:

- ◆ The new strategic plan holds a strategy for assessing need, availability, and access to services to meet the needs of the most vulnerable residents.

# ECONOMIC SECURITY



## Economic Security Outcomes

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

Economic security programs have a primary impact on the following County goals:

- ◆ Safe: Citizens and vulnerable adults are protected and their basic needs are met
- ◆ Healthy: Citizens have access to adequate food and healthy choices
- ◆ Healthy: Shelter and housing are available for all citizens

Community Indicators provide information that help to quantify the level of need for food, employment, and housing in our communities. Key Performance Indicators reflect on how well County programs are responding to those needs.

## I. Community Indicator: Food Index

The Food Index is calculated based on a formula that measures the percentage of the population who is considered low income, does not live close to grocery stores, and who did not have a reliable source of food in the past year.

Scott County has historically scored higher on the food index than the state. Results from the 2019 Residents Survey provide supporting data, indicating that 80 percent of respondents said their access to fresh fruits and vegetables was good or excellent.

**Availability of Economical, Close, and Nutritious Food Options (Index 0 - 10)**



Source: County Health Rankings, Robert Wood Johnson Foundation

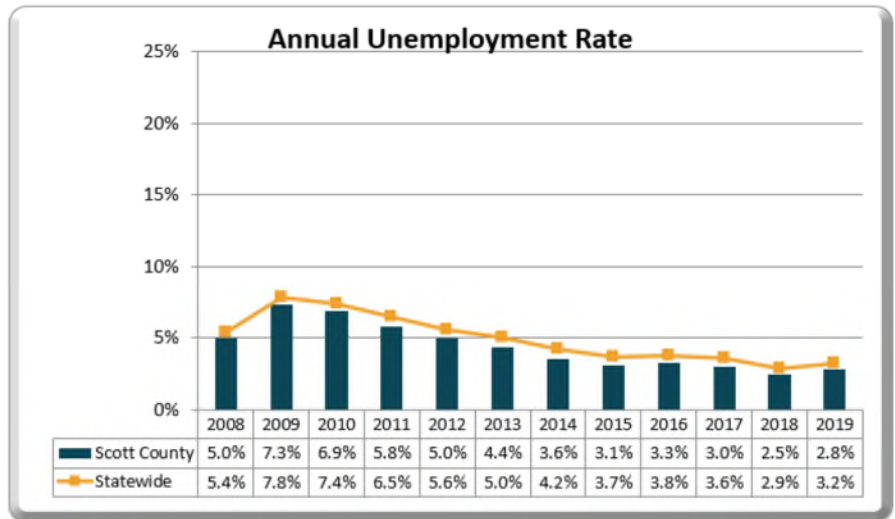
# ECONOMIC SECURITY

## II. Community Indicator: Annual Unemployment Rate

Studying the labor market and unemployment rate helps to understand some things about the availability of jobs, labor, and the general standard of living.

In 2019, Scott County had a lower unemployment rate than the state rate. County programs provide individual job seekers with training and interview skills that help them find and retain employment.

Not all residents experience the same opportunities. The Minnesota Department of Employment and Economic Development (DEED) reports that unemployment rates for African American and American Indian residents in Scott County are three times higher than their white counterparts, while other minority groups have unemployment rates twice as high as white residents.

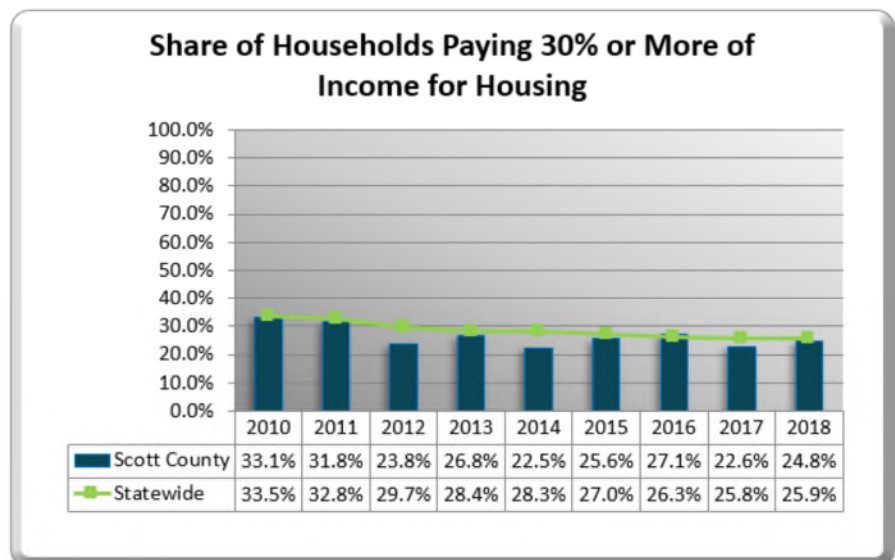


Source: Minnesota Department of Employment and Economic Development, 2019

## III. Community Indicator: Cost-Burdened Households

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

Data trends show a steady decline in the share of cost-burdened households over the last eight years, but almost a quarter of households struggle to afford their housing. In 2020, the Scott County Board adopted a new Strategic Plan that included the development of a housing opportunity plan for life-cycle housing.



Source: Minnesota Compass, 2018

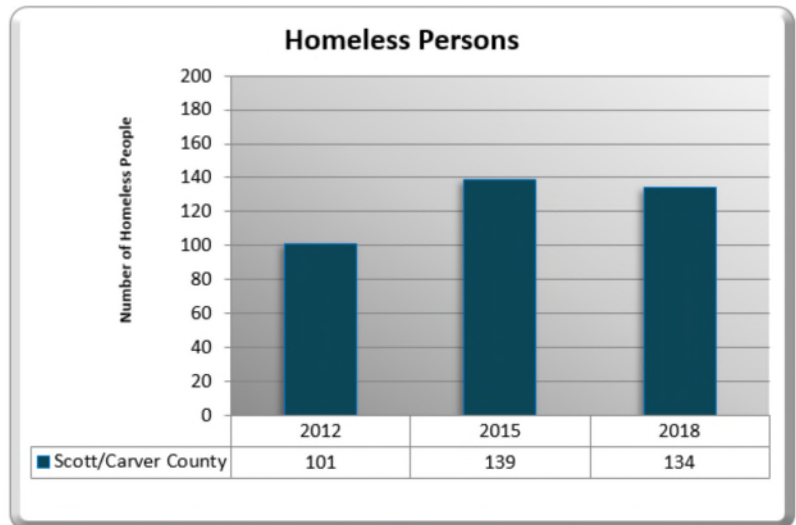
# ECONOMIC SECURITY

## IV. Community Indicator: Homelessness

Every three years, Wilder Research conducts a point-in-time count of people experiencing homelessness in Minnesota. These data represent the number of homeless people in Scott and Carver County in each of the years shown.

The number of people experiencing homelessness remained constant when comparing counts in 2015 and 2018. 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.



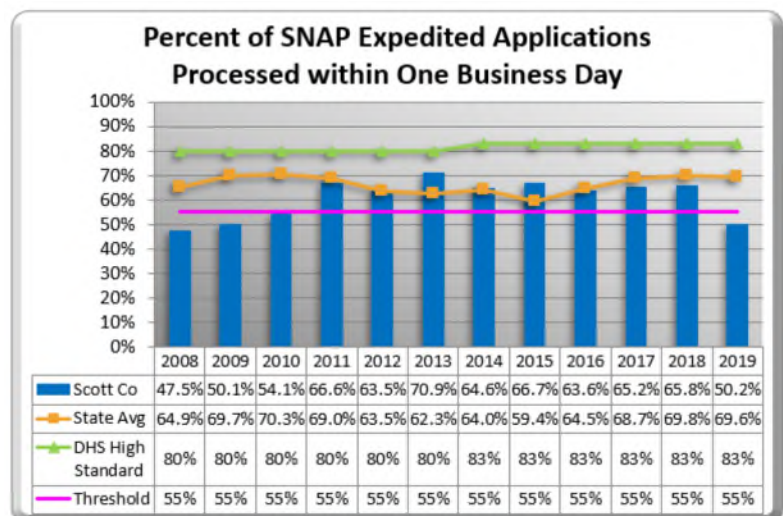
Source: Wilder Research "Homelessness in Minnesota" 2012, 2015, 2018

## A. KPI: Supplemental Nutrition Assistance: Program 168 (1-day service)

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

This measure shows the percent of benefits established within one business day. The state established a minimum performance standard that 55 percent of applications would be established within one business day. County performance met that target but showed a considerable decline in performance in 2019.

Barriers to stronger performance include limited staff capacity, including high rates of staff turnover, in this program area.



Source: Human Service Performance Management Report

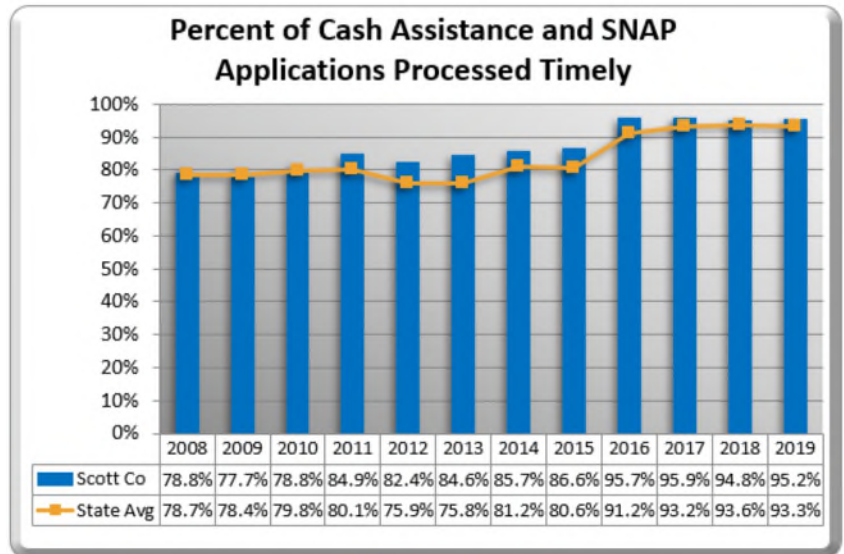
# ECONOMIC SECURITY

## B. KPI: Supplemental Nutrition Assistance: Program 168 (30 days Service)

This measure, similar to the last measure, looks at the timeliness of Scott County’s response to requests for emergency assistance but uses a 30-day timeline for issuing financial supports.

Performance data measure time from application to processed benefits for SNAP (Supplemental Nutrition Assistance Program) and each of the County’s cash programs. “Timely” is defined as processed within 30 days.

Scott County meets state performance thresholds performance and exceeds state averages using the 30-day calculation.

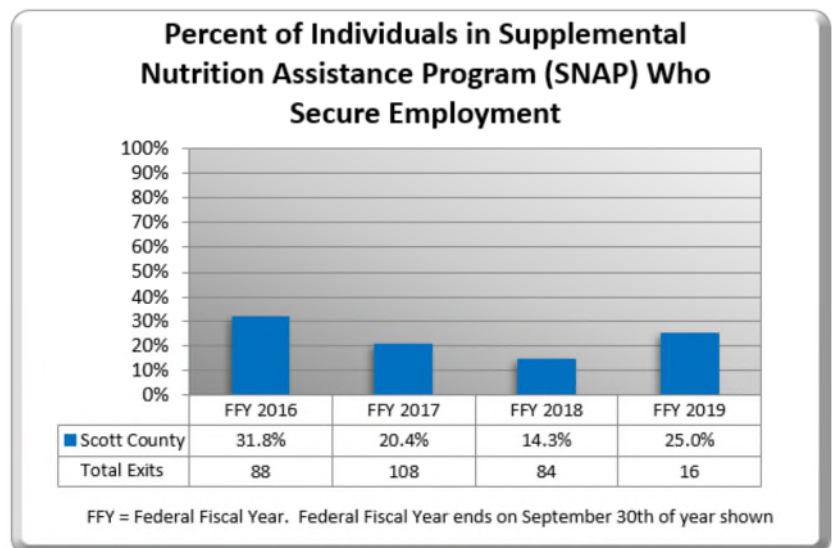


Source: Human Service Performance Management Report

## C. KPI: Supplemental Nutrition Assistance: Program 168 (Employment)

With goals to maintain and sustain employment that will lead to self-sufficiency, adults without dependents who are able to work may receive short-term food benefits for three months while engaging in supports and services leading to employment. This may include Adult Basic Education, high school completion, English Language Learning classes, computer literacy, job search workshops, and job placement.

This data reflects the percent of participants to left the program who had secured employment.



FFY = Federal Fiscal Year. Federal Fiscal Year ends on September 30th of year shown

Source: Reports from the WorkForce One system

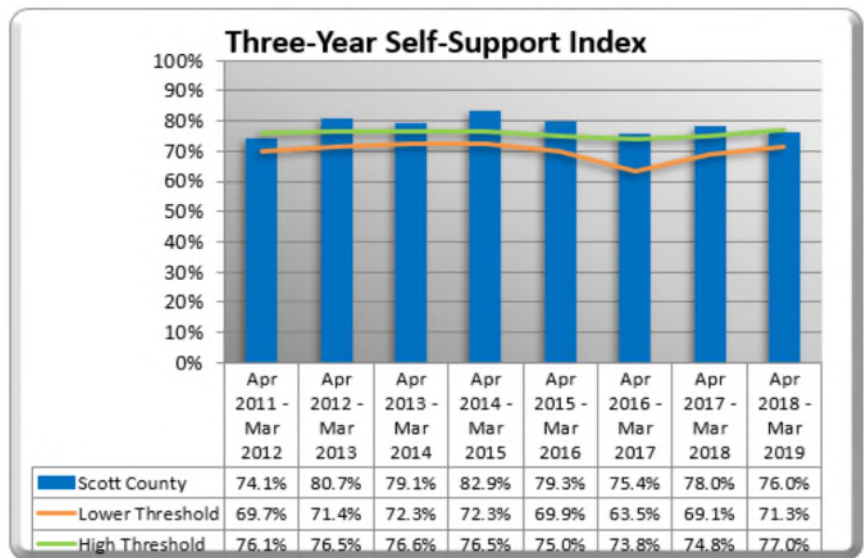
# ECONOMIC SECURITY

## D. KPI: Minnesota Family Investment Program: Program 169

Success for the Self Support Index is defined as an individual working an average of 30+ hours per week or off cash assistance three years after the baseline data were collected.

This outcome measures the ultimate goal of the Minnesota Family Investment Program (MFIP) program which is moving people into employment and off public assistance.

The County has historically met performance standards, qualifying for bonus incentive reimbursements. In 2019, performance fell below the performance target for the first time. State formulas for compiling this data make analysis difficult because local agencies cannot examine specific cases to identify barriers to improve performance.



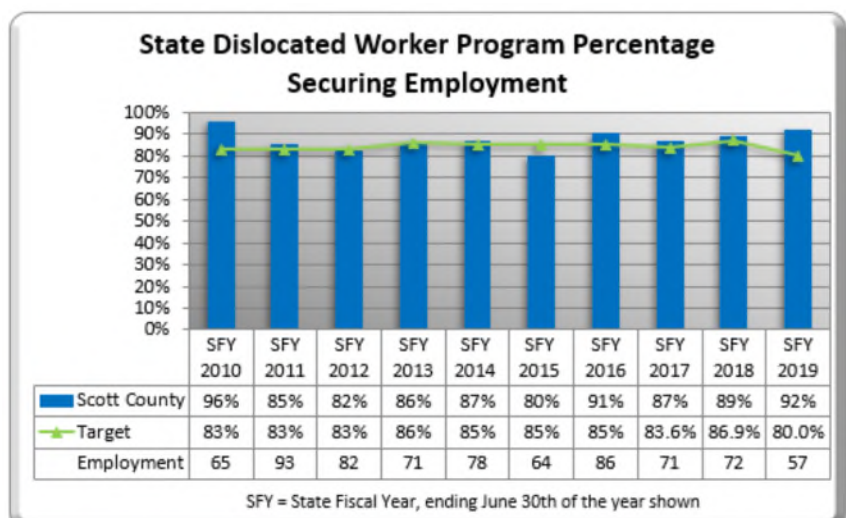
Source: MFIP Annualized Self-support Index and Work Participation Rate Report from Department of Human Services (DHS)

## E. KPI: State Dislocated Worker Program: Program 171

The State Dislocated Worker Program serves adult workers who have been laid off from their jobs. Services include career planning and counseling, job search, placement services, and job training to assist them to find new jobs.

The state sets a performance target, expecting 80 percent of customers will exit the program with secured employment.

Scott County exceeded state targets for performance in 2019, with 92 percent of people who entered the program left with jobs. Return to work benefits the individual, local employers, the economy, and tax payers as unemployment payments are reduced.



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

Source: WorkForce One Exit Report - State Dislocated Worker Program

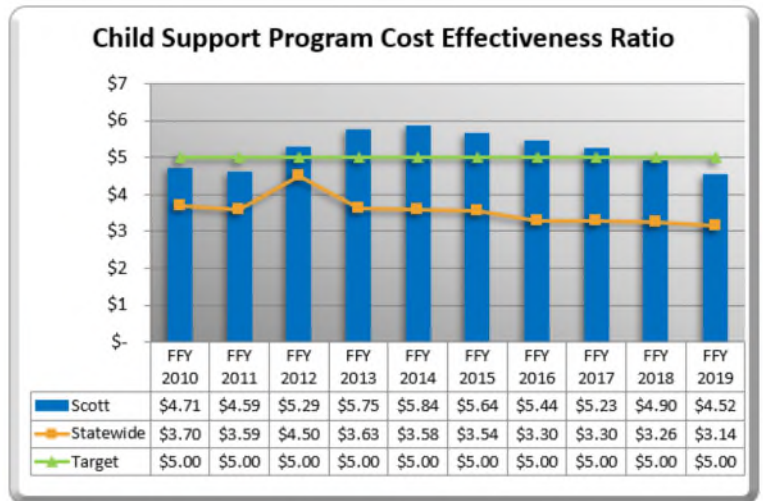
# ECONOMIC SECURITY

## G. KPI: Child Support: Program 164

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

This chart shows the total dollars collected by Scott County during the Federal Fiscal Year (FFY), divided by the total dollars spent for providing Child Support services during the same year. (FFY is the year ending September 30 of the year shown.) The \$5.00 target is the statewide performance level to earn federal incentives.

For the last two years, performance did not meet the performance level necessary to earn back federal incentives.



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



# ECONOMIC SECURITY

## Summary

### Strengths in work to improve economic security outcomes for residents of Scott County:

- ◆ In 2019, Scott County had one of the lowest rates of unemployment in the state. Over the last six years, County strategic planning initiatives, along with coordinated work through SCALE have resulted in one of the highest rates of job growth in the state. Land use planning, availability of public transit, local access to broadband and fiber networks, and economic incentives to attract business investments have all led to the continued growth in the availability of local jobs.
- ◆ Employment and training programs for people who have been laid off served a small number of people in 2019, but most left for gainful employment.
- ◆ Residents have access to food. County programs that support food assistance met state performance targets, but were also challenged by high rates of staff turnover in a competitive job market for hiring new staff.



*Live, Learn, Earn is a collective impact initiative in Scott County to align county and community efforts to support economic development through available, affordable housing; workforce readiness; educational preparedness; and transportation.*

### Gaps or areas for growth:

- ◆ Although the County has a low rate of unemployment overall, minority groups experience rates two to three times higher than white residents. Strategies to support all residents having better outcomes in this area are indicated.
- ◆ Affordable housing and homelessness continue to be areas for improvement in Scott County.
- ◆ Performance among financial assistance programs varied. Most met performance targets but a small number missed targets that would have resulted in some financial reimbursement for the County.

### Going forward:

- ◆ The 2020-2025 Strategic Plan defines housing as a community foundation, and includes plans to expand housing resources and to make homelessness brief, rare, and non-recurring. Initiatives like leveraging County fiber resources, expanding broadband access, exploring employment and training options like innovation centers or secondary education options, and targeted recruitment of businesses in need of skills matched to those possessed by our residents are all options for continued economic development.
- ◆ The plan also includes development of healthy community design strategies, making healthy food options available to more residents.



# PUBLIC SAFETY



## Public Safety Outcomes

Public safety is a core function of county government. Law enforcement, the County Attorney’s office, and Community Corrections work together with community partners to meet the County goals of:

- ◆ Prevent criminal behavior
- ◆ Enforce laws, be prepared, and respond to emergency situations

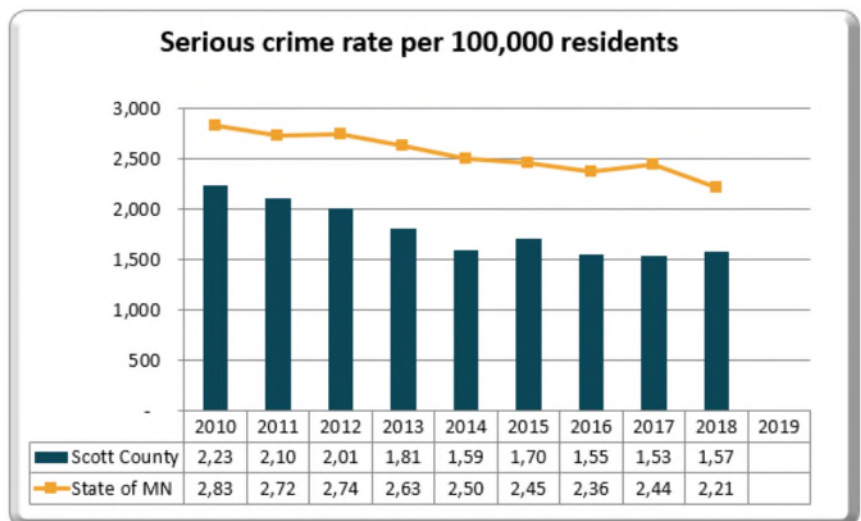
Crime rate data are Community Indicators measuring safety in the community. Key performance measures include response times for law enforcement, effectiveness in reducing recidivism rates for adult and juvenile offenders, and citizen survey data.

## I. Community Indicator: Part I Crimes

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

Trends in this data reflect a gradual decline in the rate of serious crimes over the last eight years at both the state and county level. The rate of serious crimes in Scott County is considerably lower than the state's rate.

Data for this indicator are not available for 2019 from the Department of Public Safety or the Bureau of Criminal Apprehension.



Source: Minnesota Department of Public Safety, U.S. Census Bureau.

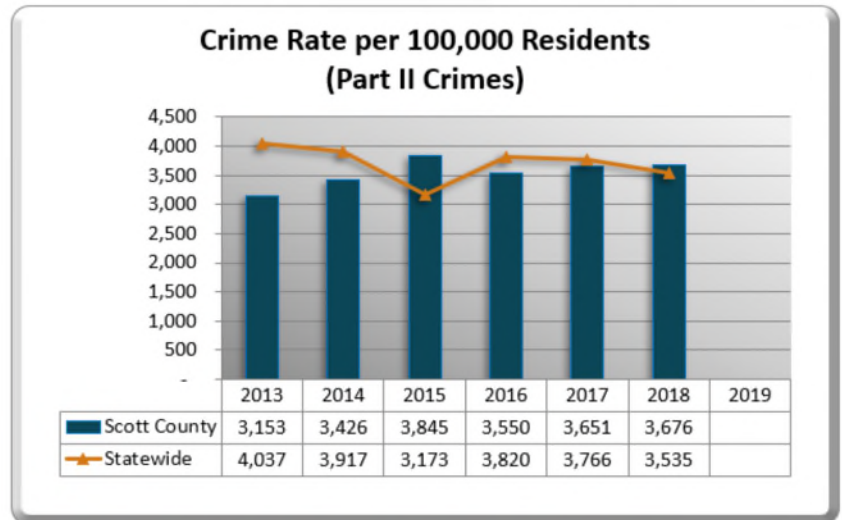
# PUBLIC SAFETY

## II. Community Indicator: Part II Crimes

The rate of Part II crimes is a Community Indicator that tells something about the prevalence of less serious crimes within Scott County communities.

Crimes that target property are less serious in terms of legal penalties, but can have a major impact on an individual victim's sense of safety in their own home and the public feelings of safety within the community.

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



Source: Minnesota Justice Information Services Uniform Crime Report

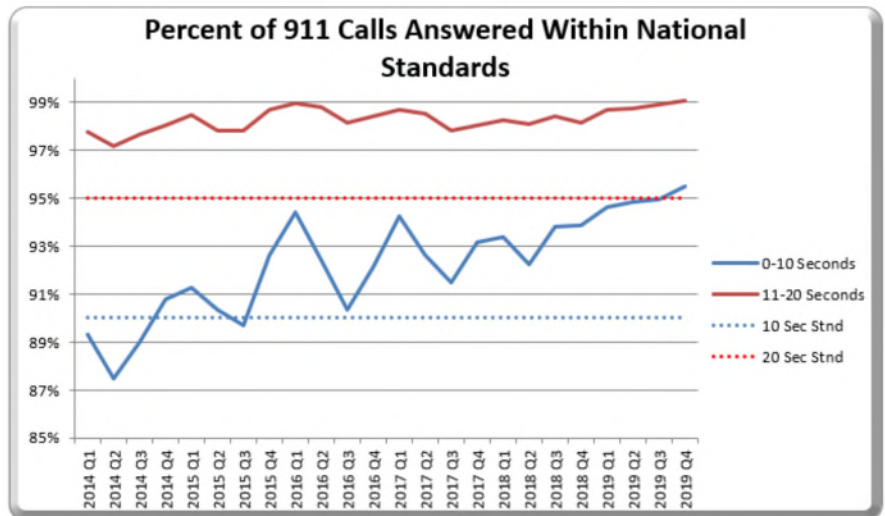
Data for this indicator are not available for 2019 from the Department of Public Safety or the Bureau of Criminal Apprehension.

## A. KPI: Dispatch: Program 226– Law Enforcement

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

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

A factor impacting performance includes call volumes (which vary significantly by month, day, and time) that have increased three to four percent per year. Staffing levels have not been at full complement, due to challenges in recruitment, retention, and time to train dispatchers. A shortage of 911 lines has led to calls rolling into administrative lines, further complicating data collection.



Source: 911 Center Phone System Report Server

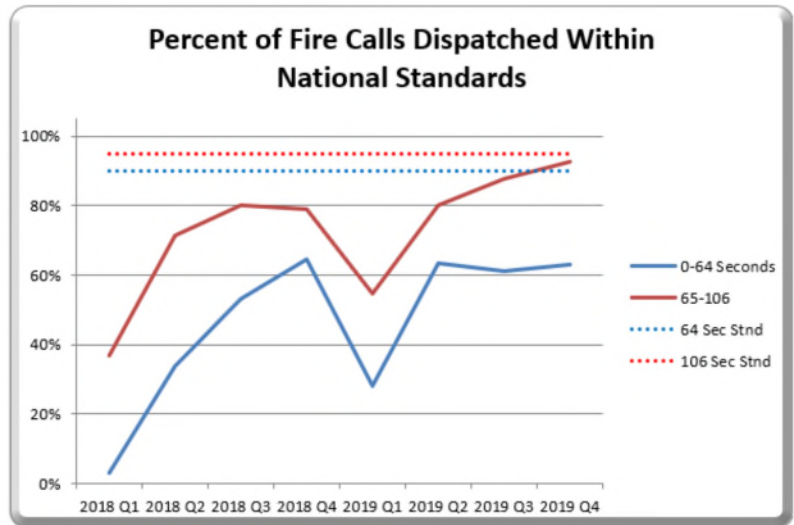
# PUBLIC SAFETY

## B. KPI: Dispatch: Program 226—Fire

Scott County's 911 Center dispatches fire departments for Scott County and for portions of Sibley, LeSueur, Carver, and Rice Counties.

This measure compares the speed of dispatching fire departments to structure fires and fire alarm calls against the national standard. The standard measures how quickly fire calls are processed then dispatched by the 911 Communications Center. These performance data are used to determine fire risk ratings for homeowner and commercial fire insurance.

Scott County is not meeting national standards on this measure due to the same barriers referenced in the previous measure.



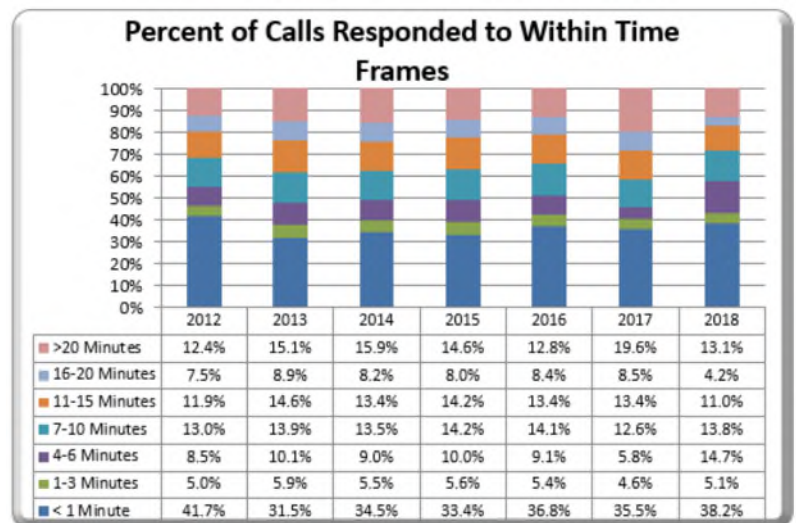
Source: LETG Records Management System

## C. KPI: Officer Response Times: Program 245

The Scott County Sheriff's Office responds to emergency and non-emergency calls for service for all of Scott County, and is the primary responder to calls for service in Scott County's eleven townships. In an emergency, Sheriff's deputies are typically the first on scene to provide emergency care for people who are injured or sick. They also provide safety and protection for people involved in a violent or physical incident.

This measure reflects the amount of time it takes for a deputy to make initial contact with a person who has called the 911 center and has requested a deputy response for service for either an emergency or non-emergency incident. The initial contact can be either in person or via telephone.

In 2019, 70 percent of calls received an initial contact within 10 minutes. Factors that impact response times include staffing levels, officer availability to respond based on call volume, weather, and the percentage of emergency vs. non-emergency calls to which officers must respond.



Source: Public Safety Information System (AS400 & LETG)

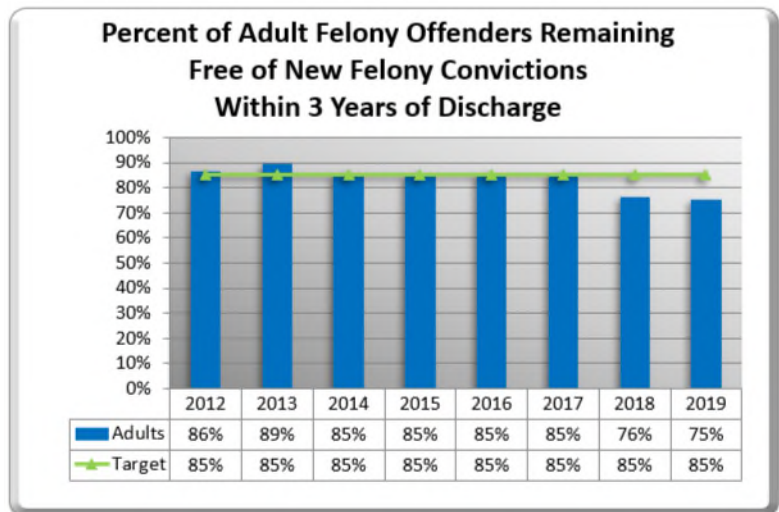
# PUBLIC SAFETY

## D. KPI: Adult Probation/Supervised Release: Program 159

One of the main objectives of Community Corrections is to ensure public safety by reducing recidivism of adult and juvenile offenders placed on supervision.

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

The Minnesota Department of Corrections sets and 85 percent performance standard for this outcome. For the last two years, Scott County has not met this performance target. Factors that influence this may include increased numbers of drug prosecutions, as well as the increased prevalence of methamphetamines and opiates. The Department is currently evaluating whether existing staff resources can provide supervision at an intensity matched to offender risk levels—and whether that is a factor in recidivism.



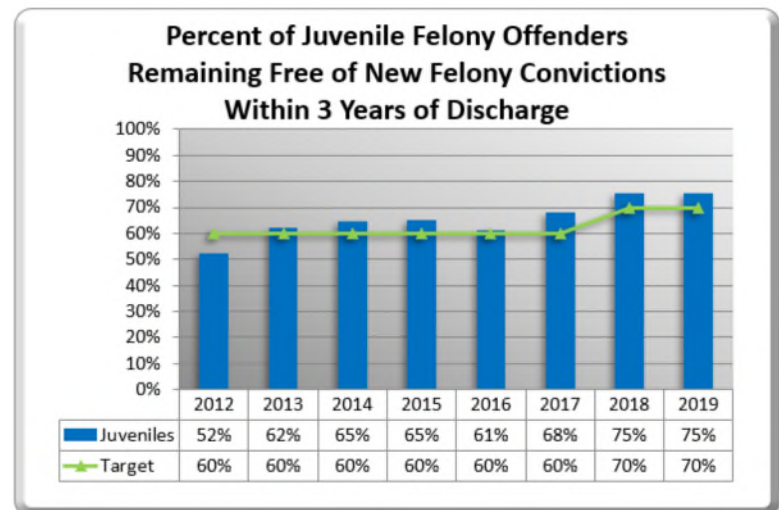
Source: MN Data Definition Team Statewide Probation and Supervised Release Outcomes

## E. KPI: Juvenile Probation: Program 157

This measure shows the percent of juvenile felony offenders who were successful in remaining free of a new felony conviction within three years of discharge from probation.

The 70 percent target for juveniles is set by Scott County Community Corrections. It was raised in 2018 by the Department to continue to challenge themselves and promote strong outcomes for youth.

Scott County is exceeding elevated targets for this measure. A factor that appears to influence strong performance includes staff who target risk factors for youth and can effectively develop case plans and provide services to reduce those risk factors. Other factors influencing success include the availability of family involvement and supports, as well as



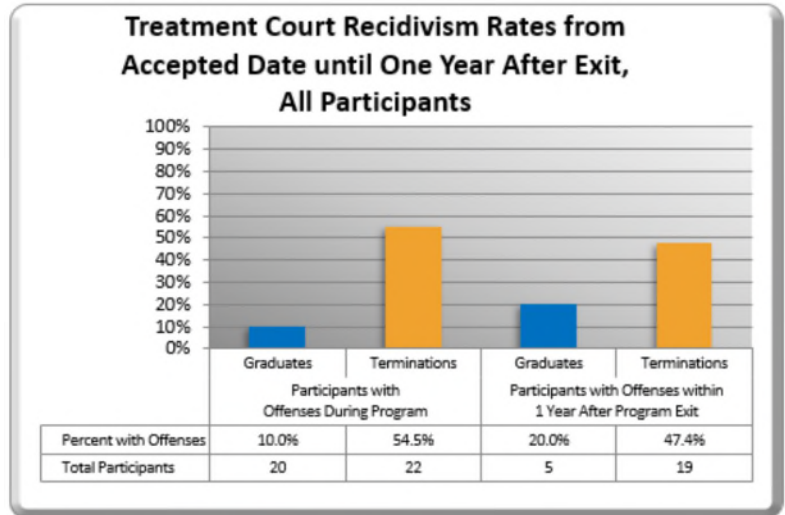
Source: Minnesota Court Information System (MNCIS) Manual Records Review

# PUBLIC SAFETY

## F. KPI: Treatment Court: Program 289

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

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



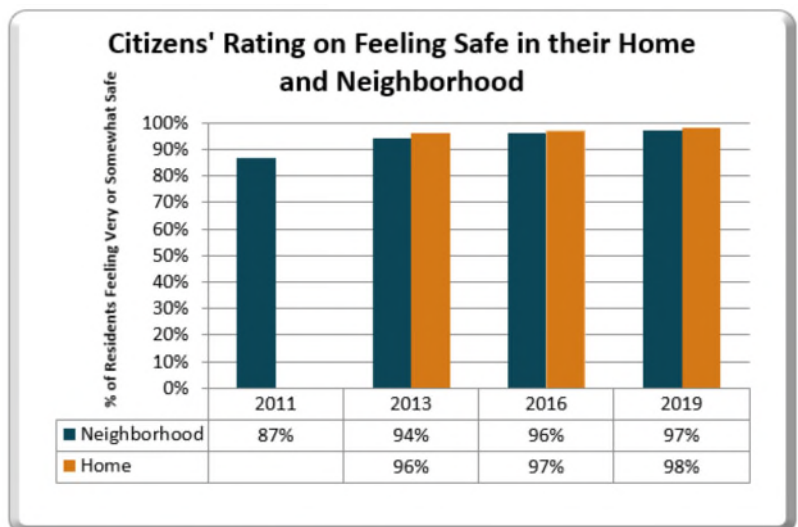
Source: Treatment Court Manual Data Tracking

These data reflect outcomes for Treatment Court participants, comparing those who graduated against outcomes for those who did not, at the end of 2019. Although there are a small number of graduates to date, data suggest this intervention is having a positive impact on reducing crime recidivism.

## G. KPI: Survey: Citizen Feelings of Safety

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

Results from the 2019 Scott County Residents Survey are consistent with results from past surveys. Most respondents said they felt “very safe” or “somewhat safe” in their homes and neighborhoods.



Source: Scott County Resident Survey

# PUBLIC SAFETY

## Summary

### Strengths in the County's work to improve public safety outcomes:

- ◆ Although 2019 crime rates are not available, Scott County rates have been considerably lower than state rates for years. Further, respondents to the 2019 Residents Survey expressed high ratings of feeling safe in their homes and neighborhoods.
- ◆ Considerable work was completed on the last strategic plan to decriminalize mental illness as one strategy for reducing recidivism. Key accomplishments included expanding mobile crisis mental health services, implementing the Re-entry Program to link people leaving jail to community support services, and continued support for Treatment Court, which shows early signs of effectiveness in reducing recidivism.
- ◆ Effective collaboration exists among law enforcement, the County Attorney's Office, Community Corrections, and an array of community partners, which provides a systemic support for safe communities.



### Gaps or areas for growth include:

- ◆ Scott County has not meet performance targets for adult recidivism for the last two years. New strategies listed above have not been in place long enough to impact rates. Close monitoring of whether these changes result in the intended improvements will be part of the work going forward and will support identification of additional barriers to success for justice-involved individuals.
- ◆ A cross-over youth diversion program was attempted as part of the last strategic plan. It was redesigned to provide dual case management services instead of diversion. Tracking outcome data for these youth should be used to determine the effectiveness of this approach.
- ◆ Emergency 911 Dispatch data shows acceptable wait-times for law enforcement call responses, despite high rates of staff turnover that have challenged service delivery. These high-stress positions require extensive training and maintaining a full staffing compliment has been difficult.

### Going forward:

- ◆ Reducing recidivism will make the community safer, reduce cost to the criminal justice system, and encourage productive individuals in healthy families. The 2020-2025 Strategic Plan includes a blueprint for examining the local justice system and evaluation of how current practices across departments impact recidivism. Continued efforts to address underlying factors — including education, employment, housing, transportation, and mental/chemical health services — will support stronger outcomes in these performance areas. An evaluation of how dispatch services are provided, and continued efforts to recruit and retain employees are additional tactics included in the strategic plan.

# Building Communities



# EMERGENCY PREPAREDNESS AND MANAGEMENT



## Emergency Preparedness and Management

Communities must be prepared to respond to protect people and property, while building resilience that will allow for rapid recovery. Public Health and Emergency Management staff take lead roles in coordinating County programs, other local governments, private agencies, volunteers, and others preparing for and managing disasters.

Emergency Preparation/Emergency Management programs contribute to safe, healthy, and livable communities. They have a primary impact on County goals for:

- ◆ Safe: Enforce laws, be prepared, and respond to emergency situations

There are no Community Indicators that are well-aligned with this area, and — while guiding federal agencies have extensive lists of compliance measures — there are few outcome measures.

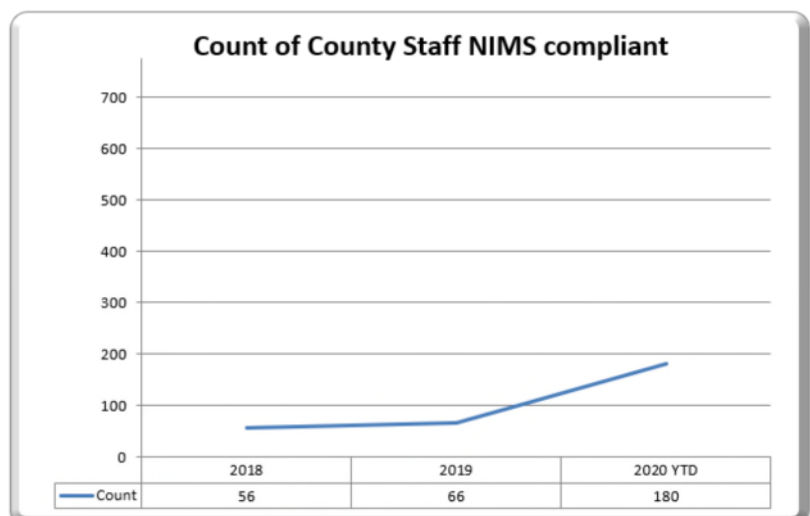
### A. KPI: Emergency Preparedness: Program 208

#### National Incident Management System (NIMS) Foundation Training

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

This measure shows the number of staff with certificates on file for FEMA's foundational courses (100, 200, 700). An additional six of 28 staff targeted for completion of Emergency Operations Center (EOC) received required training.

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



Source: Emergency Management Records



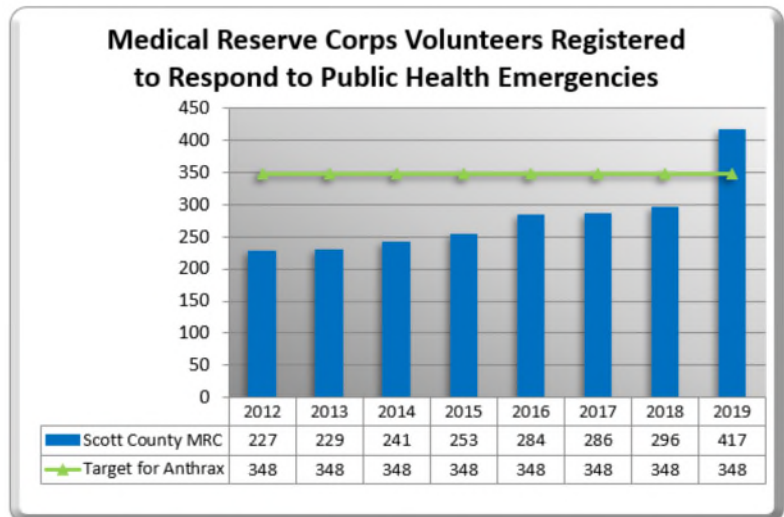
# EMERGENCY PREPAREDNESS AND MANAGEMENT

## B. Medical Reserve Corps: Program 208

The Medical Reserve Corps (MRC) was established to provide a way to recruit and train volunteers to respond to disasters and other emergencies. The pool of registered volunteers is reflective of the success of recruitment efforts.

The number of registered volunteers has increased yearly; in 2019, this number was at an all-time high.

Factors that impact successful recruitment include publicity and community attitude toward volunteer service. Volunteer interest is also influenced by high-profile disasters or events.



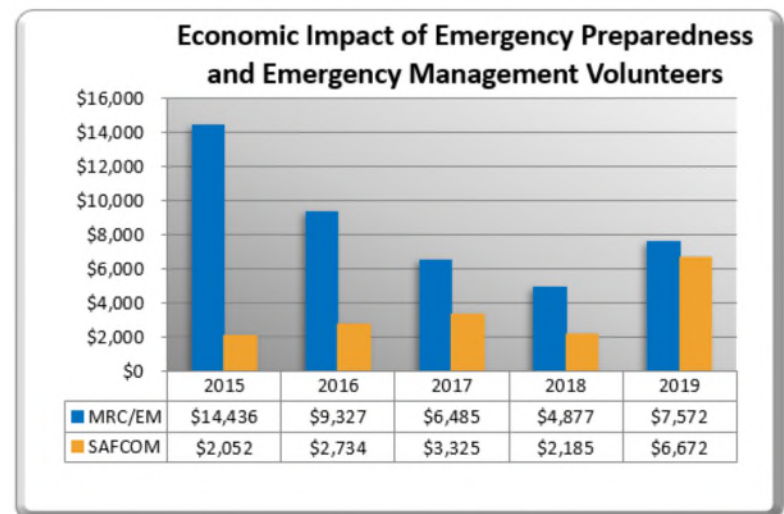
Source: Minnesota Responds

## C. Economic Impact of EP/EM Volunteers

Until 2019, Scott County maintained two separate sets of volunteers based on the types of emergencies requiring their response. The Medical Reserve Corps (MRC) respond to local public health emergencies and ongoing public health initiatives while Safety Communications (SAFCOM) assist with weather spotting, call center/hotline, sandbag operations, and evacuations.

In 2019, the two volunteer groups were merged into a single database, reducing duplication and expanding the volunteer pool. Volunteers are now categorized as emergency response volunteers.

This measure provides information about how the work of all of these volunteers offset costs to the County.



Source: Medical Reserve Corps Data 2015-2018, SAFCOM Data 2015-2018, BetterImpact 2019

# EMERGENCY PREPAREDNESS AND MANAGEMENT



## Summary:

### Strengths in the County's work to improve outcomes in emergency management and preparation:

- ◆ County leaders have brought new focus to training, strategic planning, and emergency operations, which are promoting readiness and resiliency in our communities.
- ◆ Scott County has identified and is addressing gaps in training needed to support stronger emergency preparedness. The Senior Leadership Team has been trained, and all staff are required to complete NIMS training in 2020.
- ◆ In 2019, volunteers contributed \$14,244 of services to Scott County. Volunteer databases have been combined to maximize volunteer resources.

### Gaps or areas for growth include:

- ◆ There is not a national or statewide standard for measuring Emergency Management performance. Key Performance Indicators (KPIs) are needed that are founded on valid national standards, measuring how, or if the work is changing outcomes.

### Going forward:

- ◆ The Scott County Strategic Plan (2020-2025) includes specific attention to meeting NIMS training requirements and developing community engagement strategies to help communities prepare for emergencies. Tactics also focus on building self-reliance for individuals and community-level preparedness, understanding that first responders may not be able to reach everyone in an emergency.

# NATURAL RESOURCES AND ENVIRONMENTAL SERVICES



## Natural Resources and Environmental Health

Residents value access to open spaces, the natural environment, and the rural character of Scott County. They care about safe drinking water and clear, clean lakes. They want effective water management processes to reduce the risks of flooding. They expect the land they live on to be free of contaminants and protected from damaging erosion. They have actively collaborated with the County and Watershed organizations to care for the environment and to protect and conserve these important natural resources.

Programs associated with Natural Resources and Environmental Health have broad impact on our communities, and have a primary impact on County goals related to:

- ◆ Safe: Clean soil, water, and air
- ◆ Healthy: Active lifestyle for all ages through opportunities and education
- ◆ Livable: Good system of trails, parks, and open spaces

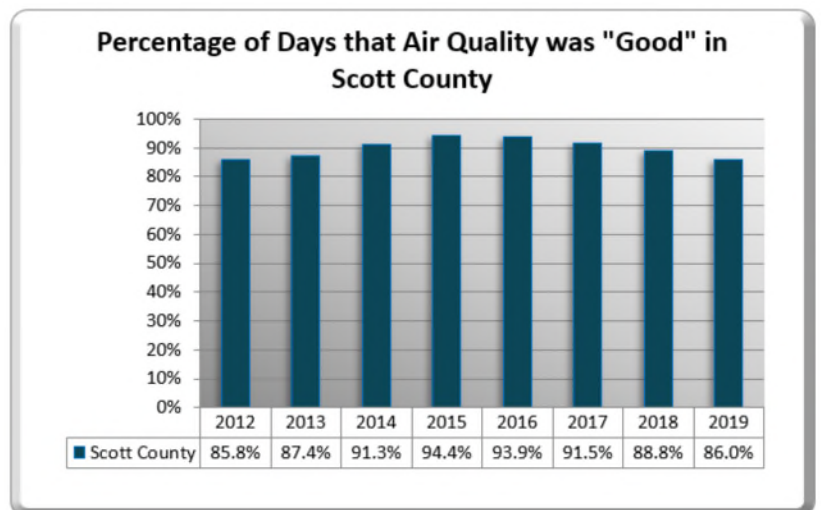
## I. Community Indicator: Air Quality Rating

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

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

In Scott County, there has been a gradual decline in the percent of “good” air quality days since 2015.

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

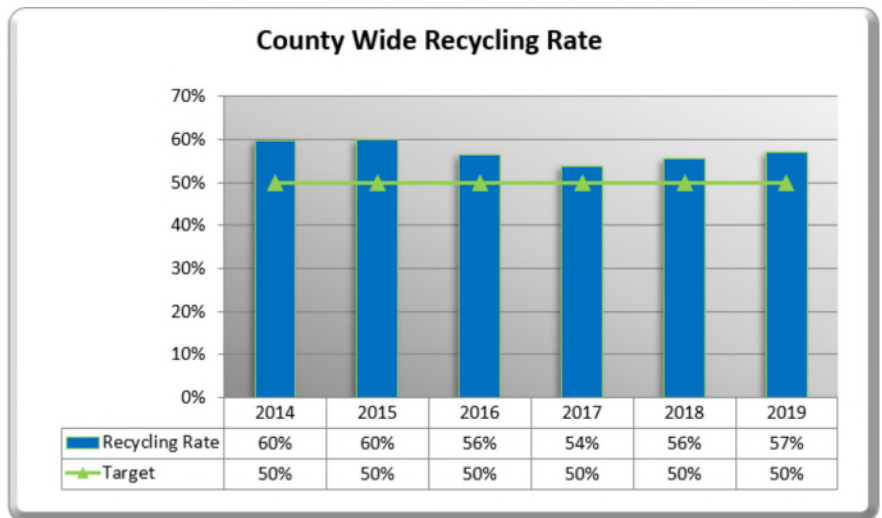


Source: U.S. Environmental Protection Agency and Minnesota Compass, 2019

# NATURAL RESOURCES AND ENVIRONMENTAL SERVICES

## A. KPI: Environmental Health Recycling: Program 64

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



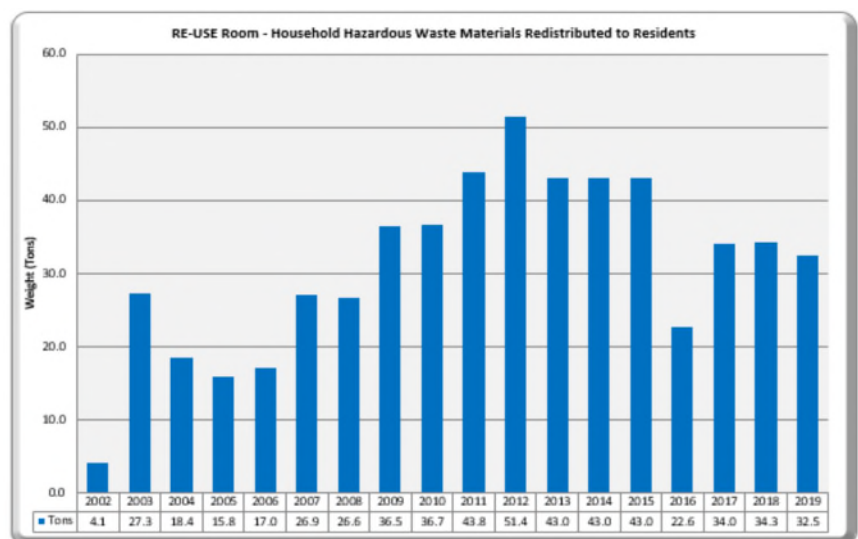
Source: Annual SCORE Reports to Minnesota Pollution Control Agency

This graph shows relatively stable trends in residents' recycling practices since 2014. Scott County exceeds recycling rate targets established by the Governor's Select Committee on Recycling and the Environment (SCORE).

## B. KPI: Household Hazardous Waste Facility Operation: Program 66

When hazardous waste is thrown in the trash or poured down a drain, it can contaminate our soil and water supply, posing a threat to human health and the environment. The County's Household Hazardous Waste (HHW) facility provides a safe solution for the proper disposal of these items. By providing an option for reusing certain products, it allows for a reduced production of new hazardous and problem materials.

Some of the materials collected at the HHW (e.g., paint) are safe to be reused. This is a measure of the volume of suitable materials that were redistributed to residents free of charge. The results show a recent leveling out of the amount of materials claimed for reuse.

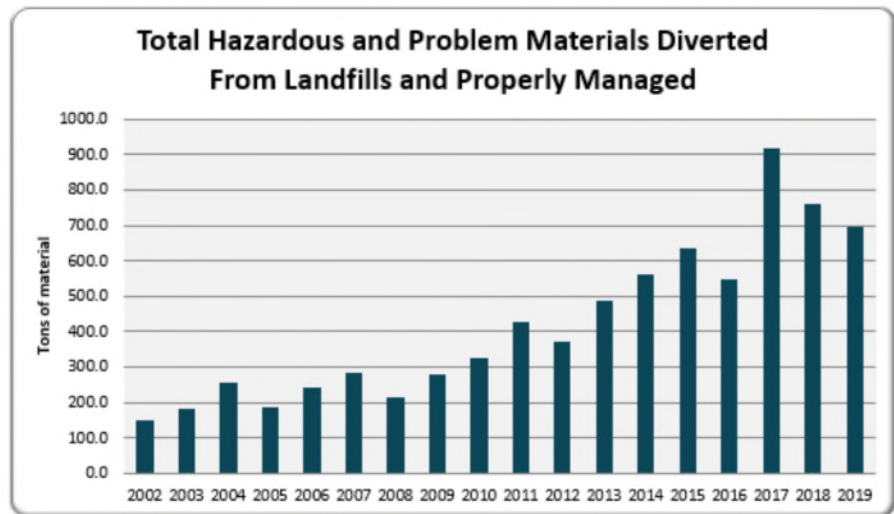


Source: Environmental Health Annual Reports

# NATURAL RESOURCES AND ENVIRONMENTAL SERVICES

## C: KPI: Household Hazardous Waste Facility Operation: Program 66

These data show the volume of household and business hazardous waste the HHW receives annually. Types of waste received include paint and stain, paint strippers and adhesives, automotive chemicals, cleaning chemicals, pesticides, fluorescent lamps and tubes, electronics, appliances, tires and batteries. Common electronic waste includes TVs, stereos, and various computer components.

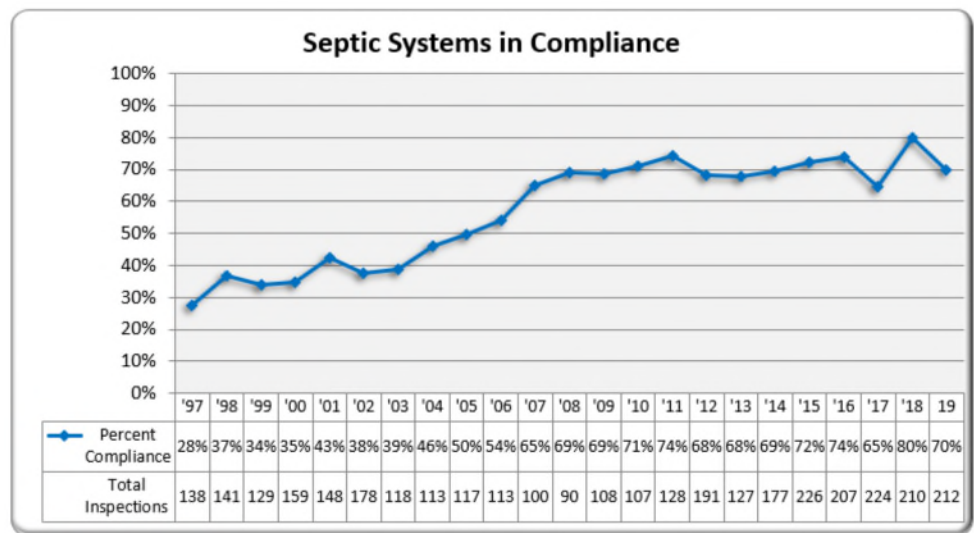


Source: Environmental Health Annual Reports

## D: KPI: Septic System Permitting, Enforcement and Maintenance: Program 68

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

The data for this measure come from private septic contractors. Independent inspections often result from property sales. This graph demonstrates the results of an effective program that is gradually replacing failing systems. Results show a leveling off of compliance in recent years between 65 and 75 percent.



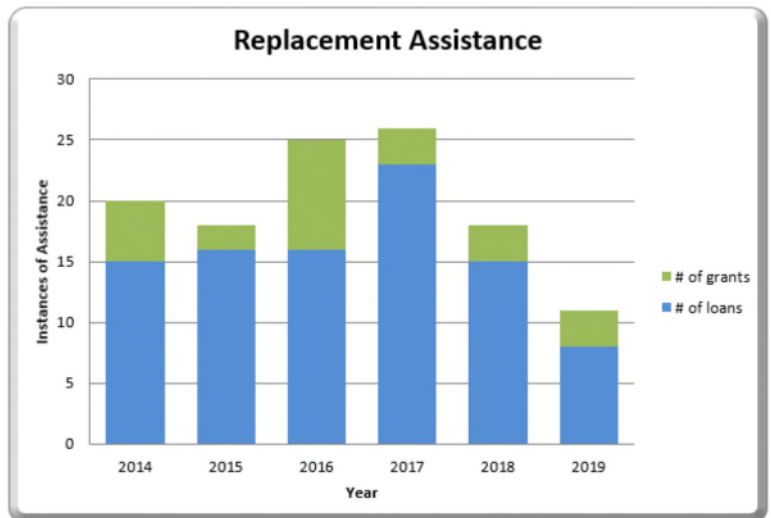
Source: City View

# NATURAL RESOURCES AND ENVIRONMENTAL SERVICES

## E. KPI: Septic System Replacement Assistance: Program 69

The up front cost of a new septic system can be expensive. Some residents cannot afford to replace their failing septic systems. This program provides grants or loans to residents to help finance the replacement of non-compliant systems, and this measure provides a tally of the number of residents who have taken advantage of the program.

A failing septic system discharging waste into the house, onto the ground surface, into surface water, or where it can contaminate groundwater and an aquifer poses a serious public health threat. The County takes active steps to help property owners replace failing septic systems.

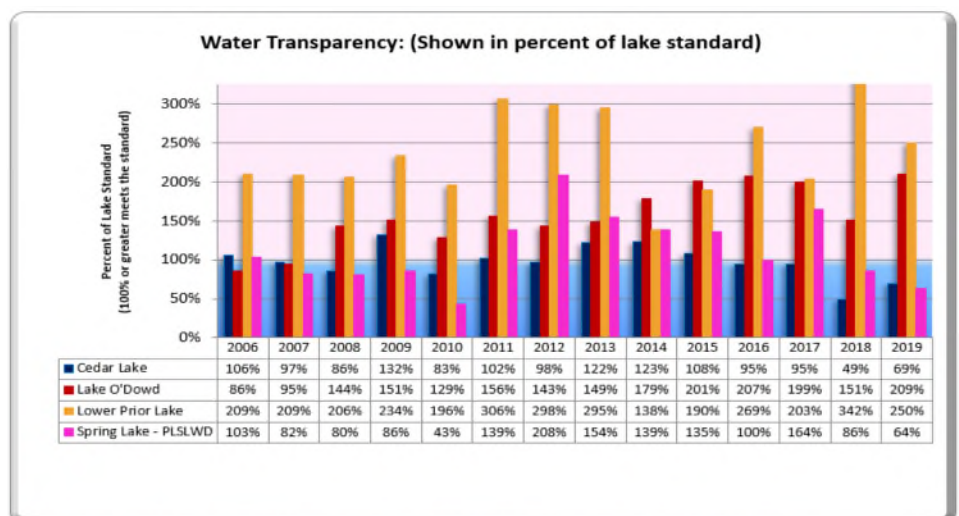


Source: Department data managed in Excel

## F. KPI: Land and Water Treatment: Program 121

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

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

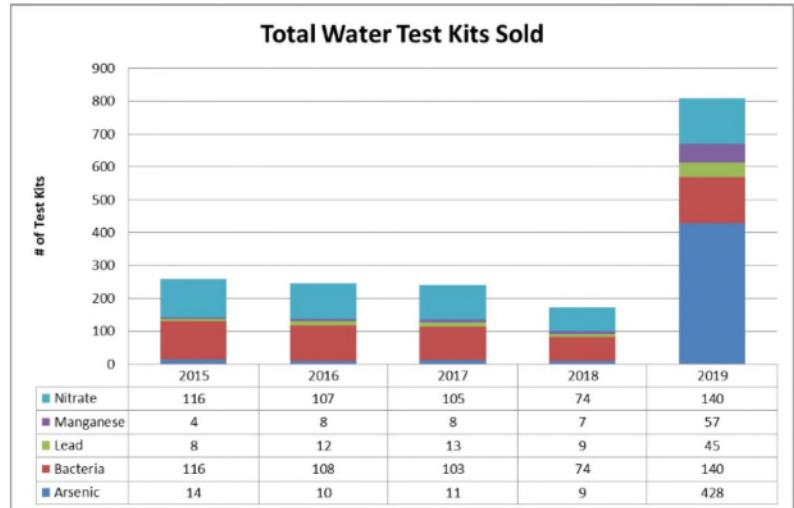


Source: MetCouncil Citizen-Assisted Monitoring Program (CAMP) Lake Monitoring Results for Lake O'Dowd, Cedar, and Lower Prior. Prior Lake Spring Lake Watershed District (PLSLWD) for Spring Lake.

# NATURAL RESOURCES AND ENVIRONMENTAL SERVICES

## G. KPI: Land and Water Treatment—Program 121

Testing well water for contaminants is an important service that contributes to public health and safety. Cities monitor drinking water quality for their residents; the County monitors drinking water quality for the townships. Landowners participate in voluntary water testing. In 2018, testing revealed elevated levels of arsenic in wells in western sections of the County. Throughout 2019, program leaders engaged in public notification and community education, and encouraged testing and treatment when and where needed.



These data show the increased number of tests for arsenic following the public education campaign by County staff to educate residents about potential dangers. Spike in testing numbers indicates residents received and acted on the cautionary messaging.

## Summary

### Strengths in the County’s work to improve outcomes related to the environment:

- ◆ Rates for recycling exceed state targets and data show successful efforts to divert hazardous materials or to make them safely reusable.
- ◆ The County launched an effective public information campaign to address the presence of arsenic in well water in western Scott County.
- ◆ The 2016-2019 Scott County Strategic Plan included a specific strategy to “support development while protecting and managing the County’s rural character, open space and natural environment.” The County, watershed districts and Soil and Water Management organizations have worked with landowners to update local water management plans and conduct floodplain management. Preservation and prevention tactics have been effective, due in part to successful engagement with landowners and preserving land and water resources through mutual cooperation.

### Gaps or areas for growth include:

- ◆ The number of days in which air quality was rated as “good” has slowly dropped every year since 2015.

### Going forward:

- ◆ The 2020-2025 Strategic Plan calls for strategies focused largely on bluff maintenance and flood resiliency. Recognizing an increased frequency and severity of rain events, tactics will focus on preserving bluff areas, assessing investments in infrastructure along highly erodible ridgelines, and exploring funding options for long-term maintenance of rural waterways and lakes to prevent localized flooding and rising lake levels.

# Parks and Trails



## Parks and Trails

Active lifestyles are essential to maintaining good physical and mental health. Respondents to the 2019 Residents Survey placed a high value on access to open spaces, parks, trails, and other recreational activities.

The County encourages physical activity through parks and trail planning in partnership with cities, townships, land-owners, and the Three Rivers Park District. These efforts contribute to the achievement of County goals:

- ◆ Healthy: Active lifestyles for all ages through opportunities and education
- ◆ Livable: Good system of parks, trails, and open spaces
- ◆ Livable: Reliable roads, trails, sidewalks, and transit options are available to all citizens

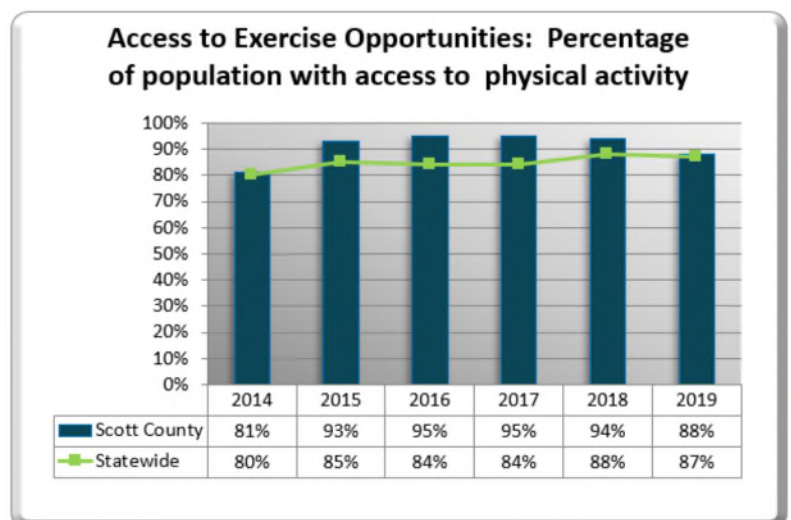
Community Indicators that measure access to exercise opportunities and health rankings provide pieces of information on active lifestyles in Scott County. Key Performance Indicators reflect how well county programs meet resident expectations for available, high quality parks and trails.

### I. Community Indicators: Access to Exercise Opportunities

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

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

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



Source: County Health Rankings, Robert Wood Johnson Foundation

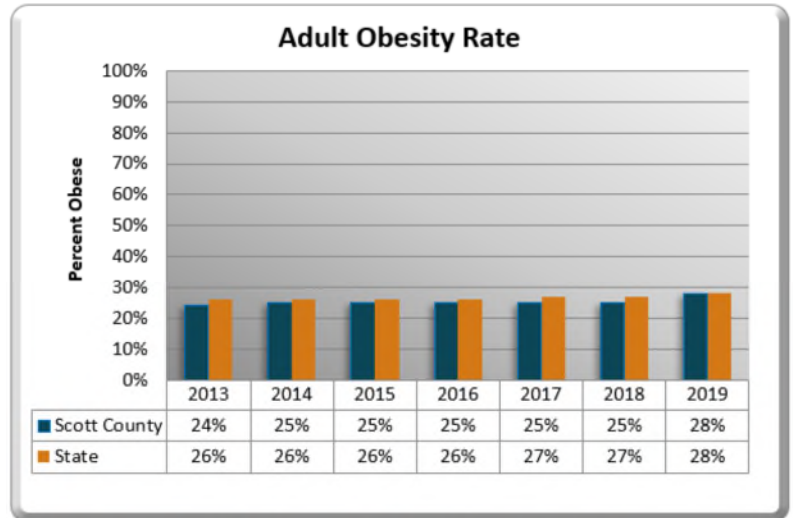


# Parks and Trails

## II. Community Indicator: Adult Obesity

According to the Robert Wood Johnson Foundation, Scott County is ranked fourth in overall health ratings among Minnesota counties, dropping two spots over last year. Promoting physical activity and active lifestyles is essential for good health.

Obesity is associated with both minor and major health conditions. Monitoring rates of obesity provides some information on the overall health of County residents, and highlights opportunities for public health education.



Source: County Health Rankings, Robert Wood Johnson Foundation

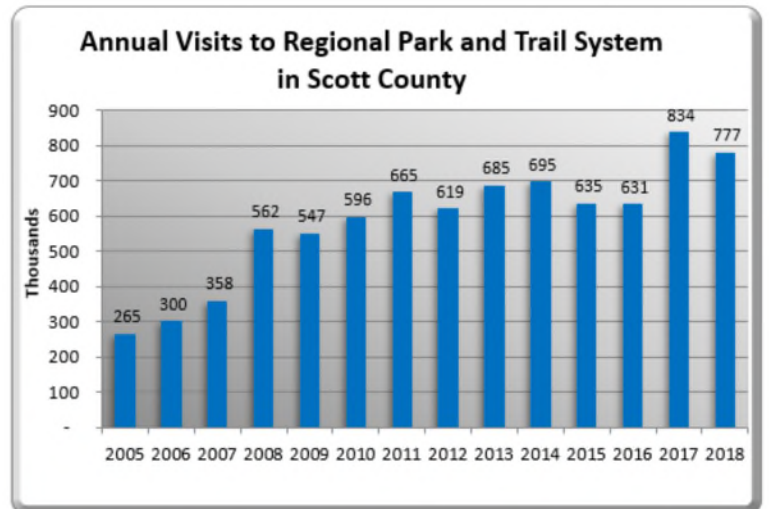
## A. KPI: Park and Trail Planning: Program 78

The Metropolitan Council estimates annual visits to regional parks based on the average of a four-year sample consisting of people, boats, and vehicles that enter a regional park through recognized entrances or pass by designated points on a regional trail.

This measure demonstrates the visitor use trend in the regional park and trail system in Scott County. Attendance numbers for 2019 are not yet available from the Three Rivers Park District.

Use of the County's regional system has increased by 38 percent in the last 10 years. Visits are expected to trend upward as population increases, and with expansion of facilities, amenities, and services.

If the trend in visits does not follow population trends, this may indicate that the services and facilities being provided are not meeting the needs and/or expectations of the residents.



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

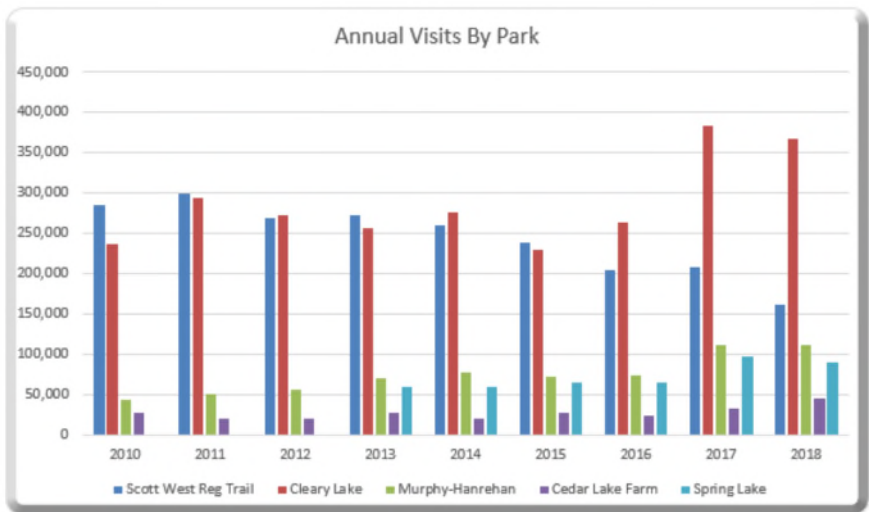
# Parks and Trails

## B. KPI: Park and Trail Planning: Program 78 (by park)

This measure demonstrates overall visitor use at each regional park and trail. The use estimates are an indicator of whether the park offerings and operations are meeting residents expectations and demand for services.

Park visitation trends should reflect population trends, with an increase in visitation coinciding with an increase in park use. Increases are also anticipated if new amenities are added or enhanced.

Use of regional parks and trails throughout the region has trended upwards over the last decade, with the exception of 2015, which saw a bit of a decrease. The decline in use on the Scott West Regional Trail is due to a data error that over estimated use counts on the trail from 2004 through 2010.



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

## C. KPI: Recreation Programming and Lessons: Program 74

This measure shows the total number of people who participated in recreational group programming or lessons at the Three Rivers Park District (TRPD)-Scott Outdoor Recreation group. Examples of programs include archery lessons, maple syrup programs, kayak lessons, family canoeing when the moon is full, summer youth camps, et cetera.

Program growth from 2014-2016 was unsustainable, and programming was re-structured in 2017. The 2019 numbers reflect more stable capacity and sustainable levels of programming with current resources.

Consistent participation numbers for 2020 is the goal, but park staff work creatively to increase participation, especially from underserved areas of the County.



Source: Scott County, Three Rivers Park District Program Staff

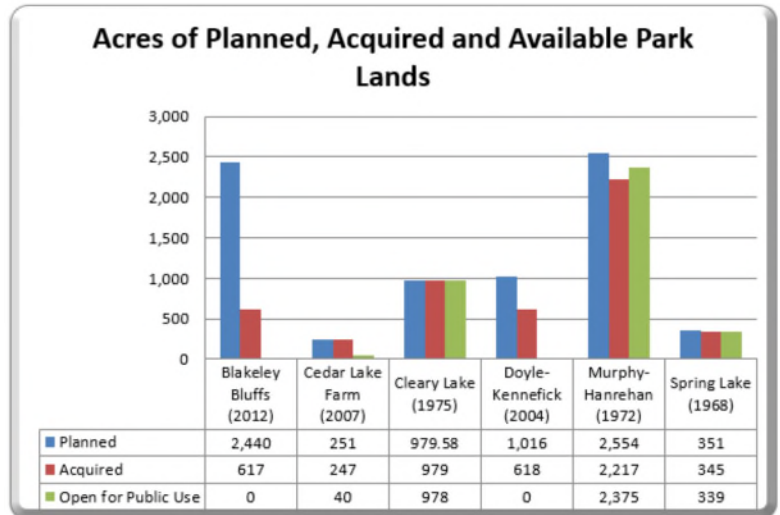
# Parks and Trails

## D. KPI: Parks and Trails Land Acquisition: Program 76

The Scott County Board of Commissioners guide and approve decisions about park development. These data include the number of acres planned for, acquired and currently open to the public today as guided by the County Board approved master plans.

Acres not in public use are held in an "acquisition and stewardship phase" for future development.

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



Source: GIS

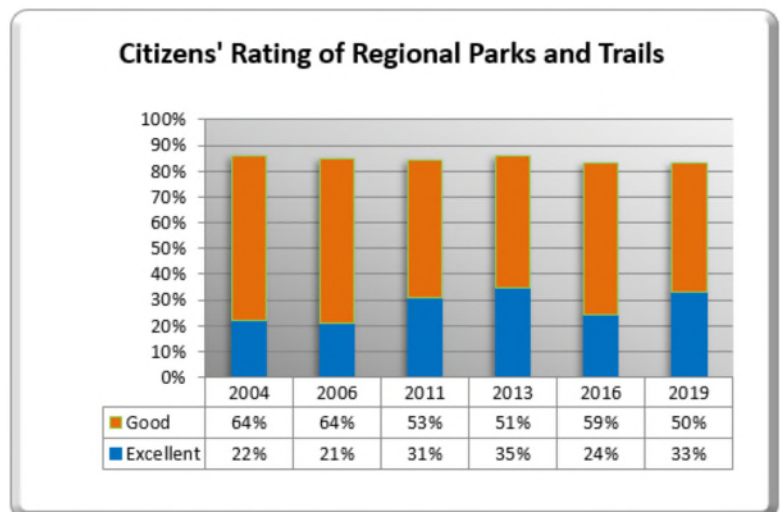
## E. KPI: Residents Survey: Citizens' Rating of Regional Parks and Trails

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

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

Responses have remained relatively consistent over time and would suggest resident support for availability and offerings of the regional parks and trails overall in Scott County.

(Note: A wording change in the 2016 survey makes comparison to previous years less accurate).



Source: Scott County Resident Survey

# Parks and Trails



*Lake O'Dowd, Fall 2018*

## Summary

### **Strengths in the County's work to improve regional parks and trails:**

- ◆ An examination of annual visitor data and Residents Survey results both reflect satisfaction with the work the County and Three Rivers are doing to provide accessibility and programming.
- ◆ Current levels of recreational program are offered at a sustainable rate.
- ◆ The 2016-2020 strategic plan included a specific strategy for promoting healthy and active lifestyles. Assessments were completed to remove barriers to the use of parks and trails for historically underserved populations, including residents from diverse backgrounds and those with limited English language skills, those living in poverty, and those living with disabilities. "Wayfinding" signage was installed on trails to improve user experiences, free events were offered, scholarships to summer camp programming were offered to struggling families, and improvements in technology supported maintenance of trail surfaces.

### **Gaps:**

- ◆ Scott County has the lowest number of regional trail miles in the metro area, and there are no destination trails in Scott County.

### **Going forward:**

- ◆ The 2020-2025 Strategic Plan continues work on promoting healthy, active lifestyles; targeting broader opportunities for residents from all ages, abilities, and diverse backgrounds; and working with partners to plan for and implement expanded regional trail miles.

# Roadways, Trails, and Transit

## Roadways, Trails, and Transit Outcomes



Residents must be able to move about safely in their communities. As such, multi-model transportation systems are fundamental to thriving communities and an essential partner with almost all other program areas working towards safe, healthy, and livable communities. This work has primary impact on:

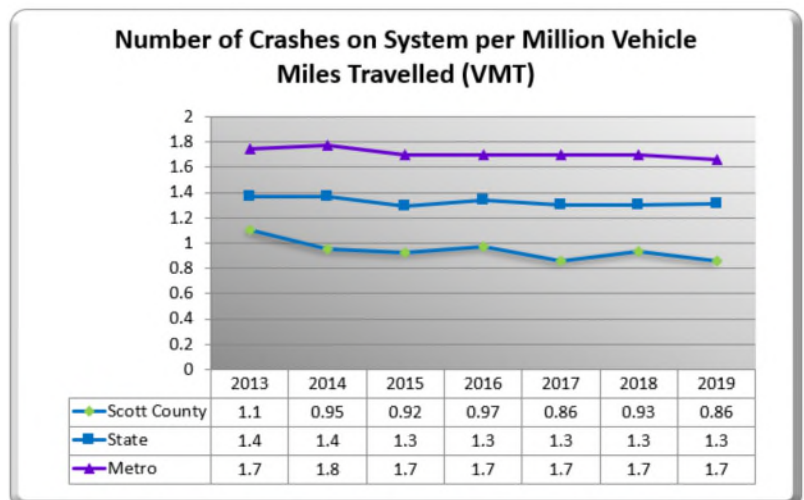
- ◆ Safe: Citizens can travel and move about safely
- ◆ Healthy: Citizens have access to adequate food and healthy choices
- ◆ Healthy: Active lifestyles for all ages through opportunities and education
- ◆ Livable: Good system of trails, parks and open spaces
- ◆ Livable: Reliable roads, trails, sidewalks and transit options are available to all citizens
- ◆ Livable: Range of quality jobs and thriving local economy

Community Indicators provide information on safety, connectivity, and reliability. Key Performance Indicators reflect the effectiveness and efficiency of how roadway projects and services are delivered. Resident Survey results provide valuable input into how well County programs are meeting resident expectations.

### I. Community Indicator: Crashes per Million Vehicle Miles Travelled

In 2019, there were 427 crashes on roadways in Scott County. Crashes per million Vehicle Miles Travelled (VMT) is an industry standard measure of roadway safety. Data related to crashes are collected and analyzed to identify common elements to determine mitigation strategies to improve safety along our roadways.

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



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

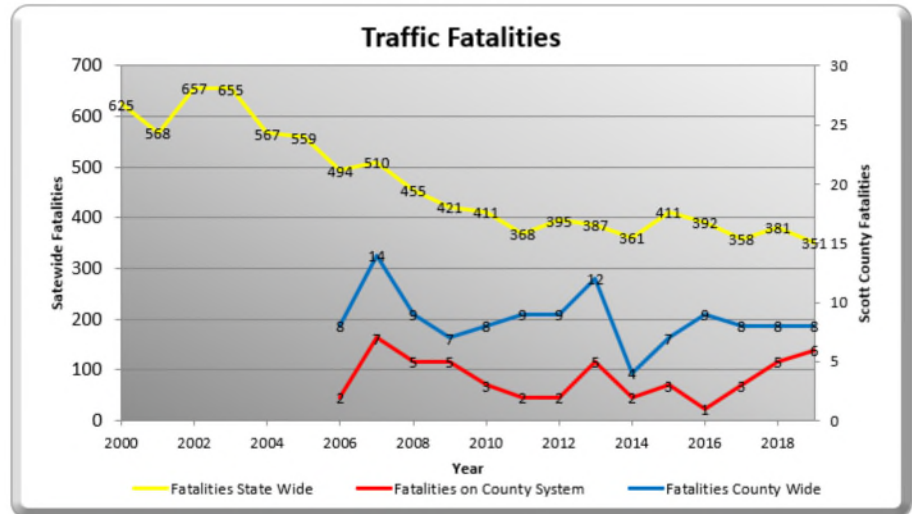
# Roadways, Trails, and Transit

## II. Community Indicator: Fatal Crashes

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

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

In 2019, there were 6 crashes on county system roads and 8 on countywide roadways involving serious injury or fatalities in Scott County.

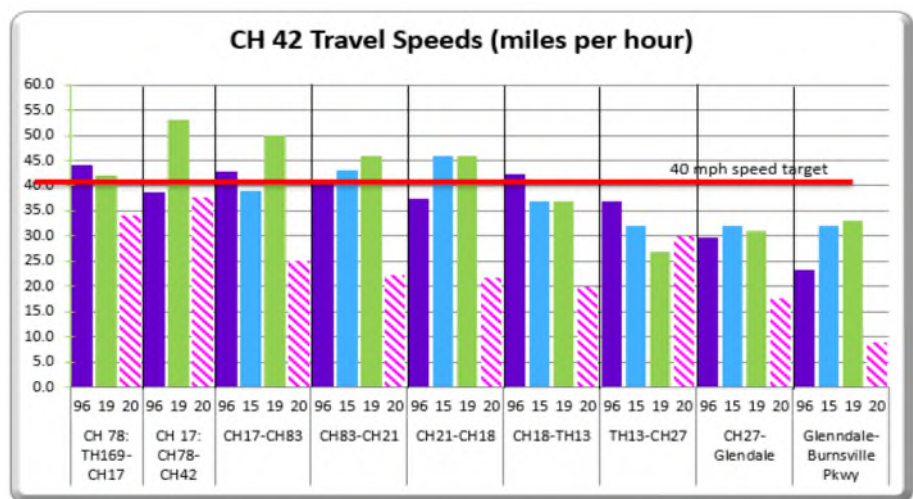


Source: MnDOT Crash Data

## A. KPI: Intersection Safety and Corridor Management: Program 95

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

In 1996, travel speeds were measured during the peak periods. The study also predicted 2020 travel speeds with planned corridor improvements. Using the National Performance Management Research Data Set (NPMRDS) data, we are able to measure peak period travel speeds experienced by corridor users in 2015 and 2019.



Source: CH 42 Corridor Study 1999, Scott County traffic model database, NPMRDS Data (Updated December, 2019)

# Roadways, Trails, and Transit

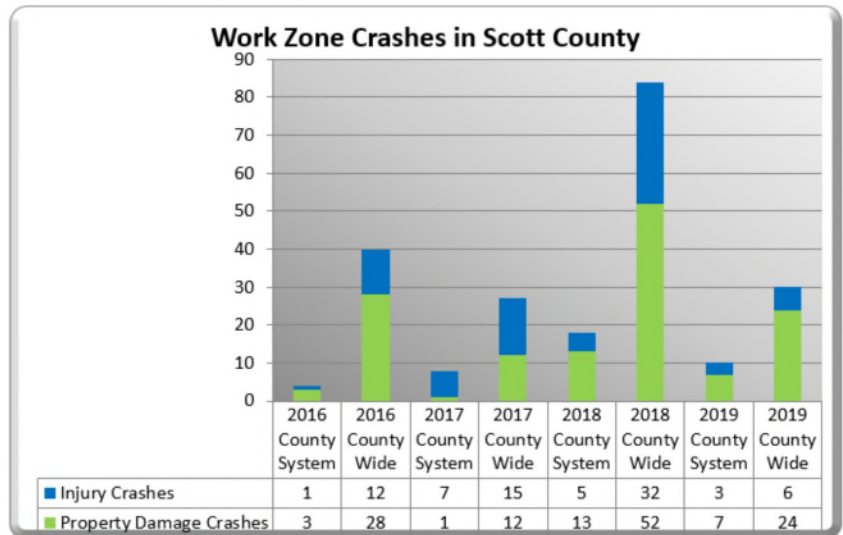
## B. KPI: Construction Management, Inspection, and Materials: Program 89

One measure of construction management is the number of accidents in work zones. Accident rates and accident locations can provide an indication of work zone safety in Scott County. These data can be used to make adjustments to County work zone practices and improve the safety for both motorists and workers in work zones. Since construction projects are largely performed through private contracts, this data also can be used to evaluate their compliance with contract requirements.

During the construction process, the County invests a considerable amount of training, funding, and staff effort toward safe work zones for employees, contractors, and the travelling public.

Decisions regarding total road closures and keeping a road segment open to traffic during construction are analyzed based on

reasonable detour options as well as local access needs for economic purposes and residents. These decisions also weigh into safety, mobility, and economic vitality.

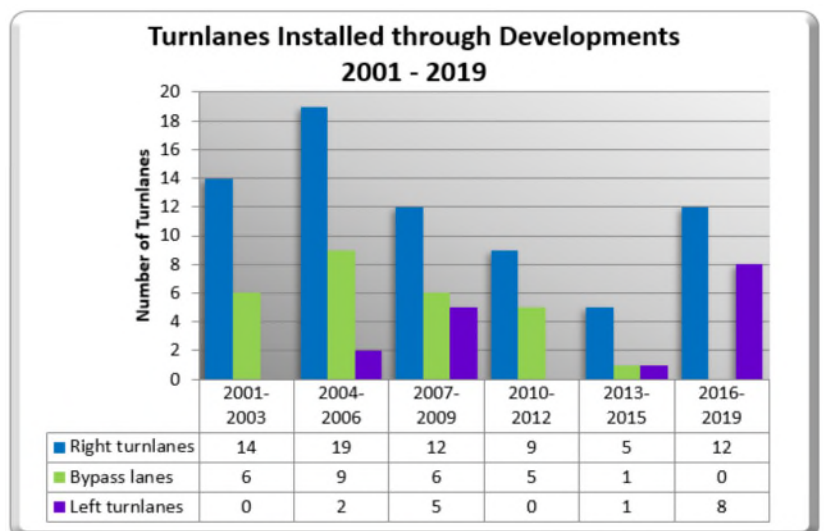


Source: MnDOT Crash Data

## C. KPI: Right of Way Management: Program 98

The National Cooperative Highway Research Program (NCHRP) considers providing left- and right-turn lanes a proven strategy for reducing the frequency and severity of conflicts at unsignalized intersections. In addition, the U.S. Department of Transportation Crash Modification Factors Clearinghouse estimates a crash reduction of between 25 to 30 percent for the installation of left- or right-turn lanes. A five percent crash reduction is estimated for bypass lanes.

This measure tracks the number of turn lanes implemented as part of new developments. Scott County has added 20 turn lanes through partnership with developers in new developments since 2016. The number of turn lanes installed is directly related to the number of new development proposals in a given year.



Source: Scott County Highway Department

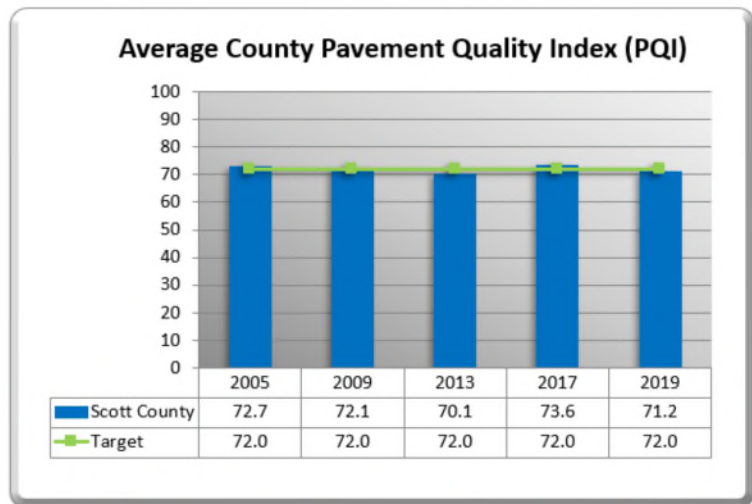
# Roadways, Trails, and Transit

## D. KPI: Pavement Preventative Maintenance: Program 46

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

Pavement Quality Index (PQI) was developed by MnDOT and is a pavement condition rating (with 100 representing the best possible condition and 0 representing the worst possible condition).

In 2006, the County Board established an expectation for the County to maintain an average PQI of 72. This measure tracks the percentage of the County Highway system by average Pavement Quality Index (PQI). Projections made six years ago showed the need to invest more into pavements and as a result the county has more than doubled its investments in pavement in recent years. As a result performance has been stable, meeting the established target.

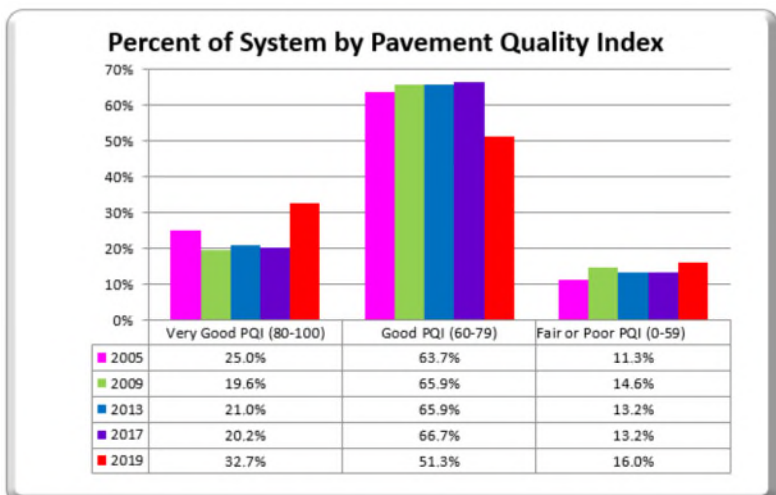


Source: MnDOT Visual Survey, historically every 4 years; Reviewed every 2 years starting with 2017; County Target PQI, 2040 Comprehensive Plan, Transportation Chapter

Investments in routine maintenance (including overlays and resurfacing), materials, workmanship, weather, and traffic volume are all factors that impact pavement conditions and preservation.

## E. KPI: Pavement Condition: Program 49

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



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



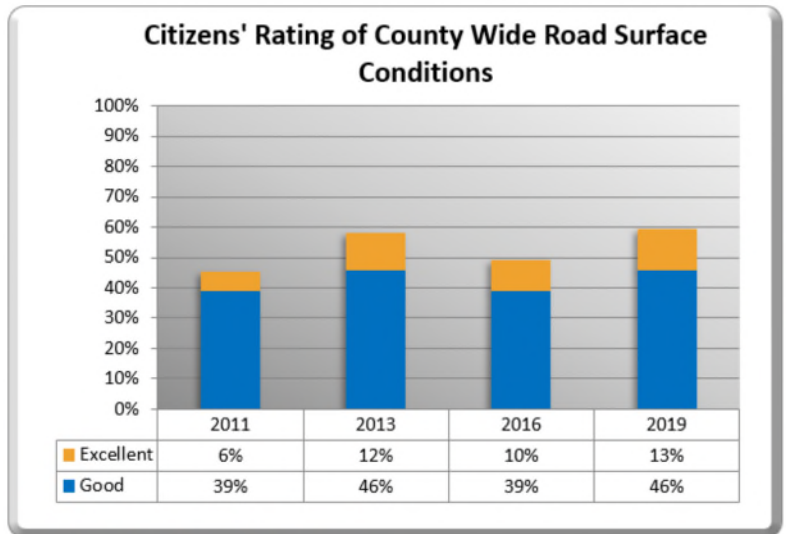
# Roadways, Trails, and Transit

## F. KPI: Residents Survey: Citizen Rating of Road Surface Conditions

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

In 2019, two questions were included in the survey that directly related to road maintenance. This graph and the next one reflect residents’ responses.

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



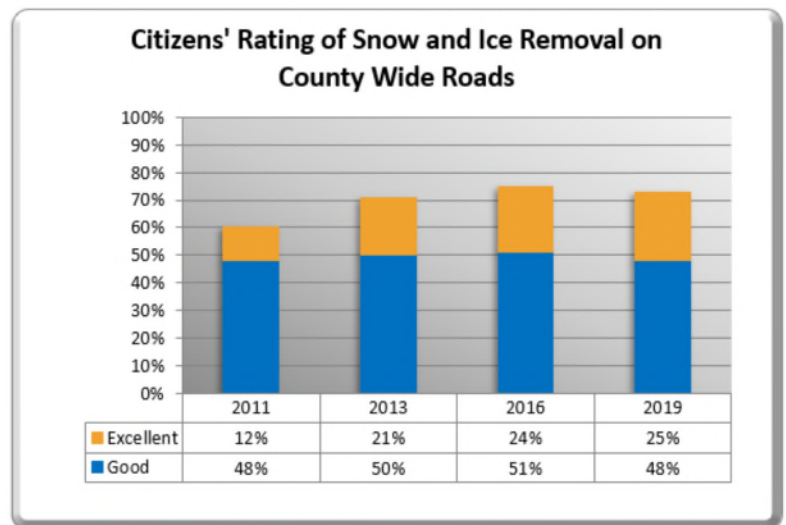
Source: Scott County Resident Survey

## G. KPI: Snow and Ice Removal: Program 54

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

This measure indicates how well the County is meeting residents’ expectations of safe roads in winter, based on survey results.

In 2019, 73 percent of respondents rated snow and ice removal as “good” or “excellent.” Examples of practices that support strong performance include supervisors physically reviewing road conditions before calling in staff for snow and ice control, highway maintenance staff pre-treating roads whenever possible, and highway staff collaboration with patrol officers for road/weather conditions across Scott County.



Source: Scott County Resident Survey

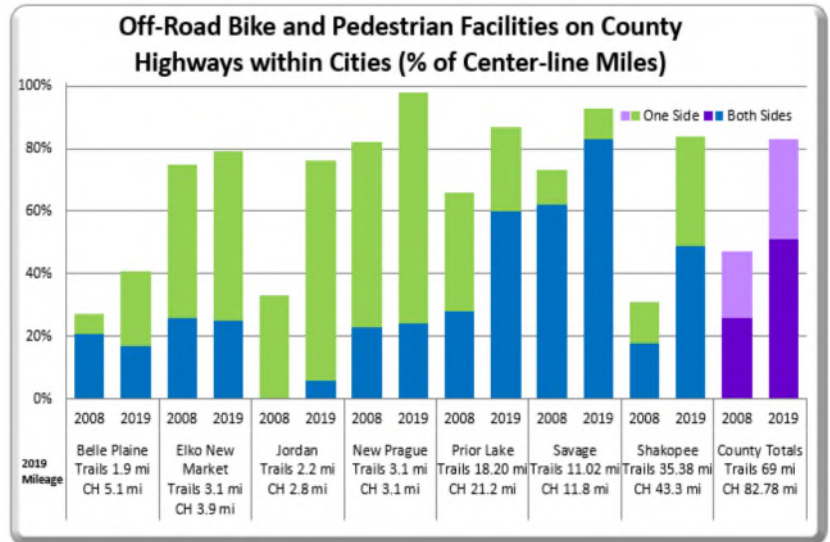
# Roadways, Trails, and Transit

## H. KPI: Bike and Pedestrian Accommodations on County Highways

In 2009, the County adopted a policy which was included in the 2030 Comprehensive Plan to build trails or sidewalks on both sides of County highways in cities within Scott County.

The construction of trails and sidewalks along County highways provides a safe and healthy alternative for travel to school, work, shopping, and recreation in Scott County communities. National safety studies have shown that highways with no sidewalks/trails have 2.6 times more pedestrian collisions, while highways with sidewalks/trails on one side had 1.2 times more pedestrian collisions.

This measure tracks progress from 2008 to 2019 of the off-road bike and pedestrian facilities as a percentage of the center-line miles of highways within each city.



Source: Scott County GIS

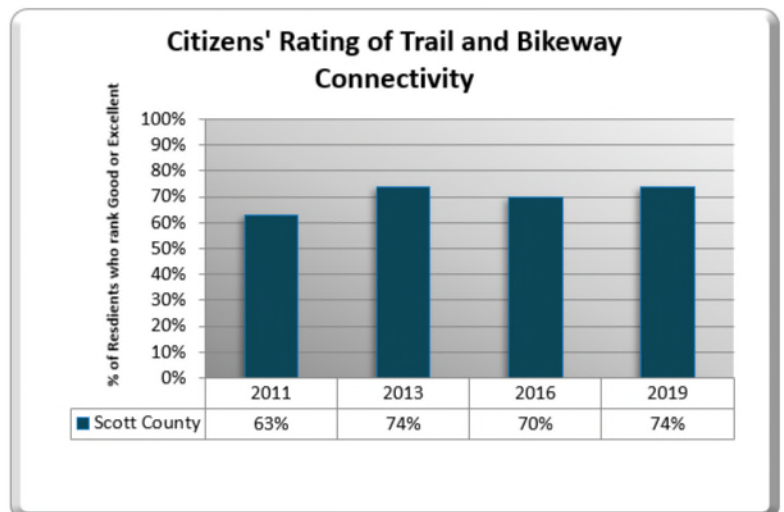
The County changed its policy regarding the need for trails and sidewalks in 2008. As a result it has significantly increased the percent of County highways with multipurpose trails to accommodate bikes and pedestrians through road projects and developer required improvements. This increase provides more potential for healthy activities and increases safety for bikers and pedestrians.

## I. KPI: Residents Survey: Citizens' Rating of Trail and Bikeway Connectivity

Residents are more likely to use trails and bikeways if the trails are located in close proximity and if they are connected to a larger system.

Results of the 2019 Residents Survey shows 74 percent of respondents rated trail connectivity in Scott County as "good" or "excellent."

Levels of satisfaction were higher in 2019 than when the question was originally asked in 2011.



Source: Scott County Resident Survey

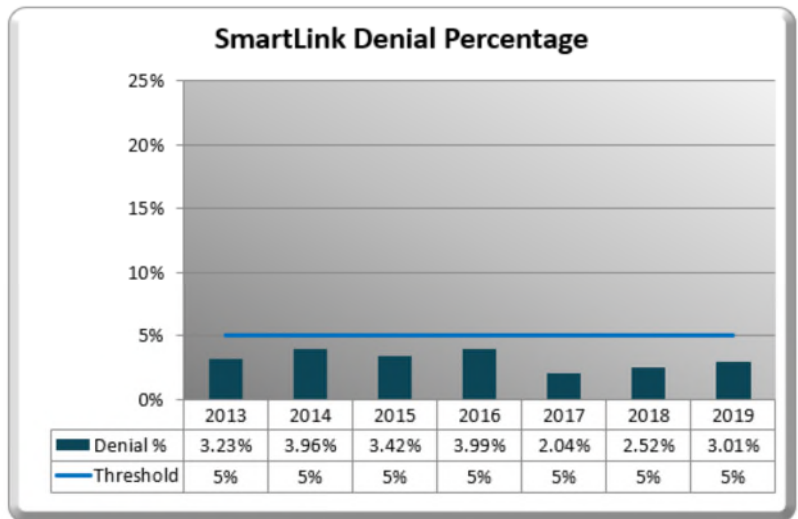
# Roadways, Trails, and Transit

## J. KPI: Dial a Ride Bus Service: Program 43 (availability)

In 2019, Transit Link performed 106,195 trips. This performance measure is an indicator of service reliability and availability of the local transit system. It shows the capacity denial percentage for Transit Link service in Scott and Carver Counties.

“Capacity denial” is defined as a request for a trip that cannot be provided because the system has no capacity (space and/or time) to provide it.

The reduction in the percent of denials in 2017 was the result of County investment in expanded services on nights, weekends, and peak use periods. Although trending upward, denial rates for this program remain very low, well under the five percent threshold established by the Metropolitan Council before more resources are allocated to local transit systems.



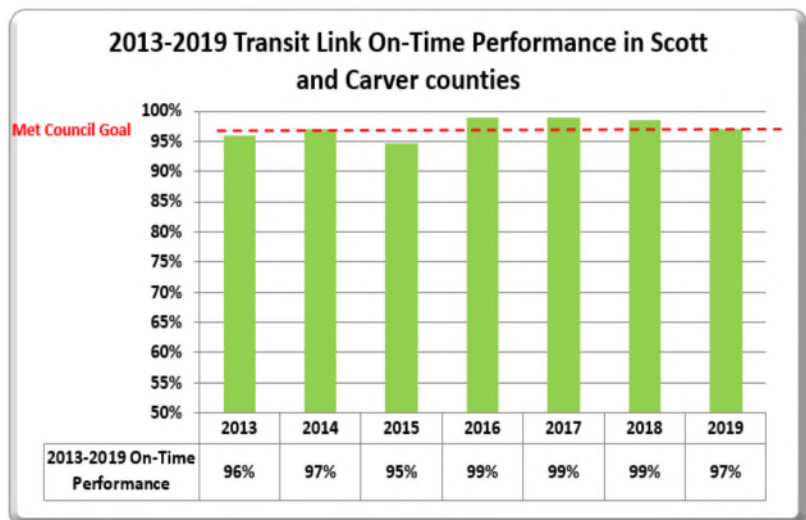
Source: Metropolitan Council

SmartLink uses its other programs and services (e.g., volunteer drivers; shared vehicle and expanded service routes) to help mitigate the number of denials, providing more people with the rides they need.

## K. KPI: Dial a Ride Bus Service: Program 43 (dependability)

On-time performance is a measure of service dependability. "On-time" is defined as picking up the customer within a 30-minute window of the scheduled time. The goal of the Metropolitan Council is 95 percent but the County’s goal is 100 percent on-time.

The passenger looks for Transit Link service to be on time for work, appointments, and other services. Timely performance dramatically affects the confidence citizens have in the services provided.



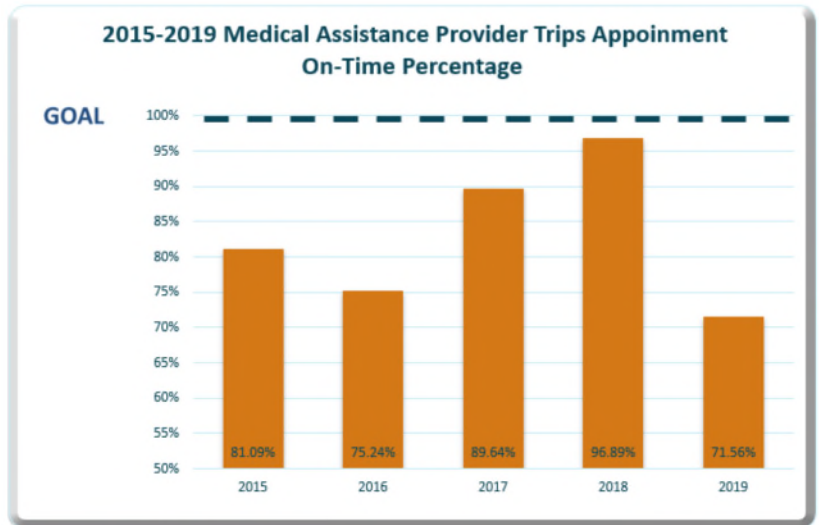
Source: Met Council Trapeze and SmartLink Trapeze

# Roadways, Trails, and Transit

## L. KPI: Smart Link Medical Assistance Transportation: Program 44

In 2019, SmartLink provided 45,216 trips to medical services for residents of Scott and Carver Counties who are eligible for Medical Assistance transportation benefits.

The percent of on-time trips was considerably lower in 2019 when compared to previous years. Barriers to stronger performance include high rates of staff turnover through retirement of experienced drivers or inability to retain staff in the highly competitive job market. Fewer drivers means scheduling is compressed and may contribute to more late arrivals.



Source: SmartLink Trapeze



# Roadways, Trails, and Transit



Scott County participates in “Toward Zero Deaths” (TZD), an initiative launched in 2003 by the Minnesota Departments of Transportation, Public Safety, and Health as an interdisciplinary approach to traffic safety. With an aggressive goal of reaching only 300 deaths statewide by the year 2020, significant strides have been realized.

## Summary

### Strengths in the County’s work to improve outcomes related to roadways, trails, and transit:

- ◆ Scott County has planned for, designed, built ,and maintained a County roadway system that is safe, supporting low-congestion mobility and economic development. All data points meet performance targets and show higher performance when compared to metro or state performance. When accidents do happen, studies of those incidents inform improvements leading to a safer system.
- ◆ In cooperation with SCALE, state and federal agencies, and other local partners, the County led work to complete the strategies included in the County’s last strategic plan. Last-mile connections were implemented to bring more workers to large employers within the County. The County Board directed sales tax money to expand transit services to include evening and weekend service. There is stronger collaboration with public health, social services, and libraries to meet the needs of vulnerable or underserved residents. Miles of trails were added, and gaps in trail connections were reduced. One *Safe Routes to School* project was completed in Shakopee. Asset management and maintenance plans were completed and new technologies support continued high performance in this area.

### Gaps or areas for growth include:

- ◆ Crash rates in work zones on County roadways remain low, but high on Countywide roads.
- ◆ Transit services have a low denial rate and a high percentage of rides conducted on-time, with the exception of Medical Assistance transportation, where opportunities exist to improve timeliness.

### Going forward:

- ◆ The Scott County Strategic Plan (2020-2025) includes a strategy focused on creating a more sustainable, resilient system of regional infrastructure as a step towards expanded economic and employment opportunities. Tactics include implementing a unified transit management plan, evaluating regional river crossing capacity, and completion of roadway corridor studies. There are also transportation components embedded in many of the Board strategies.

# Government Services



# COMMUNITY SERVICES



## Community Services Outcomes

Scott County provides an array of services to the residents of our communities. Some community services issue state required permits, licenses, or inspections. Some mandated services are necessary to maintain government functions, for example, property valuation and taxation. The goal of these services is to provide quality services as efficiently as possible, minimizing costs to tax payers.

Community Services have an impact on the following County goals:

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

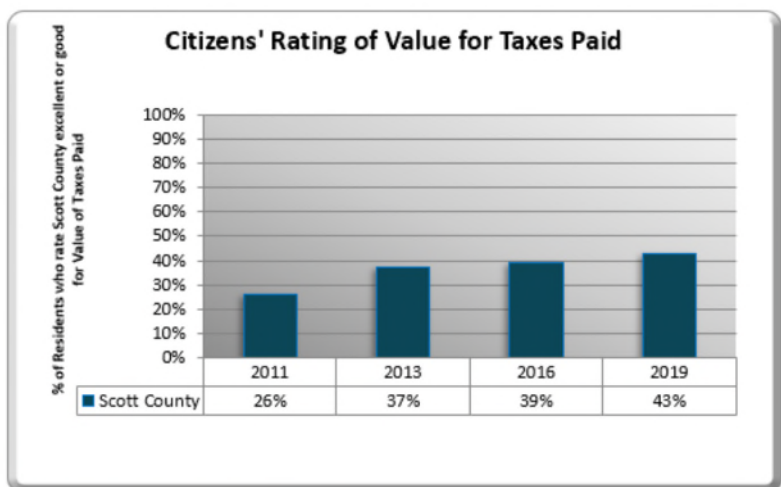
Resident survey data are critically important to understanding whether residents think they receive a fair value for the taxes they pay. Key performance indicators for customer services generally provide information on efficiencies – timeliness and accuracy being key measures.

## Resident Survey: Citizens' Rating of Value for Taxes Paid

Residents expect a high level of service from County programs that are funded through taxes paid to Scott County. Taxpayers must be confident the County is being responsible with their taxpayer dollars. It is the responsibility of local government to monitor residents' satisfaction with services provided.

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

The upward trend is encouraging, but still less than half of the respondents felt they were getting their value from the taxes they paid. Continued efforts to seek public input, to use tax payer dollars responsibly, and to communicate with taxpayers about how and why their taxes are invested is critically important work to maintaining public trust.



Source: Scott County Resident Survey

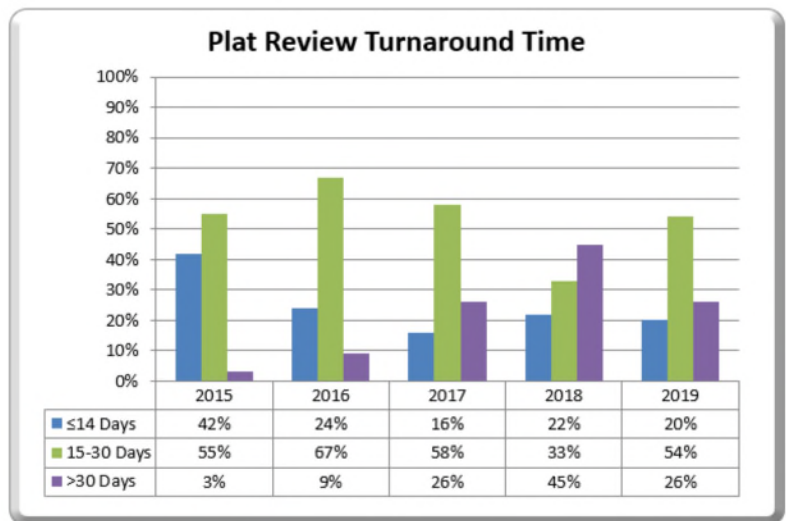
# COMMUNITY SERVICES

## A. KPI: Property Boundary and Survey Administration: Program 111

Property can not be transferred to new owners until the plat is recorded. Our customer is the land owner or a developer who is working to get a project completed. Liens, encumbrances, and boundary lines must all be correct before plats are entered into the official land records system. Delays in processing plats cost developers and buyers time and money.

This measure provides information on the time it takes to review subdivision plats that are submitted to the Surveyor's Office. The measure shows the percent of plats entered in fewer than 30 days, the metro area performance target.

In 2019, 74 percent of plats were recorded within the 30-day timeline. The health of the economy in 2019 led to increased numbers of new developments. Workloads for surveyors and the complexity of resolving some plats are barriers to stronger performance.

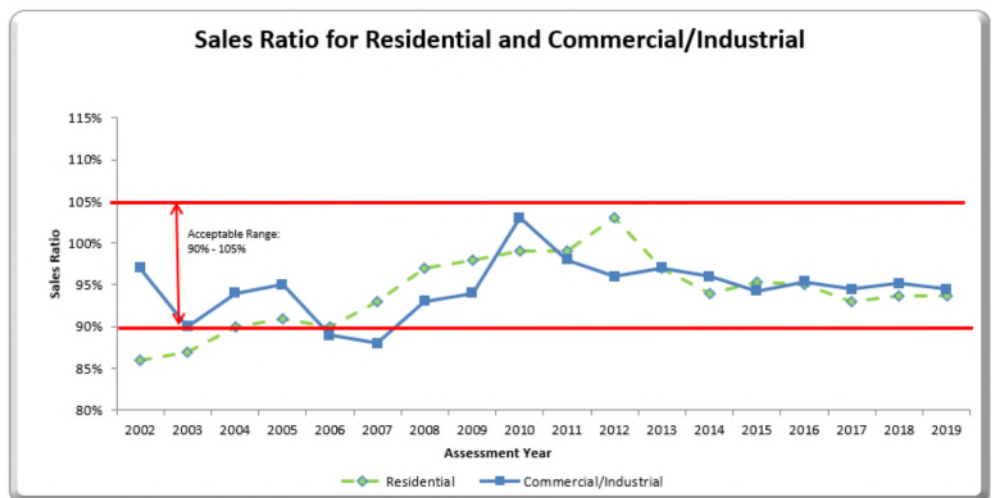


Source: SCOOP PLAT TRACKER

## B. KPI: Property Valuation & Assessment: Program 137

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

The overall median ratio for each jurisdiction is considered acceptable by the Minnesota Department of Revenue if it lands between 90 and 105 percent of market value. Scott County tax assessors have consistently operated within the acceptable range for over 10 years.



Source: MN Department of Revenue Sales Ratio Reporting



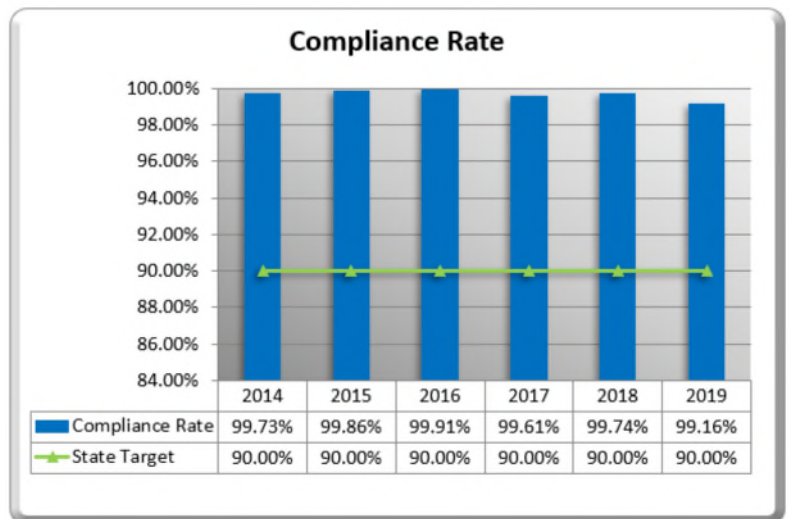
# Community Services

## C. KPI: Property Document Recording: Program 110

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

In 2019, the County processed 28,096 land records. Scott County has consistently exceeded the state targets for timely processing.

By meeting these requirements, the public can have confidence their interests in the property are being preserved and protected and that the information they need is current and up to date.



Source: RecordEase software

## Summary

### Strengths in the County's work to improve outcomes for community services:

- ◆ Overall, Community Services programs show stable, high performance on measures of accuracy and timeliness.
- ◆ Outcomes from the last Strategic Plan included implementation of more online options for residents to do business with the County, saving time for residents and reducing costs for the County.

### Gaps or areas for growth include:

- ◆ Turnaround times for plats are not meeting performance standards.
- ◆ Less than half of respondents to the Residents Survey said they received either "good" or "excellent" value for the taxes they paid.

### Going Forward:

- ◆ The 2020-2025 Strategic Plan includes strategies for reviewing business models in all areas of County government, seeking cost-saving efficiencies and improvements in service delivery.
- ◆ Community engagement strategies will provide all departments with opportunities to work more closely with residents and community groups to listen and to provide accurate, transparent information to residents.

# ELECTIONS



## Elections Outcomes

Citizens' ability to participate in governing decisions is measured through their voting practices. Citizens who vote are more likely to be involved with their elected officials, giving feedback that helps to direct County priorities in meeting resident expectations. In addition, voter turnout rate is a commonly used marker of broader community engagement in local associations, volunteer opportunities, civic groups, and neighborhoods.

Performance on two key performance measures — post-election reviews and accurate voter registration records — are essential to ensuring voters hold confidence in election results.

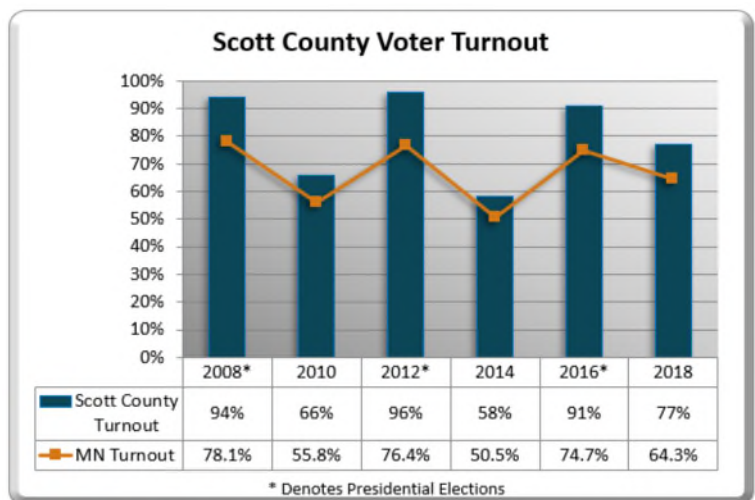
## I. Community Indicator: Voter Turn Out Rate

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

At the time of the last election (2018), there were 82,609 registered voters in Scott County. Of those, 77 percent voted. An additional 8,640 people registered to vote the day of the election, for a total of 66,564 ballots cast.

Rates of voter turnout in Scott County have been considerably higher than state rates during both presidential and midterm elections.

Voter turnout tends to be higher during presidential election years. In 2016, the rate of voter turnout in Scott County was consistent with the other six metro counties, with 90 to 91 percent of registered voters casting ballots.



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

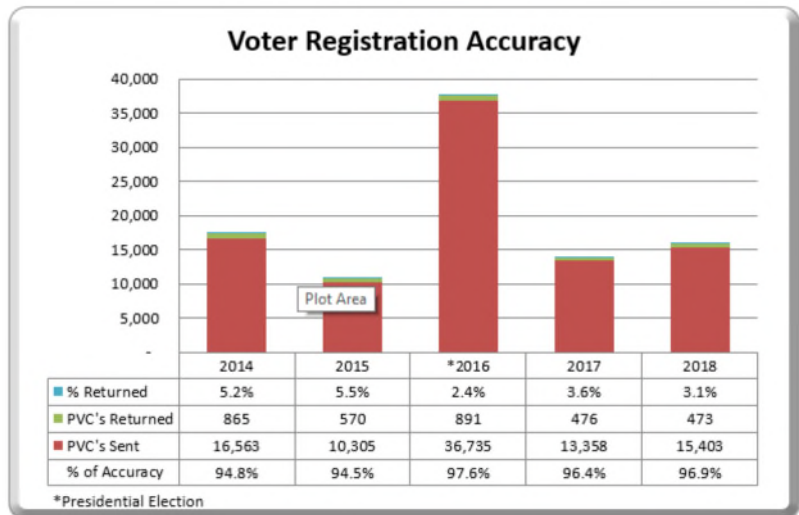
# ELECTIONS

## A. KPI: Voter Administration: Program 42

It is imperative that voter registration information is updated within the statutory timelines to ensure voters are casting ballots in the correct precincts; that they have not voted twice; or that they have not been deemed ineligible to vote based upon citizenship, residency, or felony conviction.

This measure provides information on the number of voter registrations that are current.

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



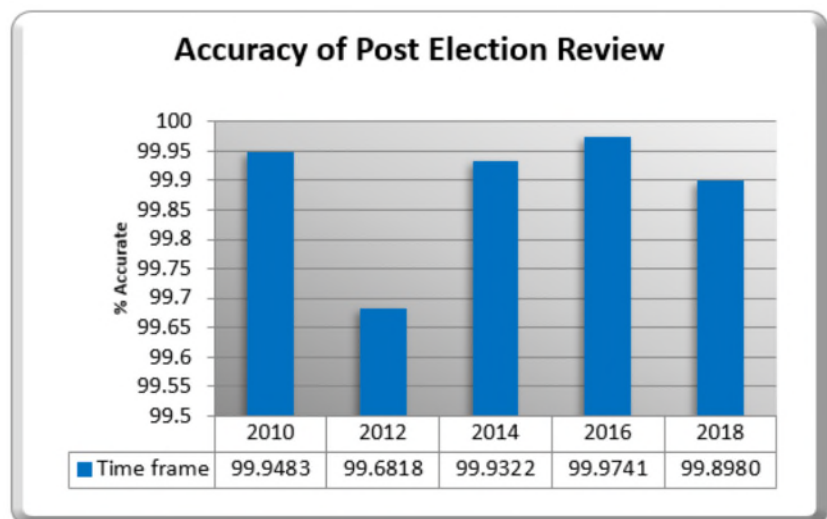
Source: State Voter Registration System; PVC & NCOA Notices Sent Monthly

## B. KPI: Election Administration: Program 40

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

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

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



Source: Ballots/Precinct Summary

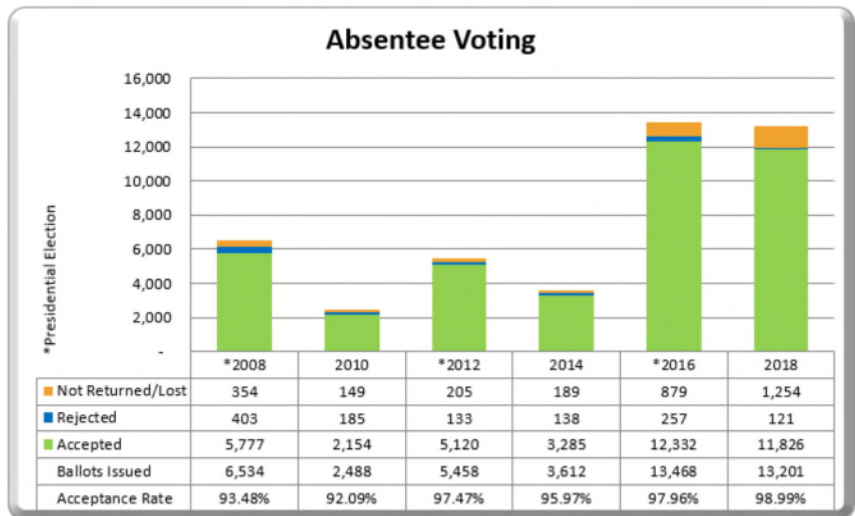
# ELECTIONS

## C. KPI: Absentee Voting: Program 39

Minnesota has one of the highest voter turnouts in the country, and absentee voting is a critical program that eliminates barriers and makes it possible to include more voters in elections.

County staff assist, process, and administer the absentee voting program.

The number of absentee ballots processed illustrates the growing trends in absentee voting. The acceptance rate indicates that ballots were issued appropriately and in accordance with election law. The two most common reasons for rejecting absentee ballots in 2018 were late submissions or ballots with missing witness signatures.



Source: State Voter Registration System

## Summary

### Strengths in the County's work to conduct elections:

- ◆ Scott County enjoys high levels of resident participation in elections.
- ◆ Accuracy rates of post-election reviews and accuracy of voter registration records exceed state performance standards.
- ◆ The County has invested in technology that supports timely and accurate updates to voter registration records, reducing costs and staff time previously needed to correct records.
- ◆ Well-trained County staff support voter involvement, remove barriers to voting, and report accurate results.

### Going forward:

- ◆ Moving forward, the County has a commitment to finding innovative ways to manage increasing numbers of absentee votes and other changes in voter practices while still maintaining strong performance and public trust.



# INTERNAL SERVICES



## Internal Services Outcomes

Internal Services include programs necessary to manage the organization, maintain the workforce, and responsibly oversee and care for County property and assets. Examples include Information Technology (IT) services, employee hiring and payroll processes, accounting, Fleet Management, building maintenance, and others. Internal Services programs are part of the overall cost of government.

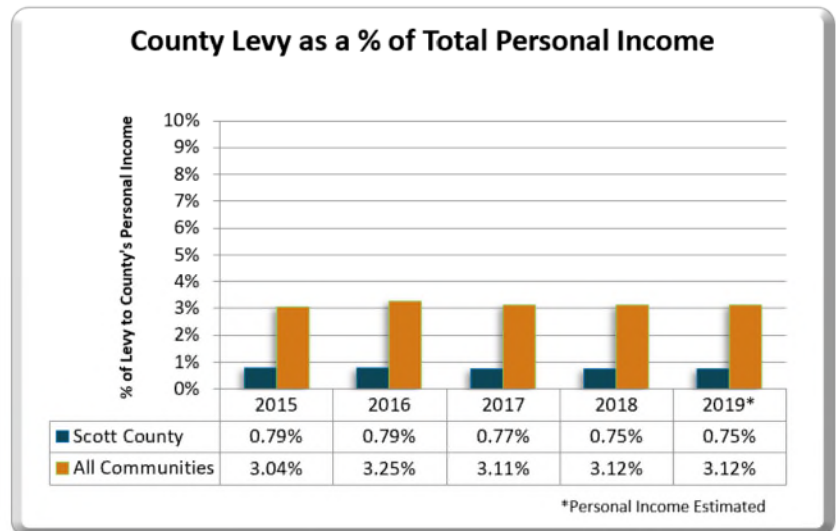
Internal Services contribute to the achievement of outcomes in all external-facing service program areas, and are most closely aligned with County goals related to providing responsible governance, including:

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

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

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

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



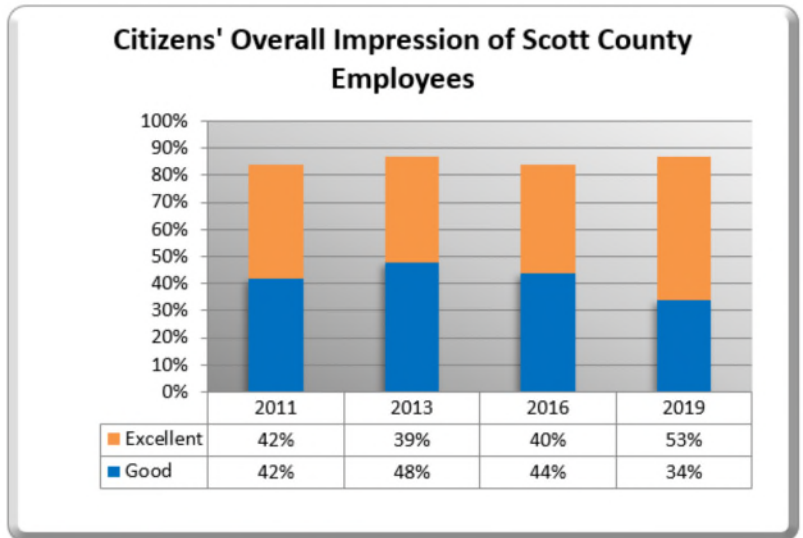
# INTERNAL SERVICES

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

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

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

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

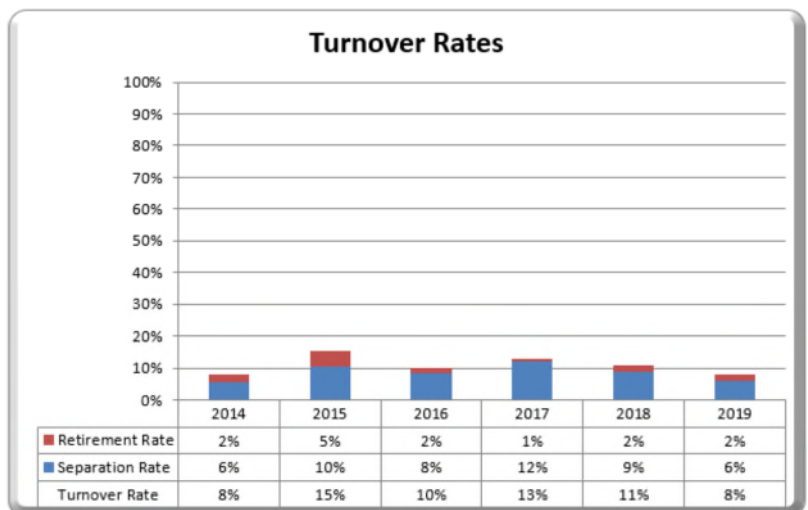


Source: Scott County Resident Survey

### A. KPI: Staff Turnover Rates: Program 9023

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

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



Source: Infor

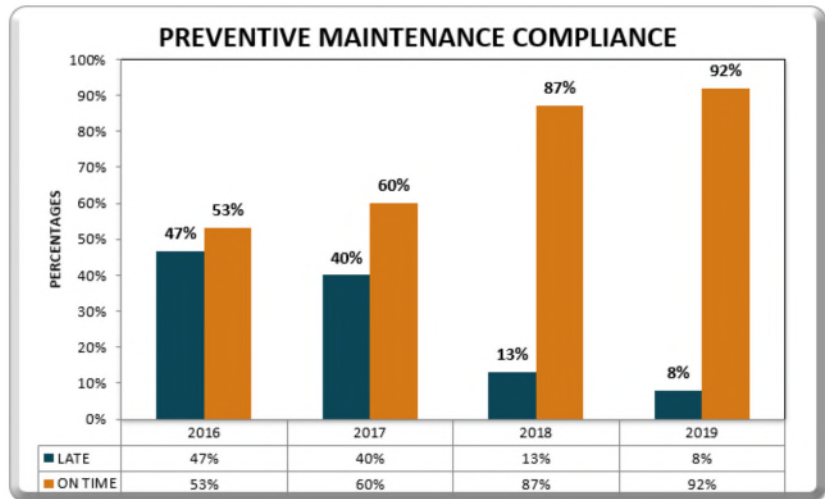
# INTERNAL SERVICES

## B. KPI: Fleet Maintenance: Program 9012

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

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

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



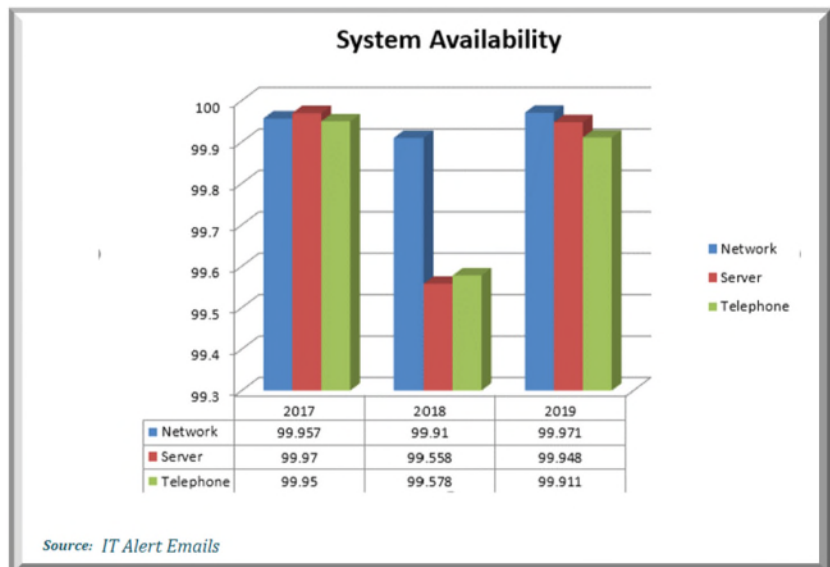
Source: AssetWorks - Scott County Fleet Maintenance Software  
PM Compliance Report at 1 mile over

## C. KPI: Data Center Services: Program 9029

The desired outcome for this program is to have appropriate technology and systems available.

System availability percentages are the total number of hours available in a year (365x24 or 8706) less the hours of downtime from unplanned outages, resulting in the number of hours a system was available for use.

There were significant improvements in the percentage of server and telephone availability in 2019 when compared to 2018.



Source: IT Alert Emails

# INTERNAL SERVICES



## Summary:

### Strengths in the County's work to improve internal services:

- ◆ Internal Services are a part of the cost of government. The average percent of income spent for County services has remained stable over the last five years, despite the increased demand for services associated with a rapidly growing population. These data are an indicator of efficiency in how services, including internal services, are provided.
- ◆ Staff turnover in 2019 was as low as it has been in five years, although some departments have experienced higher rates than others. As part of the last Strategic Plan, Scott County held an increased presence at job fairs, evaluated recruitment data, expanded its social media presence, implemented a survey for new hires to assess their satisfaction six months after employment, added general staff training opportunities and a training series for supervisors, launched a wellness campaign, and continued a standing practice of surveying employees every three years.
- ◆ Residents positively respond to survey questions about the quality of employees.

### Gaps or areas for growth include:

- ◆ Not all Internal Services programs have performance measures that can be used to improve efficiencies or processes. Further development is indicated. The acquisition of better data could be an additional tool for communicating value of services to our residents.

### Going forward:

- ◆ The Scott County Strategic Plan (2020-2025) includes several strategies to promote efficient, effective internal services. Changes to some technology systems and processes need to be updated. There is also continued focus on recruitment and retention of employees, building a more diverse workforce, and expanding leadership development and staff training opportunities.



# Appendix



# Appendix A



# Budgets and Levy



## Appendix A: Budgets and Levy

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

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

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

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

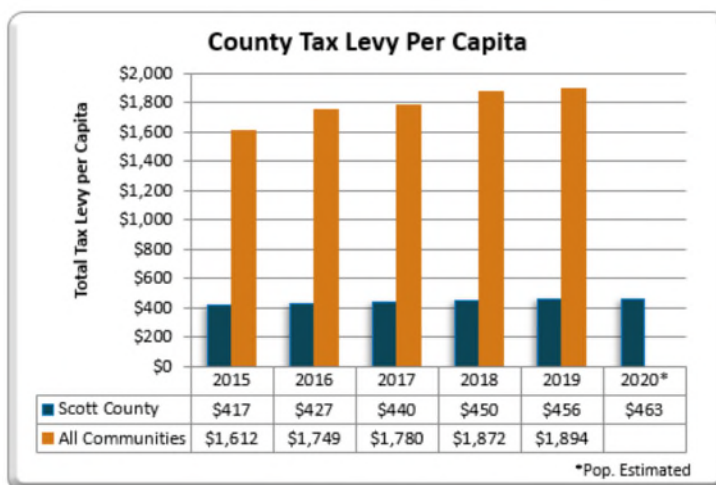
# Budgets and Levy

## I. Community Indicator: County Tax Levy Per Capita

One way of demonstrating the total cost of public services paid by local property taxes is to show the average cost for each individual in the County if each individual paid the same amount.

These data include the total taxes paid per individual — as assessed by the County; and also and other taxing authorities. Costs for schools, law enforcement; fire; highways and other public services are funded through these taxes. Understanding total taxes paid allows for more transparent discussions of tax burdens to residents.

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

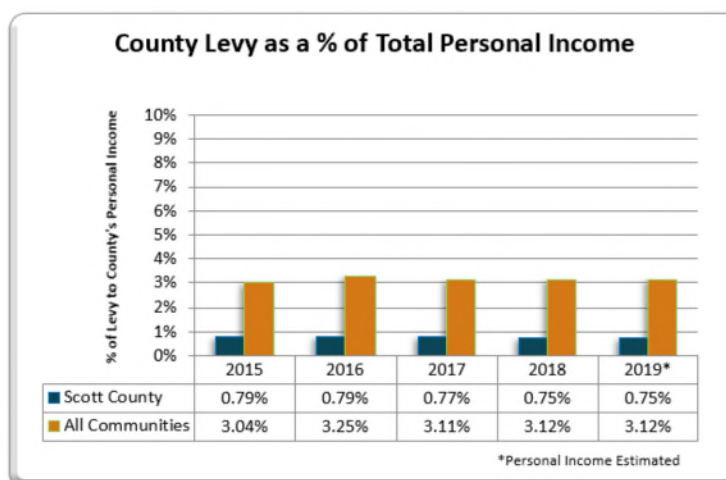


Source: Annual Scott County Budget

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

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

This measure is the total levy divided by the total personal income of residents showing the average percent of income spent for County services. This demonstrates the comparison of cost County government in contrast to all local government that levies property tax allowing comparisons with other counties.



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

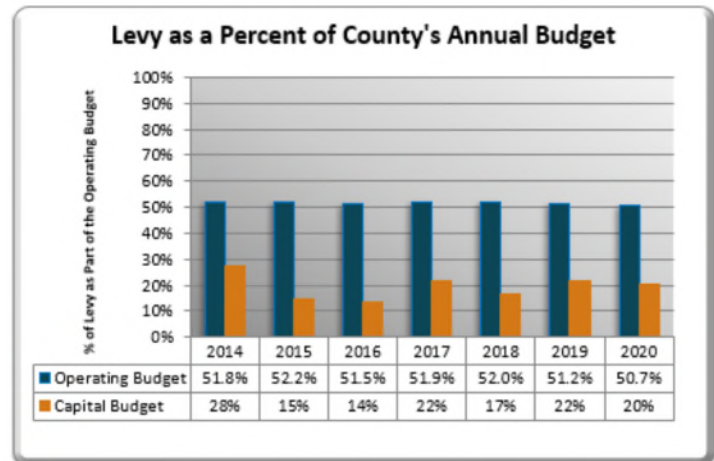
All local jurisdictions that levy property taxes are included in one annual statement. Residents need to be aware of the breakdown of their taxes to assure transparency and encourage participation in decision making at all levels of government.

# Budgets and Levy

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

County tax levy is set annually by the Board after public input. Levy is an assessment of taxes for each parcel of property in the County based on the value of that property. The Board sets the levy after the budget is developed and all other revenue is accounted for. Levy is the difference between the cost of services and the revenue available from other sources.

Property tax levy paid by residents of the County makes up the difference between the cost of services the County provides and the revenue available for those services from other sources. Many County services are mandated by the state but not fully funded by the state. Other services are expected by residents as something of value provided by the County.

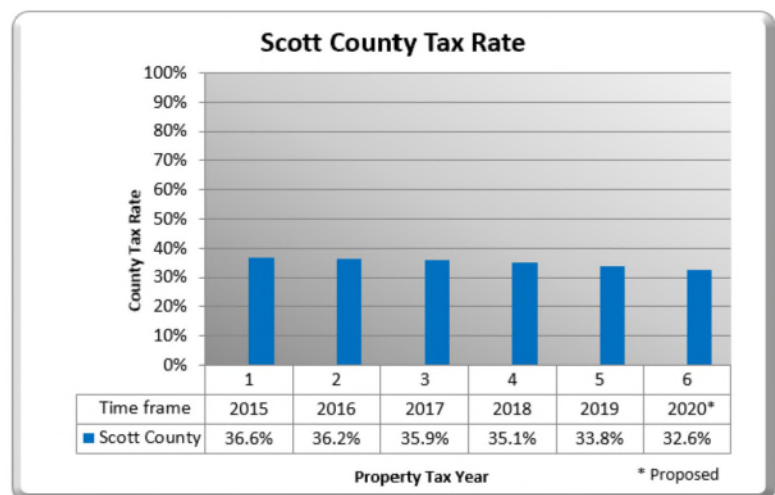


Source: Annual Scott County Budget

## IV. Community Indicator: Scott County Tax Rate

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

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



Source: Annual Scott County Budget

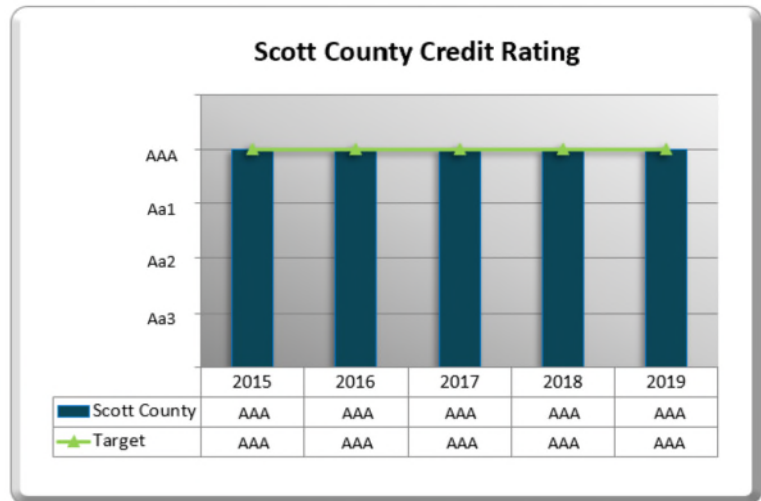
# Budgets and Levy

## V. Community Indicator: Scott County Bond Rating

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

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

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

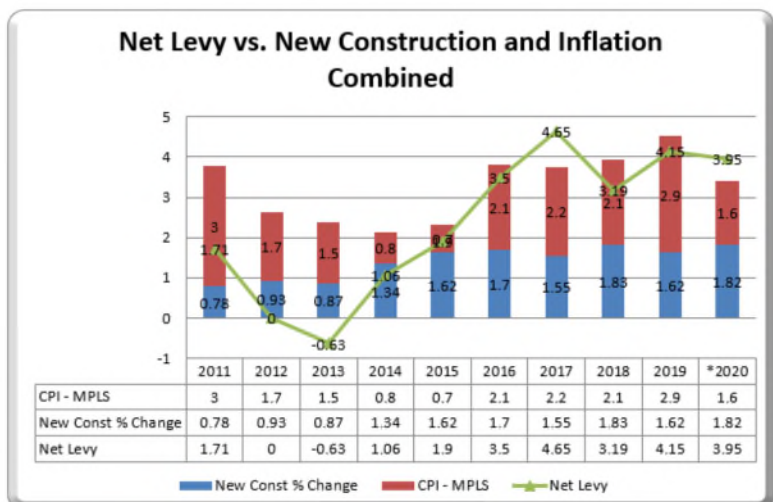


Source: Standard & Poor's Rating Agency

## A. KPI: Net Levy vs. New Construction + Inflation

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

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



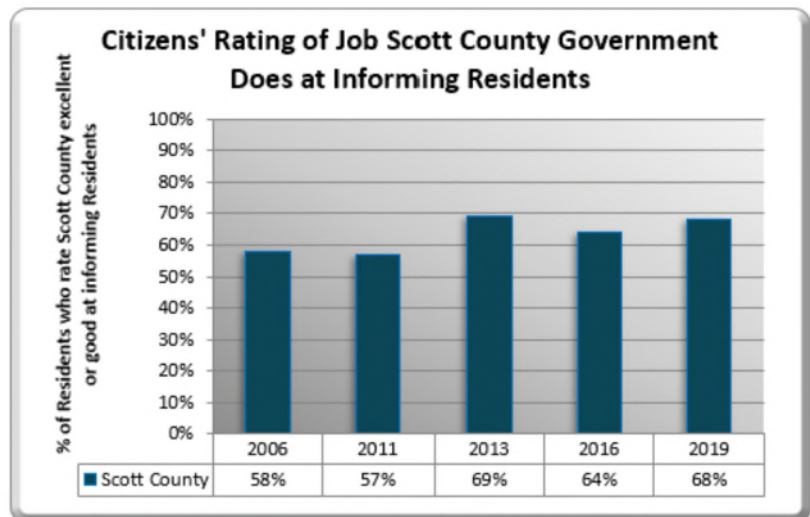
Source: Annual Scott County Budget

# Budgets and Levy

## B. KPI: Resident Survey: The Job Scott County Government Does at Informing Residents

Counties are responsible for providing state mandated programs to residents. They are also empowered to levy property taxes to fund services and programs. Residents have a voice through their elected officials. When counties perform well in providing easily accessible and understandable information to residents they are more likely to meet citizen expectations for cost and quality of services.

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

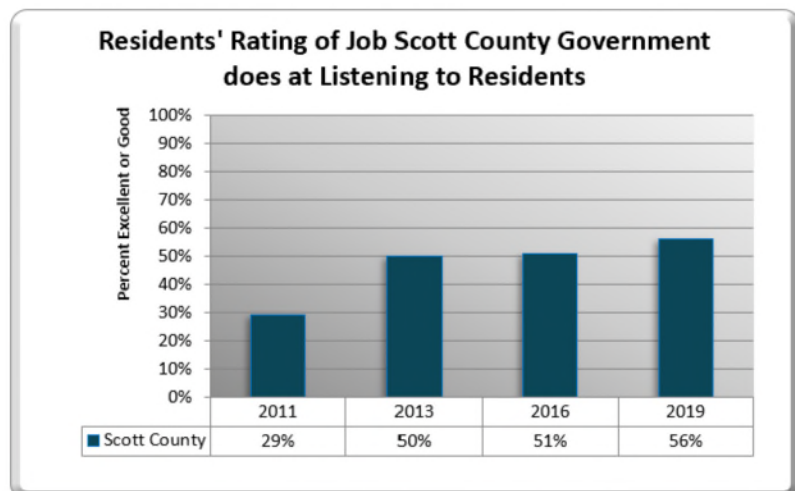


Source: Scott County Resident Survey

## C. KPI: Resident Survey: The Job Scott County Government Does at Listening to Residents

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

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



Source: Scott County Resident Survey

# Budgets and Levy

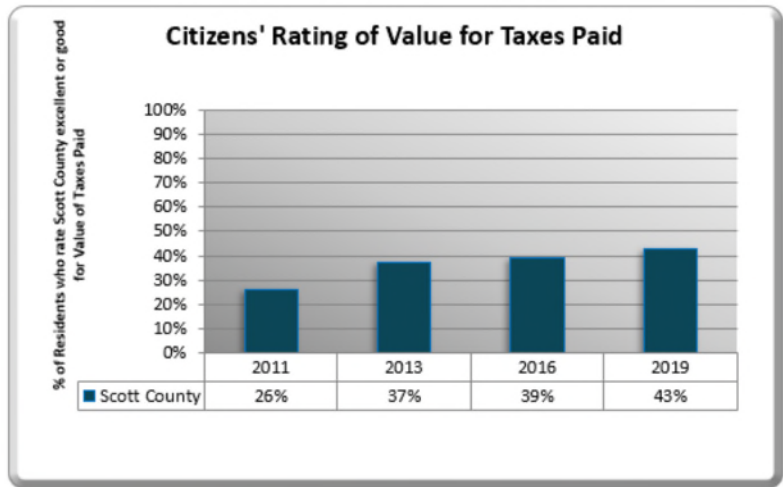
## D. KPI: Resident Survey: Citizens' Rating of Value for Taxes Paid

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

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

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

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



Source: Scott County Resident Survey



# Appendix B



Scott County **Goal:**

## **Safe, Healthy and Livable Communities**

Scott County **Vision:**

### **Scott County: Where individuals, families, and businesses thrive**

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

Scott County **Mission:**

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

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

- Stewardship: Ensuring the responsible and stable investment of taxpayer dollars and communicating its value to the public
- Partnership: Aligning existing resources, volunteers and programs to achieve shared goals
- Leadership: Anticipating changes and managing challenges based on reliable information and citizen input
- Commitment: Developing a high quality workforce that is dedicated to advancing a safe, healthy and livable community
- Customer Service: Creating a customer experience that is respectful, responsive and solution-oriented
- Innovation: Exploring and adopting new technologies and processes with the goal of improving service and reducing the long term cost of service delivery

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

- Mental Health: Citizens will have access to an array of services to meet the needs of our community
- Caring for our Most Vulnerable: Protecting, supporting, and meeting their needs
- Community Design: Advancing livability through the 2040 Comprehensive Plan
- 21<sup>st</sup> Century Workforce: Fostering a strong local economy through a variety of employment options and educational opportunities
- Early Childhood Development: All children have the opportunity for a healthy and successful life
- Responsible Government: Providing accountable, innovative, and efficient programs and services

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

Scott County **2017–2019 Strategies**: (Short term (1-3 year) specific strategies to achieve the Board's objectives)

- **Mental Health: Citizens will have access to an array of services to meet the needs of our community**
  - Strategy: Mental illness is not criminalized and community resources are expanded
- **Caring for our Most Vulnerable: Protecting, supporting, and meeting their needs**
  - Strategy: Develop and implement a program plan to assure vulnerable adults are supported so they can gain or maintain independence in the community
  - Strategy: Develop and implement a community strategic plan to prevent the need for child protection services
- **Community Design: Advancing livability through the 2040 Comprehensive Plan**
  - Strategy: Develop a reliable transportation system to support economic development
  - Strategy: Develop a community strategic plan for life-cycle housing
  - Strategy: Promote efforts that encourage healthy and active lifestyles
  - Strategy: Complete asset management and maintenance plans
  - Strategy: Support development while protecting and managing the County's rural character, open space and natural environment
- **21<sup>st</sup> Century Workforce: Fostering a strong local economy through a variety of employment options and educational opportunities**
  - Strategy: Strengthen public/private partnerships and implement a plan that supports the economic future of the County through workforce and economic development
- **Early Childhood Development: All children have the opportunity for a healthy and successful life**
  - Strategy: Engage in the 50x30 public/private partnership to develop and implement a community strategic plan preparing children for success in school
  - Strategy: Develop and launch an early learning outreach program targeting children and their caregivers
- **Responsible Government: Providing accountable, innovative, and efficient programs and services**
  - Strategy: Use clear, reliable information to develop and communicate service priorities, budget decisions, and value for taxes paid
  - Strategy: Invest in technology so that everyone can increasingly perform County business anywhere at any time
  - Strategy: Use space and security study recommendations for budget and service decisions
  - Strategy: Fulfill the role of county government through recruiting and maintaining a quality professional workforce, enabling technology and fostering creative thinking

Scott County **Goal**:

**Safe, Healthy, and Livable Communities**

Scott County **Vision**:

**Scott County: Where individuals, families, and businesses thrive**

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

Scott County **Mission**:

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

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

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

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

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

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

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

1. Strategy: Assess the need, availability, and access to services to meet the needs of our most vulnerable residents
2. Strategy: Promote & expand services that help residents lead healthy, active lives
3. Strategy: Reduce recidivism among youth and adults and make communities safer
4. Strategy: Enhance the safety of residents by ensuring efforts that prepare residents and communities for emergencies

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

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

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

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

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

1. Strategy: Work with community partners to conduct targeted expansion of broadband services to underserved residents and communities
2. Strategy: Work with SCALE partners to increase access to employment and education opportunities
3. Strategy: Create a more sustainable, resilient system of regional infrastructure

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

1. Strategy: Design and implement business model changes that improve service delivery
2. Strategy: Broaden community participation in all aspects of planning, decision-making, and plan implementation
3. Strategy: Evaluate and address Scott County Government operations based on the 2040 Comprehensive Plan
4. Strategy: Recruit, retain, and support a high-quality, culturally-informed workforce