

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

Date:	June 20, 2017
Resolution No.:	2017- 090
Motion by Commissioner:	Wolf
Seconded by Commissioner:	Ulrich

RESOLUTION NO. 2017-090; 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 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 LGA and exemption from levy limits; and

WHEREAS, in June 2011, Scott County authorized by resolution participation in the Standard Measures Program, officially adopting the 10 performance standards developed by the Council; and

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

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

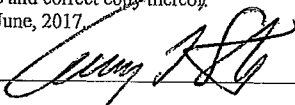
WHEREAS, Scott County will use the results from the 2016 Residential Survey administered by National Research Center to report on some of the adopted measures.

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

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

State of Minnesota)
County of Scott)

I, Gary L. Shelton, duly appointed qualified County Administrator for the County of Scott, State of Minnesota, do hereby certify that I have compared the foregoing copy of a resolution with the original minutes of the proceedings of the Board of County Commissioners, Scott County, Minnesota, at their session held on the 20th day of June, 2017 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 20th day of June, 2017.



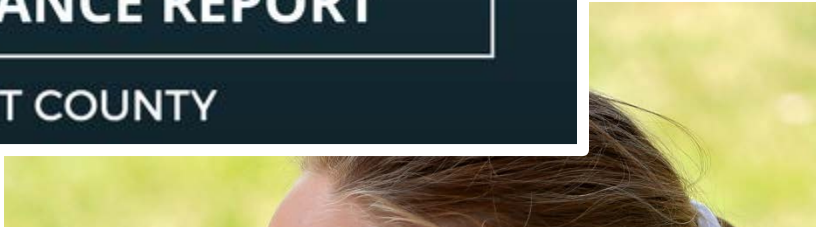
County Administrator
Administrator's Designee



2016

PERFORMANCE REPORT

SCOTT COUNTY



DELIVERING WHAT MATTERS



TABLE OF CONTENTS

TABLE OF CONTENTS 3

VISION, MISSION, GOAL..... 4

A LETTER FROM THE DEPUTY ADMINISTRATOR..... 5

COUNTY DEMOGRAPHICS 6

ROLE OF THE COUNTY 7

PRIORITY BASED BUDGETING..... 8

PRIORITY BASED BUDGETING COST EXPLANATION..... 9

SCOTT COUNTY RESIDENTS’ SURVEY 2016 10

PERFORMANCE MANAGEMENT 11

CITIZEN INPUT..... 12

OUTCOMES/KEY INDICATORS 13

SAFE, HEALTHY, LIVABLE, RESPONSIBLE 15

SAFE – SAFETY NET FOR INDIVIDUALS..... 16

SAFE – COMMUNITY PROTECTION..... 38

HEALTHY – INDIVIDUAL HEALTH IS SUPPORTED..... 58

HEALTHY – HEALTHY OPTIONS FOR CITIZENS..... 76

LIVABLE – MOBILITY & RECREATION OPTIONS..... 90

LIVABLE – OPPORTUNITIES FOR CULTURE, LEISURE & LIFELONG DEVELOPMENT..... 104

RESPONSIBLE – THROUGH SERVICES TO CITIZENS 114

RESPONSIBLE – THROUGH FISCAL RESPONSIBILITY..... 126

STRATEGIC PLAN 140

CLOSING STATEMENT 142

APPENDIX: LIST OF FIGURES..... 144

Vision, Mission, Goal

SAFE, HEALTHY
AND LIVABLE
COMMUNITIES

GOAL



SCOTT COUNTY

WWW.SCOTTCOUNTYMN.GOV



VISION

WHERE INDIVIDUALS,
FAMILIES, AND
BUSINESSES THRIVE

MISSION

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



A Letter From The Deputy County Administrator

2016 PERFORMANCE REPORT

The Scott County Staff are proud to present our second annual Performance Report to the Board of Commissioners. You will learn about our current demographics, evolution of county government and our drive toward a continuous quality improvement organization. We have also highlighted several programs that provide a glimpse into County services supporting the Board of Commissioners' goal of "Safe, Healthy and Livable Communities".

Stewardship is one of the Board's values and drives an expectation of "Ensuring the responsible and stable investment of taxpayer dollars and communicating its value to the public". The annual Performance Report brings this value to life by documenting key performance indicators and the value of the programs our residents are investing in. The County is also striving to be more transparent in our work. We are working hard to understand the resident's priorities through multiple venues including: the tri-annual Citizen's Survey, Advisory Committees, Speak Up Scott County, Open Houses and Public Hearings. Other methods for providing transparency of our outcomes include televising/streaming Scott County Delivers at Board meetings and preparation of the Annual People's Report which started in 2016. As part of Delivering What Matters, we are also currently exploring additional methods for communicating with our residents.



Scott County has been working since 2011 on breaking our services into programs (Priority Based Budgeting), gathering and understanding our data (Scott County Delivers), training staff to work with data and utilizing the stories of residents impacted by our programs. All of that is coming to fruition in this second report. This report is the culmination of these efforts and provides an opportunity to showcase some incredible accomplishments while acknowledging we still have programs that need continued attention and discussion.

We look forward to your reading this report and utilizing the data as you discuss the County programs and outcomes. We also welcome your feedback and input into making this report better moving forward.

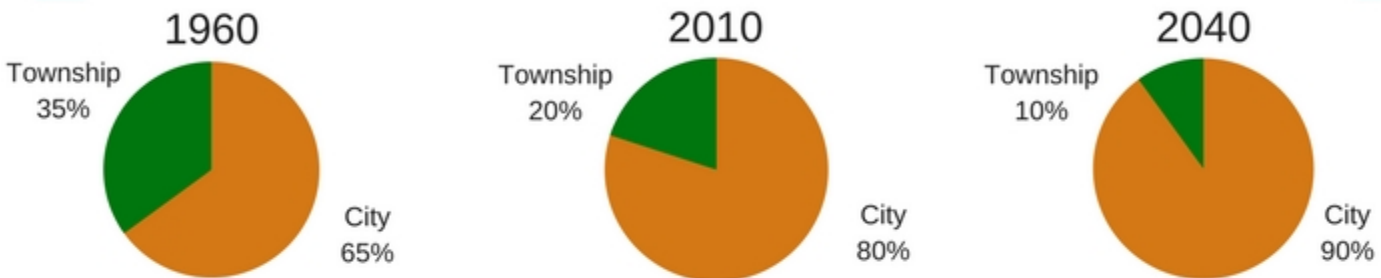
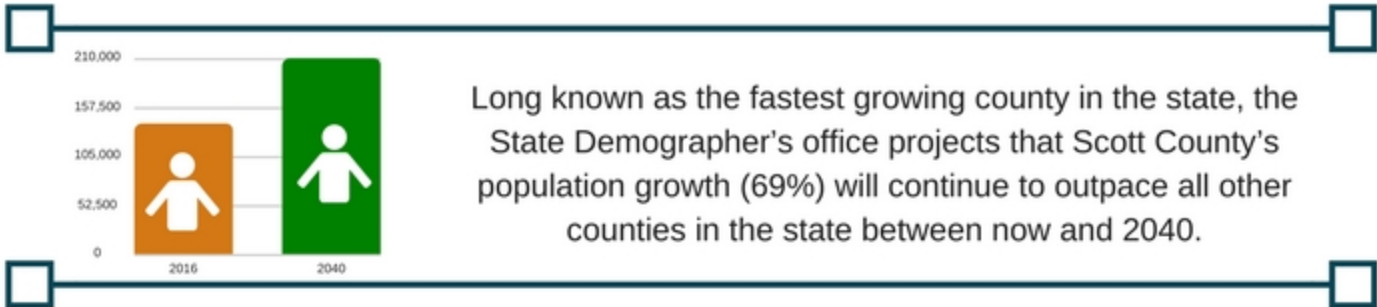
Sincerely,



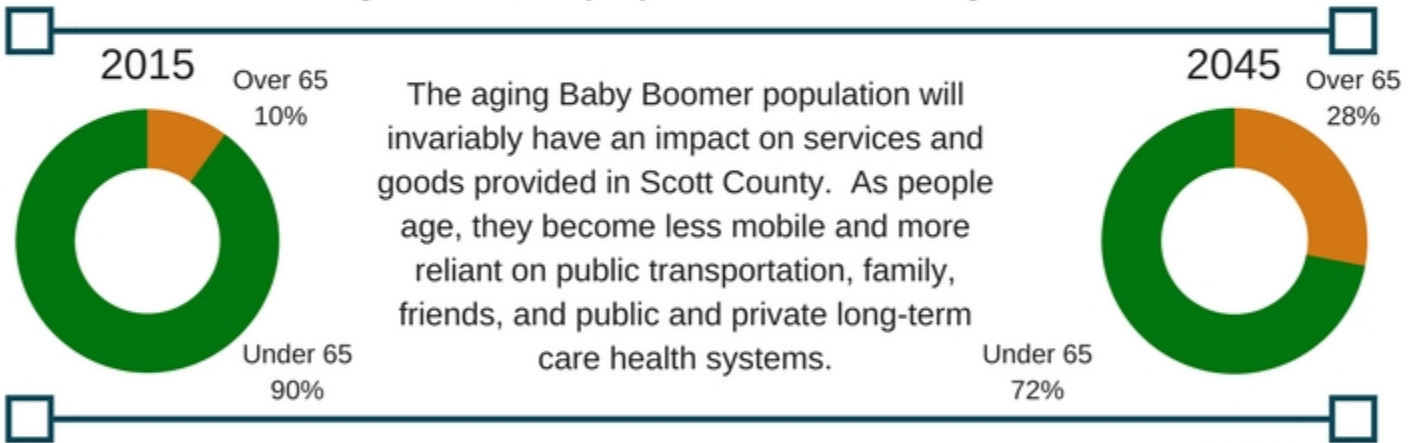
Lezlie Vermillion
Deputy County Administrator



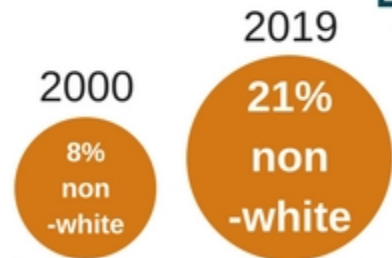
County Demographics



Population growth brought a change in the balance between city and township residents. Moving toward the majority of the citizens residing in cities.



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



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

Role of the County




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

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

*Local governments “possess only those powers that are conferred by statute or implied as necessary to carry out legislatively conferred powers.” *Breza v. City of Minnetrista*, 725 N.W.2d 106, 110 (Minn. 2006). This basic principle of what powers a local government has follows the principle first stated in 1872 in a treatise on municipal corporations, written by Iowa Supreme Court Judge John F. Dillon; it is known as “Dillon’s Rule.”

Evolution of Scott County



Scott County was established by an act of the legislature on March 5, 1853

Original responsibilities include:

- Land Records
- Legal
- Sheriff
- Taxes

Scott County operates as an arm of the state, with both responsibilities and authority set by legislation

Through state legislation county responsibilities grew to include Social Services, Highway Department, and Parks

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.

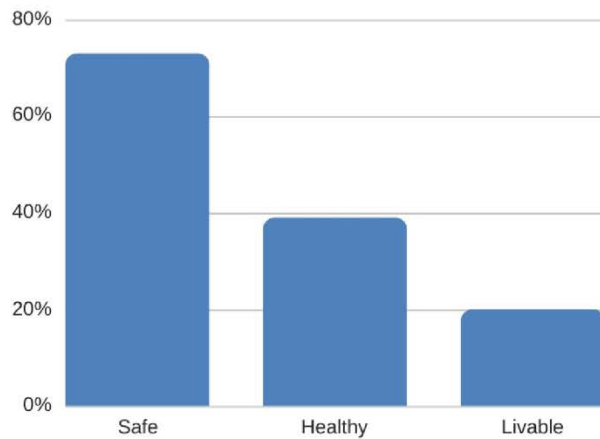
How does it work?

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

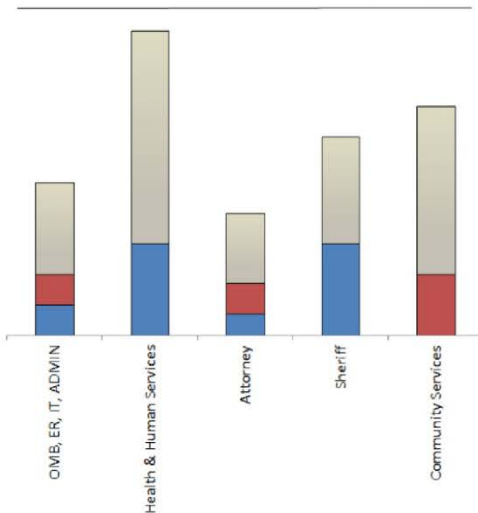
2017 Expenditures:

- 73% were allocated to programs that support a Safe Community
- 39% were allocated to programs that support a Healthy Community
- 20% were allocated to programs that support a Livable Community

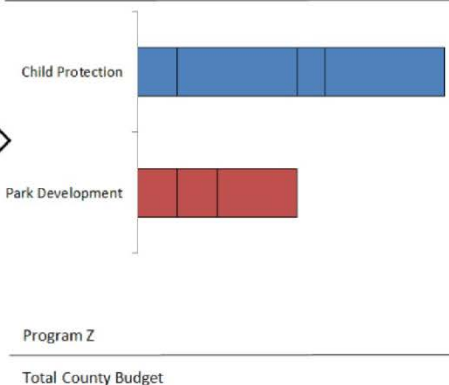


Turning Budget On Its Side

Traditional Hierarchical Budgeting



Strategic Budgeting/
Program Budgeting



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

Priority Based Budgeting Cost Explanation

COST EXPLANATION



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

Each program throughout this report will have a Cost/Revenue table.

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

Total Cost - All costs listed below combined

Direct Cost – Personnel and non personnel cost total

Personnel Cost – Salary and benefits including training and supplies

Non Personnel – Materials and purchased services specific to a program

Admin. Cost – Allocated cost for support staff and management spread across multiple programs

Total Revenue – Fees, Grants, Other Revenue total; excludes Levy

Fees – Charges set out on the County Fee Schedule for a particular program or service

Grants – Intergovernmental revenue from federal, state, or local governments including state aid

Other Revenue – Miscellaneous revenue including quarterly contributions from the Shakopee Mdewakanton Sioux Community, special taxes (gravel tax), donations and tax forfeitures

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

Scott County Residents' Survey 2016

Every 2-4 years the County seeks input from citizens through a survey conducted jointly with other counties in Minnesota and benchmarked with similar government organizations nationally. This survey data is used to prioritize what we do, monitor our progress, and gain public input to guide decisions.

Key findings from the 2016 Residents' Survey indicate that:

- Residents continued to enjoy a high quality of life
- Residents placed high value on various characteristics of the community
- Residents felt safe in their home and neighborhood and want to be informed about crime in the community
- Jobs and taxes are the most serious issues facing Scott County
- Government employees were given high marks and residents were pleased with the performance of Scott County leadership
- Most government services were rated positively and have remained stable over time
- Residents believe progress is being made to make Scott County safe, healthy, and livable for all residents



Questions were asked about a number of specific service areas. Those responses are summarized later as a performance indicator for those programs.

Residents were asked about priorities and areas of concern. The highest ranked priority remains transportation with public safety ranked second. Areas demonstrating a significant increase in concerns include:

- Bullying
- Mental health issues, domestic violence
- Abuse and neglect of children
- Abuse and neglect of vulnerable adults
- Suicide/attempted suicide

These areas are identified in the county strategic plan approved by the Board in December 2016 and will be the focus for planning and developing services over the next four to six years.

Consistent with previous surveys, two areas stand out as ranked lower than the norm by citizens:

- The value of services for the taxes paid
- The job Scott County government does at managing tax dollars

In both these categories one in five survey respondents did not have an opinion, much higher than the response total for other survey questions. This may indicate that the county needs to better communicate both what the county does and how decisions are made about funding for services. The full survey is available for review online.

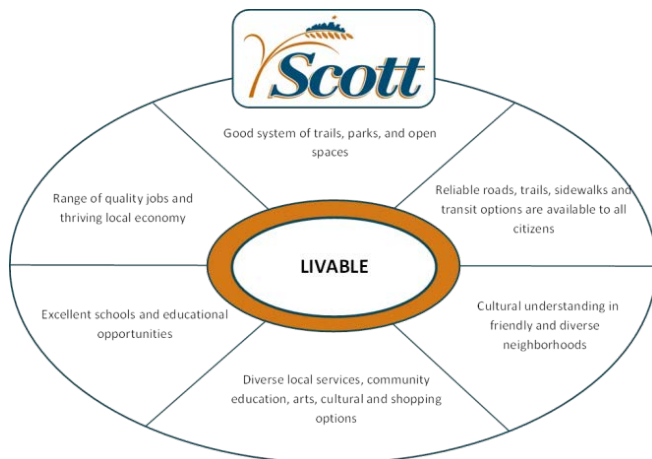
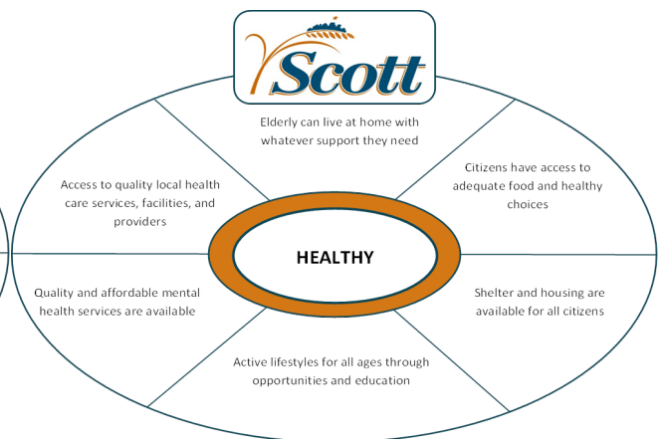
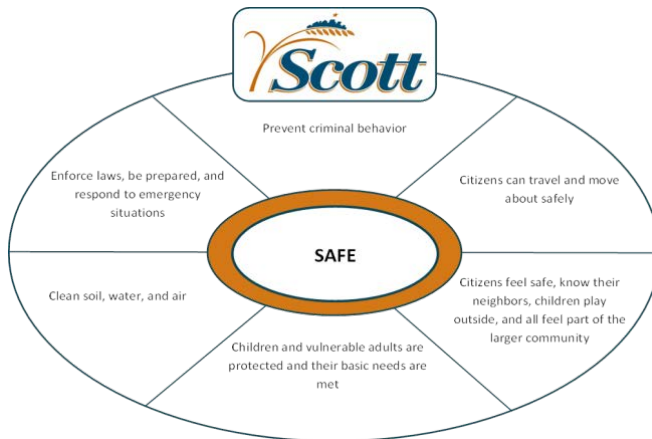
(<http://www.scottcountymn.gov/documentcenter/view/5890>)



Performance Management

SAFE, HEALTHY, LIVABLE COMMUNITIES AND RESPONSIBLE GOVERNANCE

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



Citizen Input

INITIAL INPUT FROM CITIZENS WAS SOUGHT IN THE DEVELOPMENT OF THE RESULTS MAPS PRIOR TO ENDORSEMENT BY THE BOARD



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

81%

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

74%

With respect to the goal of healthy, 74 percent of respondents believe the County is making excellent or good progress towards

advancing a **healthy** community. All of the healthy community definitions were ranked essential or important by between 76 percent and 89 percent of residents.

79%

The County is credited with making excellent or good progress towards advancing a **livable** community by 79 percent of respondents. All of the livable community definitions were ranked essential or important by between 62 to 91 percent of residents; the widest range of the three.

90%

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

Outcomes/Key Indicators

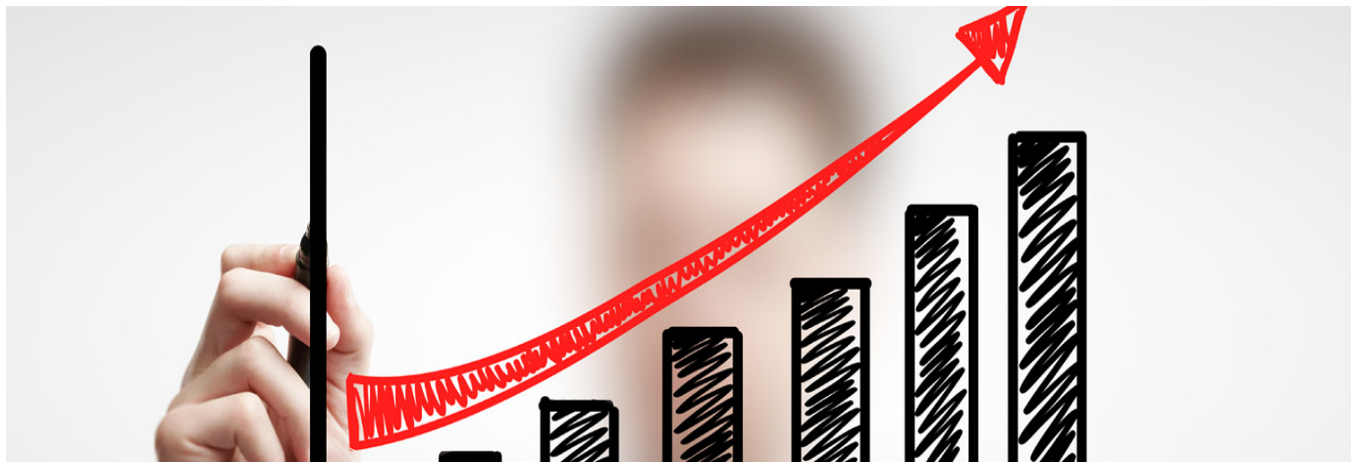
STAFF HAVE DEFINED THE PURPOSE OF EACH COUNTY PROGRAM, ASSOCIATED EACH PROGRAM WITH A RESULT MAP OUTCOME, AND ASSIGNED A KEY PERFORMANCE INDICATOR IN ORDER TO MEASURE THE SUCCESS OF THE PROGRAM.

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

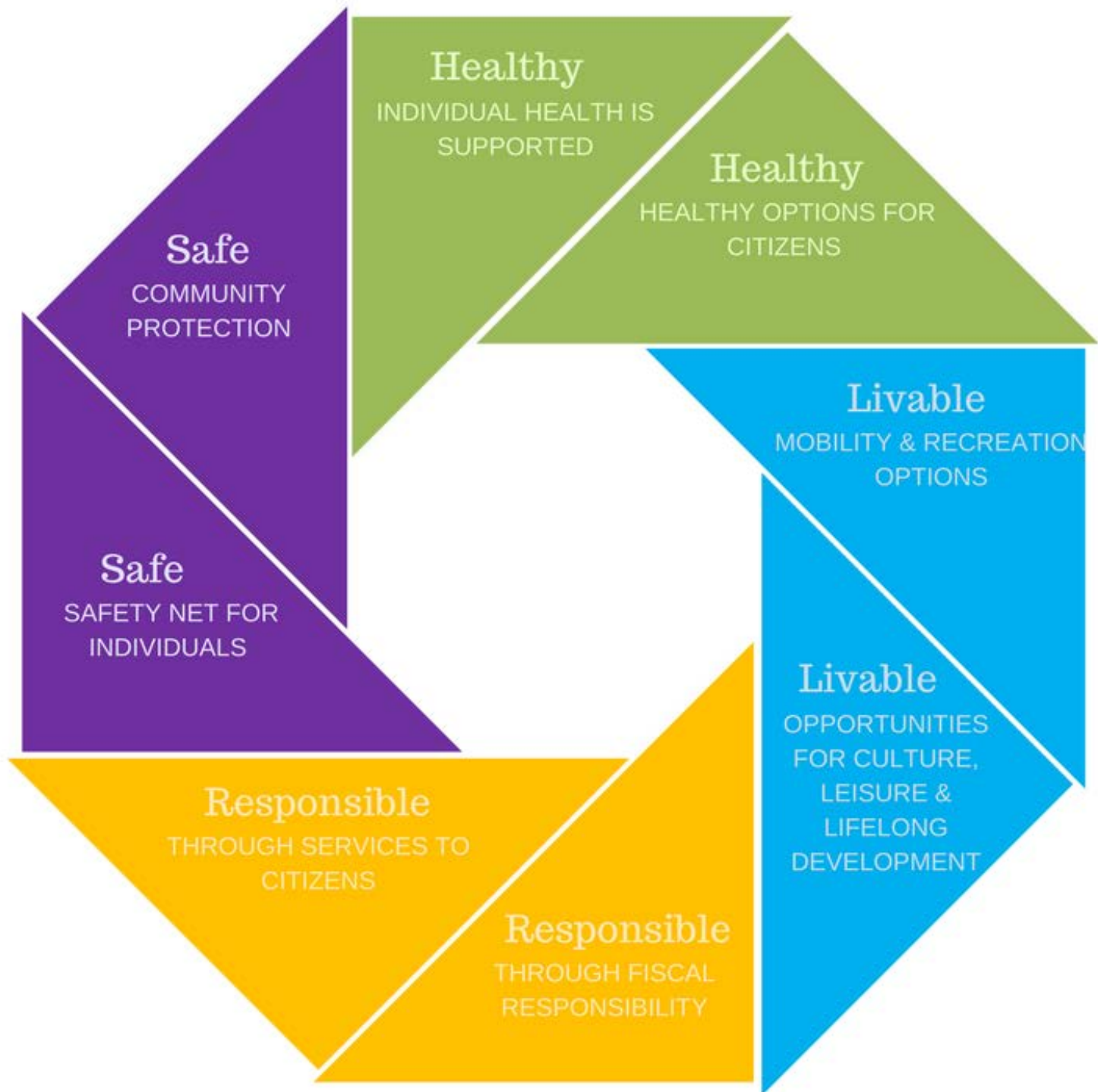
Scott County provides programs or services focused on “Advancing Safe, Healthy, Livable Communities” and continues to increase the capacity to measure and report the level of performance of those programs. To better reflect the interdependence of programs, each

Result Map for “Safe,” “Healthy,” and “Livable” is divided into two concept areas with supporting outcomes.

Citizens defined a safe community from two perspectives, a safety net for individuals and a community protected from threats to its safety. A healthy community is defined as one in which individual health is supported, and one in which there are a number of options and services from which to choose. A livable community is seen as one that has mobility and recreational options, and one that provides opportunities for culture, leisure, and lifelong development.



Safe, Healthy, Livable, Responsible



Safe – Safety Net for Individuals

WHEN SCOTT COUNTY SUPPORTS A SAFE COMMUNITY BY PROVIDING ACCESS TO A SAFETY NET, THEN...

- Citizens are protected, with basic physical and economic needs met, especially children and vulnerable adults.
- Citizens feel safe, know their neighbors, children play outside, and all feel part of the larger community.
- Homelessness is addressed.
- Citizens have access to basic resources.

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



Why is it important?

Child Protection: One of the critical quality measures for a county is how it cares for its children, especially those whose parents have failed to meet

basic safety needs through abuse or neglect. Abuse and neglect has an immediate tragic impact on children, but also has a long-term negative impact on the health of a community.

Emergency Dispatch and Patrol Response: In an emergency a delay of seconds can lead to death. Citizens are safer both in life and property when they are assured an emergency call will receive an immediate response.

Adult Protection: Adults with disabilities or the elderly who are isolated are particularly vulnerable when caretakers or family members take advantage of their limitations. In these circumstances, it is the role of government to assess their vulnerability and develop a plan for their protection.

Child Support: Children deserve the financial and emotional support of both parents, whether or not the parents live together as a family. This financial support can be the difference between a life of poverty with all the associated disadvantages or thriving in a household with sufficient income to meet their basic needs. Absent parents who do not pay child support are less likely to be involved in their children's lives, depriving them of the emotional support of one parent.

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



SIGNS OF SAFETY

AN APPROACH WHERE CHILD PROTECTION AND PARENTS WORK IN PARTNERSHIP

Scott County Child Protection has had many successes bringing families together while keeping children safe. Read the story below to learn how Scott County staff impacted “Matt” and his family.

Child Protection Success Story
By Suzanne Arntson, Child Welfare Manager



Central intake received a report that two year old Matt had been exposed to an incident of domestic violence between his parents. Per the report, both parents had been drinking and had a history with Child Protection services. In an attempt to prevent an out of home placement, the social worker worked with the family using a “Signs of Safety” approach to child protective services.

This practice model focuses on the child’s safety, but achieves this through partnerships with families. It is an approach that recognizes that parents want their children to be safe too. The agency sets bottom lines for safety and involves parents and extended family members in creating safety plans, then closely monitors those plans to build long-term safety.



The group agreed that “Matt” would live with his grandparents, and that they would be responsible for his safety, until the parents could address their addictions and the domestic violence. The social worker brought together other extended family members to form a network of support for the parents’ recovery. The family, the network and the agency worked hard to identify safety plans, using behaviors, warning signs and how relapses impacted “Matt”.

Throughout the next year, the parents made steps in their sobriety and learned to accept responsibility for how their addictions and violence impacted “Matt”. Both parents voluntarily went to treatment and maintained sobriety.

Eventually, both parents went to live with the grandparents, so they could provide daily care for Matt with someone else still being responsible for “Matt’s” safety.

Both parents admitted this has been the longest period of time they have been sober since they were adolescents. The parents say that through their work with child protection, they have become stronger as a family and better parents to “Matt”. The agency closed with full confidence that this family will continue to put their son’s safety as their top priority.

Child Protection - Assessment

TIMELINESS OF INITIAL CONTACT WITH CHILDREN

It is important to quickly assess families who need help to keep their children safe. Making contact timely ensures that child safety is assessed and that steps to resolve child safety issues are started early. When this is done, children are more likely to be able to remain safely in their homes. The state has set timelines for initial staff contact with victims of reports of abuse based on the severity of the report.

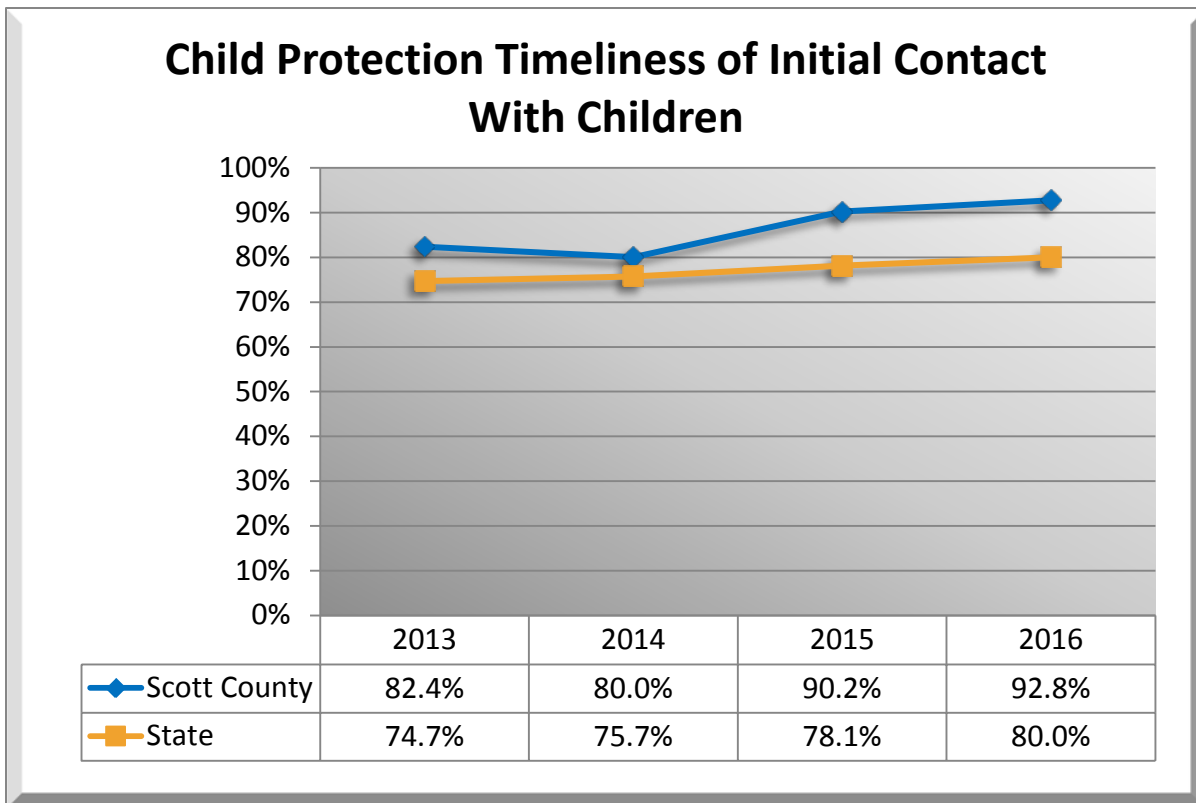


FIGURE 1 – TIMELINESS OF INITIAL CONTACT WITH CHILDREN



How is Scott County doing?

The County has improved performance and remains above the state average. In both 2015 and 2016 Scott County exceeded the target of 90 percent and received incentive payments from the state.



What influences this?

A number of factors impact performance on this measure. Having enough staff to respond to reports has been an issue. The addition of more child protection staff through state funding did result in improved performance between 2014 and 2016. Additional factors favoring strong performance are supervisors and staff who prioritize quick response to new reports to address potential harm to children.

TIMELINESS OF INITIAL CONTACT WITH CHILDREN



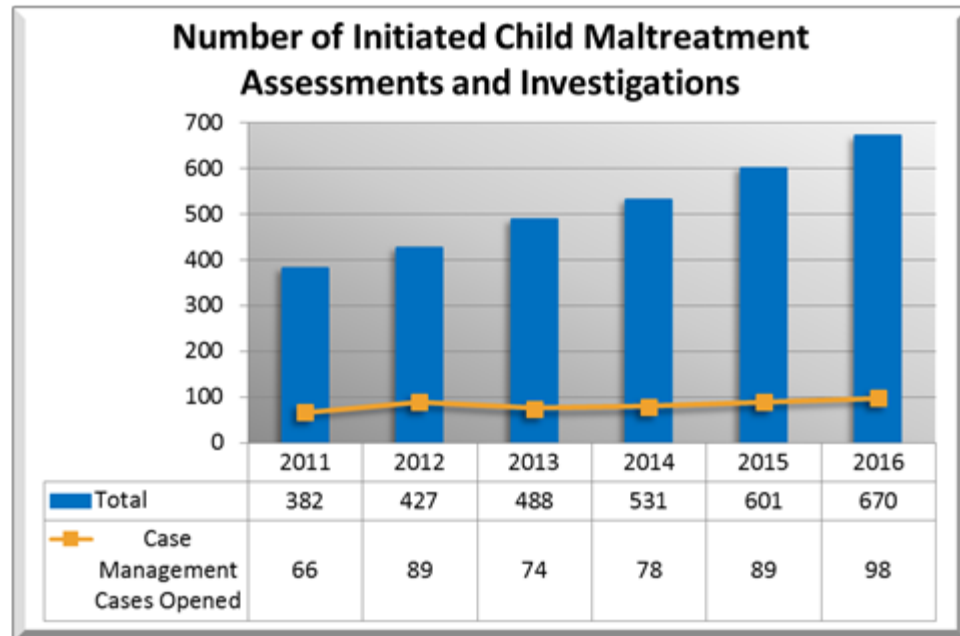
What is the County's role?

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



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

Supporting Measure



The number of child abuse and neglect reports assessed by the county has increased by 75% in the last five years. In addition the number of families needing child protection services has increased by nearly 50%. While the state has provided funding for additional staff, this funding has not met the growth rate of the program to protect the county's most vulnerable children.

FIGURE 2 - NUMBER OF INITIATED CHILD MALTREATMENT ASSESSMENTS AND INVESTIGATIONS

Child Protection - Placement

CHILDREN IN FOSTER CARE PLACED WITH RELATIVES

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

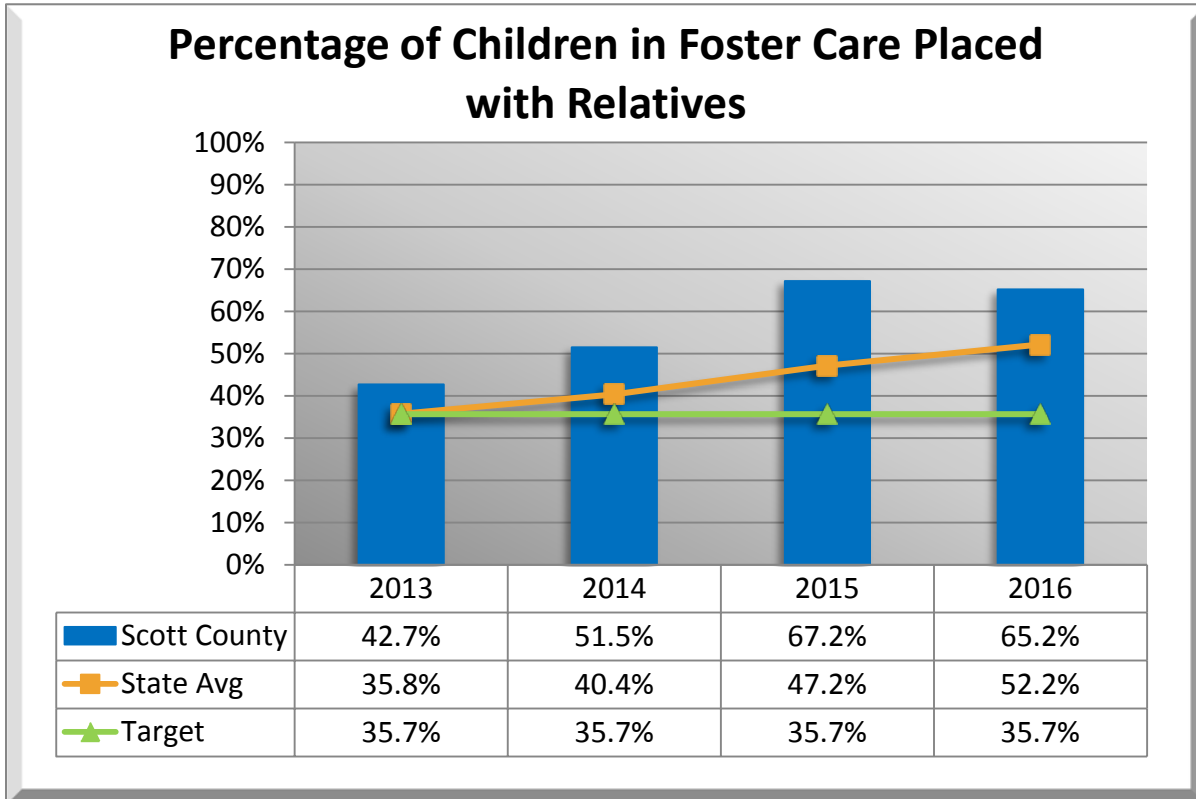


FIGURE 3 – CHILDREN IN FOSTER CARE PLACED WITH RELATIVES

How are we doing?



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

What influences this?



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

CHILDREN IN FOSTER CARE PLACED WITH RELATIVES



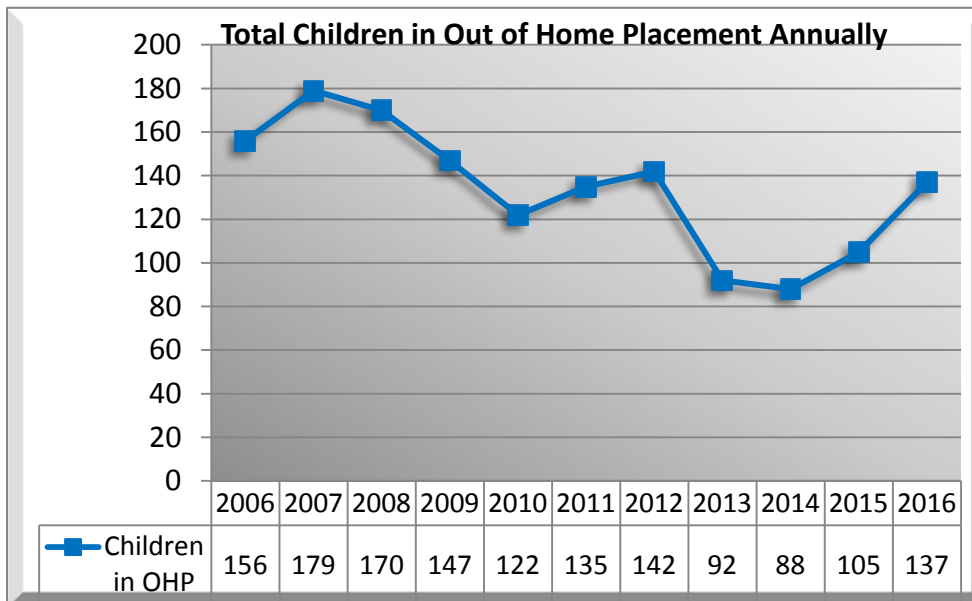
What is the County's role?

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



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

Supporting Measure



Children experience trauma when removed from their parental home. Efforts to safely prevent placements 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. Monitoring rates of placements provides some information about the effectiveness of placement prevention services. The increase in the number of new reports (Figure 2) is reflected in the number of children placed.

FIGURE 4 - TOTAL CHILDREN IN OUT OF HOME PLACEMENT ANNUALLY

Child Protection – Case Management

CHILDREN REUNITED WITHIN 12 MONTHS OF PLACEMENT

Children have a basic need to feel loved and a sense of belonging. Children who remain in foster care for long periods of time often struggle with emotional, behavioral, and mental health issues. When a child enters foster care, targeted services and supports are provided to parents so that a child can return home safely at the earliest point possible. Statutes require that if a child cannot safely return home within 12 months, then another permanency resource must be identified. The federal target is greater than 75.2 percent.

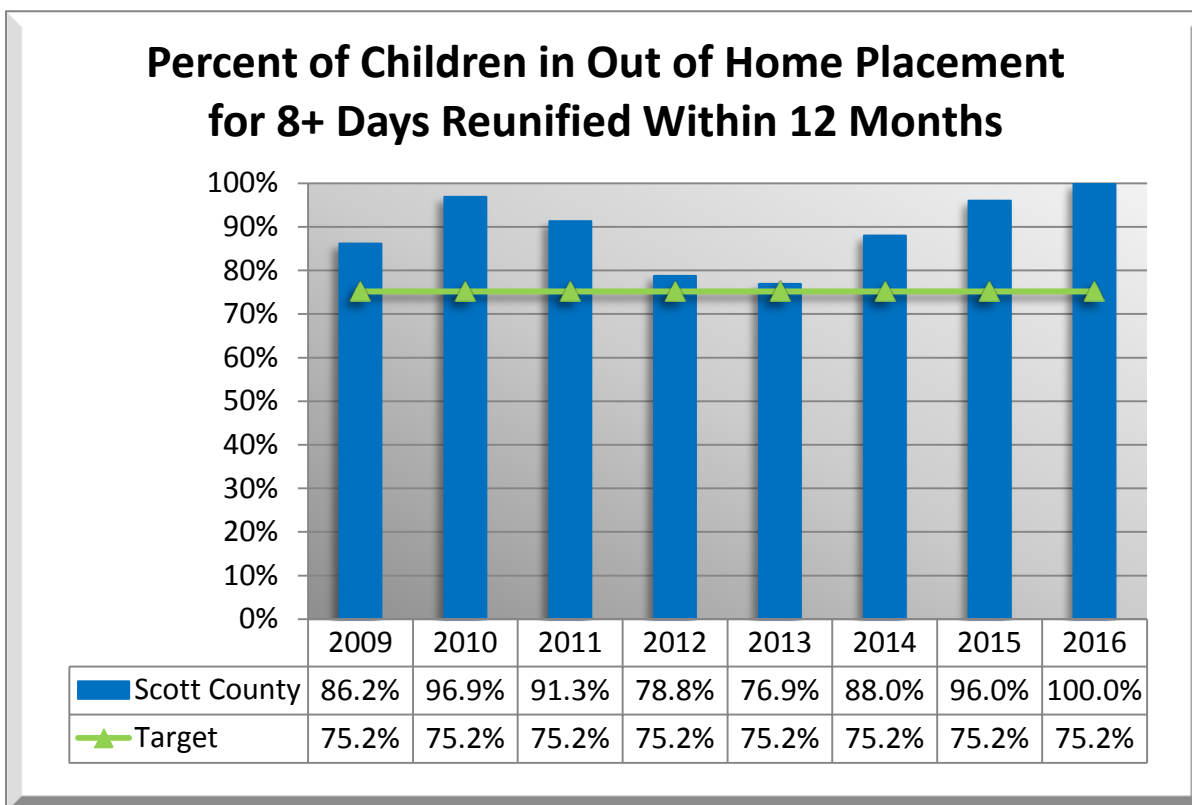


FIGURE 5 – CHILDREN REUNITED WITHIN 12 MONTHS OF PLACEMENT



How are we doing?

The County has consistently exceeded the federal standard for this measure.

Staff focus services on safety issues with families to help parents provide the nurturing home their children need. The target is a federal standard for all states.



What influences this?

Placement away from parents is a traumatic event for children and their parents, which adds to the damage already experienced as a result of abuse

or neglect. An important factor in early reunification is a comprehensive assessment of the family that engages both parents and children in identifying the areas of risk and the changes needed. Adequate, well-trained staff supported by supervisors is critical to successful reunification.

CHILDREN REUNITED WITHIN 12 MONTHS OF PLACEMENT



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	690,688	Total Revenue	731,953
Direct Cost	631,893	Levy	(158,855)
Personnel Cost	525,705	Fees	1,430
Non Personnel Cost	106,188	Grants	730,523
Admin Cost	58,795	Other Revenue	0
# of FTEs	5.43	Program #	204

Department of Human Services 2015 Cost Report Data: Out of Home Placement

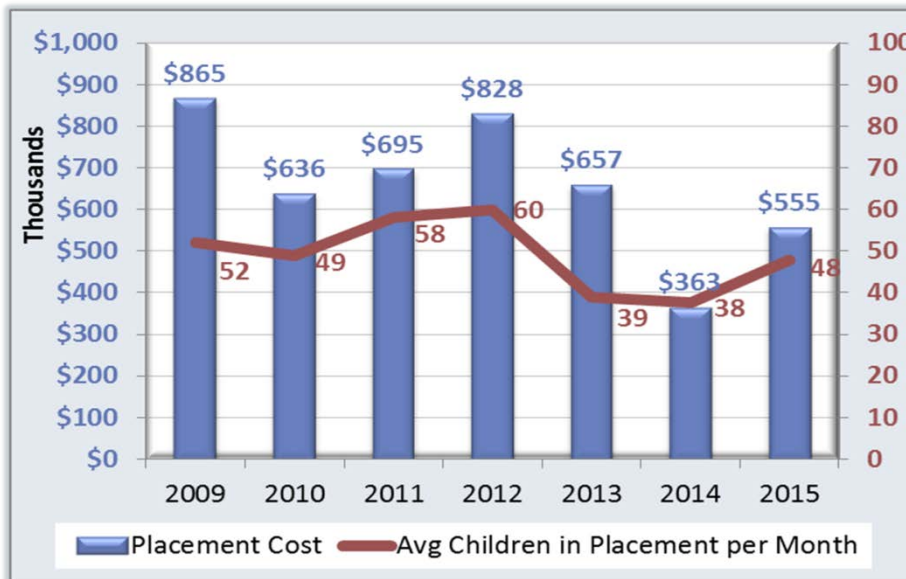


FIGURE 6 - OUT OF HOME PLACEMENT

Placement cost for children is primarily a county cost. The annual cost is impacted by both the number of children placed and the length of time placed. Emotional wellbeing of children is supported by the shortest separation from parents necessary for their safety. The county has programs in place to increase safety and reduce the time in placement for children.

Scott County had 2.6 children per 1,000 in out of home placement in 2015, which was the 3rd lowest rate in the state.

Child Protection - Adoption

CHILDREN ADOPTED WITHIN 24 MONTHS OF PLACEMENT

Permanency and stability are essential to healthy child development and the formation of lasting interpersonal relationships. When children in foster care cannot be safely reunited with their parents, adoption can provide children with nurturing, permanent families. Timely permanency is critical; adoptions completed within 24 months of the child's placement in foster care meet state and federal outcome standards. Investing in adoption improves opportunities for children throughout their lives and makes sound economic sense to taxpayers. Children whose parents' legal rights have been terminated become wards of the state and are placed for adoption.

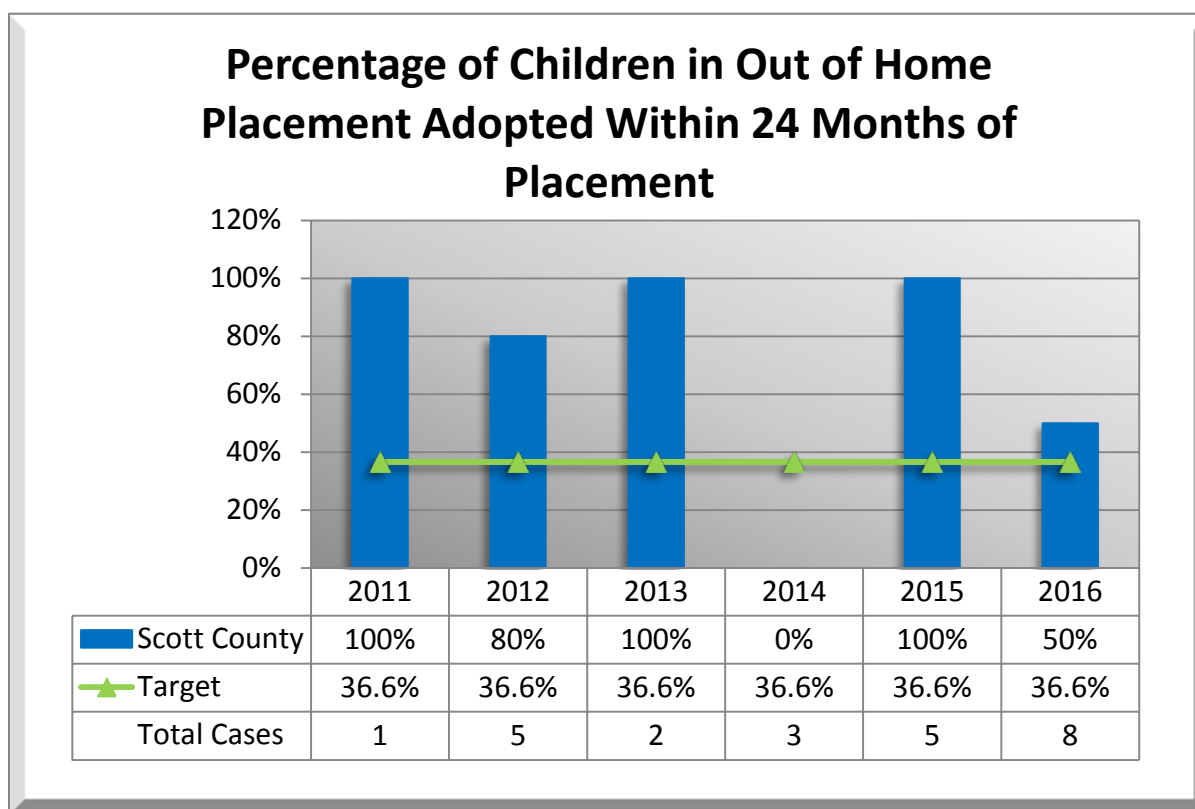


FIGURE 7 – CHILDREN ADOPTED WITHIN 24 MONTHS OF PLACEMENT



How are we doing?

The County has consistently performed well in this area. Scott County has a very low rate of permanently separating children from parents through a termination of parental rights, but has been successful in quickly finding “forever families” for these children. The target is a federal standard for all states.



What influences this?

Finding an adoptive family for a child begins with an initial placement of that child. A supportive working relationship between the parents, the foster parents, and the child protection worker is essential to a process that leads to timely decision making on the best long term plan for the child.

CHILDREN ADOPTED WITHIN 24 MONTHS OF PLACEMENT



What is the County's role?

When parents are not able to provide a safe environment so that their child can return home, it is the County's responsibility to develop a permanent plan for the child. Children's emotional health and development are compromised when they spend long periods of their life without secure family support.



PBB Cost	2017		2017
Total Cost	51,538	Total Revenue	32,476
Direct Cost	47,150	Levy	10,286
Personnel Cost	46,222	Fees	1,077
Non Personnel Cost	928	Grants	31,399
Admin Cost	4,388	Other Revenue	0
# of FTEs	0.46	Program #	179



Adult Services - Protection

VULNERABLE ADULTS REPEAT MALTREATMENT

Abuse, neglect, or financial exploitation of the elderly or disabled who do not have the resources to protect themselves is not acceptable. Intervention to protect the health and welfare as well as the resources of these citizens will allow them to continue living in the community at the highest level of independence and self-sufficiency. When a vulnerable adult has been abused or neglected and the County becomes involved, it is important that the services put in place are sufficient to assure a safe environment over time.

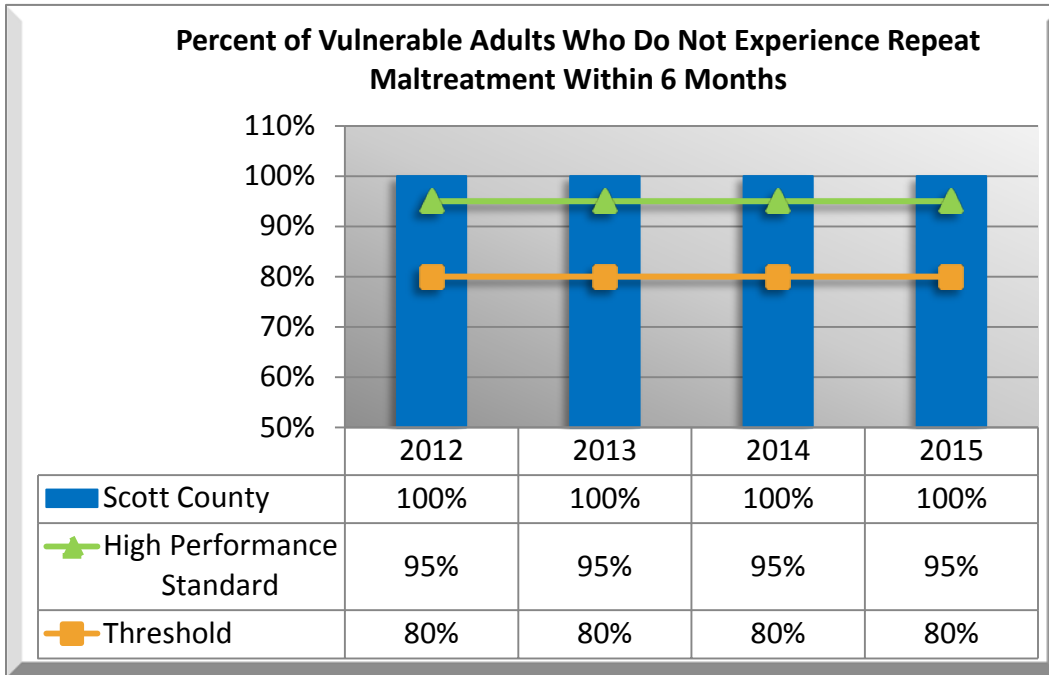


FIGURE 8 – VULNERABLE ADULTS REPEAT MALTREATMENT



How are we doing?

The County has been performing well in this area over the past few years. Changes in the program at the state level will provide some new challenges for counties. A significant increase in reports may impact performance in 2016. The threshold and high performance standard are set by the state for all counties.



What influences this?

Changing demographics are expected to impact both the need for and direction of this service in the future. Mobility of families and an aging population leaves more elderly living in isolation away from the support of family members. Financial exploitation is a rapidly expanding issue. The state has developed a centralized 24/7 reporting system that has increased visibility and reporting of adult protection concerns.

VULNERABLE ADULTS REPEAT MALTREATMENT



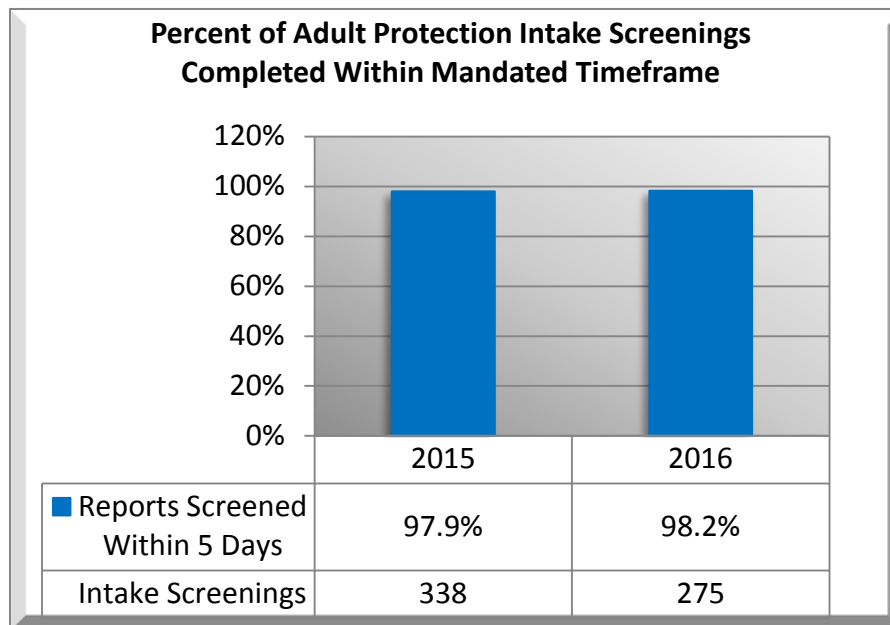
What is the County's role?

Counties have been designated to accept and investigate all reports of abuse, neglect, and financial exploitation of vulnerable adults. Through the establishment of a newly formed interdisciplinary team, Scott County works collaboratively with other stakeholders to protect the County's vulnerable adults.



Adult Services - Protection				Adult Protection - Investigations			
PBB Cost	2017		2017	PBB Cost	2017		2017
Total Cost	81,721	Total Revenue	31,914	Total Cost	247,967	Total Revenue	118,528
Direct Cost	75,146	Levy	36,657	Direct Cost	228,016	Levy	89,537
Personnel Cost	52,581	Fees	0	Personnel Cost	202,129	Fees	0
Non Personnel Cost	22,565	Grants	31,914	Non Personnel Cost	25,887	Grants	118,528
Admin Cost	6,575	Other Revenue	0	Admin Cost	19,951	Other Revenue	0
# of FTEs	0.6	Program #	183	# of FTEs	2.15	Program #	182

Additional Data



When vulnerable adults are at risk of abuse or have experienced abuse, response by the Adult Protection unit needs to take place as soon as possible. The intake screening is the first step in getting the investigative process moving. If a report meets the legal guidelines, staff begin an investigation and assessment of service needs to protect the adult.

FIGURE 9 - PERCENT OF ADULT PROTECTION INTAKE SCREENINGS COMPLETED WITHIN MANDATED TIMEFRAME

Child Support – Starting Early

CHILD SUPPORT FOR FAMILIES WITH CHILDREN AGE 3 AND YOUNGER

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

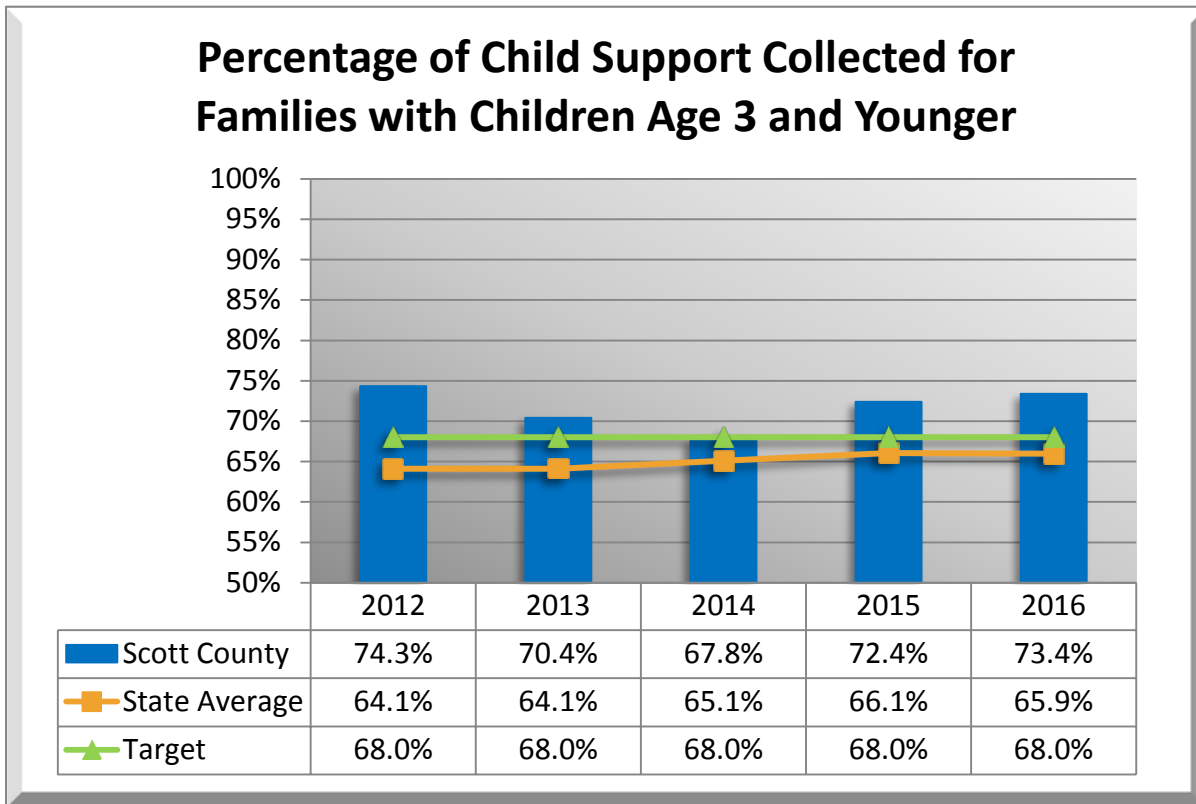


FIGURE 10 – CHILD SUPPORT FOR FAMILIES WITH CHILDREN AGE 3 AND YOUNGER



How are we doing?

The County rate of collections for this group of families has been stable averaging just over collection of 70 percent of the court-ordered child support. In consideration of the critical nature of early investment by absent parents, strategies are being evaluated that would further increase performance.



What influences this?

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

CHILD SUPPORT FOR FAMILIES WITH CHILDREN AGE 3 AND YOUNGER



What is the County's role?

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



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

Department of Human Services 2015 Cost Report Data: Child Support Dollars Distributed to Families Annually



To help children reach their full potential it is important for families raising children in single family households to receive the court ordered child support owed to them. Children who grow up with the emotional and financial support of both parents tend to get better grades in school, have fewer behavioral problems throughout their childhood and become more productive adults. The County's performance in the percent of current child support distributed to families has been steadily increasing and is currently over the federal target of 80%.

FIGURE 11 - CHILD SUPPORT DOLLARS DISTRIBUTED ANNUALLY

Economic Assistance - Employment

SELF SUPPORT INDEX

Along with receiving temporary financial support adults are provided with training and other assistance to increase their potential to become financially self-sufficient. The following measure indicates success in transitioning people into employment and off public assistance.

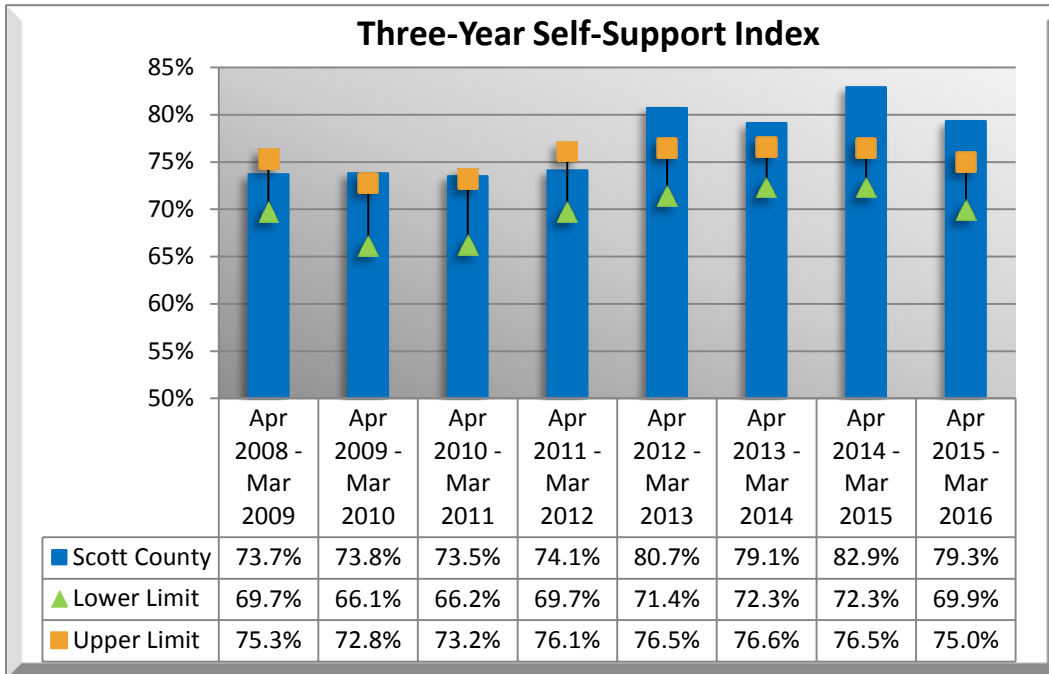


FIGURE 12 - ECONOMIC ASSISTANCE SELF SUPPORT INDEX



How are we doing?

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



What influences this?

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

SELF SUPPORT INDEX



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	598,970	Total Revenue	444,402
Direct Cost	560,681	Levy	77,990
Personnel Cost	511,208	Fees	0
Non Personnel Cost	49,473	Grants	444,402
Admin Cost	38,289	Other Revenue	0
# of FTEs	5.50	Program #	169

“Happiness belongs to the self-sufficient.”
-Aristotle

Economic Assistance – Income Support

APPLICATIONS PROCESSED IN A TIMELY MANNER

This measure demonstrates the County’s ability to determine eligibility for benefits for residents who need basic income and/or food support within 30 days of application. The chart also shows a comparison to the statewide average.

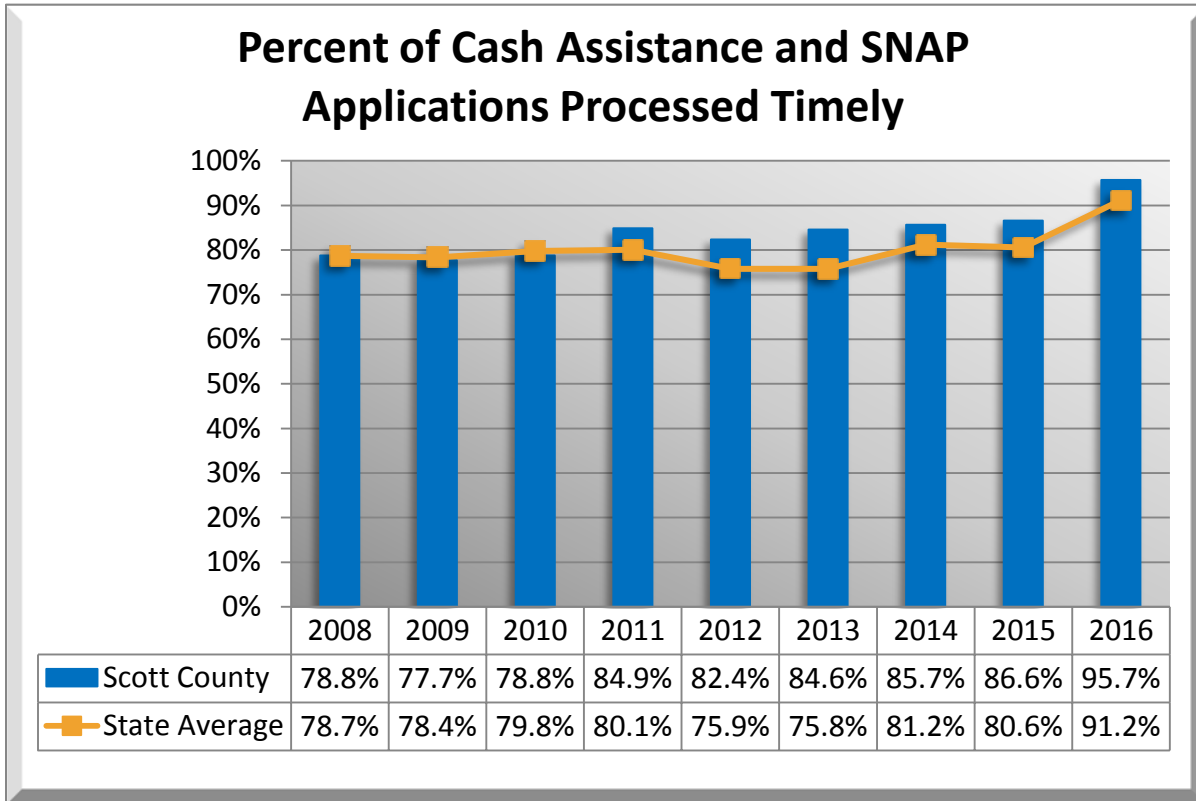


FIGURE 13 - ECONOMIC ASSISTANCE APPLICATIONS PROCESSED IN A TIMELY MANNER



How are we doing?

County performance is trending up, and is consistently at or above the statewide average. Currently, more than 80 percent of applicants have their eligibility determined within 30 days.



What influences this?

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

APPLICATIONS PROCESSED IN A TIMELY MANNER



What is the County's role?

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



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

Department of Human Services 2015 Cost Report Data

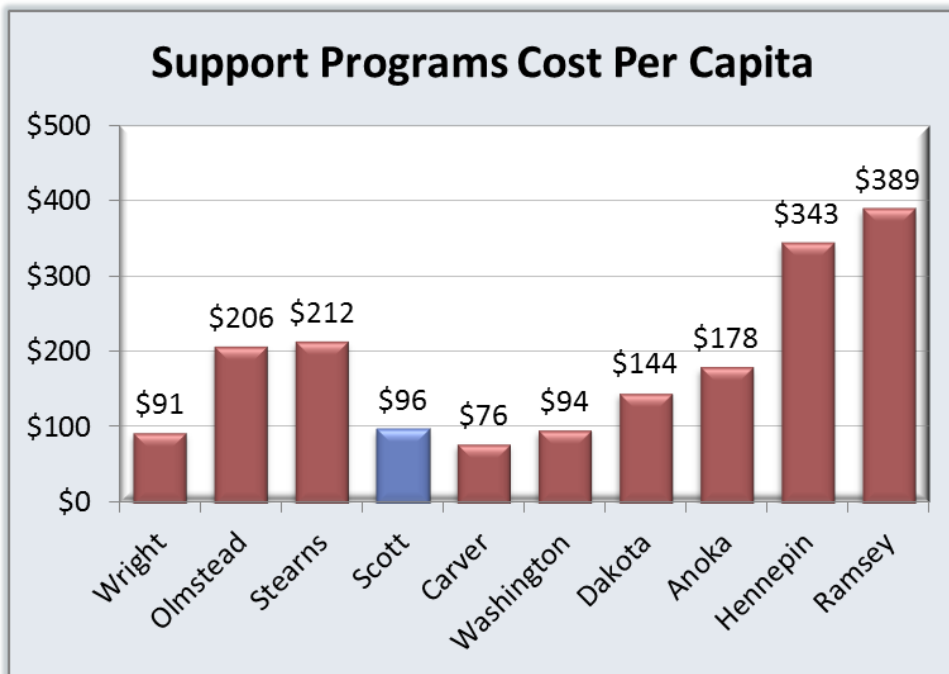


FIGURE 14 - SUPPORT PROGRAMS COST PER CAPITA

Support programs are state and federal programs that provide for basic income supports for individuals and families with limited resources. Counties pay a portion of the cost of administering the programs. Most benefits are state and federal funds.

Scott County portion of support program expenditures are \$9 per capita, below the state average of \$23 and among the lowest in the state.

County Sheriff – Emergency Dispatch

911 CALL RESPONSE TIME

In an emergency, a delay of seconds can lead to death. A national standard was established to identify maximum allowable wait times for 9-1-1 callers. It calls for ninety percent of 9-1-1 calls to be answered within ten seconds during the peak hour of the day and ninety-five percent of 9-1-1 calls answered within twenty seconds of that hour.

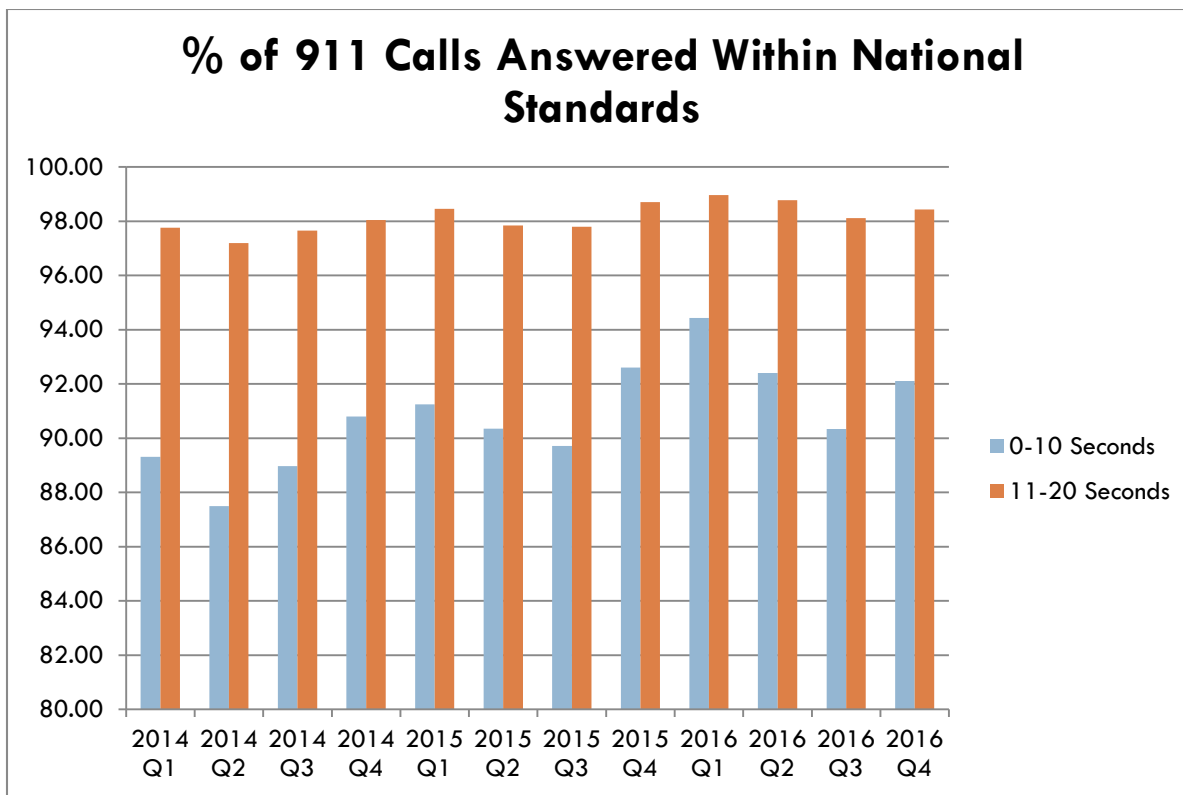


FIGURE 15 - 911 CALL RESPONSE TIME

How are we doing?



This is a relatively new format for tracking this measure. Current data does not distinguish between call response times between peak and non-peak hours so comparison to national standards is not currently available.

What influences this?



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

911 CALL RESPONSE TIME



What is the County's role?

Scott County's 911 Center receives and dispatches emergency calls, non-emergency calls for all police, fire, and EMS services within the boundaries of the County.



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



County Sheriff - Operations

PATROL RESPONSE TIME

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

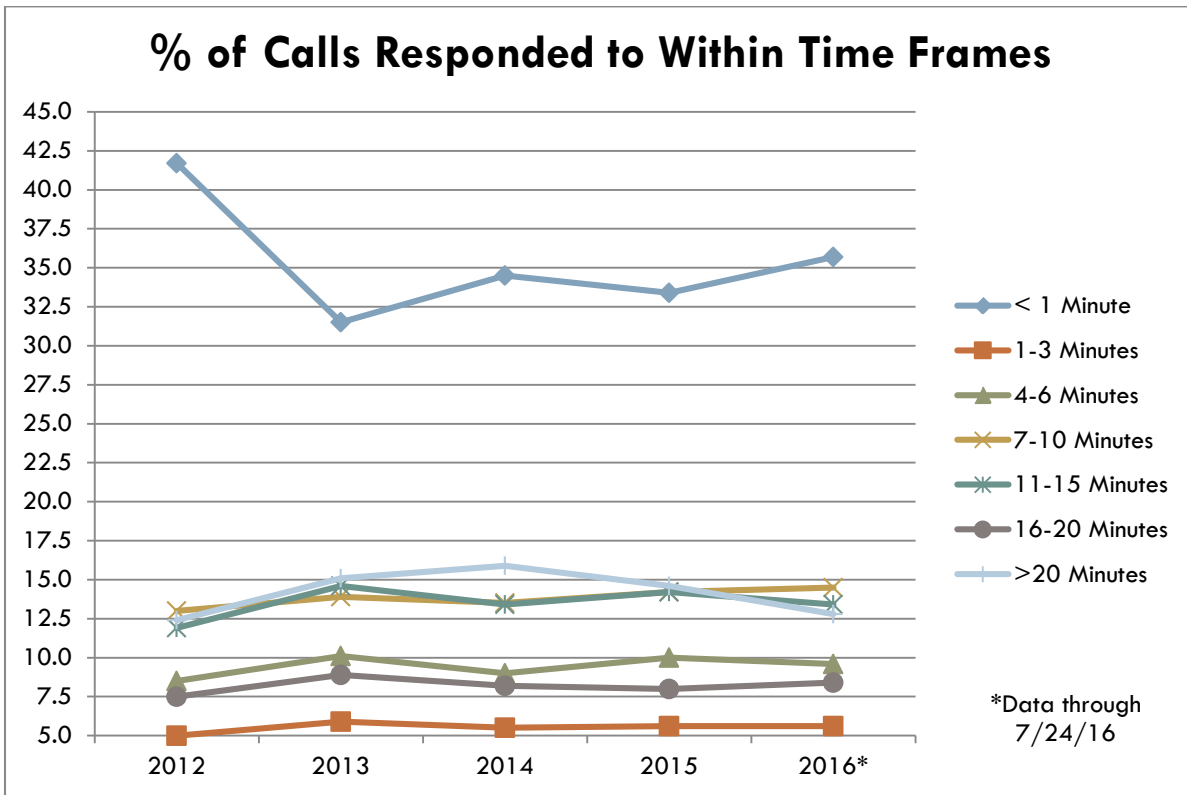


FIGURE 16 - PATROL RESPONSE TIME

How are we doing?



Response rate compliance within time frames for those calls receiving a response in less than one minute decreased between 2012 and 2013. Since that time, the rate has stabilized with a trend toward increasing. All other response times have remained stable.

What influences this?



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

PAROL RESPONSE TIME



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	1,993,923	Total Revenue	89,575
Direct Cost	1,415,836	Levy	748,174
Personnel Cost	1,248,411	Fees	10,500
Non Personnel Cost	167,425	Grants	4,000
Admin Cost	578,087	Other Revenue	75,075
# of FTEs	12.40	Program #	245



SAFE – COMMUNITY PROTECTION

WHEN SCOTT COUNTY SUPPORTS A SAFE COMMUNITY BY PROVIDING PROTECTION FROM THREATS TO SAFETY, THEN...

- Criminal behavior is addressed and prevented and laws enforced.
- Citizens can travel and move about safely.
- A safe environment is realized with clean soil, water, and air.
- We are prepared for and respond to emergencies.

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



Why is it important?

Adult and Juvenile Probation: Criminal behavior jeopardizes feelings of safety for citizens in their community. One of the challenges for counties is to respond to that behavior in ways that enhances community

safety. Offenders are placed on probation to county Community Corrections by court order as a result of a criminal charge. The court orders the offenders to complete specific conditions, and Community Corrections is required to monitor the offender's compliance.

Early age of onset of criminal behavior is one of the stronger predictors of future criminal behavior. Successful intervention with juveniles is critical to helping them avoid adult criminal behavior.

Immunization: Health of individuals in a community may have an impact on the physical health of all members of a region. Having a high vaccination rate is vital for the health of a population because it prevents disease from spreading. This is especially important for protecting those who cannot be vaccinated because of



a medical condition, are too young to be vaccinated, or who do not respond to immunization because of a weak immune system.

Environmental Health: These programs focus on protecting human health and the environment, ensuring proper management of sewage from homes not serviced by municipal utilities, ensuring proper management of solid and hazardous waste, the abatement of public health nuisances, and the preparation of environmental reviews for developments within the townships. Many of the activities are mandated by state laws and all have been adopted or established for the protection of our natural environment, thus ensuring the health and safety of our citizens.

Physical Development: System planning and the implementation of safety measures in addition to maintenance can significantly reduce accidents causing serious injury or death. According to the Federal Highway Administration, each year nearly a quarter of all weather-related vehicle crashes occur on snowy, slushy, or icy pavement.

Law Enforcement: People feel safe in their homes and community when they are confident laws will be enforced and they will get a timely response to their calls. The visible presence of officers enhances a sense of safety and well-being within the community.

A SAFETY NET

SCOTT COUNTY JUVENILE COURT WORKS WITH MANY DIFFERENT SERVICES TO MAINTAIN COMMUNITY SAFETY

Community Corrections - A Young Man's Success Story
By Keri Lorenz, Community Corrections Supervisor

A young man, "Ben" came into juvenile court for a detention hearing as the result of a domestic assault in which his brother was the victim. For months, "Ben" continued to struggle with chemical use, truancy, and behavior issues that were impeding his success.

It was discovered that "Ben," his brothers and his father were all grieving the loss of their mother/wife.

As the probation officer and others worked with "Ben" and his family, it became apparent that "Ben" was dealing with a serious chemical dependency issue.

"Ben" made several attempts to work with community based resources and services, but failed each time due to continued use and behavior issues. Ultimately, "Ben" ended up in a residential chemical dependency treatment program. While in residential treatment, "Ben" maintained sobriety and began to deal with the grief issues surrounding the death of his mother.



"Ben" was able to talk with his father about the depth of his chemical use and dependency as well as attend school and get back on track academically. The family also began working with an intensive in-home therapist.

As professionals worked with "Ben" and his family, it became apparent that the father was struggling to provide the structure that "Ben" needed to maintain his sobriety.

Prior to "Ben's" transition home, he was able to make a plan with his treatment counselor, family therapist, probation officer, and father addressing gaps and barriers to his success and sobriety. The family continued their work with the in-home therapist; "Ben" transitioned back to school and continued to work with his probation officer.

Since "Ben's" return home, he has finished the school year, maintained his sobriety, and obtained employment. He continues to attend sober support meetings and meet with school staff. As a result of his continued success, he was recently successfully discharged from his probation.

Community Corrections - Adult and Juvenile Probation Supervision

OFFENDERS REMAINING FREE OF NEW CONVICTIONS

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

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

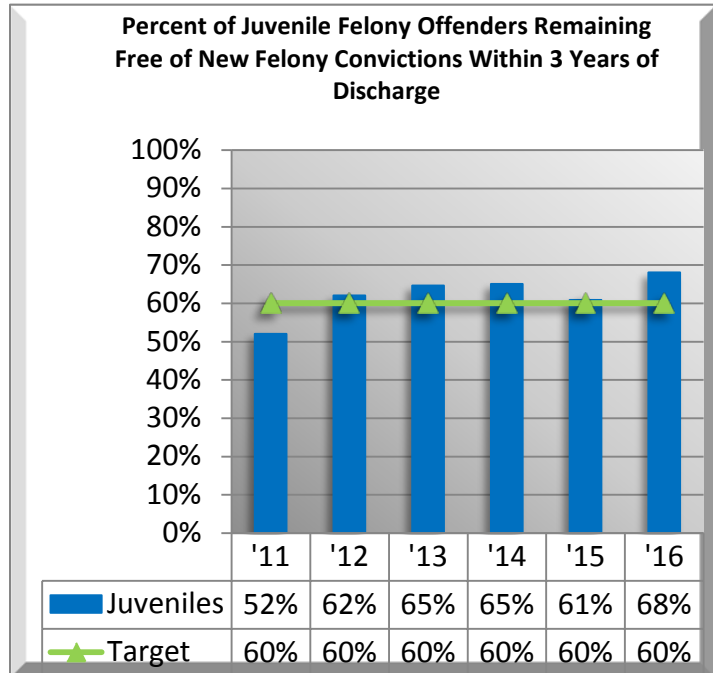
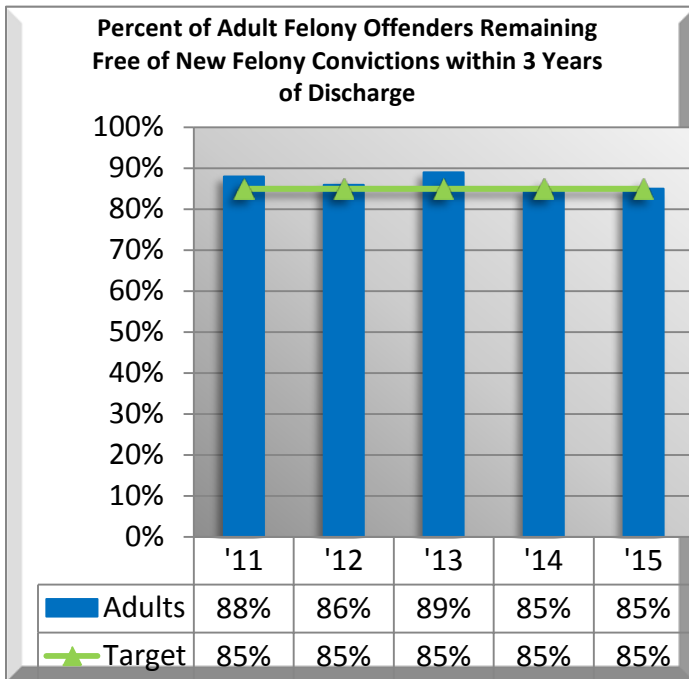


FIGURE 17 - OFFENDERS SUCCESSFULLY DISCHARGED FROM PROBATION

How are we doing?



The adult success rate has remained stable at or slightly above the state target of 85 percent. The juvenile rate is trending up, slightly above the target rate of 60 percent. This target will be adjusted up in recognition of the importance of early and successful intervention with juvenile offenders.

What influences this?



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

OFFENDERS REMAINING FREE OF NEW CONVICTIONS



What is the County's role?

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



Adult Supervision				Juvenile Supervision			
PBB Cost	2017		2017	PBB Cost	2017		2017
Total Cost	1,434,858	Total Revenue	530,154	Total Cost	1,382,870	Total Revenue	326,128
Direct Cost	1,417,193	Levy	869,374	Direct Cost	1,365,845	Levy	1,022,692
Personnel Cost	1,214,474	Fees	100,742	Personnel Cost	563,426	Fees	89,792
Non Personnel Cost	202,719	Grants	429,412	Non Personnel Cost	802,419	Grants	227,336
Admin Cost	17,665	Other Revenue	0	Admin Cost	17,025	Other Revenue	9,000
# of FTEs	12.52	Program #	159	# of FTEs	5.93	Program #	157

Level of Service/Case Management Inventory (LS/CMI) for Adults

Youth Level of Service Inventory (YLSI) for Juveniles

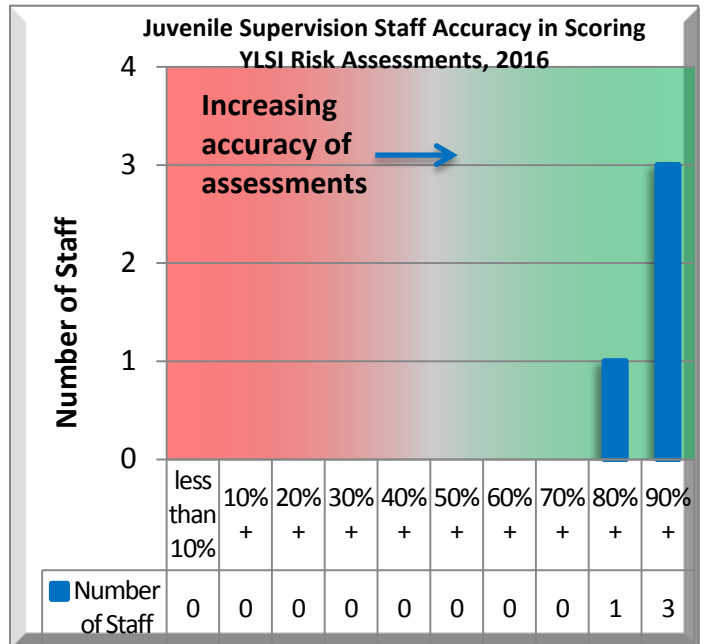
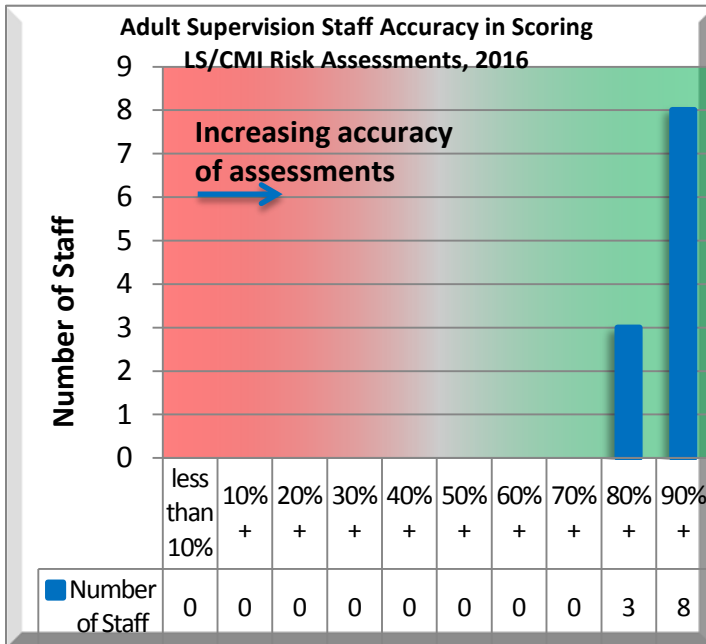


FIGURE 18 - SUPERVISION STAFF ACCURACY OF ASSESSMENTS

Research has shown that we should target our resources and interventions on those offenders with a higher probability of recidivism, and provide more intensive services to higher-risk offenders. Risk assessments help determine the offender's risk to re-offend and where to best target services.

Community Corrections - Adult and Juvenile Probation Supervision

OFFENDERS SUCCESSFULLY DISCHARGED FROM PROBATION – ADULT AND JUVENILE

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

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

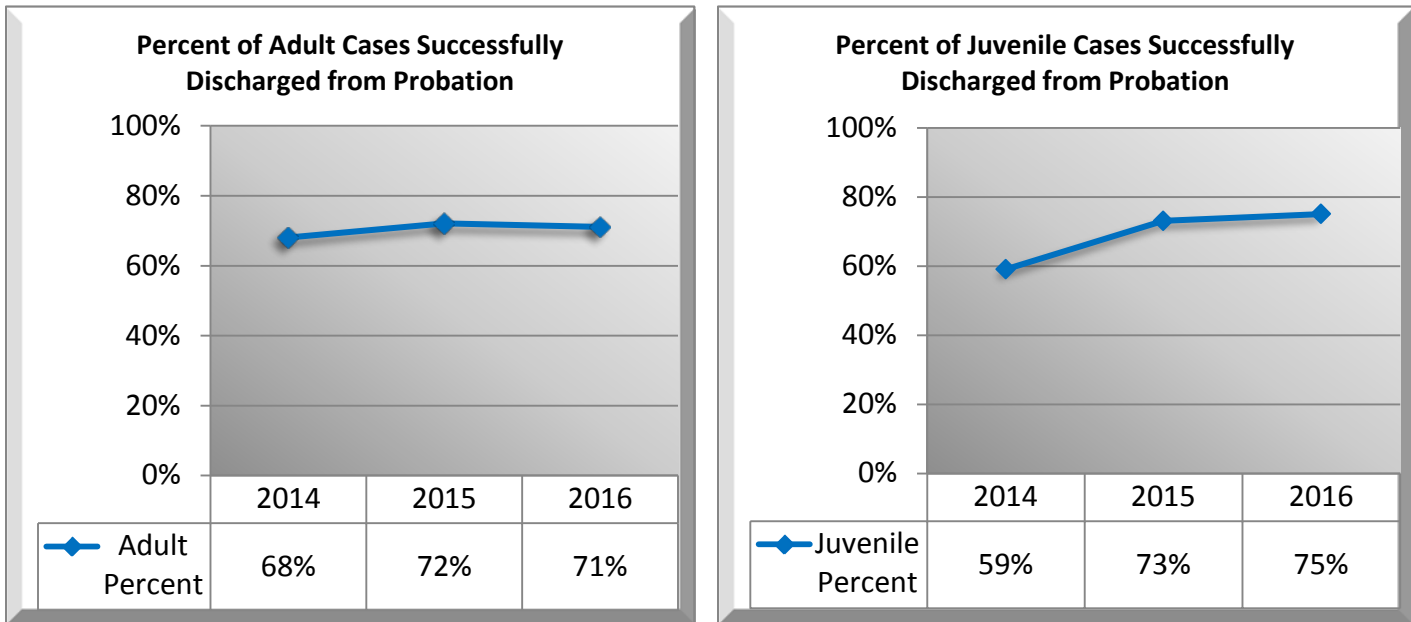


FIGURE 19 - OFFENDERS REMAINING FREE OF NEW CONVICTIONS

How are we doing?



This is a new measure for the County with data for only three years. For that period, performance has been consistent for adults and shows a slight upward trend for juveniles. Over the next year the County will develop a baseline and target.

What influences this?



An important impact to success is having an appropriate risk assessment leading to implementing the right services and supervision level.

OFFENDERS SUCCESSFULLY DISCHARGED FROM PROBATION – ADULT AND JUVENILE



What is the County's role?

Community Corrections provides a variety of correctional services for adult offenders court ordered to pretrial conditional release, probation, and supervised release. Correctional supervision ranges from one-on-one supervision to administrative monitoring of adult offenders. Pre-trial services include bail studies, pre-sentence investigations, restitution studies, risk-needs assessments, and sentencing guidelines worksheets.



PBB Cost	2017		2017
Total Cost	348,243	Total Revenue	459,481
Direct Cost	343,956	Levy	(119,812)
Personnel Cost	330,489	Fees	232,145
Non Personnel Cost	13,467	Grants	227,336
Admin Cost	4,287	Other Revenue	0
# of FTEs	3.94	Program #	158



Public Health - Immunization

CHILDREN IMMUNIZED

Children are especially susceptible to a number of childhood diseases that spread easily in communal environments such as school and day care. Serious communicable diseases can be prevented with proper immunizations, particularly of children prior to beginning school. This chart tracks the percent of children fully vaccinated prior to entering kindergarten over a five-year time period for selected required vaccines.

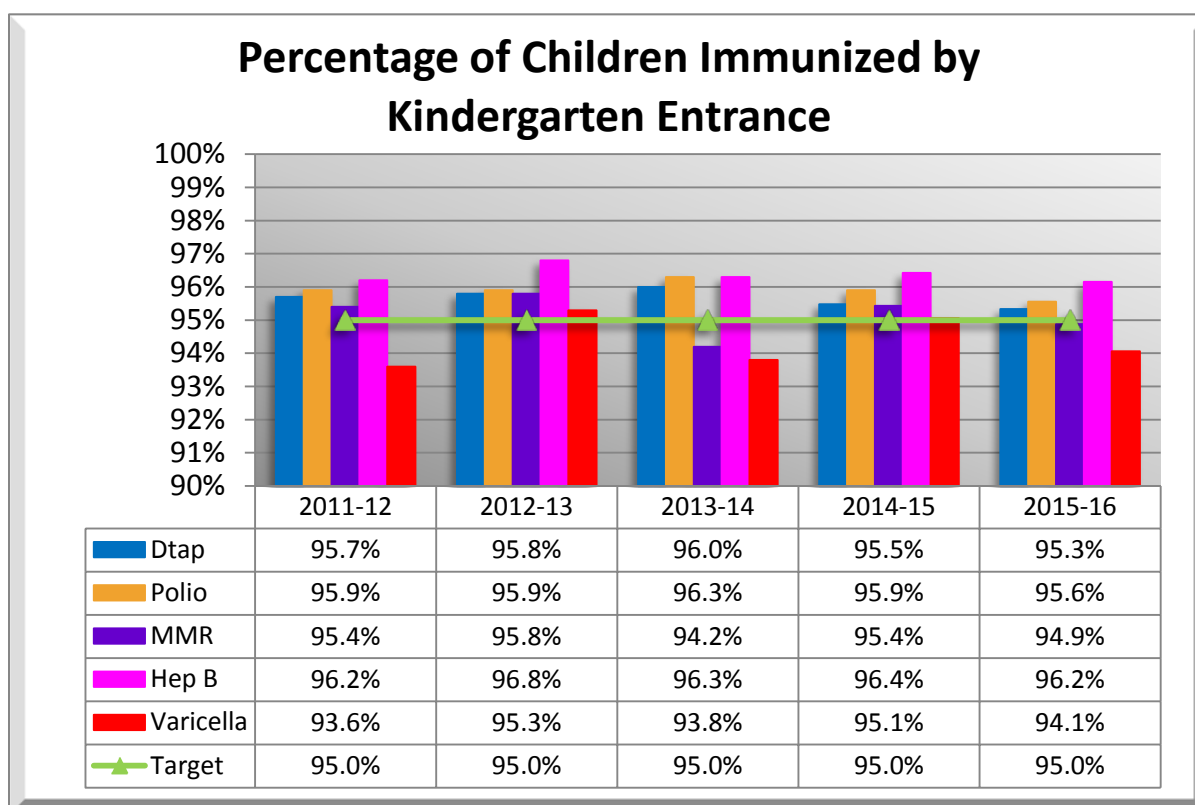


FIGURE 20 - CHILDREN IMMUNIZED



How are we doing?

For the past five school years, the combined immunization rate has been at or above the national target (though falling below for one or two vaccines).



What influences this?

A high vaccination rate is encouraged by an active campaign by health care providers and school personnel. Fear of side effects potentially caused by vaccines has required additional outreach and educational efforts.

CHILDREN IMMUNIZED



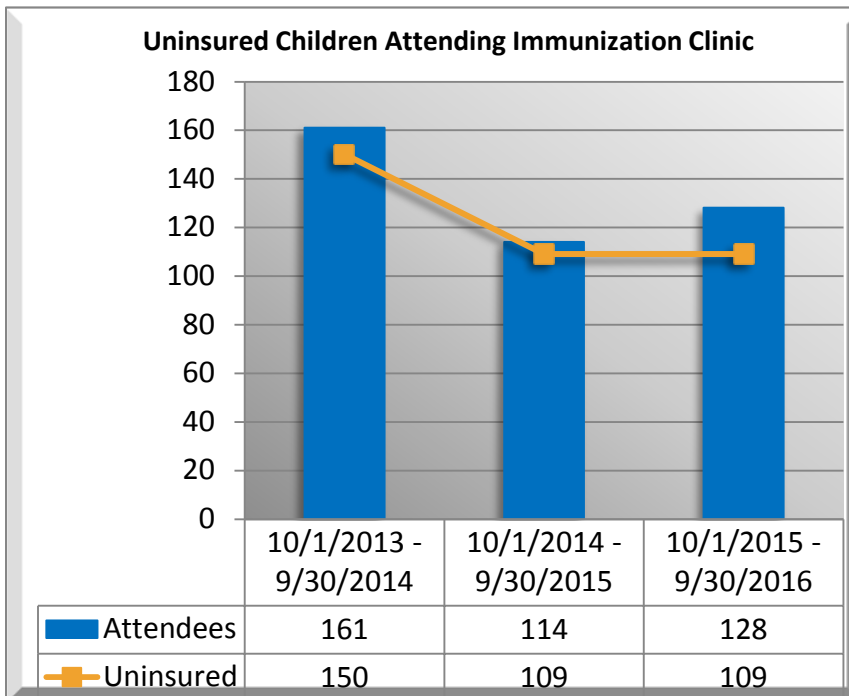
What is the County's role?

Public Health has an active role in educating the public on the importance of immunization for individual health and community safety. Staff also provide immunization clinics to residents who don't have other access to health care.



PBB Cost	2017		2017
Total Cost	296,874	Total Revenue	49,643
Direct Cost	282,788	Levy	219,059
Personnel Cost	243,103	Fees	0
Non Personnel Cost	39,685	Grants	49,643
Admin Cost	14,086	Other Revenue	0
# of FTEs	2.20	Program #	207

Additional Data



Local Public Health is considered the safety net provider of health care in the community with outreach for those who lack health insurance. High vaccination rates prevent the spread of disease. When most people in a community are immunized there is less opportunity for disease to take hold and spread among residents.

FIGURE 21 - UNINSURED CHILDREN ATTENDING IMMUNIZATION CLINIC

Environmental Health – Solid Waste

RECYCLING RATES

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

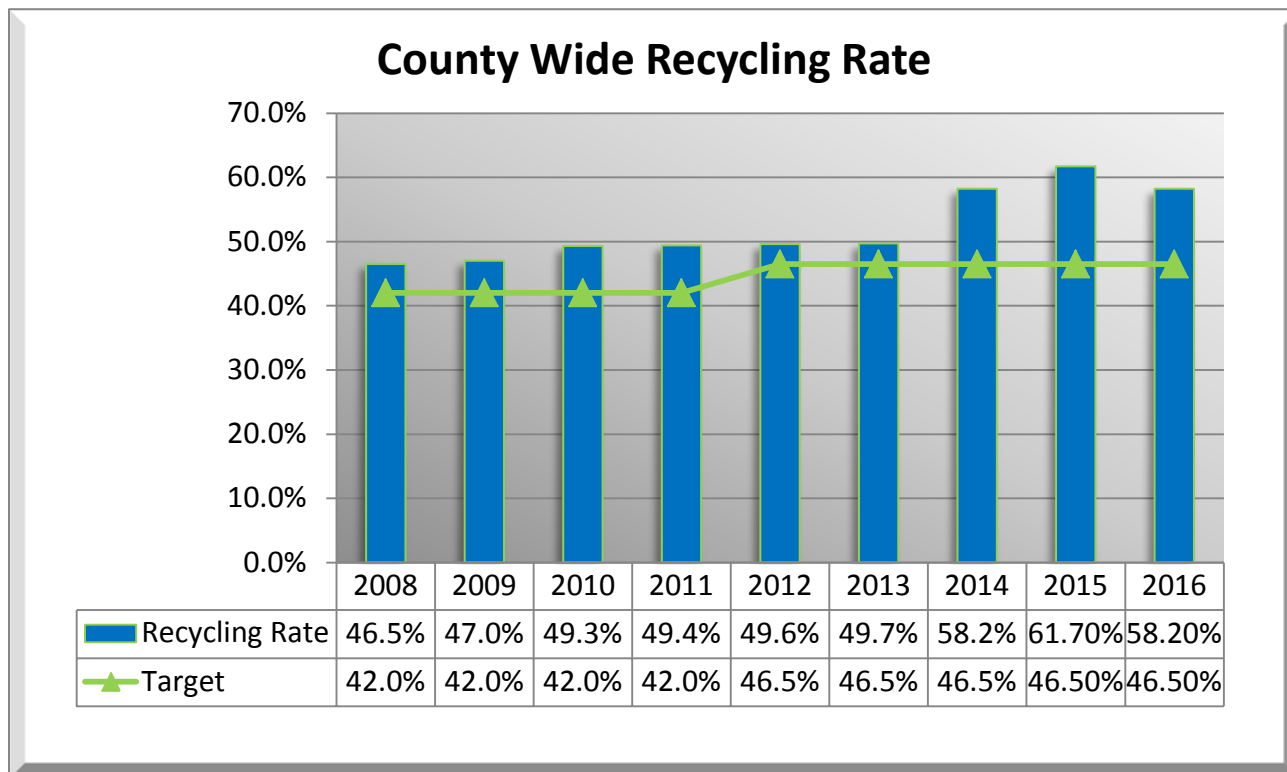


FIGURE 22 - RECYCLING RATES



How are we doing?

County businesses and residents have consistently met the State’s target recycling rate and are increasing the amount of waste recycled compared to total waste.



What influences this?

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

RECYCLING RATES



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	433,020	Total Revenue	3,000
Direct Cost	348,129	Levy	260,238
Personnel Cost	107,422	Fees	0
Non Personnel Cost	240,707	Grants	395,500
Admin Cost	84,891	Other Revenue	(392,500)
# of FTEs	1.08	Program #	64



Environmental Health – Septic System

SEPTIC SYSTEM COMPLIANCE

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

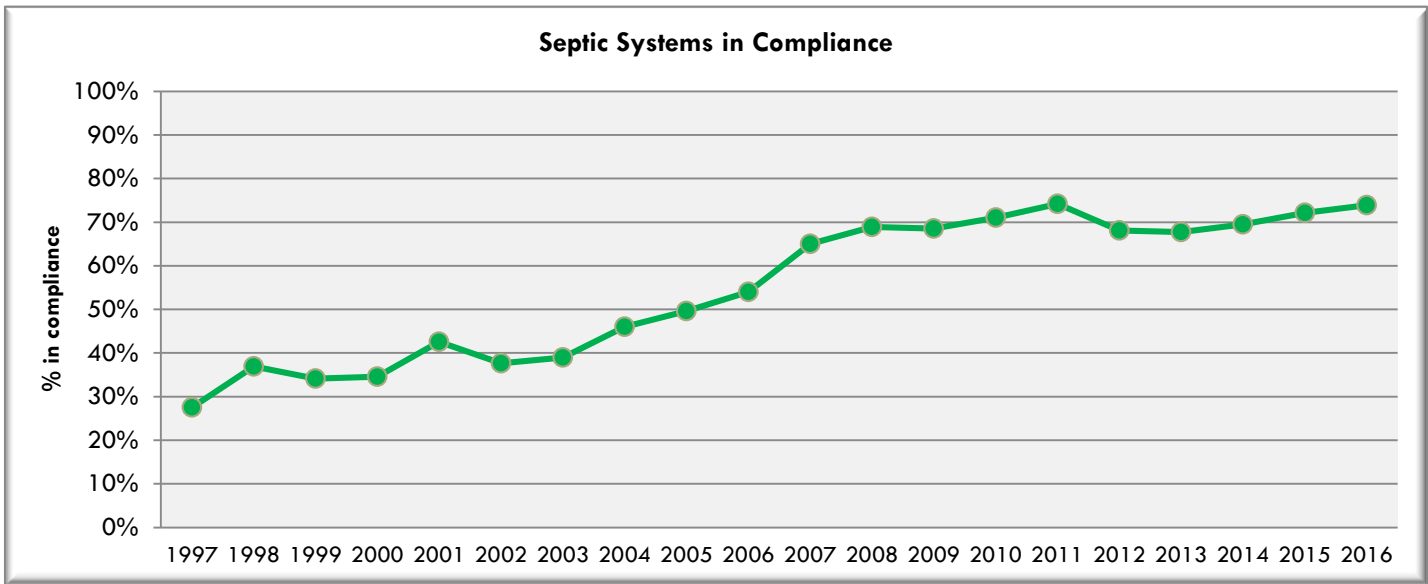


FIGURE 23 - SEPTIC SYSTEM COMPLIANCE



How are we doing?

Over the past 20 years, the septic system compliance rate has increased from under 30 percent to over 70 percent and in 2016 equaled the high rate of 74 percent. This indicates that systems are being maintained, are lasting longer and over time are collectively a lower public health risk.



What influences this?

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

SEPTIC SYSTEM COMPLIANCE



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	340,633	Total Revenue	177,600
Direct Cost	273,854	Levy	29,475
Personnel Cost	257,333	Fees	154,000
Non Personnel Cost	16,521	Grants	23,600
Admin Cost	66,779	Other Revenue	0
# of FTEs	2.79	Program #	68

Additional Data

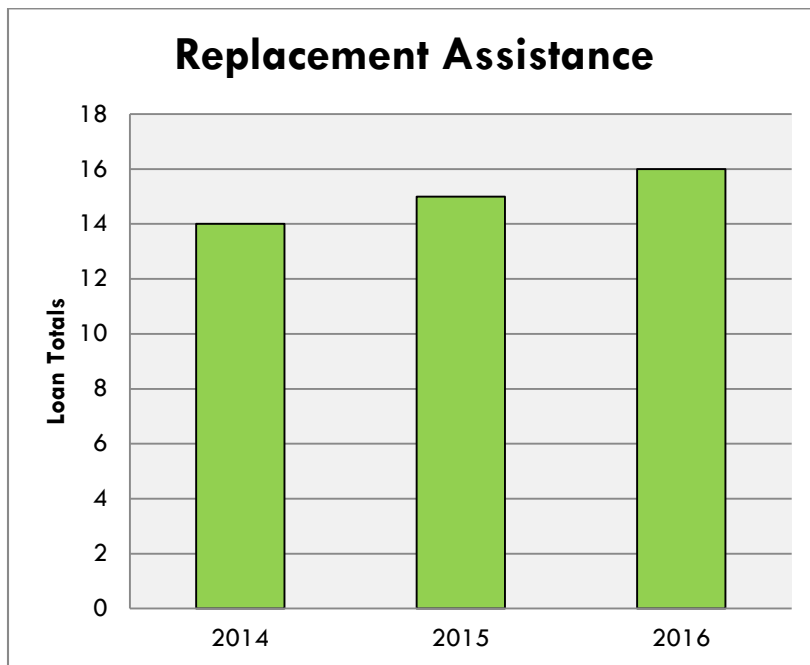


FIGURE 24 - REPLACEMENT ASSISTANCE

A number of systems in the county are older and were either built when there were no standards or under less protective standards. This program, started in 2014, provides loans to residents to help finance the replacement of non-compliant systems. This measure provides a tally of the number of residents who have taken advantage of the loan program.

Transportation Services – Highway System Safety

SYSTEM VEHICLE CRASHES

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

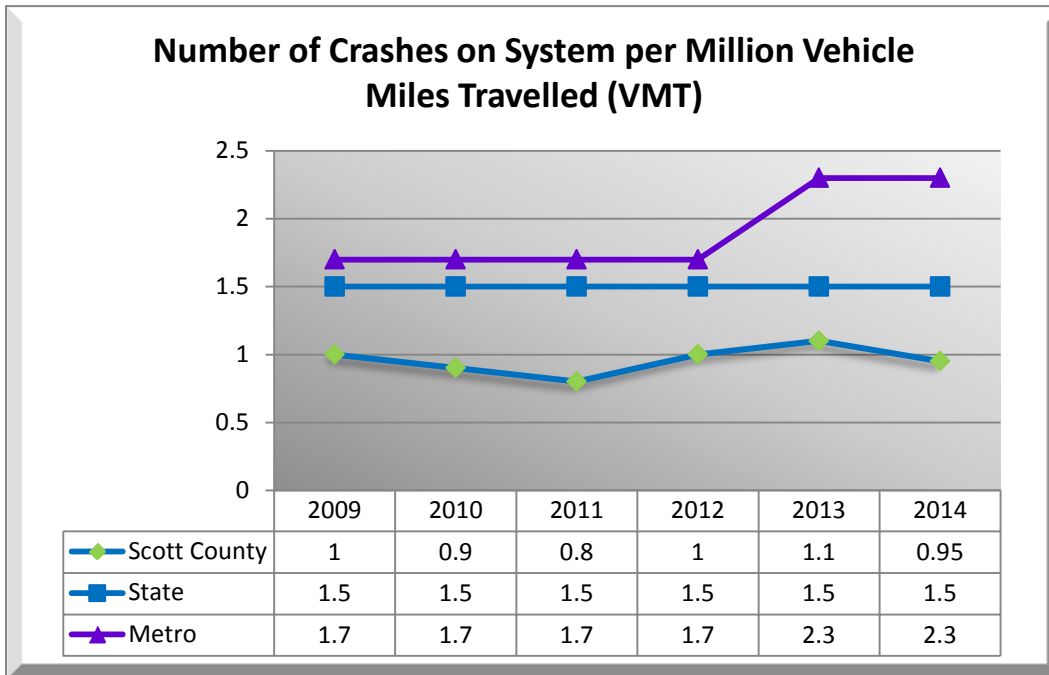


FIGURE 25 - SYSTEM VEHICLE CRASHES



How are we doing?

The rate of crashes in Scott County is stable and significantly lower than either the metro area or the state average.



What influences this?

A number of factors influence the crash rate, including speed, distracted driving, and impaired driving. Factors the County impacts directly are design and road conditions.

SYSTEM VEHICLE CRASHES



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	816,464	Total Revenue	0
Direct Cost	769,081	Levy	721,697
Personnel Cost	753,881	Fees	0
Non Personnel Cost	15,200	Grants	0
Admin Cost	47,383	Other Revenue	0
# of FTEs	7.09	Program #	92

Crash rates (CR) and severity rates (SR) are standard measures that provide an indication of the relative safety of a highway segment or intersection. The county uses this data to plan how to address those areas with the highest crash rates and improve the safety of the county highway system. Measuring before and after crash and severity rates provides valuable information about the cost effectiveness of investments and assist planning future system needs.

Additional Data

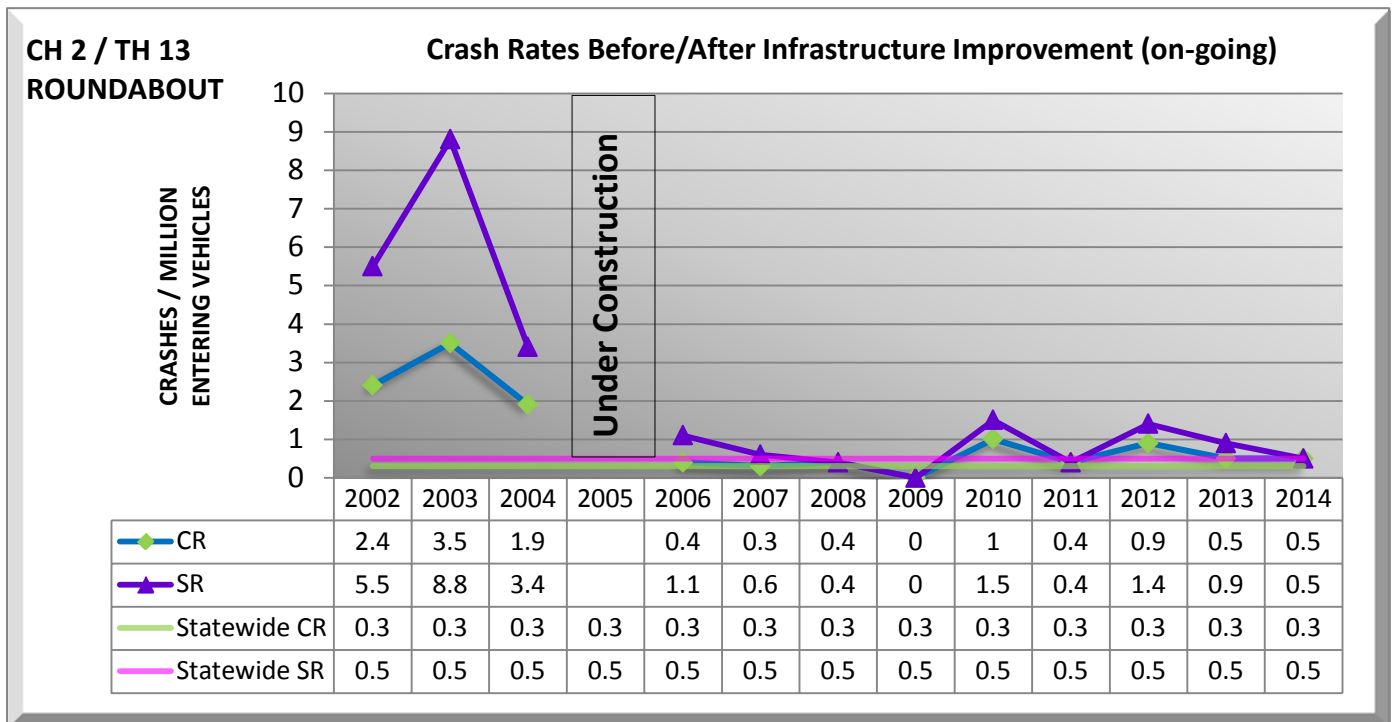


FIGURE 26 - CRASH RATES BEFORE/AFTER INFRASTRUCTURE IMPROVEMENT

Resident Survey – Snow Plowing

SNOW AND ICE REMOVAL

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

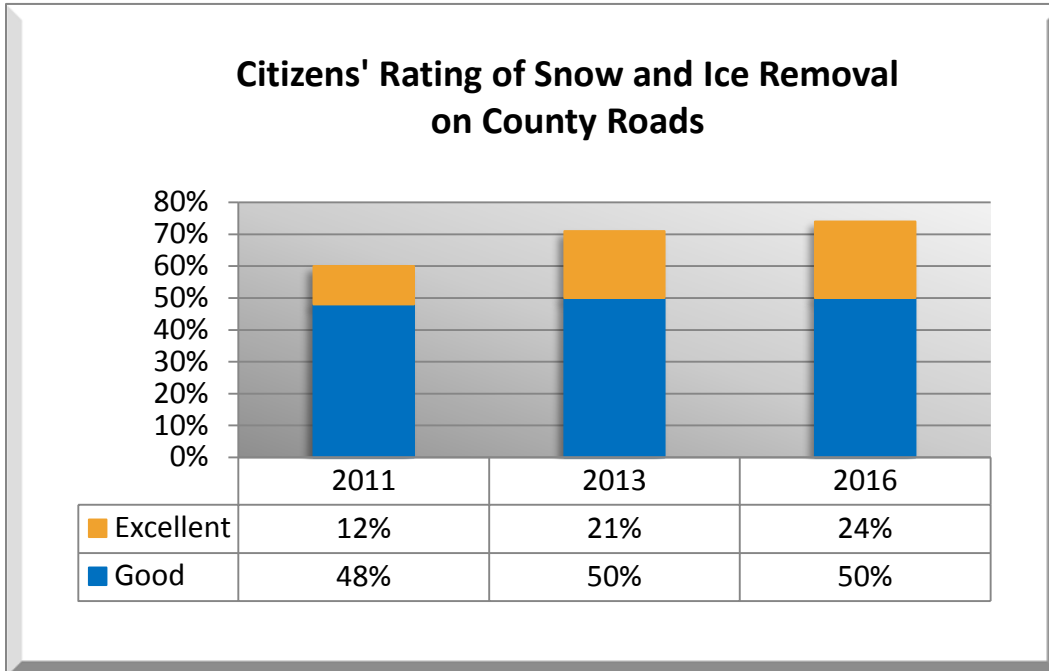


FIGURE 27 - SNOW & ICE REMOVAL



How are we doing?

Over the past three survey periods, the input by citizens has County performance rated as “good” or “excellent” ranging from 60 percent in 2011 to 74 percent in 2016, a steady improvement in meeting resident expectations and increasing winter travel safety.



What influences this?

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

SNOW AND ICE REMOVAL



What is the County's role?

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



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



County Sheriff – Non Emergency Dispatch

ADMINISTRATIVE LAW ENFORCEMENT RESPONSE

Non-emergency (administrative) calls are received and public safety services dispatched. In many cases emergency calls are made to the non-emergency lines. During busy periods 9-1-1 calls roll over to non-emergency lines when all 9-1-1 lines are in use. Due to the volume of emergency calls received on non-emergency lines it is vital to maintain a consistent call handling standard.

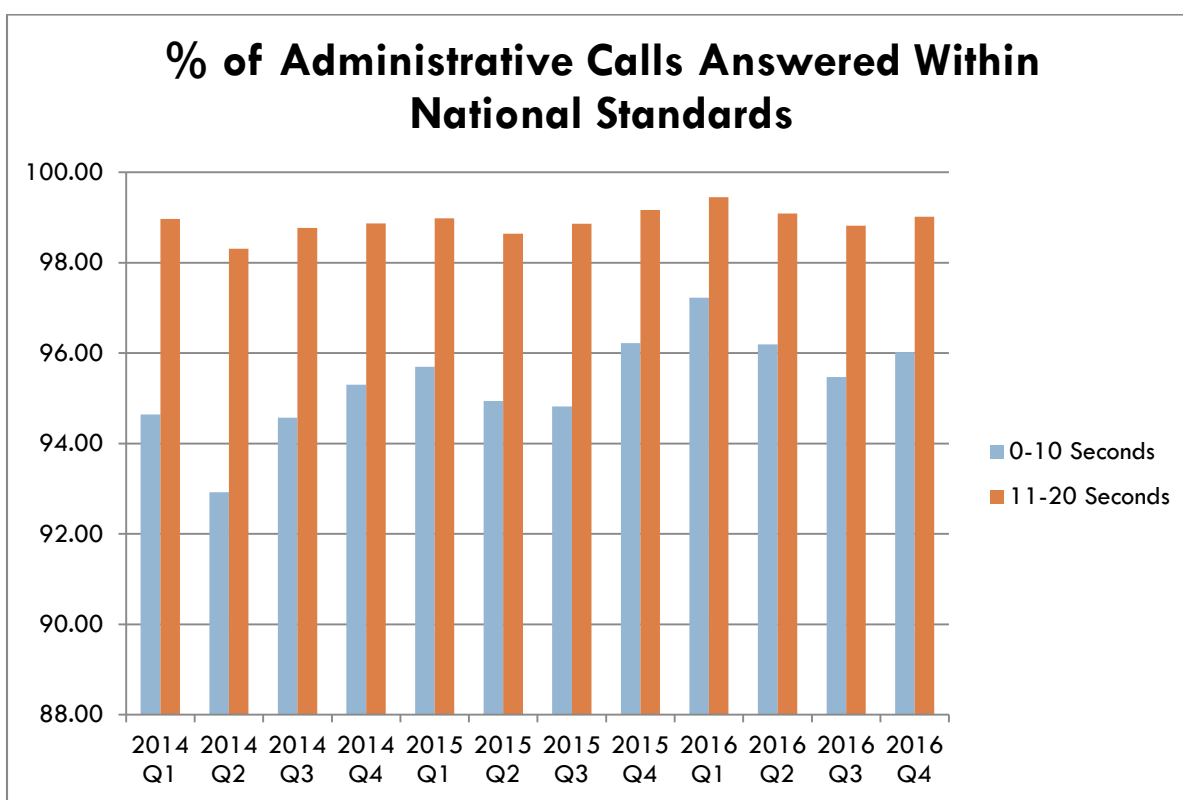


FIGURE 28 - ADMINISTRATIVE LAW ENFORCEMENT RESPONSE



How are we doing?

This is a relatively new measure still being tracked quarterly. The data currently compares service averaged across all hours instead of during peak hour as recommended by standard. Currently over 98 percent of calls are answered within 20 seconds and over 92 percent within 10 seconds.



What influences this?

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

ADMINISTRATIVE LAW ENFORCEMENT RESPONSE

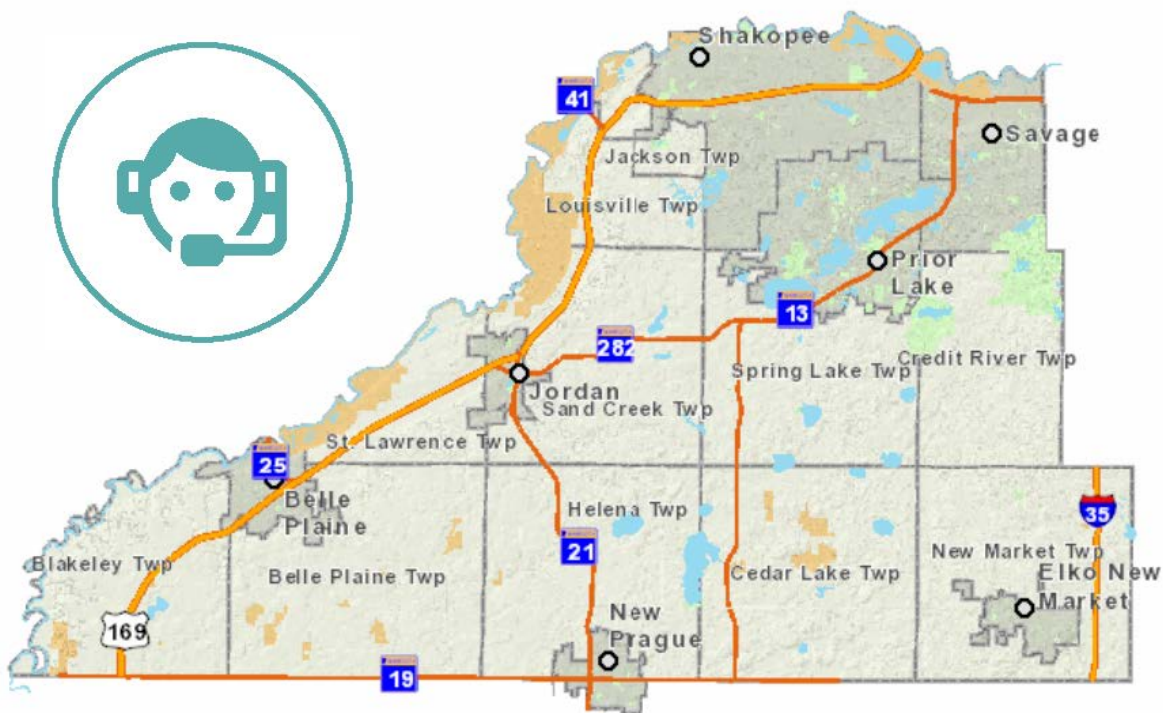


What is the County's role?

Scott County's 9-1-1 Center receives and dispatches all emergency calls within the boundaries of the county. Non emergency calls for public services are received by the county and directed appropriately.



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



County Sheriff – Traffic Enforcement

FATAL & SERIOUS-INJURY CRASH FACTORS

Knowledge of the contributing factors or “causes” of serious injury and fatal motor vehicle accidents will assist in planning future educational and enforcement activities on the roadways of Scott County’s eleven townships.

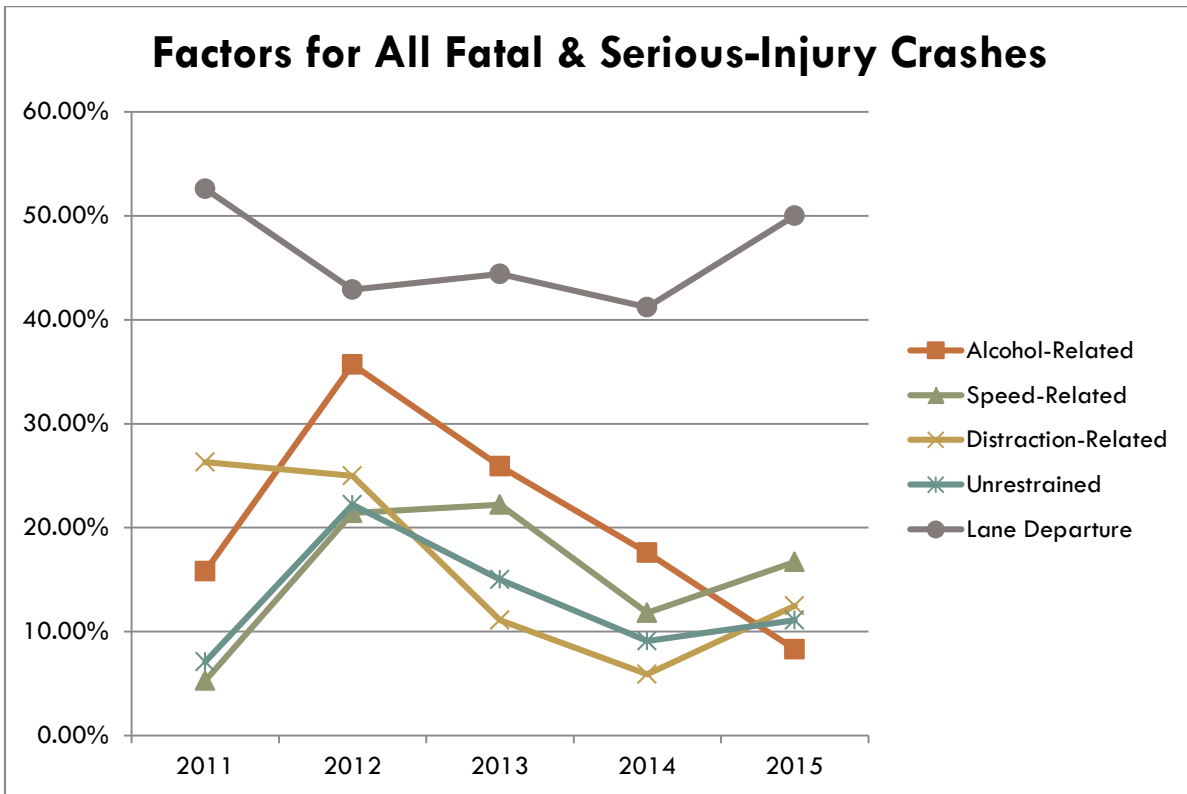


FIGURE 29 – FACTORS FOR FATAL & SERIOUS-INJURY CRASHES



How are we doing?

From the high point in 2012 the county has seen a decrease in all factors except “Lane Departure” decreasing from 2011 and increasing in 2015. 50 percent of all crashes with fatal or serious injuries involved lane departures.



What influences this?

Inappropriate speed for the road, use of restraints, distracted driving, and impaired driving all have an impact on crashes and injuries. The choice of enforcement, training, or other interventions is important in successfully impacting the rate and severity.

FATAL & SERIOUS-INJURY CRASH FACTORS



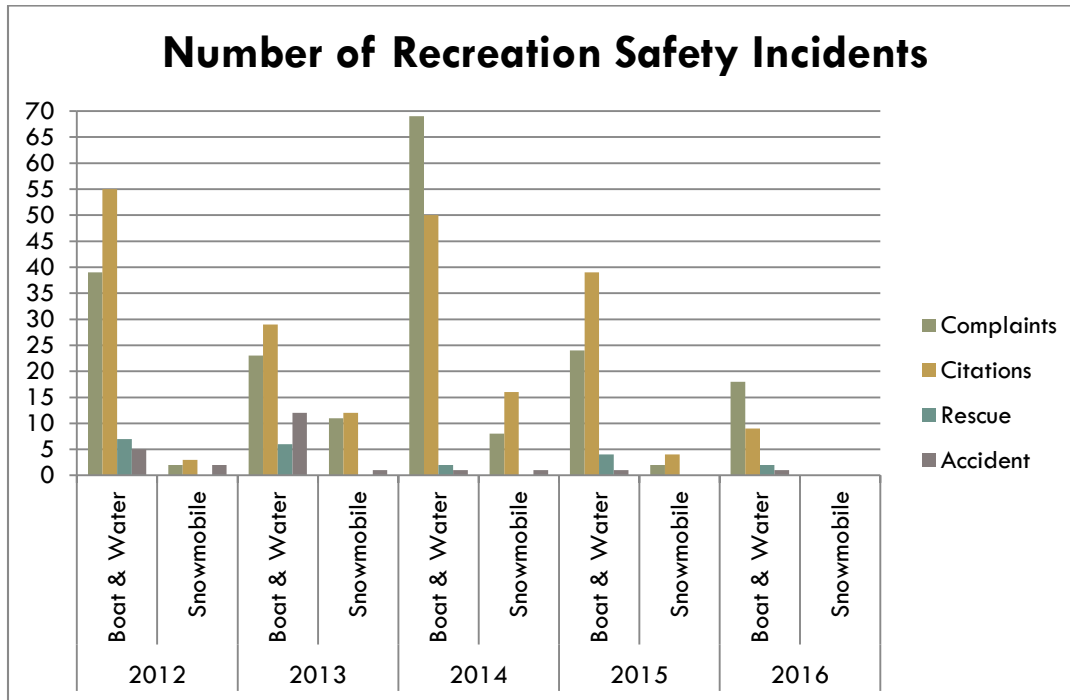
What is the County's role?

Officers provide public safety through enforcement of laws, traffic control and incident response. The County Sheriff's Office provides law enforcement for all townships in the county.



PBB Cost	2017	Total Revenue	2017
Total Cost	55,916	Total Revenue	11,455
Direct Cost	39,705	Levy	12,038
Personnel Cost	25,880	Fees	0
Non Personnel Cost	13,825	Grants	11,380
Admin Cost	16,212	Other Revenue	75
# of FTEs	0.25	Program #	247

Additional Data



The Sheriff's Office is responsible for public safety and education of recreational sports to ensure safe boating and snowmobiling operation on Scott County waterways, trails and public/private land areas.

FIGURE 30 - NUMBER OF RECREATION SAFETY INCIDENTS

HEALTHY – INDIVIDUAL HEALTH IS SUPPORTED

WHEN SCOTT COUNTY SUPPORTS A HEALTHY COMMUNITY FOR ALL INDIVIDUALS, THEN...

- Vulnerable citizens can live at home with necessary supports.
- Quality and affordable housing is available to all citizens.
- Quality and affordable mental health services are available.

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



Why is it important?

Chemical Health: Adults and children who are unable to manage their use of chemical substances lose control of their lives. Chemical dependency is a health issue that impacts an individual's ability to be

successful in all aspects of their life, including loss of employment, depleted financial resources, and potential involvement with the legal system.

Adult and Children's Mental Health: Quality mental health services and supports are essential to supporting individuals and their communities. Individuals with severe and persistent mental illness are at high risk of being vulnerable to abuse or neglect, have higher barriers around employment and housing options, and are more prone to experience homelessness. When children suffer from severe emotional disturbances, their needs often overwhelm their families. Youth who do not receive appropriate



services often experience a worsening of symptoms and behaviors; they are more likely to experience social isolation, school failure, and delinquent behavior.

Developmental Disabilities Service: Children with developmental disabilities have needs that often overwhelm their families. These needs increase as they grow and mature. As they reach adulthood, they may not be able to make the transition to self-support and independence. Early social and educational support maximizes the developmental potential for these individuals.

Family Home Visiting: Research has found that toxic stress and adversity prior to age 3 are major contributors to multigenerational cycles of poverty, increased educational needs, and future health issues in children. Research also indicates that using an early intervention home visiting program results in improved skills and attitudes toward parenting, better parent-child attachment, increased child safety, and improved health and long-term success in school.

Building Inspections: Quality housing is a critical component for both individual and community safety. Inspections that ensure structures comply with building codes enhance safety, growth and a healthy stable community.

HOME VISITS IMPROVE FAMILY HEALTH

SCOTT COUNTY PUBLIC HEALTH OFFERS A PROGRAM TO CITIZENS WHERE THEY CAN WORK ON PARENTING SKILLS IN THE COMFORT OF THEIR OWN HOMES.



A Family Health success story
By a Family Home Visitor



A pregnant woman, “Nancy” contacted Public Health intake one day asking for assistance because she felt she was not prepared to give birth. “Nancy” also stated she was fearful that she may develop postpartum depression. After gathering some additional information from “Nancy” I made an appointment to meet with her at her home to talk about her concerns and offer support.

While meeting with “Nancy,” I learned she was placed in foster care at a young age. “Nancy” also revealed she had been sexually abused and had attempted suicide several times. “Nancy” added her mental health professional diagnosed her with depression, anxiety and Post Traumatic Stress Disorder. I asked “Nancy” about any family supports and “Nancy” reported she moved away from her family and does not have any contact with them.

“Nancy” went on to tell me that she was married to the father of her baby, but he is not supportive of her pregnancy. She admitted he has been emotionally abusive with her and most of the time, she feels alone in her parenting journey.

After hearing all of “Nancy’s” history, I advised “Nancy” that despite her adverse childhood experiences and present living situation, I believed she had many strengths. I pointed out that “Nancy” would often seek out opportunities to be less isolated, which was evidenced by her volunteering with animals. I also added that her asking for help from Public Health showed how proactive she was about the health and wellbeing of herself and her child. I also emphasized that her bi-weekly counseling was another example of her desire to be healthy.

After our initial meeting, I arranged to see “Nancy” at her home twice a week. During these visits, I provided encouragement, evidence-based information and parenting tips related to child development and resources. “Nancy” and I created a long-term relationship that continued after the baby was born. This relationship fostered trust and an opportunity to work on “Nancy’s” long-term goals.

Over time, “Nancy” became more confident in her abilities not only as a parent but also as a human being. “Nancy” took the lessons I taught her and now uses them to care for and stimulate her child. “Nancy” and her child, who is now a toddler, attend early childhood programs together and the child is thriving and reaching all his developmental milestones. The toddler continues to do well and is on his way to be ready for school.

As a family health home visitor, I feel the greatest success is when parents can work through their own past experiences to be able to be emotionally available and a responsive parent to their children.



Chemical Health – Civil Commitment

REPEAT CHEMICAL USE PRE-PETITION SCREENINGS

Chemically dependent individuals unwilling to engage in treatment and at highest risk may be ordered into treatment by the court as a health intervention. Individuals who have gone through the commitment process require a large amount of resources to keep them safe and treat their chemical dependency. This measure indicates long-term success of the interventions by tracking individuals who have been committed more than one time in a 36 month period.

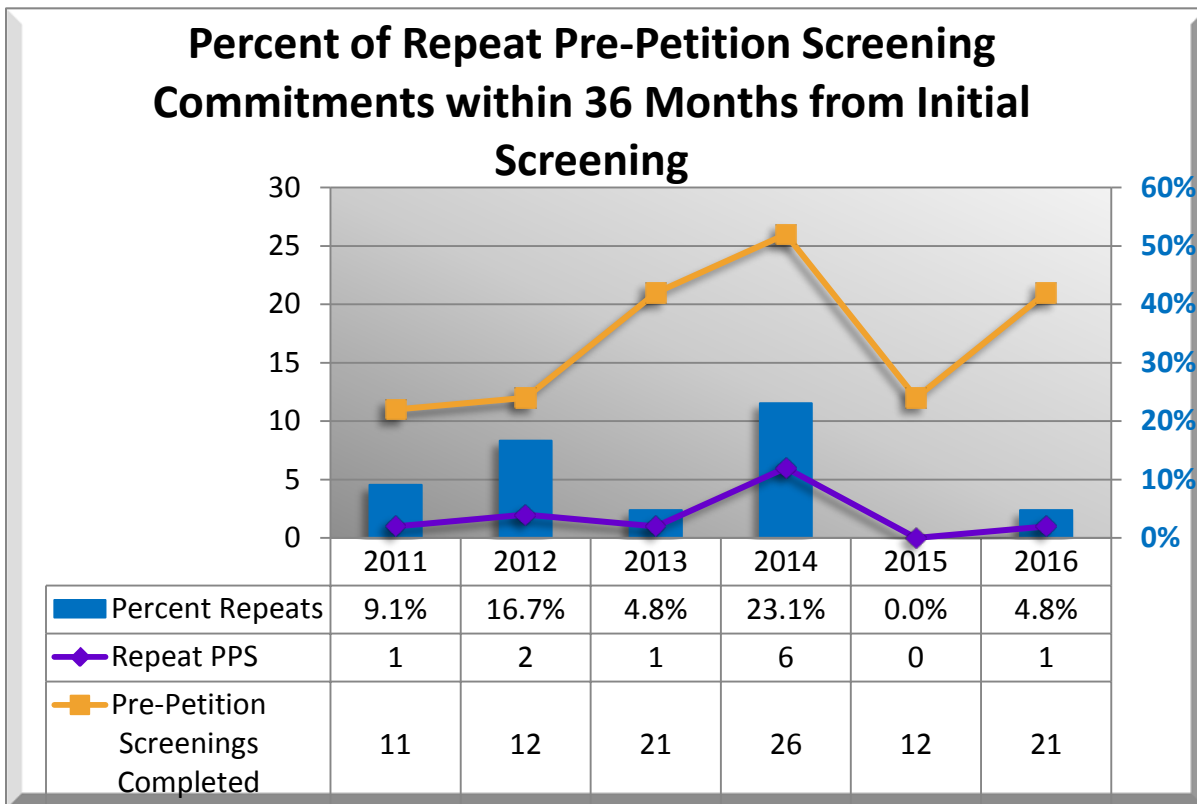


FIGURE 31 - REPEAT CHEMICAL USE PRE-PETITION SCREENINGS



How are we doing?

The percent of repeat commitments is relatively low compared to the annual commitment numbers; the rate has tended to fluctuate in relationship with the number of new commitments.



What influences this?

Chemical dependency is a chronic condition that can be treated but not “cured” and repeat treatment is often needed. Repeat commitments can be reduced when individuals have stable housing and long term services and supports to remain chemical free are readily available.

REPEAT CHEMICAL USE PRE-PETITION SCREENINGS



What is the County's role?

Counties are responsible to assess the need and make recommendations for court ordered treatment when a person is chemically dependent and likely to cause physical harm to themselves or others.

Counties are also responsible to assist committed individuals to access treatment services, monitor compliance with court directives, and when necessary collaborate with the County Attorney's office and Sheriff to apprehend and hold the individual to assure safety.



PBB Cost	2017		2017
Total Cost	81,172	Total Revenue	60,385
Direct Cost	74,262	Levy	6,967
Personnel Cost	57,031	Fees	0
Non Personnel Cost	17,231	Grants	60,385
Admin Cost	6,910	Other Revenue	0
# of FTEs	0.68	Program #	185

The Scott County Treatment Court is the newest initiative in Scott County, and follows the documented success of specialty Drug Courts across the State of Minnesota. The purpose is to provide nonviolent drug-addicted offenders treatment for their addiction and avoid future criminal offenses by these offenders. "Research also shows that when these strategies are implemented correctly, they improve public safety and save taxpayer dollars."



Chemical Health – Assessment

REPEAT CHEMICAL DEPENDENCY ASSESSMENTS

Individuals who continue to abuse chemicals after a first intervention experience many life issues, including legal, health, and financial problems. This data informs us of the number of individuals who have received two assessments or more in a 12 month period. A repeat assessment tells us the individuals did not successfully address the chemical abuse problem after receiving the initial assessment.

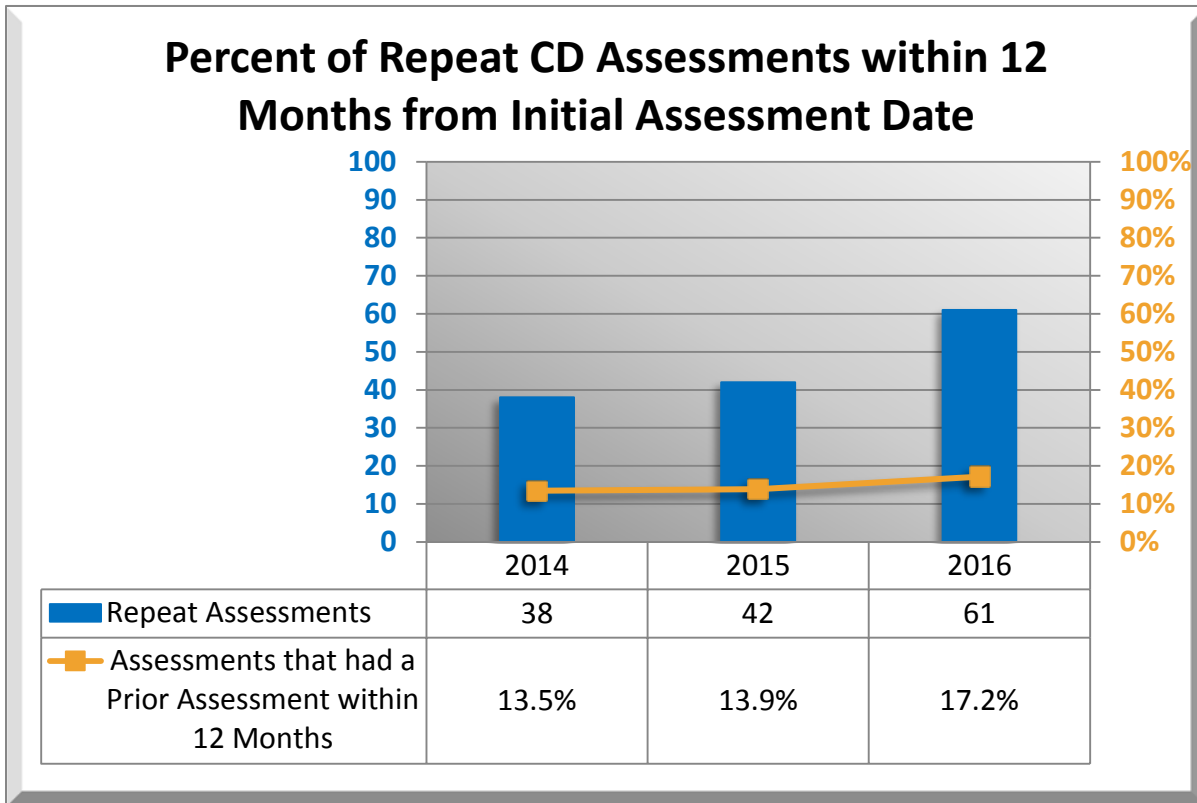


FIGURE 32 - REPEAT CHEMICAL DEPENDENCY ASSESSMENTS



How are we doing?

This is a new measure with only three years of data. The rate of individuals

presenting for a second assessment within 12 months is low. After a baseline is identified, a target will be established.



What influences this?

A number of factors impact successful recovery for individuals with addiction. Some of these factors include stable housing, employment and past trauma. Early identification and intervention is important and can be a resource capacity issue. Having access to timely treatment resources, along with appropriate support within the community leads to better outcomes.

REPEAT CHEMICAL DEPENDENCY ASSESSMENTS



What is the County's role?

The County manages the state consolidated fund to provide treatment for income eligible individuals. Responsibilities include dependency assessments, recommendations, and referrals to treatment resources. The role of counties is in transition as the state considers structural changes for the chemical dependency program in Minnesota.



PBB Cost	2017		2017
Total Cost	81,172	Total Revenue	60,385
Direct Cost	74,262	Levy	6,967
Personnel Cost	57,031	Fees	0
Non Personnel Cost	17,231	Grants	60,385
Admin Cost	6,910	Other Revenue	0
# of FTEs	0.68	Program #	186



Logo and illustration designed by Nicole Hamrick of Edina, MN

The Scott County Drug Prevention Force is approaching ten years of existence. After careful consideration, we decided that to better reach our audience, we wanted to rebrand. Going forward we will be known as ChooseNotToUse. The purpose of rebranding was to find a new name and logo that encompasses the dangers of all illegal drug use. Our mission remains the same: to teach K-12 and the citizens of Scott County about the dangers of illegal drug use.

Adult Mental Health – Case Management

LIFE QUALITY IMPROVEMENT

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.

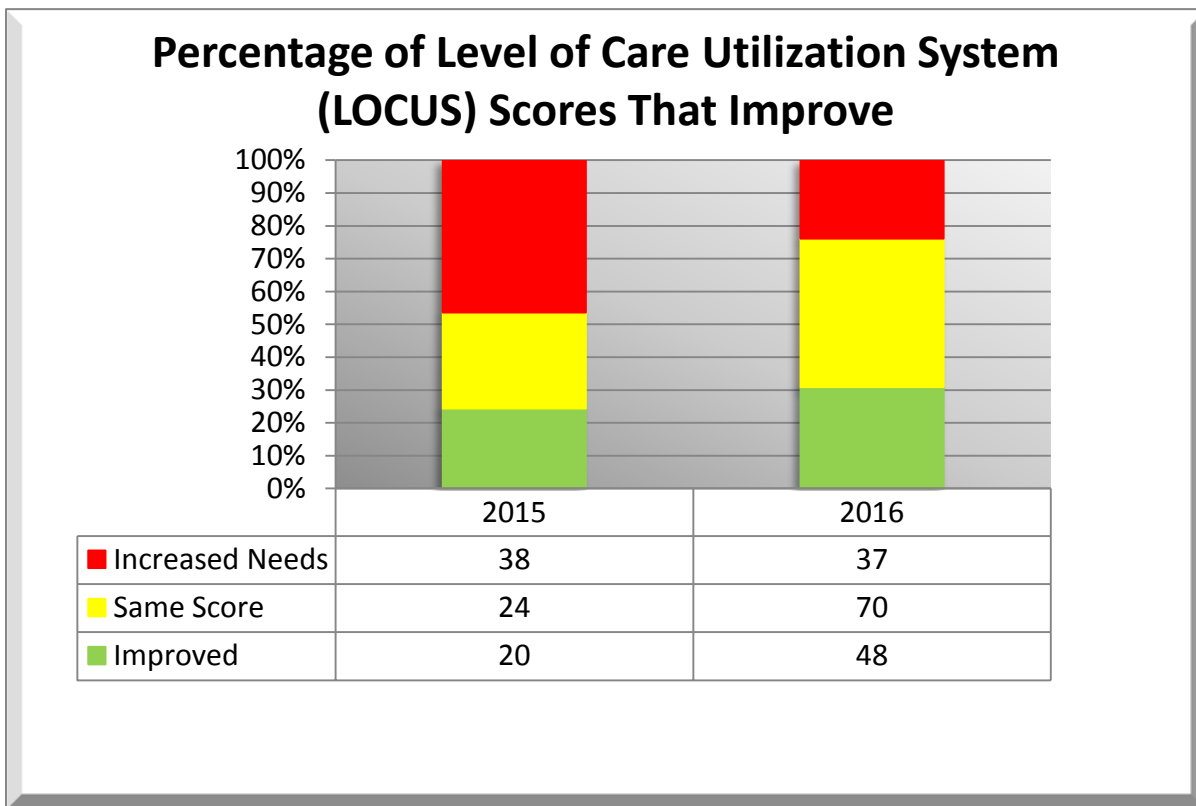


FIGURE 33 - ADULT MENTAL HEALTH LEVEL OF CARE UTILIZATION SYSTEM (LOCUS) SCORES



How are we doing?

Improvement over time is a measure of the effectiveness of case management. Since mental illness is a chronic disease stability may be the desired outcome. The percent of clients who either improved or remained stable increased significantly between 2015 and 2016. This is a new measure that will be tracked.



What influences this?

Case management service is available on a voluntary basis. Individuals may not seek services until they are in a crisis situation at which time their assessment may indicate increased needs. Other factors include available community support such as therapeutic services, family/friend networks, employment and housing.

LIFE QUALITY IMPROVEMENT



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	1,219,518	Total Revenue	657,232
Direct Cost	1,121,395	Levy	366,040
Personnel Cost	673,812	Fees	320,000
Non Personnel Cost	447,583	Grants	337,232
Admin Cost	98,123	Other Revenue	0
# of FTEs	6.60	Program #	181

LOCUS

A Level of Care Utilization System (LOCUS) assessment is a level of care tool to help determine the resource intensity needs of individuals who receive adult mental health services.

Objectives:

1. Provide a system for assessment of service needs for adult clients, based on six evaluation parameters
2. Outline the spectrum of available services into six categories, taking into account available resources at each service level
3. Offer a means of quantifying services in order to aid in appropriate placement determinations

Adult Mental Health – Civil Commitment

PRE-PETITION SCREENINGS

Individuals with mental illness symptoms who are considered a danger to themselves or others may be hospitalized. If they are not willing to accept treatment voluntarily, they are screened for the need of a court to order treatment. This measure shows the number and percent of Scott County residents who are screened a second time within 12 months and are considered dangerous to themselves or others and unwilling to receive recommended treatment.

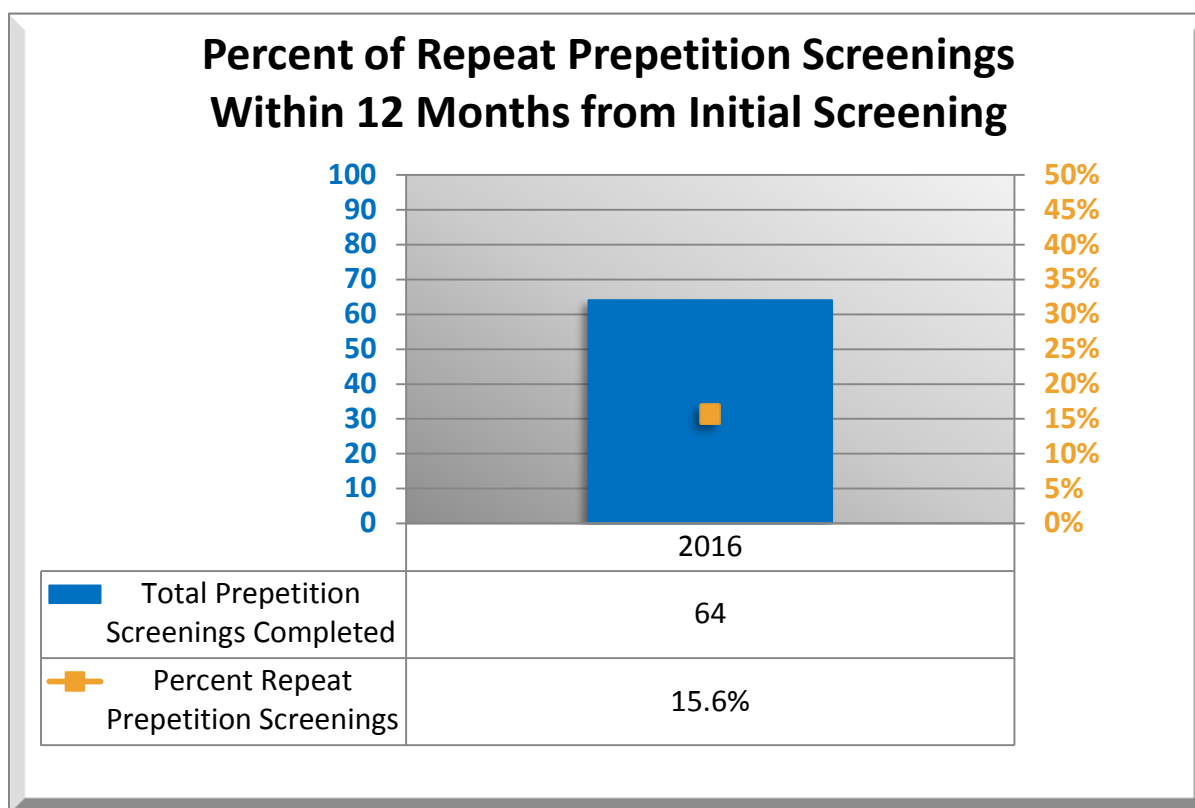


FIGURE 34 - ADULT MENTAL REPEAT PREPETITION SCREENINGS

How are we doing?



This is a new measure. Over 15 percent of the individuals screened for involuntary hospitalization to treat mental illness in 2016 had a similar occurrence within the past 12 months.

What influences this?



Individuals with severe and persistent mental illness -- a chronic disease -- may need periodic hospitalization. The frequency of that need is impacted by access to timely and appropriate services in the community. Access to those services also influences the length of hospitalizations.

PRE-PETITION SCREENINGS



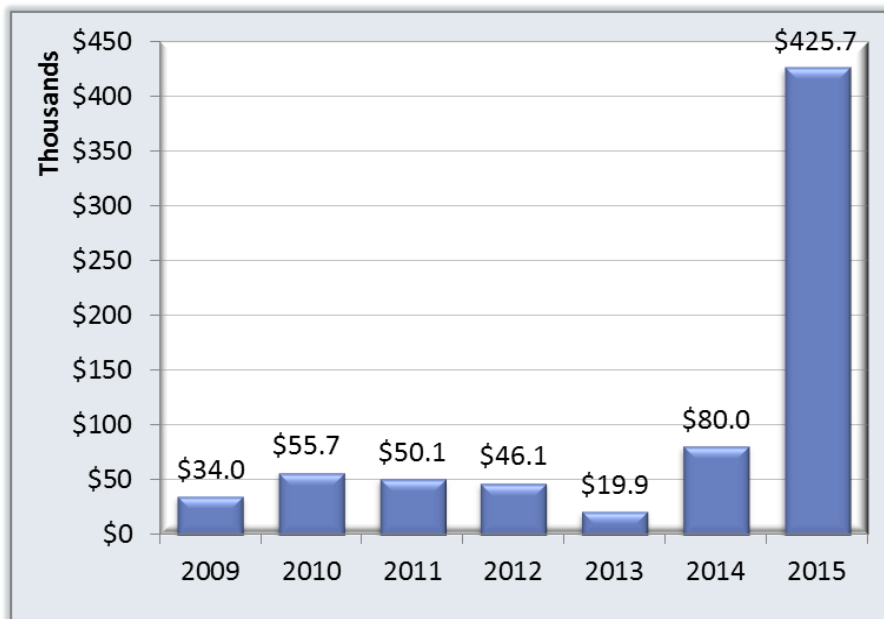
What is the County's role?

The County is designated by state law as the local mental health authority. This includes the responsibility for developing a network of services for adults with mental illness. In addition, the legislature has assigned a significant financial responsibility to counties for adults who are committed as mentally ill and hospitalized for treatment.



PBB Cost	2017	Total Revenue	2017
Total Cost	538,122	Total Revenue	5,383
Direct Cost	494,825	Levy	446,145
Personnel Cost	134,449	Fees	0
Non Personnel Cost	360,376	Grants	5,383
Admin Cost	43,297	Other Revenue	0
# of FTEs	1.20	Program #	224

Department of Human Services 2015 Cost Report Data



Mental health costs for adults placed in state operated facilities have traditionally been a shared cost between the state and counties. Due to changes made by the legislature most of the cost has shifted to counties. The new requirement that the county pay these costs along with increases in the daily rate has caused a significant increase in county expenditures. Placement costs increased to over \$800,000 for 2016.

FIGURE 35 - DEPARTMENT OF HUMAN SERVICE COST REPORT DATA

Children’s Mental Health – Case Management

IMPROVED CHILD MENTAL HEALTH

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

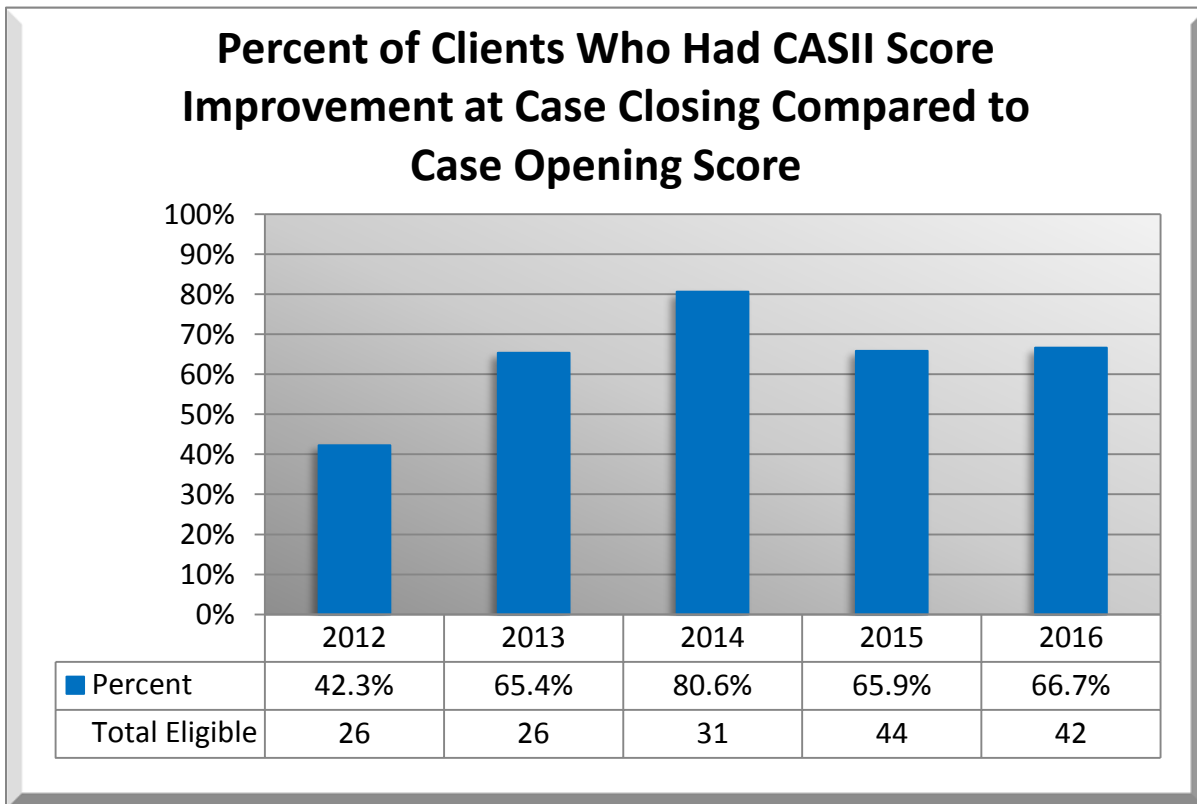


FIGURE 36 - IMPROVED CHILD MENTAL HEALTH



How are we doing?

After improving scores over three years, there was a decline in 2015. The number of children served during the time period significantly increased. Additional data will be gathered to assess what conditions may have impacted these results.



What influences this?

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

IMPROVED CHILD MENTAL HEALTH



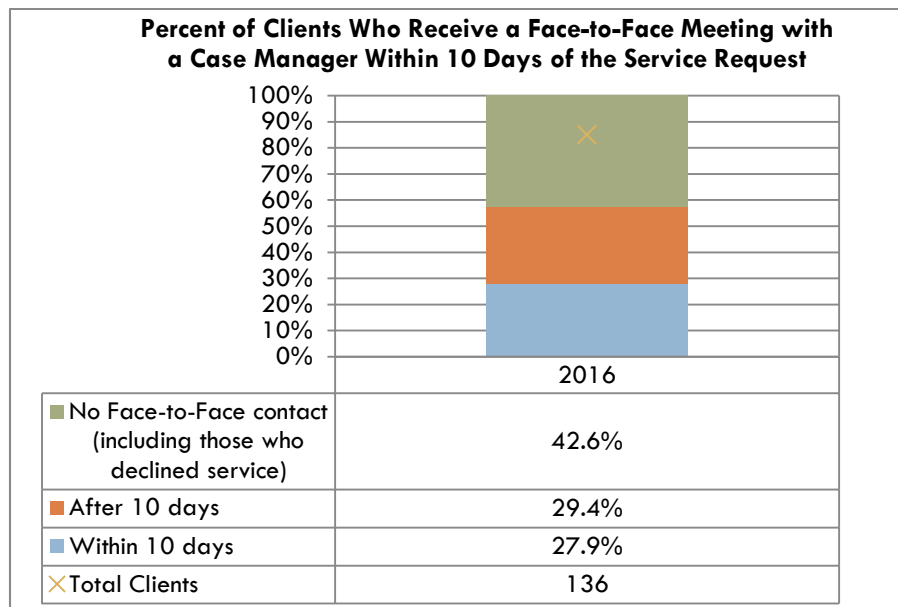
What is the County's role?

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



PBB Cost	2017		2017
Total Cost	620,580	Total Revenue	308,780
Direct Cost	567,752	Levy	206,144
Personnel Cost	442,101	Fees	109,758
Non Personnel Cost	125,651	Grants	199,022
Admin Cost	52,828	Other Revenue	0
# of FTEs	4.39	Program #	192

Additional Data



Families are most motivated at the time of a mental health crisis, which is typically when a family seeks Children's Mental Health case management services. When services are delayed, families are less likely to follow through in getting connected to services. It is important to respond in a timely matter to help families get the help they need. When children and families receive timely effective treatment and mental health improves the youth's ability to participate more fully in age appropriate activities increases.

FIGURE 37 - PERCENT OF CLIENTS WHO RECEIVE A FACE-TO-FACE MEETING WITHIN 10 DAYS OF SERVICE REQUEST

Developmental Disabilities

PERSONAL CARE PLAN DEVELOPED

Flexibility of services and choice by families and individuals is an important outcome. Services designed specific to individual needs leads to better long term development of abilities. This measure shows the percent of individuals receiving County case management for federal and state service funding who design their own plan of care. It is an indicator of the rate of flexibility and choice in service packages.

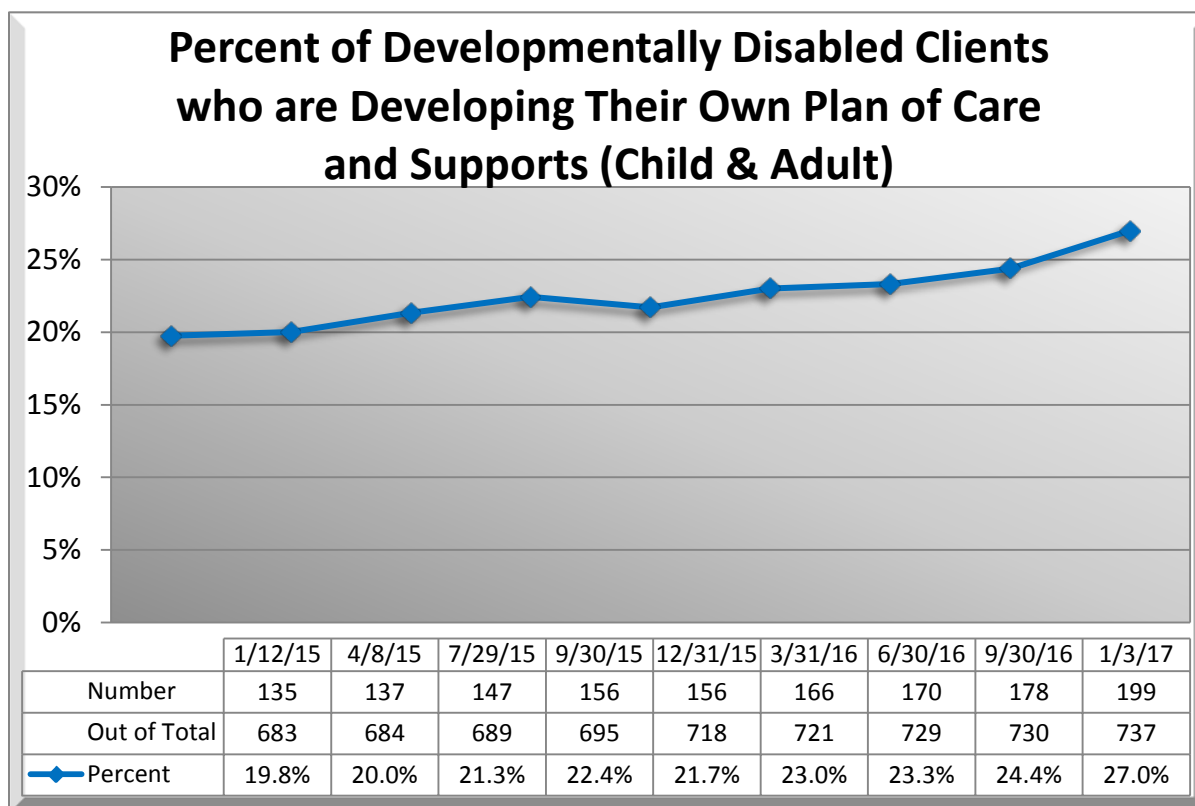


FIGURE 38 - DEVELOPMENTAL DISABILITIES: PERSONAL CARE PLAN DEVELOPED



How are we doing?

A fairly recent measure to show progress in

compliance with federal law and court orders, Scott County is improving in the number for families and individuals choosing this option.



What influences this?

Ease of use based on state requirements is a major influence. Families who choose this option must assume additional responsibilities to locate and monitor services that meet their needs and fit the funding criteria. They also take on a fiscal management role. Some families don't want, or are not able, to assume these responsibilities. Some individuals with developmental disabilities do not have family or friends who are able to provide the needed assistance.

PERSONAL CARE PLAN DEVELOPED



What is the County's role?

It is the responsibility of the county to assess needs of individuals who have developmental disabilities and help them develop a plan of care and access needed services. Minnesota is currently under a court order and monitoring regarding the type and level of services. Federal and state court action has increased the requirements for the county to focus on increasing independent decision making for individuals served.



PBB Cost	2017		2017
Total Cost	2,634,697	Total Revenue	1,214,188
Direct Cost	2,422,710	Levy	996,535
Personnel Cost	1,334,481	Fees	14,700
Non Personnel Cost	1,088,229	Grants	1,199,488
Admin Cost	211,987	Other Revenue	0
# of FTEs	14.44	Program #	194

Over \$22 million annually in state and federal funds is used to support individuals in these programs. Most of that comes into the economy of Scott County.

Department of Human Services 2015 Cost Report Data

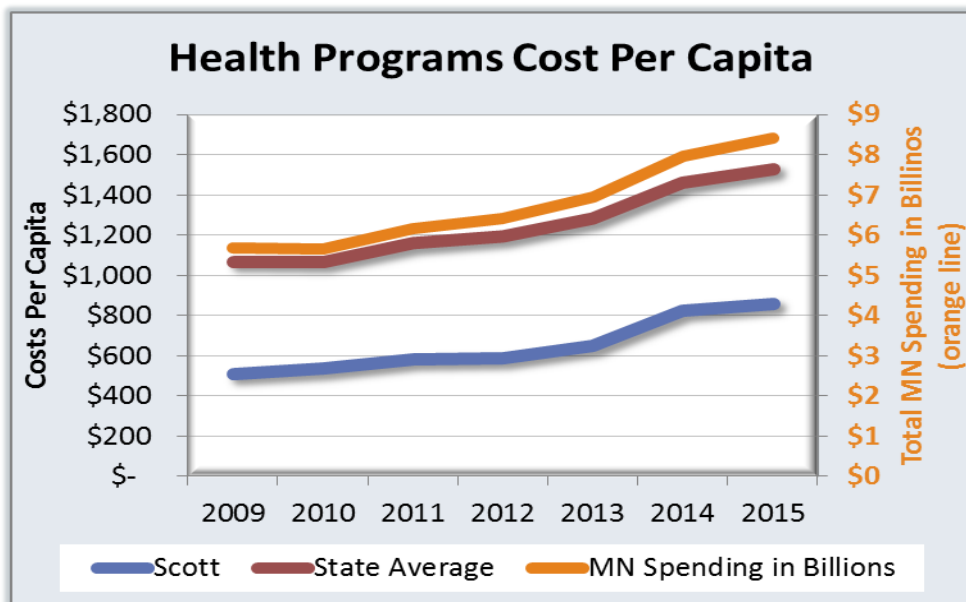


FIGURE 39 - HEALTH PROGRAMS COST PER CAPITA

Health care benefits are paid by state and federal funds. Counties pay a portion of the cost to administer the programs. Programs serve individuals who qualify as a result of income, age or disability. The majority of the funding and the primary cost growth is in community care for elderly and disabled individuals.

Scott County has the lowest administrative cost in the state at \$4 total per capita.

Public Health - Family Home Visiting

PARENT CARETAKER

Two family home visiting programs serve families with challenges and circumstances that make parenting difficult. The short-term program serves parents requesting specific assistance due to family circumstances. First-time parents with multiple “Adverse Childhood Experiences” are served in the more intensive program. This chart illustrates the changes in knowledge, behavior, and status according to a standardized rating scale for each program from entry to discharge from the program. Knowledge is ranked from 1 to 5, with 1 being none, 3 being basic, and 5 Superior. Behavior is rated from “not at all” (1), “inconsistently” (3), and “consistently” (5). Status of signs and symptoms is rated from “extreme” (1), “moderate” (3) and “none” (5).

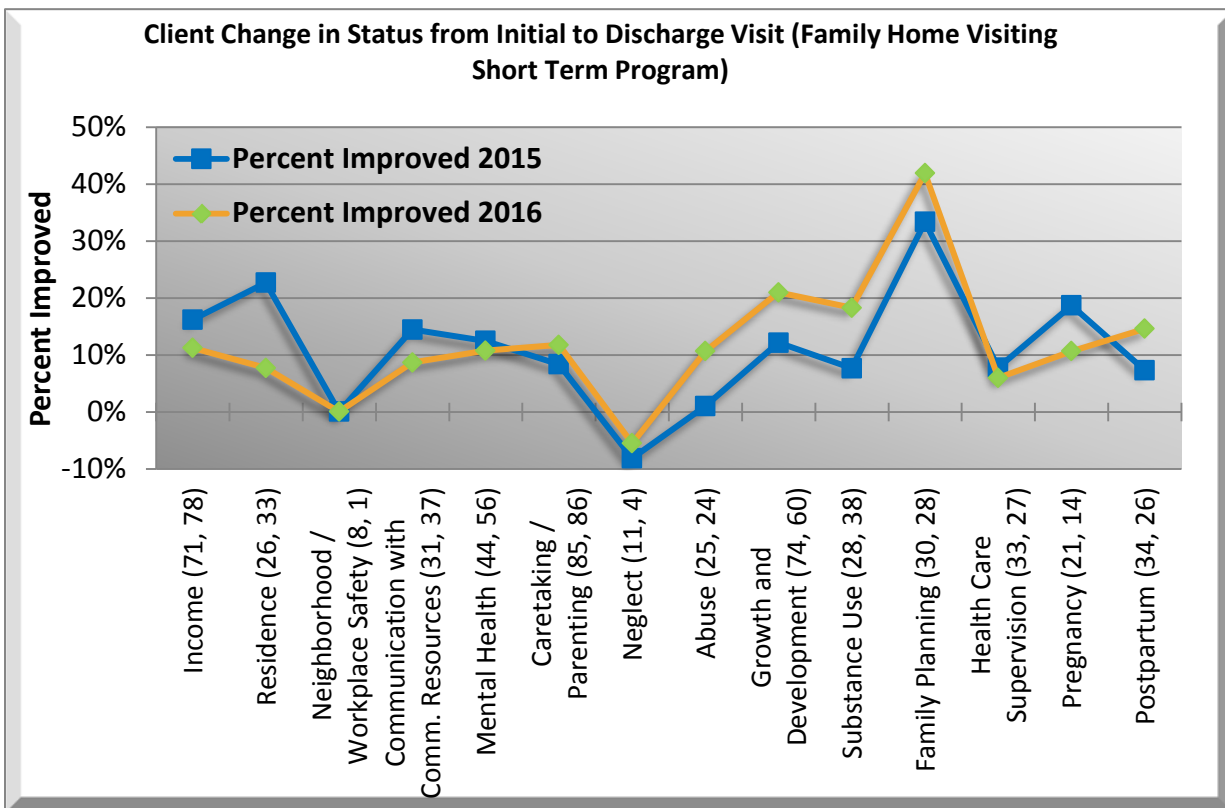


FIGURE 40 - FAMILY HOME VISITING

How are we doing?



Evaluating the performance of the program based on the change in scores for parents who were discharged from the program shows a similar pattern in both 2015 and 2016. Research shows that even incremental changes in scores make a big difference in the life of a child.

What influences this?



Parent involvement in this program is voluntary. The interest of participants in using services is a factor. Participant identification depends on referrals from providers connected with parents, often the medical provider. Early contact, preferably prenatal, contributes to a more positive outcome.

PARENT CARETAKER



What is the County's role?

Family home visiting is one of the functions of Public Health. The intensive program is provided through grant funding as an early intervention program.



PBB Cost	2017		2017
Total Cost	525,215	Total Revenue	319,474
Direct Cost	500,295	Levy	155,901
Personnel Cost	470,547	Fees	63,000
Non Personnel Cost	29,748	Grants	226,386
Admin Cost	24,920	Other Revenue	30,088
# of FTEs	4.63	Program #	222

What is the need in Minnesota?

The need for home visiting in Minnesota is demonstrated by the following maternal and child health statistics for the state:

- 8.4 percent of single term births were preterm (2012)
- 3.9 percent of pregnant women received inadequate or no prenatal care (2012)
- The birth rate for teens 15-17 years was 9.1 per 1,000 and 18-19 years was 36.1 per 1,000 (2010-2012)
- 33 percent of births were to unmarried mothers
- 7.9 percent of the mothers giving birth had a low education level (2012)
- 70,000 children under 5 years of age were living in poverty (2011)
- 4,434 (3.5 per 1,000) children 17 years and younger were abused or neglected (2011)

Property & Taxation Services- Building Inspections

PLAN REVIEW EFFECTIVENESS RATING

The Insurance Services Office (ISO) rates the effectiveness of the building inspections department's process for plan review. The plan review process is an essential step in the process of determining whether or not a building plan is built to state standards, and thereby meeting a specified level of safety from structural collapse, fire, or other potential disasters. This score is important to the residents of rural Scott County because the rates they pay for property insurance may be based on the score in effect at the time their permits are in process. A perfect score in this rating scale would be the target of 23 points.

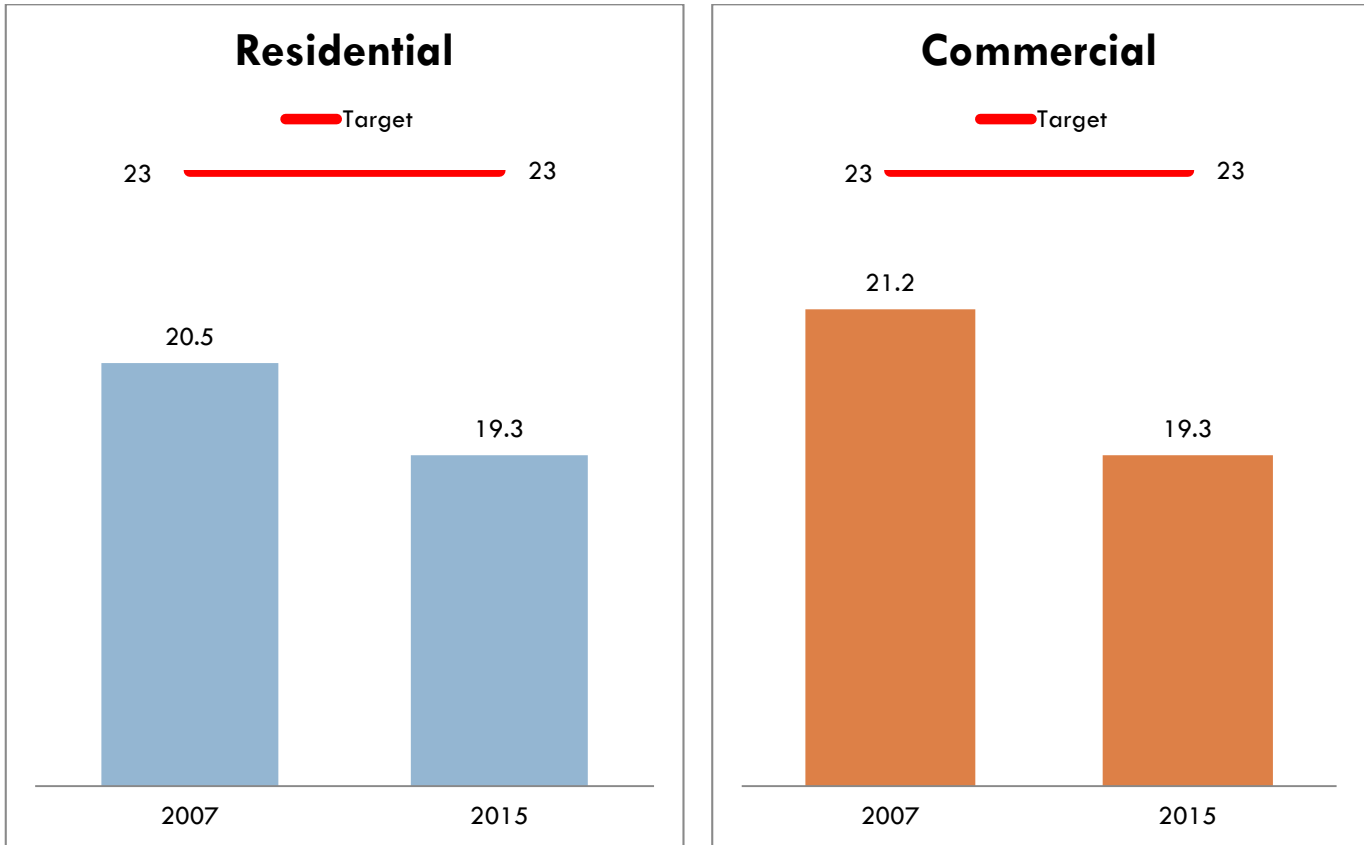


FIGURE 41 - BUILDING CODE EFFECTIVENESS



How are we doing?

This survey rating is completed every five years. The rating for Scott County was reduced in both areas from the previous survey rating. This measure is only one part of the overall rating. The reduction did not change the overall class rating.



What influences this?

A primary impact on performance is staff capacity to comply with technical requirements, staff training, supportive technology, and quality and accuracy of submitted plans.

BUILDING CODE EFFECTIVENESS GRADING SCALE



What is the County's role?

The County has responsibility for reviewing and approving building plans, issuing permits, and ensuring all building code requirements are met in the 11 Scott County townships. Cities assume responsibility within their borders.



PBB Cost	2017		2017
Total Cost	307,952	Total Revenue	300,375
Direct Cost	287,035	Levy	(34,256)
Personnel Cost	265,385	Fees	300,375
Non Personnel Cost	21,650	Grants	0
Admin Cost	20,917	Other Revenue	0
# of FTEs	2.25	Program #	141



Additional Program Information

The County Insurance Services Office rating is made up of a number of different components, Plan Effectiveness is only one component. Rating for cities is combined with the county ratings to produce an overall score that measures building code effectiveness.

HEALTHY – HEALTHY OPTIONS FOR CITIZENS

WHEN SCOTT COUNTY SUPPORTS A HEALTHY COMMUNITY WITH OPTIONS FOR CITIZENS...

- Citizens have access to adequate healthy food choices.
- Active lifestyles are supported.
- Citizens have access to quality local health care services.

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



Why is it important?

Mental Health Center: In order to maintain the health of the citizens of Scott County, it is necessary to have access to quality mental health services. Suicide resulting from untreated mental illness is among the leading causes of death for some age groups. Appropriate and timely mental health services can prevent more serious illness leading to job loss, homelessness, and economic consequences to the County.

Supplemental Nutrition Assistance Program: Access to basic nutrition is critical to life. Government has assumed responsibility to assure some level of food support through public private partnerships for those in need.



Public Health Care: Health insurance and transportation are critical components to accessing necessary health care. Both are important to encourage preventative care as well as appropriate treatment of chronic health conditions. Both preventative care and chronic care have a major role in the control of national health care costs.

Water Quality: Clean lakes and streams are easily identified as life quality considerations, but clean drinking water is critical for individual health. Failure to maintain water quality of lakes and streams can lead to compromised foods and drinking water. Without long term planning and remediation the health of the community is at risk.

LEARNING TO EAT HEALTHY – ON A BUDGET

EXTENSION EDUCATORS COLLABORATE TO TEACH NUTRITION, BUDGET CLASSES

Written by: Sharmyn Phipps and Gloria Wolf, SNAP-Ed educators
Sarah Louise Butler and Shawna Faith Thompson, Financial Empowerment Educators.

Personal financial education and Supplemental Nutrition Assistance Program (SNAP) Education programming go together like lettuce and tomato. Lessons in personal finance enhance the way SNAP recipients manage their households by giving them tools and strategies to maximize making healthy decisions around food and money.

In February 2016, SNAP-Ed Educator Gloria Wolf and Financial Capability Educator Shawna Faith Thompson began partnering to bring a new class to SNAP participants in Carver and Scott Counties. Titled “The Smart Shopper,” this class is based on the SNAP-Ed curriculum for English Language Learners (ELL) and focuses on nutrition, meal planning, and budgeting skills to stretch SNAP dollars. Taught by Shawna, the newly added budgeting class strives to introduce budgeting concepts to help participants make informed decisions and save money at the grocery store and at home.

The first group of “Smart Shopper” classes was taught to women registered in the Parent, Adult, and Child Education (PACE) Literacy Program in Shakopee. Participants learned about making a budget plan, coupon clipping, shopping with a list, and the value of tracking what they spend. They also learned the difference between wants and needs. The women were very engaged and the classes were well received by both the ELL teachers and participants. One woman shared the information with her husband, and they had a discussion about the family finances together.



Gloria and Shawna will continue to deliver these classes in partnership going forward.

Mental Health – School Service

STUDENT MENTAL HEALTH IMPROVEMENT

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

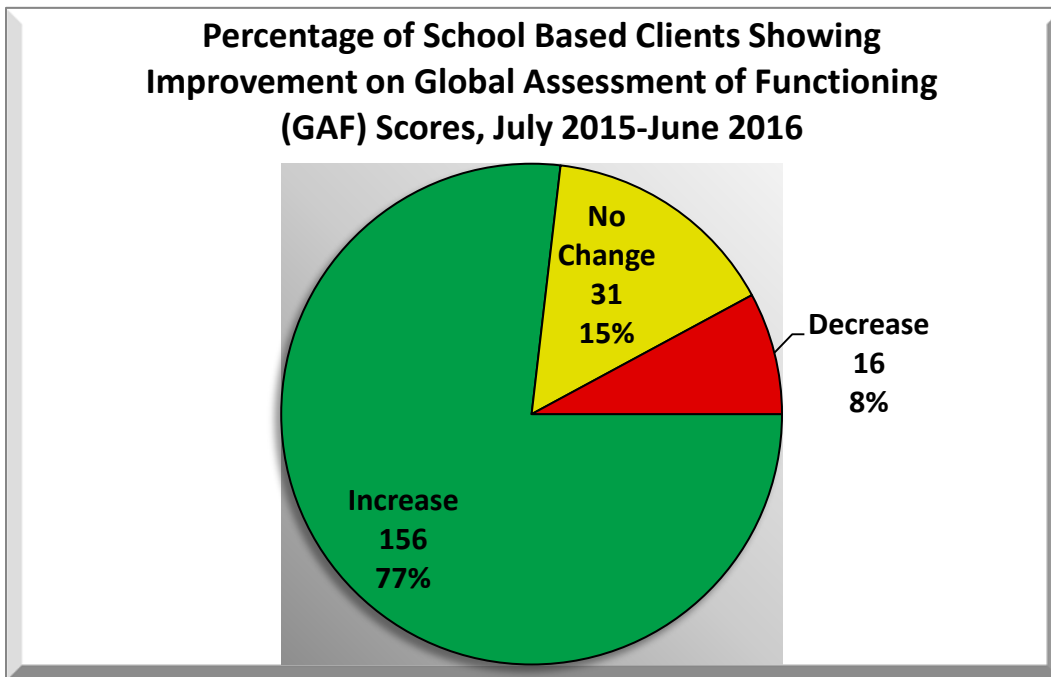


FIGURE 42 - STUDENT MENTAL HEALTH IMPROVEMENT



How are we doing?

This is a new measure with limited data.

During the period measured 77 percent of the children who received services showed improvement in their mental health.



What influences this?

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

STUDENT MENTAL HEALTH IMPROVEMENT

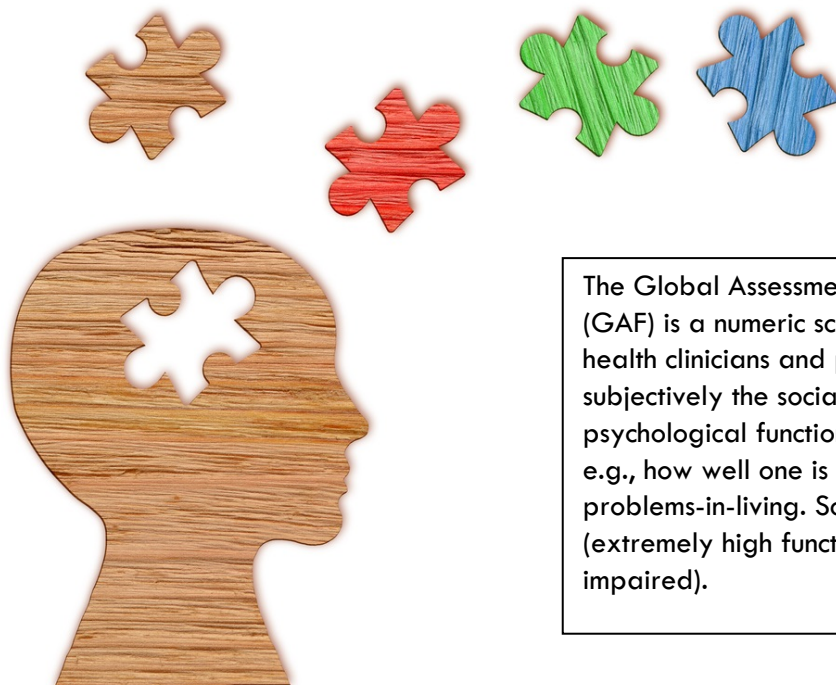


What is the County's role?

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



PBB Cost	2017		2017
Total Cost	758,707	Total Revenue	896,275
Direct Cost	709,799	Levy	(186,476)
Personnel Cost	704,902	Fees	499,623
Non Personnel Cost	4,897	Grants	396,652
Admin Cost	48,907	Other Revenue	0
# of FTEs	7.64	Program #	285



The Global Assessment of Functioning (GAF) is a numeric scale used by mental health clinicians and physicians to rate subjectively the social, occupational, and psychological functioning of an individual, e.g., how well one is meeting various problems-in-living. Scores range from 100 (extremely high functioning) to 1 (severely impaired).

Mental Health Center - Therapy

IMPROVED MENTAL HEALTH

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

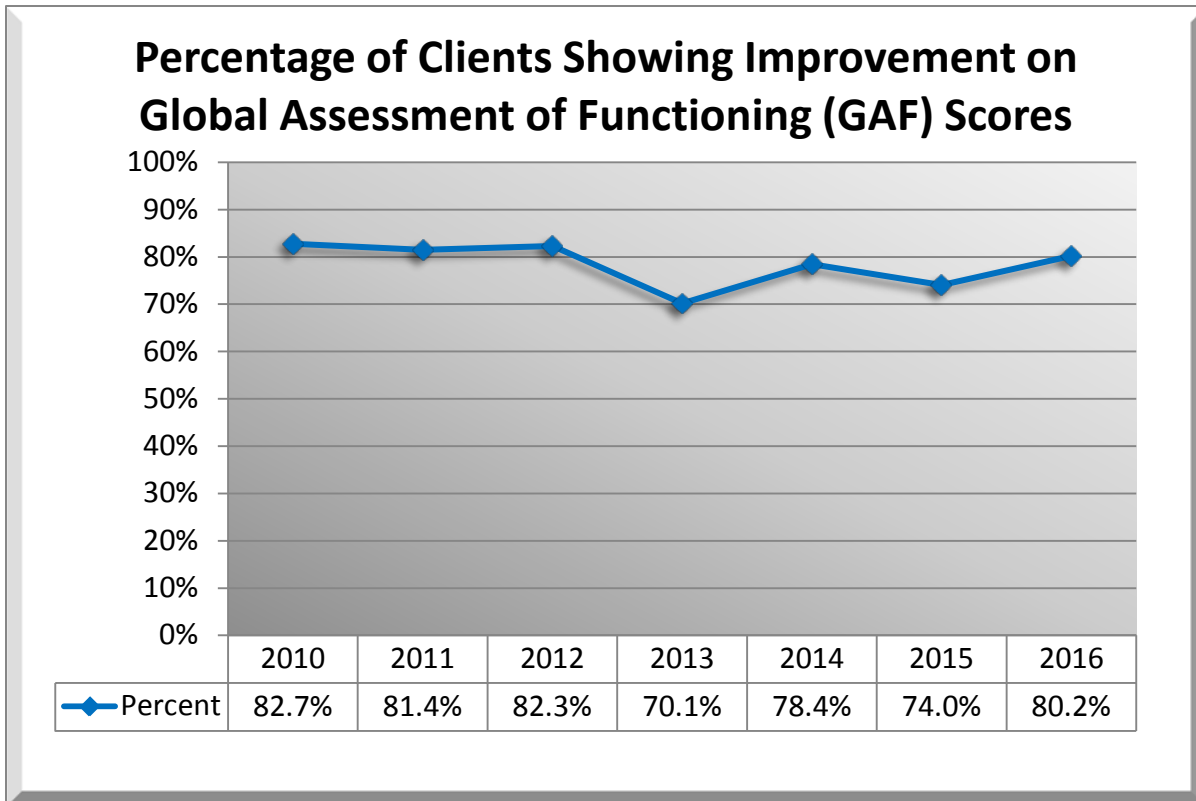


FIGURE 43 - IMPROVED MENTAL HEALTH



How are we doing?

The success rate of improvement for an individual receiving treatment is high. The percent dropped after 2012 but has been increasing.



What influences this?

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

IMPROVED MENTAL HEALTH



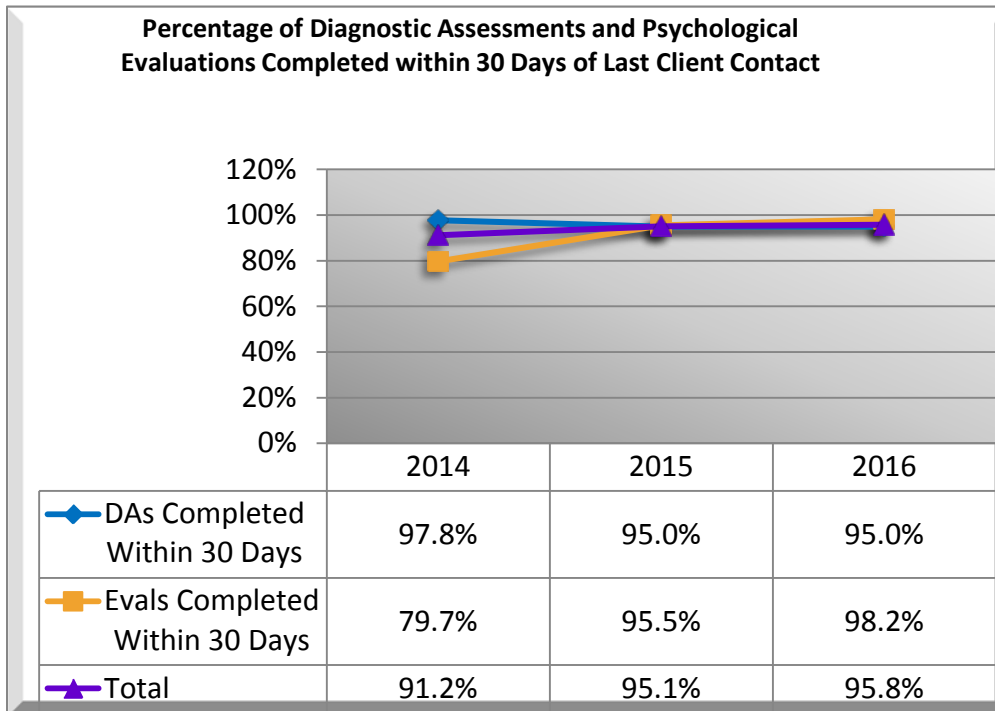
What is the County's role?

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



PBB Cost	2017		2017
Total Cost	927,609	Total Revenue	521,719
Direct Cost	867,814	Levy	346,095
Personnel Cost	841,784	Fees	482,719
Non Personnel Cost	26,030	Grants	39,000
Admin Cost	59,795	Other Revenue	0
# of FTEs	8.43	Program #	200

Additional Data



Diagnostic Assessments and Psychological Evaluations are the key which opens the door to all mental health and many other services. Assuring they are completed rapidly increases access to services that lead to improved mental health.

FIGURE 44 - % OF ASSESSMENTS AND EVALUATIONS COMPLETED WITHIN 30 DAYS OF LAST CLIENT CONTACT

Income Support - Supplemental Nutrition Assistance Program (SNAP)

TIMELY FOOD SUPPORT APPLICATIONS

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

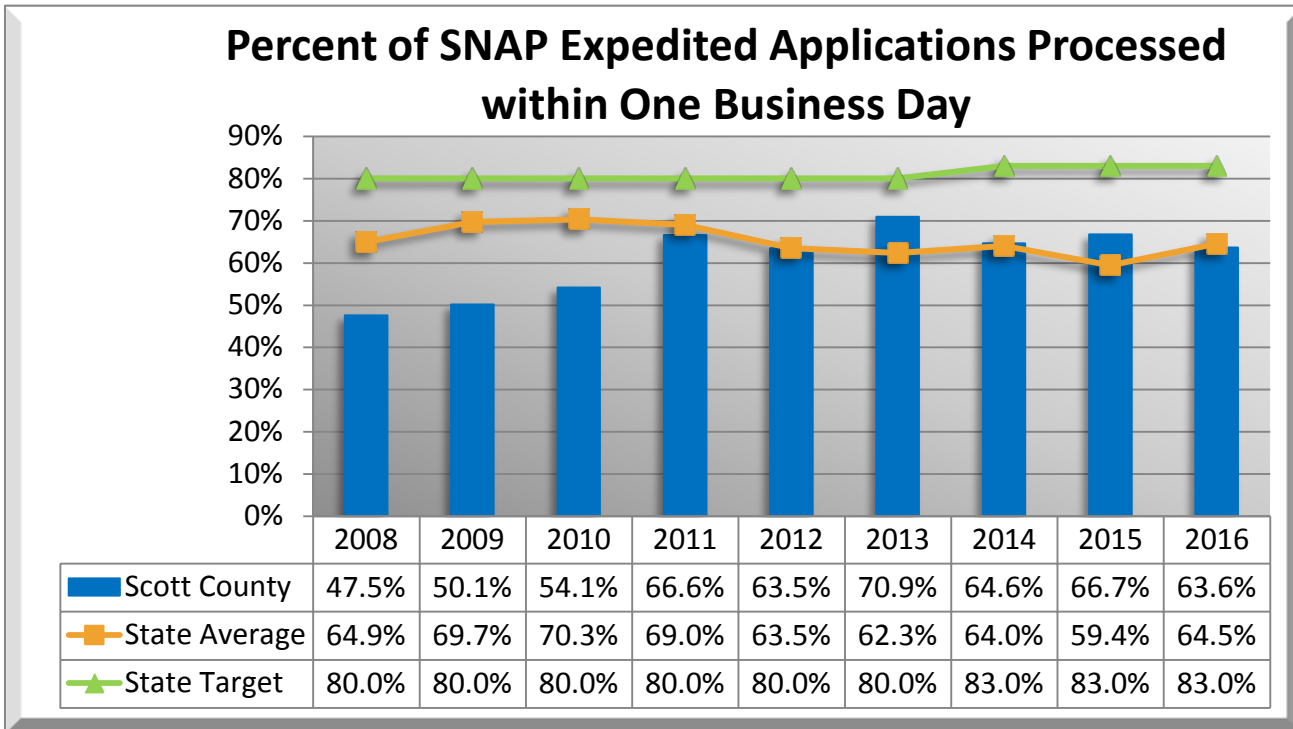


FIGURE 45 – FOOD SUPPORT APPLICATIONS PROCESSED TIMELY



How are we doing?

The County trend is improving and is at or above the statewide average, but remains below the target set by the state for county performance.



What influences this?

The primary internal influence on County performance is staff resources to process applications. A greater contributing factor has become technology that provides access to online applications. While this provides convenience to the applicant, it does not include all program requirements and may delay staff ability to process without further contact with the applicant.

TIMELY FOOD SUPPORT APPLICATIONS



What is the County's role?

Counties are designated by the state with the responsibility to determine eligibility and issue emergency benefits to purchase food in critical situations.



The number of participants in the Supplemental Nutrition Assistance Program has increased dramatically in the last decade. Two primary factors contributed to this growth. Need for income and food support increased through the duration of the recession. In addition Congress changed the eligibility criteria expanding the group of people who qualified for assistance. This change included aggressive outreach to low income seniors encouraging them to apply for food support.

PBB Cost	2017		2017
Total Cost	779,068	Total Revenue	400,240
Direct Cost	729,268	Levy	279,228
Personnel Cost	691,829	Fees	8,163
Non Personnel Cost	37,439	Grants	392,077
Admin Cost	49,800	Other Revenue	0
# of FTEs	8.50	Program #	168

Additional Data

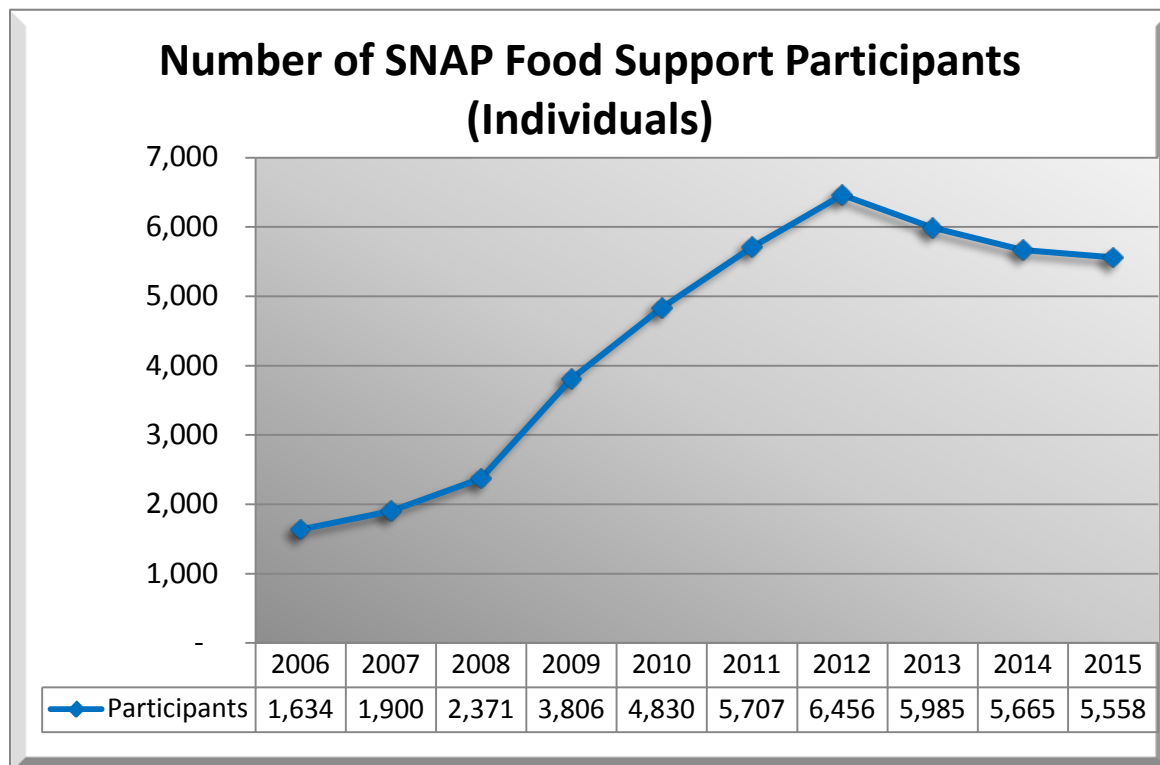


FIGURE 46 - NUMBER OF SNAP FOOD SUPPORT PARTICIPANTS

Mobility Services – Medical Assistance

ON TIME TRANSIT FOR MEDICAL CARE

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

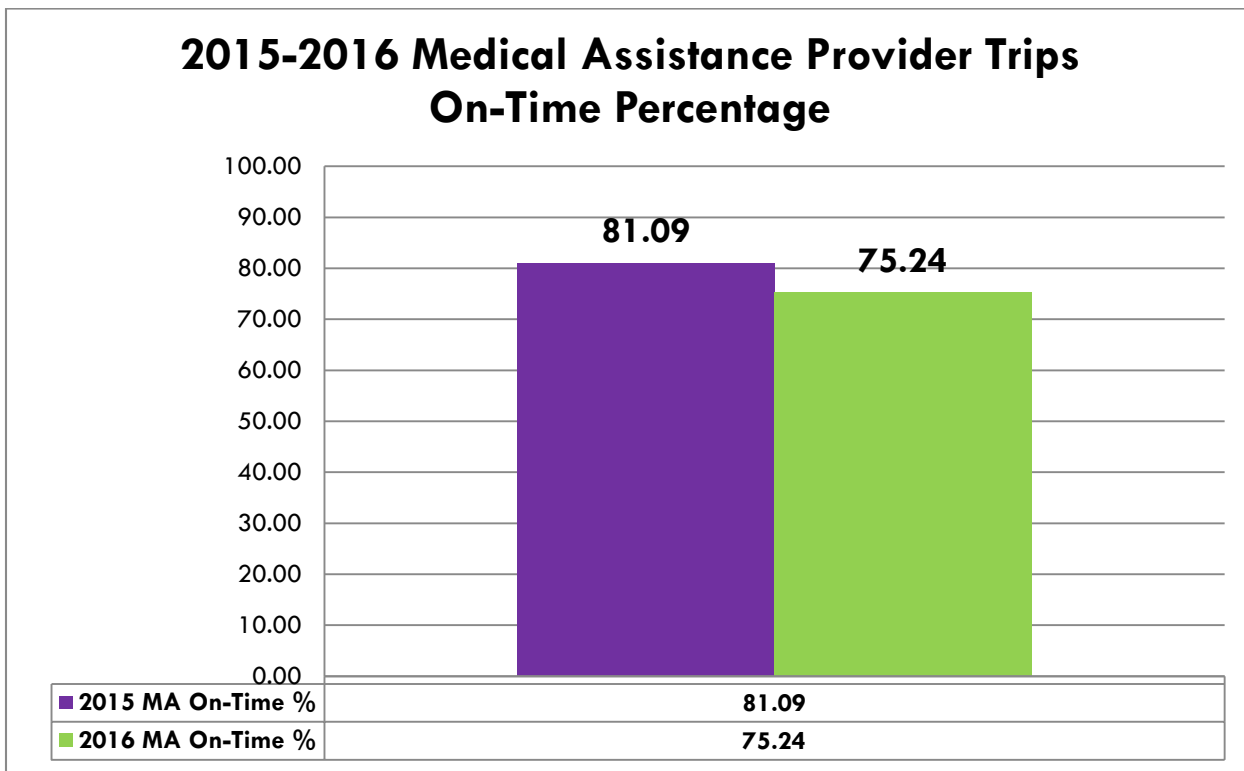


FIGURE 47 - ON TIME TRANSIT



How are we doing?

Passengers using SmartLink in Scott and Carver counties in 2016 arrived at their destination by their requested appointment time just over 75 percent of the time. This is a decrease from 2015 when on time performance was just over 81 percent.



What influences this?

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

ON TIME TRANSIT



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	577,214	Total Revenue	574,928
Direct Cost	574,928	Levy	(82,072)
Personnel Cost	112,678	Fees	657,000
Non Personnel Cost	462,250	Grants	0
Admin Cost	2,286	Other Revenue	0
# of FTEs	1.60	Program #	44

Program Background:

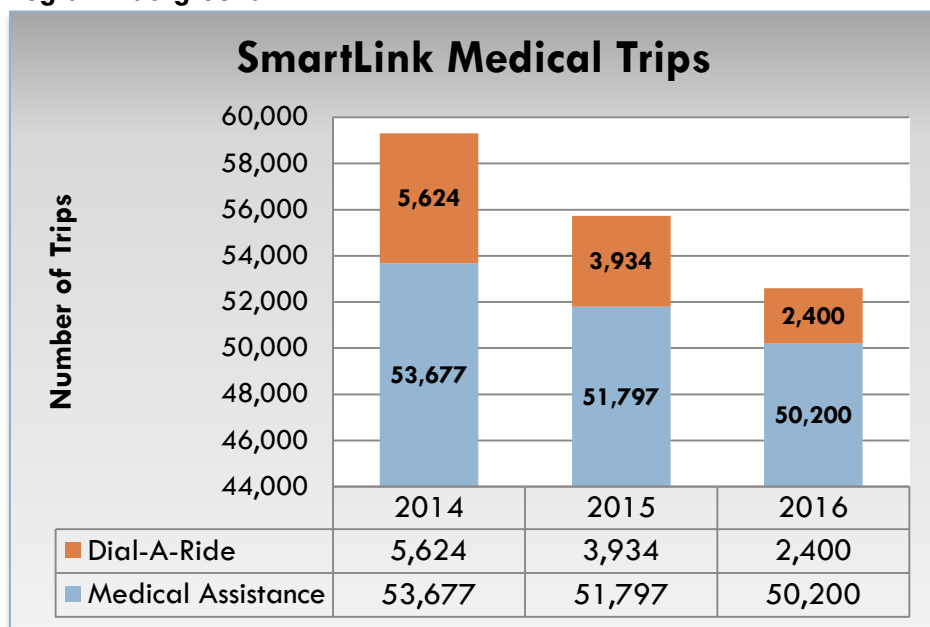


FIGURE 48 - SMARTLINK MEDICAL TRIPS

SmartLink coordinates transportation for public medical care enrollees through their network of providers and mileage reimbursement for individual drivers. The number of trips has declined slightly each year from 2014 to 2016 to just over 50,000 trips in 2016 due to changes in insurance programs. Of these, nearly 38,000 arrived at their destination on time.

Administrative costs for SmartLink are significantly lower than other metro county Medical Assistance transportation coordinators.

Environmental Health – Water Treatment

WATER QUALITY TRENDS

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

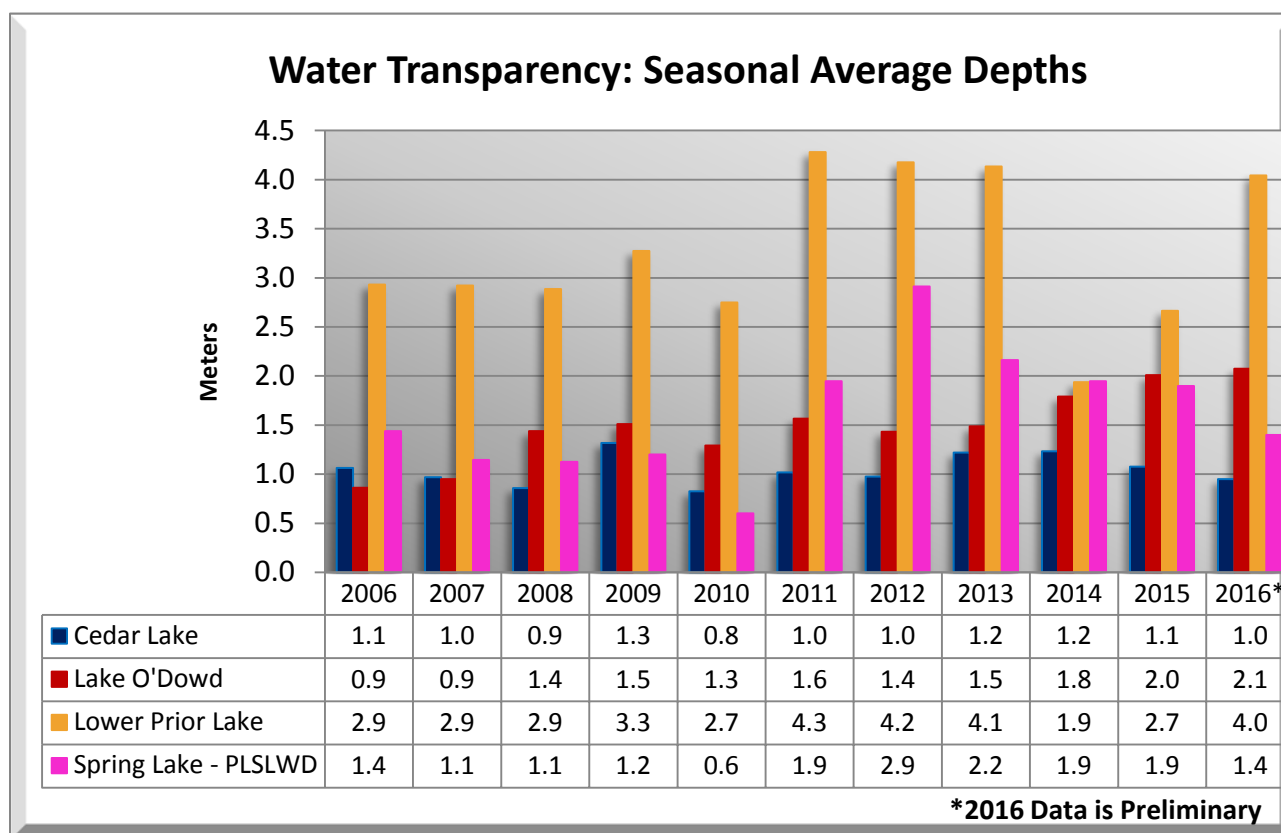


FIGURE 49 - WATER QUALITY TRENDS



How are we doing?

For shallow lakes, O'Dowd and Cedar Lake, the clarity should be 1 meter or more. O'Dowd has improved while Cedar has remained the same. For deeper lakes, Lower Prior and Spring Lake, the clarity should be 1.4 meters or more. Lower Prior Lake is considered unimpaired. Spring Lake has been considered impaired but has shown some improvement in recent years. Change is tracked over time; annual change is less significant until a pattern occurs.



What influences this?

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

WATER QUALITY TRENDS



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	945,416	Total Revenue	668,598
Direct Cost	941,551	Levy	0
Personnel Cost	79,704	Fees	39,200
Non Personnel Cost	861,847	Grants	691,638
Admin Cost	3,865	Other Revenue	(62,240)
# of FTEs	0.80	Program #	123

The quality of drinking water in the county with respect to nitrates is gathered from test kits residents purchase. High nitrate levels are an indicator of the potential for the presence of other dissolved contaminates. An average of 100 wells are tested annually with less than 1% exceeding the drinking water standard in the past decade.

Additional Data

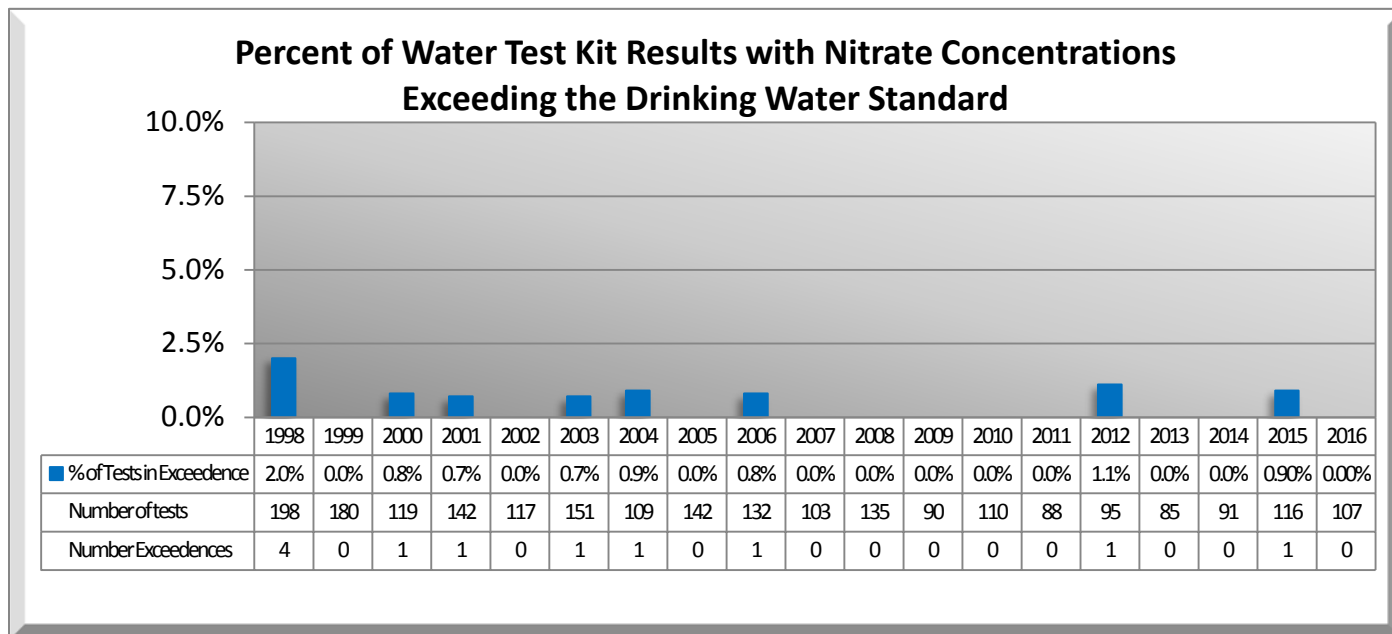


FIGURE 50 - PERCENT OF WATER TEST KIT RESULTS WITH NITRATE CONCENTRATIONS EXCEEDING THE DRINKING WATER STANDARD

County Sheriff - Jail

INMATE HEALTH CARE

Jail inmates are confined in congregate settings where communicable diseases can be easily spread if infected individuals enter and are not identified in time. Health assessments help to guard against the spread of disease. In addition, they help to identify other health needs of the inmate population.

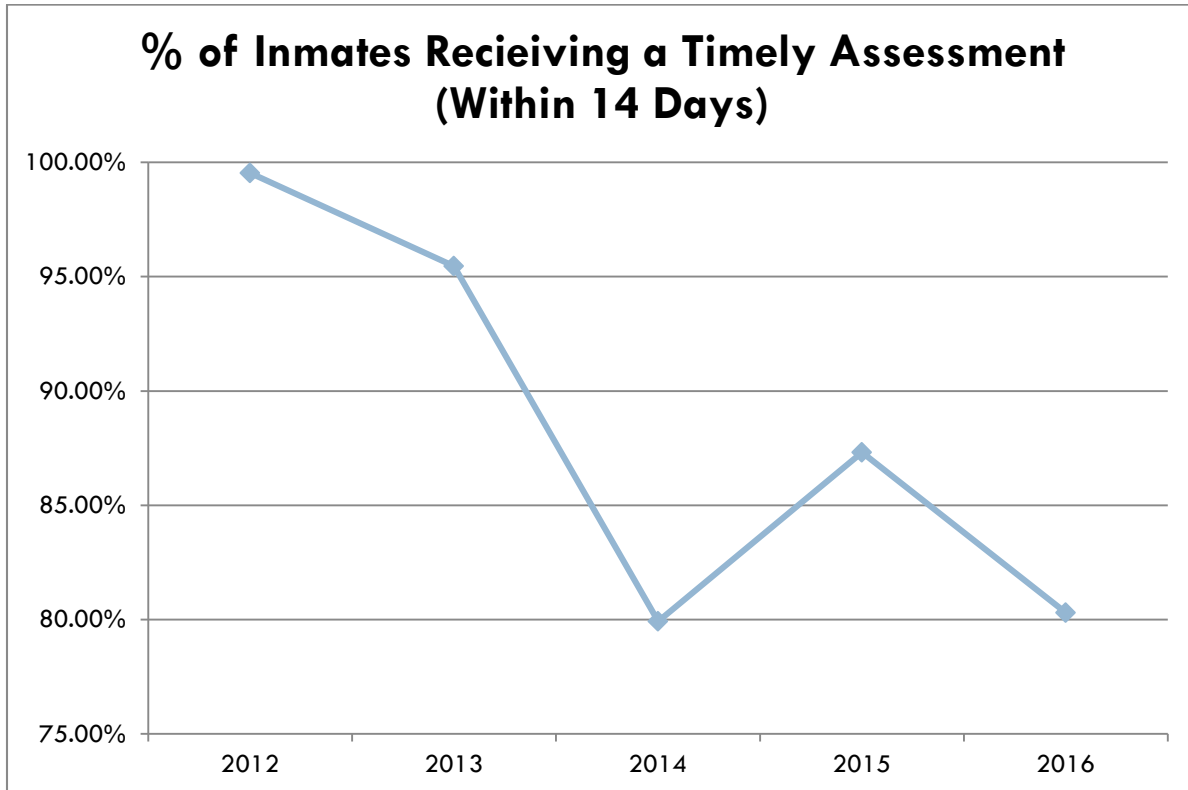


FIGURE 51 - INMATE HEALTH CARE ON RELEASE



How are we doing?

The rate of timely health assessments has declined since 2012 and is currently at 80 percent.



What influences this?

A number of factors can influence the timely completion of health assessments. These include staffing levels, number of inmates, level of ongoing health needs, and cooperation of inmates.

INMATE HEALTH CARE



What is the County's role?

The medical care of inmates in custody at the Scott County jail is the responsibility of the County. In addition, the Department of Corrections rules require that inmates confined in jails for 14 days or longer receive a health evaluation.



PBB Cost	2017		2017
Total Cost	1,249,055	Total Revenue	23,235
Direct Cost	1,059,552	Levy	846,813
Personnel Cost	742,552	Fees	5,000
Non Personnel Cost	317,000	Grants	0
Admin Cost	189,503	Other Revenue	18,235
# of FTEs	8.40	Program #	237



LIVABLE – MOBILITY & RECREATION OPTIONS

WHEN SCOTT COUNTY SUPPORTS A LIVABLE COMMUNITY BY PROVIDING MOBILITY OPTIONS AND RECREATION INFRASTRUCTURE...

- Citizens have a reliable and connected system of roads, trails, and sidewalks.
- Transit options are available to all citizens.
- Citizens have access to parks and open spaces for recreation.

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



Why is it important?

Parks and Trails: Trails and parks are important contributors to quality of life in the County. Development of parks assures public open space is protected for future generations.



Physical Development – Highways and Transit: Road pavement is one of the County’s larger public investments. Maintaining road pavement in good condition is important from both a driver’s standpoint and from the County’s desire to ensure this investment lasts for a long period of time. A highway system that operates smoothly allowing traffic flow at optimum speed and reduces congestion by leveraging mass transit is critical for a mobile society.



Land Regulation: Long term planning for infrastructure needs is essential to maintaining a quality community. Approving development without considering infrastructure expansion or environmental needs leads to costly corrections later.

PARKS PROVIDE EDUCATION

SCOTT COUNTY STAFF WORK WITH YOUTH TO TEACH THEM THE IMPORTANCE OF TAKING CARE OF WHERE THEY LIVE AND PLAY.



Almost 1,200 fifth graders from 14 Scott County schools learned about conservation at outdoor stations set up in a 10-acre woods near New Prague. For the past 30 years, the John Bisek, Sr. family members have shared their property for a fall field trip for New Prague, Elko New Market, Belle Plaine, Savage, and Shakopee schools. Collin Schoenecker, Scott Soil and Water Conservation District (SWCD) staff, asked teams questions about wildlife, invasive species, and the environment during a “Jeopardy”-style game.

The day consisted of six learning sessions where students:

- Felt the textures of different soil types and discussed why soil is more than just “dirt”.
- Caught mosquitoes in random containers that unintentionally hold water in a typical yard, and learned about the life cycle of a mosquito.
- Drew tree cookies of their lives and found out what trees need to be healthy.
- Were entertained by CLIMB Theatre actors, whose superhero “Can Man” taught them about hazardous chemicals, along with recycling and reusing trash.
- Played bingo after learning about the importance of pollinators and the six parts of a plant.

Interestingly, Collin attended the event himself as a fifth grader; his father Doug, a retired SWCD staff member, used to teach at the Outdoor Education Days soils station and is now on the Scott SWCD Board of Supervisors.

Special thanks to staff from local organizations who presented at the various stations: Scott-Carver Master Gardeners, Metropolitan Mosquito Control District, Scott SWCD, Scott County Environmental Health and Natural Resources, and the Minnesota Department of Natural Resources.



Parks and Trails - Outreach

SYSTEM VISITS

The purpose of the parks and trails program is to provide residents with access to a safe, well-maintained and operated regional park and trail system. Under a policy-level agreement established in 2011, Scott County and Three Rivers Park District combine resources to collectively operate all regional parks and trails in Scott. There is strong County involvement at the policy and operational level and a strong funding commitment from the County. This commitment and the partnership with Three Rivers Park District has resulted in a substantial growth in the park and trail facilities available for residents. The annual visits have increased in line with the system expansion.

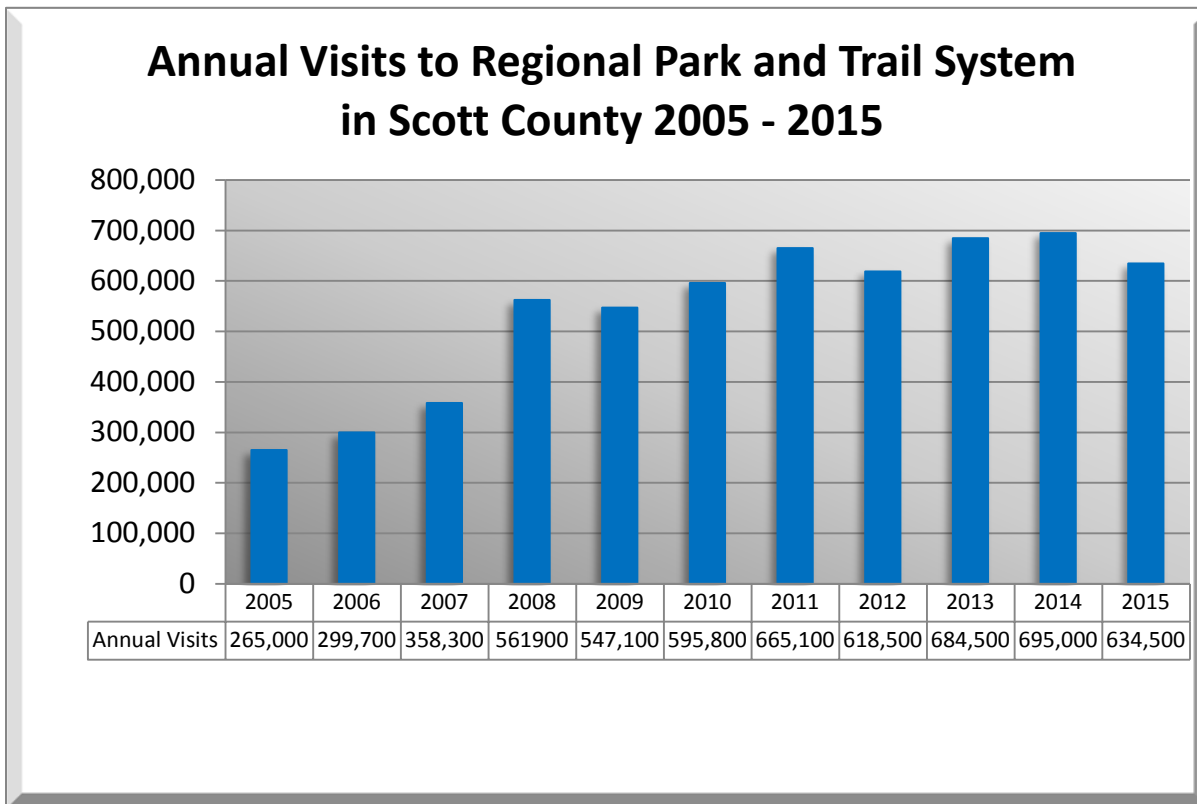


FIGURE 52 - ANNUAL VISITS



How are we doing?

This measure provides data on use and does not show performance toward an outcome. Use has increased by 139 percent since 2005.

An assumption can be made that the increased use indicates the system is meeting the desired outcome that residents are aware of and feel welcome in regional parks and trails.



What influences this?

Important considerations for use include knowledge of facilities, access, programming and maintenance. There is an assumption that if parks and trails meet the expectations of residents they will utilize the facilities.

SYSTEM VISITS



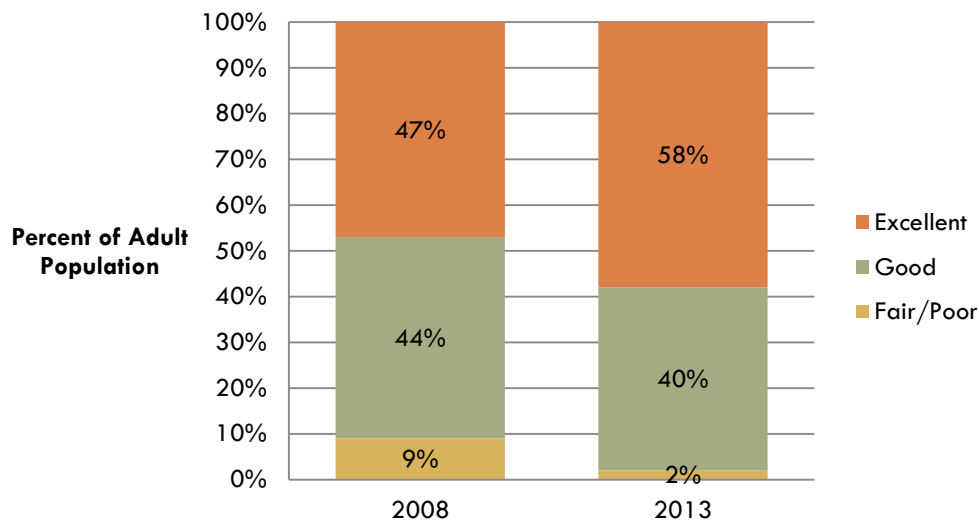
What is the County's role?

The County Board sets priorities for and makes funding decisions for the regional park and trail system in Scott County. The Scott County Parks Advisory Commission makes recommendations to the County Board on planning, operations, capital and operational priorities. Scott County provides its regional park and trail operations through a policy-level Joint Powers Agreement with Three Rivers Park District. Three Rivers Park District leadership provides recommendations, particularly regarding operations and maintenance, for consideration by County leadership and County policy makers.



PBB Cost	2017		2017
Total Cost	390,651	Total Revenue	156,440
Direct Cost	389,054	Levy	231,017
Personnel Cost	0	Fees	0
Non Personnel Cost	389,054	Grants	115,040
Admin Cost	1,597	Other Revenue	41,400
# of FTEs	0.00	Program #	82

Satisfaction with Upkeep/Maintenance



The Three Rivers Park District does a periodic survey of Scott County park users. These ratings indicate an improvement in the users' perception of park upkeep. Maintaining parks and trails in a manner that meets residents' expectations indicates stewardship of public funds and should contribute to increased usage.

FIGURE 53 - SATISFACTION WITH UPKEEP/MAINTENANCE

Resident Survey – Parks

CITIZENS' RATING OF PARKS

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

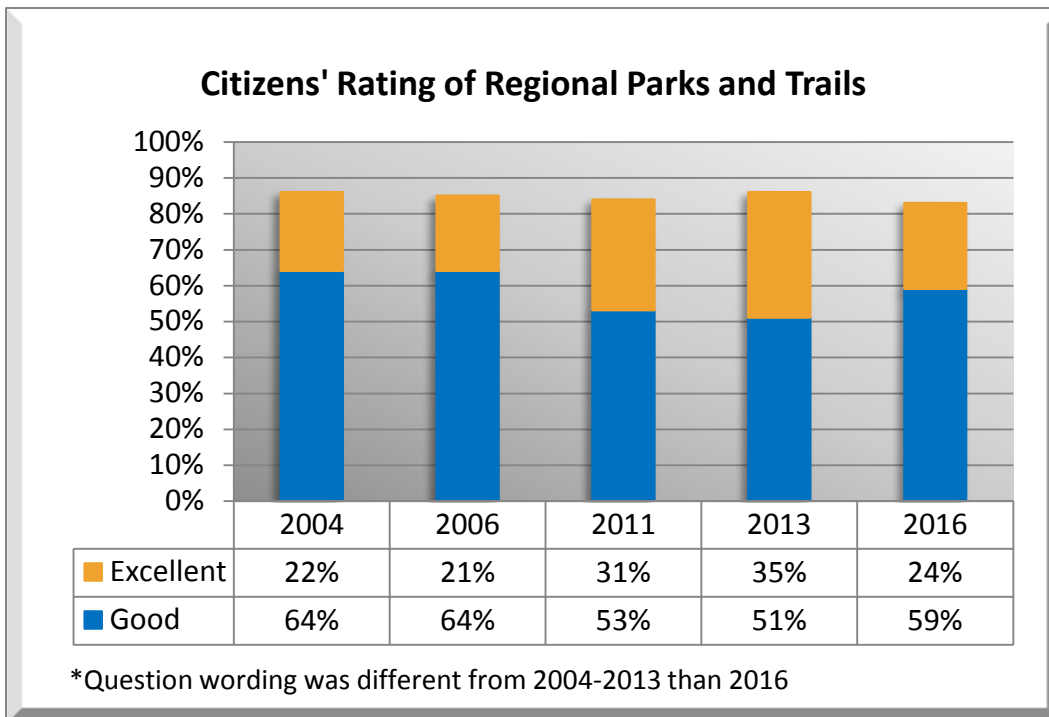


FIGURE 54 - CITIZENS' RATING OF PARKS



How are we doing?

The survey rating dropped slightly from the previous results in 2013, but remains relatively consistent over time. The rating is similar to comparable jurisdictions.



What influences this?

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

CITIZENS' RATING OF PARKS



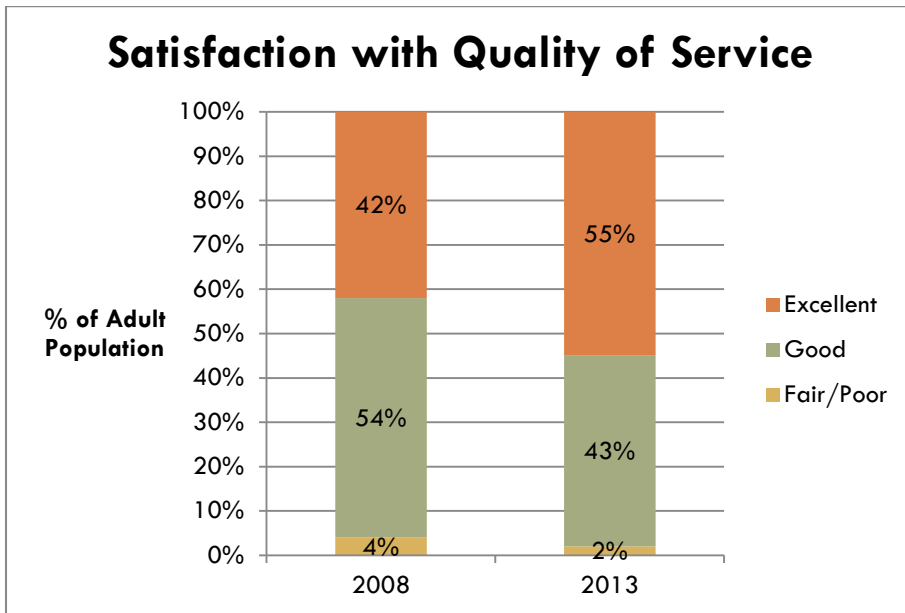
What is the County's role?

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



PBB Cost	2017		2017
Total Cost	165,276	Total Revenue	0
Direct Cost	164,600	Levy	163,924
Personnel Cost	0	Fees	0
Non Personnel Cost	164,600	Grants	0
Admin Cost	676	Other Revenue	0
# of FTEs	0.00	Program #	78

Additional Data



Three Rivers Park District conducts a periodic survey of Scott County park visitors. These visitors have given a very high rating for service quality indicating that park staff is meeting visitor expectations.

FIGURE 55 - SATISFACTION WITH QUALITY OF SERVICE

Transportation Services – Travel Time

TRAFFIC DATA COLLECTION

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

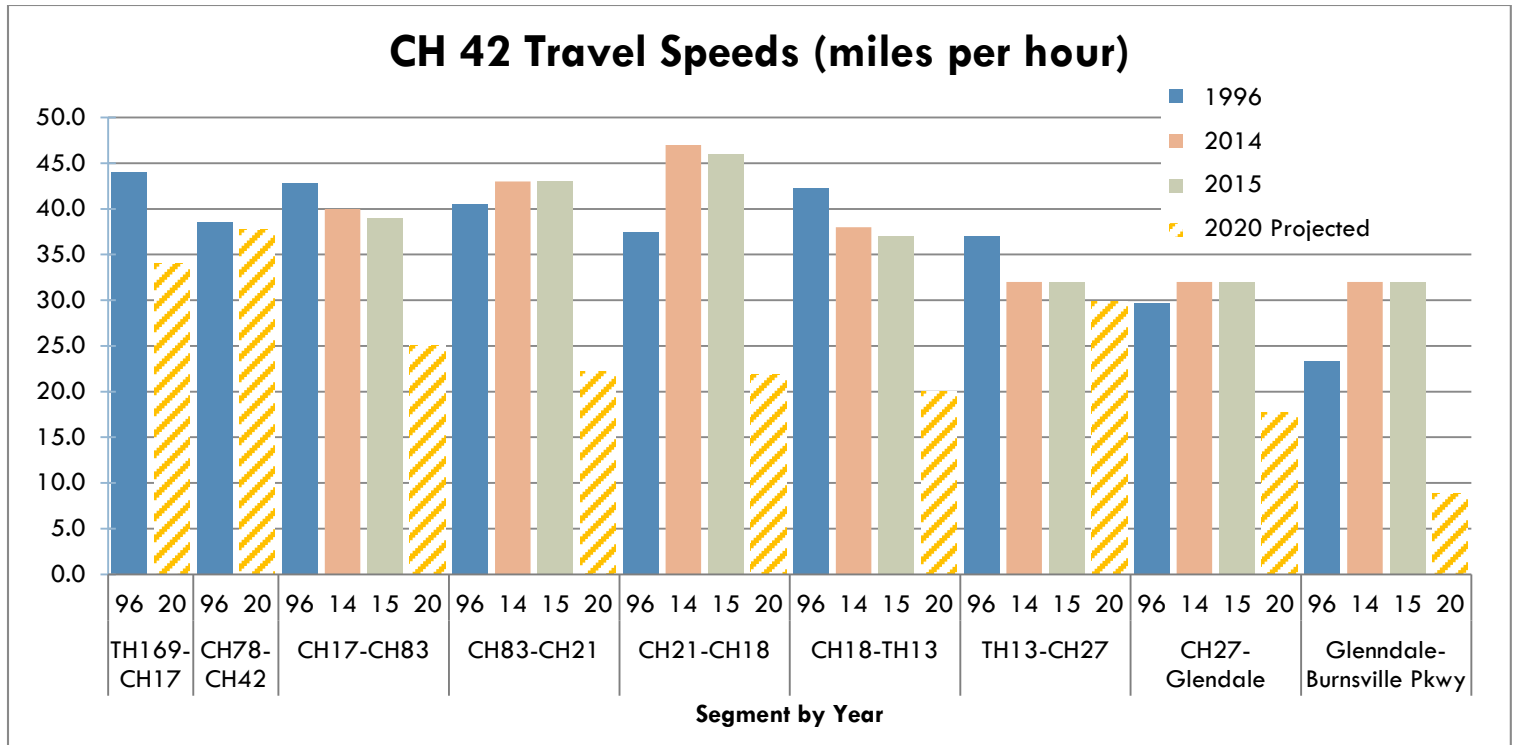


FIGURE 56 – COUNTY HIGHWAY 42 PEAK HOUR TRAVEL SPEEDS



How are we doing?

The chart displays travel speeds on multiple segments of one county highway. Interventions on most segments have resulted in increased or maintained speed and ease of commute between the base of 1996 and 2014. Additional reduction in speed is projected by 2020 due to increased forecasted travel demand. The goal of planned interventions is to mitigate this reduction. 45 MPH is the acceptable peak hour speed in the principal arterial system.



What influences this?

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

TRAFFIC DATA COLLECTION



What is the County's role?

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



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

Additional Data

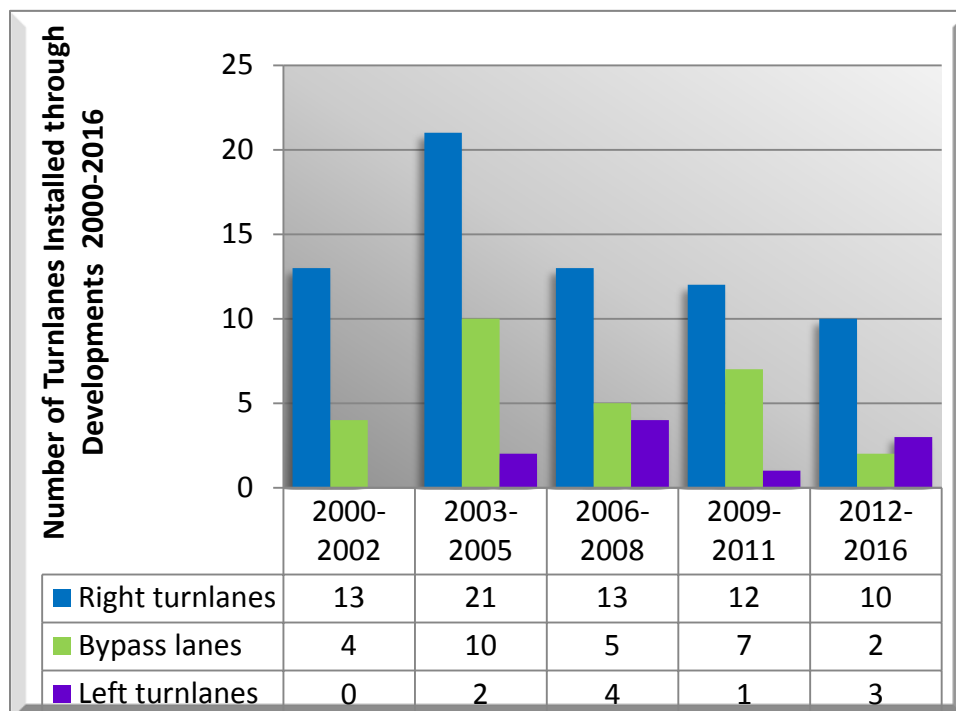


FIGURE 57 - NUMBER OF TURNLANES INSTALLED THROUGH DEVELOPMENTS

The National Cooperative Highway Research Program (NCHRP) considers providing left and right turn lanes a PROVEN safety strategy for reducing the frequency and severity of conflicts at non-signalized intersections. The US Department of Transportation Crash Modification Factors Clearinghouse lists a crash reduction of between 25 to 30 percent for the installation of left or right turn lanes. A 5 percent crash reduction is listed for bypass lanes. These changes also increase peak hour speeds and improves traffic flow.

Resident Survey – Road Condition

SURFACE CONDITION OF COUNTY ROADS

Periodically, residents are asked in a survey for their assessment of the condition of county roads. Residents are asked to rate their assessment of road condition on a scale of poor to excellent. These ratings are compared over time as well as to citizen ratings in similar jurisdictions.

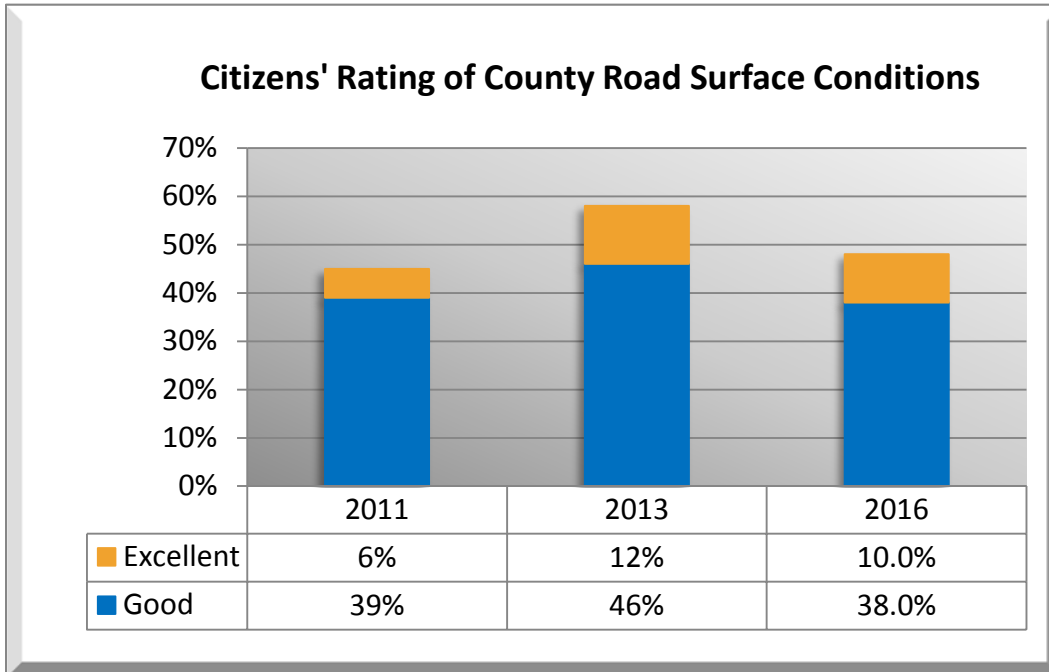


FIGURE 58 - SURFACE CONDITION OF COUNTY ROADS



How are we doing?

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



What influences this?

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

SURFACE CONDITION OF COUNTY ROADS



What is the County's role?

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



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

In 2016 Scott County invested \$7 million from the capital fund in preserving and improving road surface condition.

Additional Data

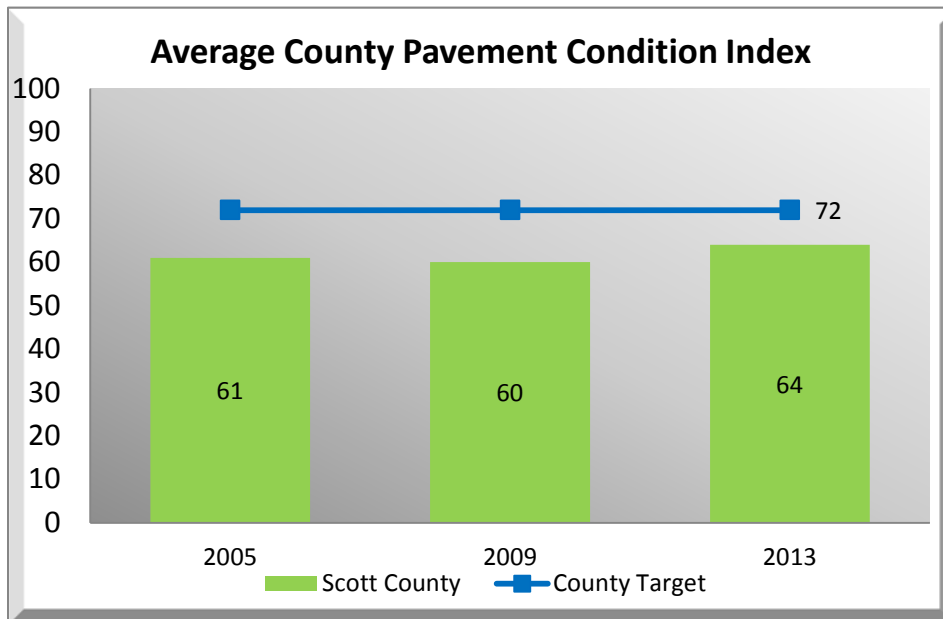


FIGURE 59 - AVERAGE COUNTY PAVEMENT CONDITION INDEX

The County monitors the condition of every segment of the County Highway system and plans maintenance based on measures. Pavement Condition Index (PCI) was developed by the U.S. Army Corps of Engineers. The method is based on a visual survey of the number and types of distresses in a pavement. The result of the analysis is a numerical value between 0 and 100, with 100 representing the best possible condition and 0 representing the worst possible condition. The County has set a pavement condition index target of 72.

Transportation Services – Transit Performance

TRANSIT DENIAL RATE / ON TIME TRANSIT

A major concern for citizens who must use or choose to use transit is reliability. Two critical components of a reliable transit system are whether the system can provide the rides needed and whether it delivers riders to their destinations on time. The Denial Rate looks at both capacity in terms of number of riders who can be accommodated and hours of service. On Time performance is an increased challenge for both rider and scheduler in a transit system that does not feature fixed routes and scheduled stops. Scott County uses a “Dial a Ride” system where the rider calls a scheduler to request specific times and destinations.

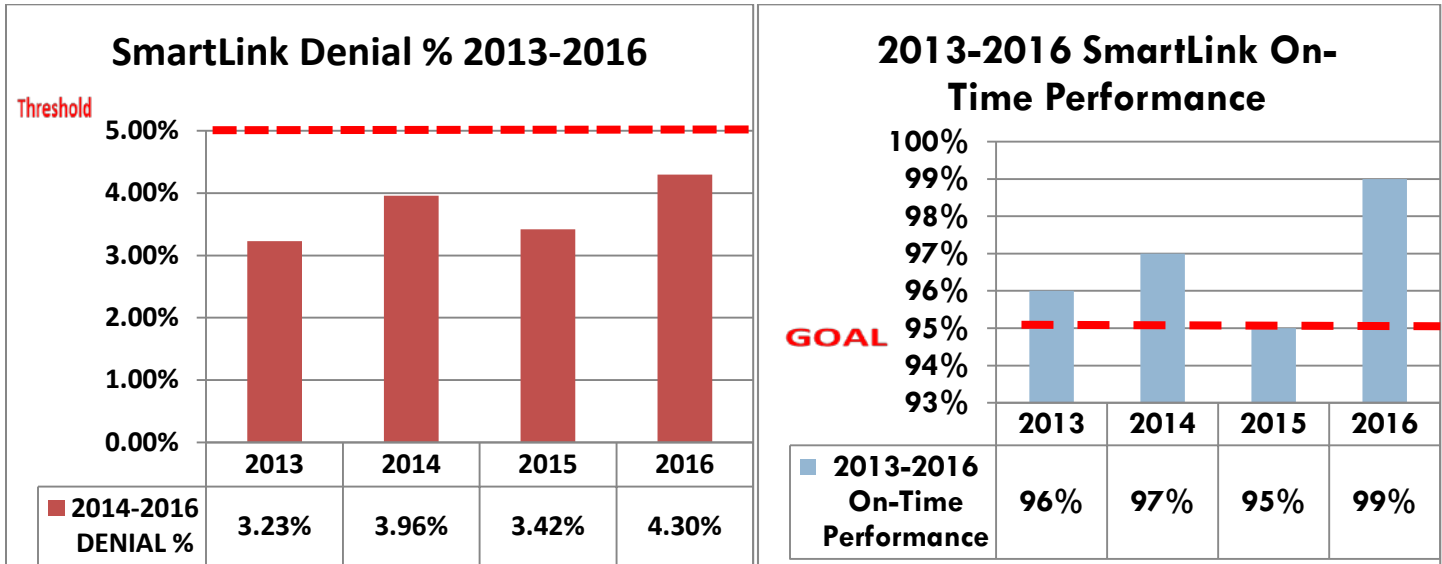


FIGURE 60 – SMARTLINK DENIAL PERCENTAGE/ON-TIME PERFORMANCE



How are we doing?

The percent of requested rides not able to be delivered decreased in 2015 but increased significantly in 2016. In addition, the number of requests for rides in the system decreased by 6.5 percent. Even with the increase in the percent of requests that could not be met, SmartLink remained under the threshold of 5% as established by the Metropolitan Council.



What influences this?

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

TRANSIT DENIAL RATE / ON TIME TRANSIT



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	1,345,088	Total Revenue	1,339,760
Direct Cost	1,339,760	Levy	(266,091)
Personnel Cost	102,179	Fees	405,851
Non Personnel Cost	1,237,581	Grants	1,200,000
Admin Cost	5,328	Other Revenue	0
# of FTEs	1.11	Program #	43

In 2016, approximately 46% (50,000) trips were work related, 22% were for adult day programs and 11% for shopping. The majority of the trips either originated from or went to the higher density population centers or Prior Lake, Shakopee, Chanhassen and Chaska.

Program Background:

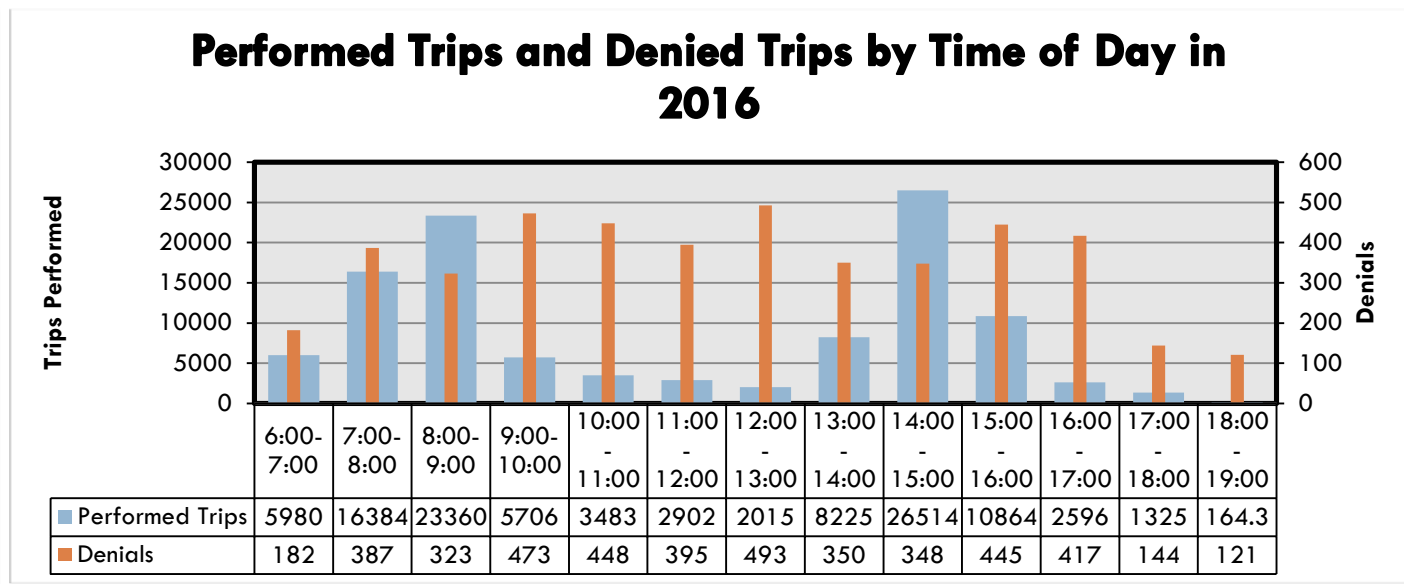


FIGURE 61 - PERFORMED TRIPS AND DENIED TRIPS

Zoning Administration – Land Regulation

PLAT CHANGE FOR INFRASTRUCTURE/ENVIRONMENT

Residential growth has impacts to public services including transportation, parks, storm water management, and the environment. Review and approval of new development is necessary to ensure that new growth is accompanied by appropriate levels of public service to support the growth so developers, not the existing residents pay the cost of public infrastructure needed to accommodate their developments.

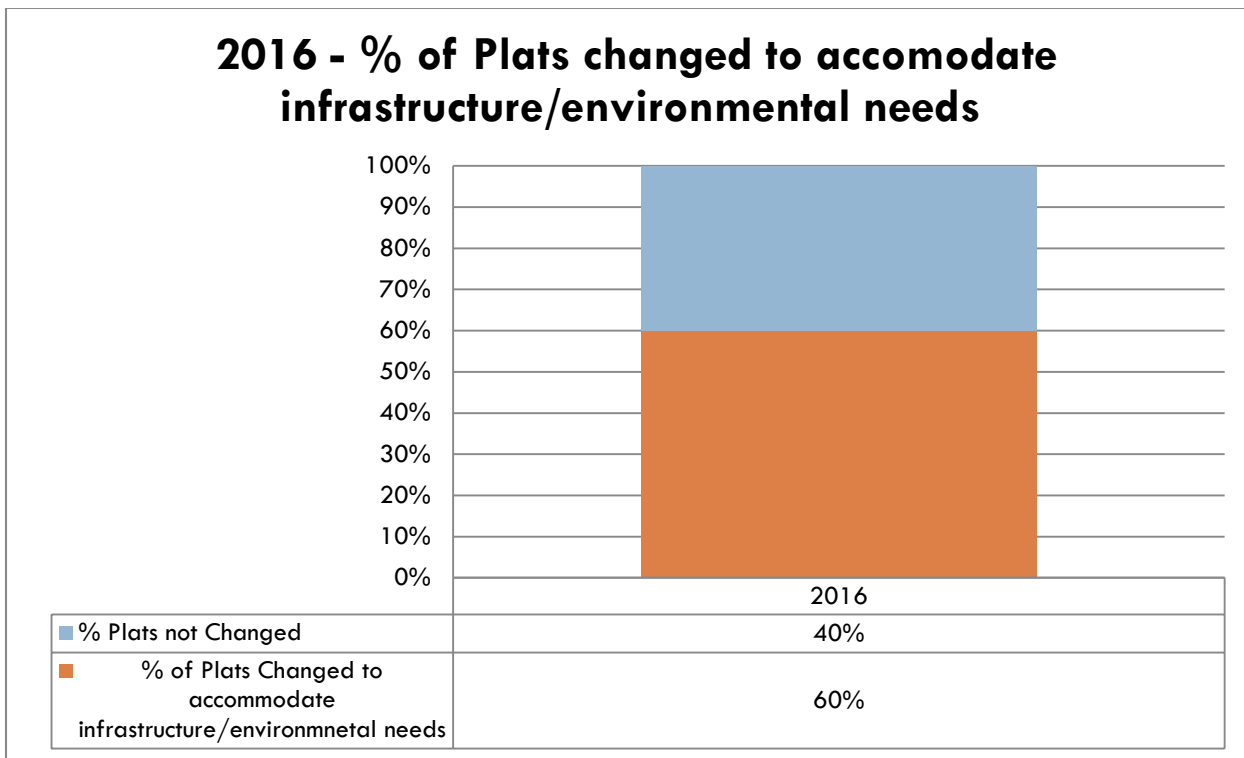


FIGURE 62 - PLAT CHANGE FOR INFRASTRUCTURE/ENVIRONMENT



How are we doing?

This is a new measure without previous data for comparison. The high percent of plats changed indicate county staff is exercising significant oversight to assure infrastructure needs are met and developers, not existing residents, pay the cost of infrastructure for new development.



What influences this?

Responsible review is aided by a detailed comprehensive plan, clear expectations for developers and pre-application meetings with developers.

PLAT CHANGE FOR INFRASTRUCTURE/ENVIRONMENT



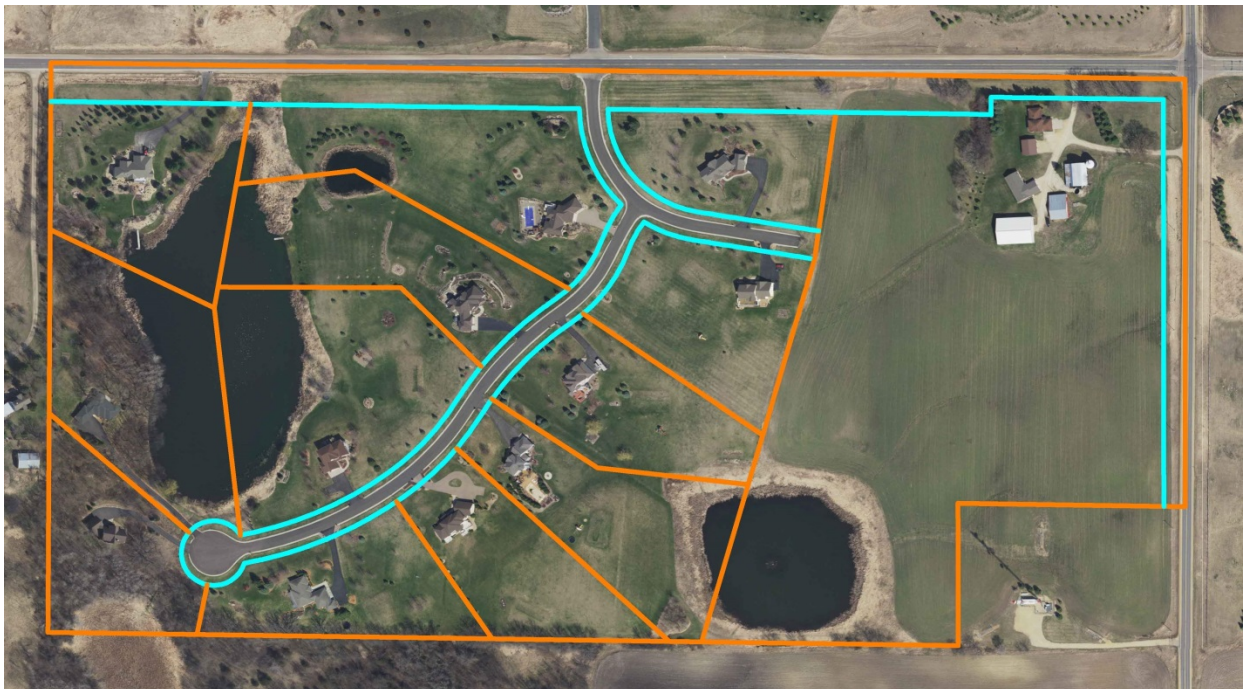
What is the County's role?

The county is responsible for reviewing all land subdivisions in the County's 11 townships to assure compliance with the comprehensive plan and zoning land subdivision requirements. This compliance review assures provisions have been made for stormwater management, wetland management, wetland protection, sewage treatment, traffic, and access to public roads.



PBB Cost	2017		2017
Total Cost	42,809	Total Revenue	18,262
Direct Cost	42,634	Levy	24,197
Personnel Cost	42,094	Fees	18,000
Non Personnel Cost	540	Grants	262
Admin Cost	175	Other Revenue	0
# of FTEs	0.38	Program #	111

Planned land use must take into consideration the impact of development on the environment and the infrastructure.



LIVABLE – OPPORTUNITIES FOR CULTURE, LEISURE & LIFELONG DEVELOPMENT

WHEN SCOTT COUNTY SUPPORTS A LIVABLE COMMUNITY BY PROVIDING OPPORTUNITIES FOR CULTURE, LEISURE, AND LIFE-LONG DEVELOPMENT OPPORTUNITIES, THEN...

- Citizens experience cultural understanding in friendly and diverse neighborhoods.
- Citizens have access to excellent schools.
- Communities offer local services, community education, arts, and cultural and shopping options.
- A range of quality jobs are available to citizens in the community.

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



Why is it important?

Libraries serve a number of purposes in the community and are an important element of life quality for residents. It is the intent of the library system to provide residents of all ages with access to information that meets their life-long

learning needs. Libraries are a resource to connect job seekers, researchers, child and adult students, retirees, and the general public with the information they need.



Economic Development: An expanding population requires new opportunities for jobs and housing. Economic development assures local jobs to meet the growing demand, provides fiscal stability through an expanded tax base, contributes to the local economy, and is a critical component of a well-rounded community.

THERE ARE NO LIMITS TO WHAT YOU CAN DO

SCOTT COUNTY'S EMPLOYMENT AND TRAINING PROGRAM GIVES CITIZENS A CHANCE TO STAND ON THEIR OWN.

Employment and Training Client Success Story By Jean Sinell

A 50 year old participant of the Workforce Innovation and Opportunity Act (WIOA) Adult Program had been laid off from a customer service position where she was making \$9.97 per hour. She experienced the financial strain of job loss and had to move in with her parents to survive.

She was in a tough spot when she entered the program. We discussed her work history, what she wanted to do and how to achieve her goals. We decided to build on her previous experience in residential care for the elderly.

She enrolled in the Emergency Room Technician (ERT) program at a local Technical College which included the Nursing Assistant coursework and exam. She independently took the Trained Medication Aide (TMA) course, as well. Her grades were excellent. She passed the exams and became a Registered Nursing Assistant and TMA.



During this time she moved into her own place and started a job to maintain her independence. She accepted a position making \$13.50 per hour. She has two classes remaining to complete the ERT coursework which she intends to finish once she gets established in her new position and is financially stable. She is excited to be working. She looks forward to continuing to learn and work in the medical industry. She is confident she will be able to complete the ERT course in the near future because of the skills she obtained with the assistance of the WIOA Program. She feels good in knowing she has a great future ahead of her.

Resident Survey – Library Services

CITIZENS' RATING OF LIBRARIES

Libraries are an important source of both information and leisure/recreation for citizens. With the rising use of digital technology, the landscape for library services has changed. Libraries are adjusting to meet the needs of emerging public expectations while still serving the needs of those who rely on or prefer traditional resources.

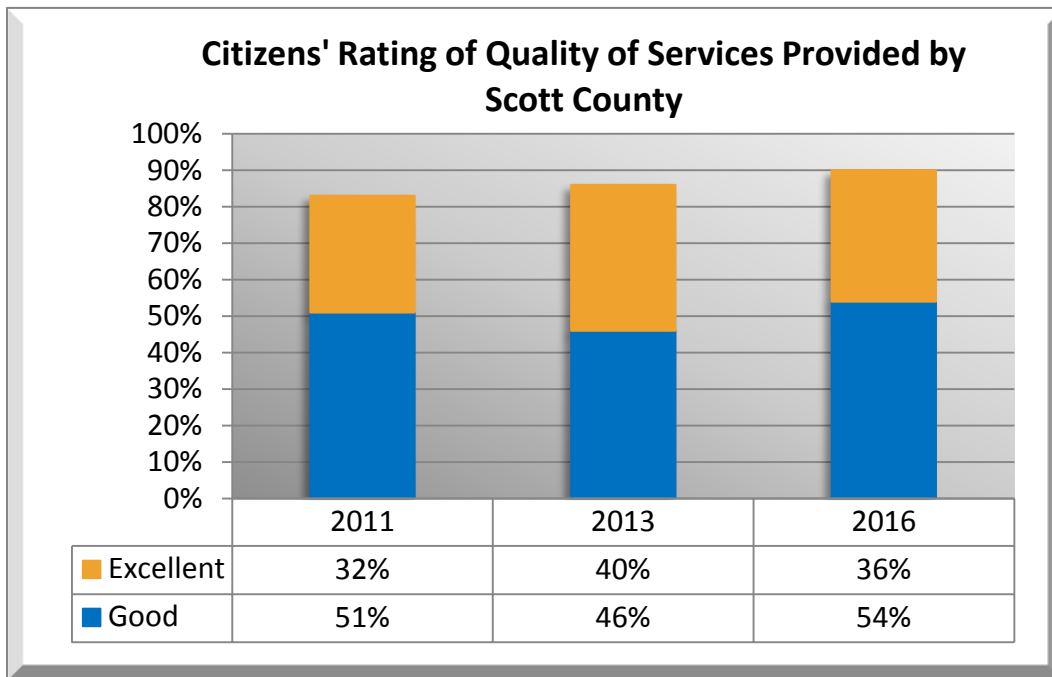


FIGURE 63 - CITIZENS' RATING OF LIBRARIES



How are we doing?

Periodically, citizens are asked to rate the services of County libraries. Residents are asked to rate their assessment of libraries on a scale of poor to excellent.

These ratings are compared over time as well as to citizen ratings in comparable jurisdictions. Library services have consistently been among the highest rated of County services, and are rated similarly with comparable jurisdictions.



What influences this?

An important factor in maintaining favorable ratings and

high use is anticipating need and updating materials to remain relevant in a rapidly changing environment.

CITIZENS' RATING OF LIBRARIES



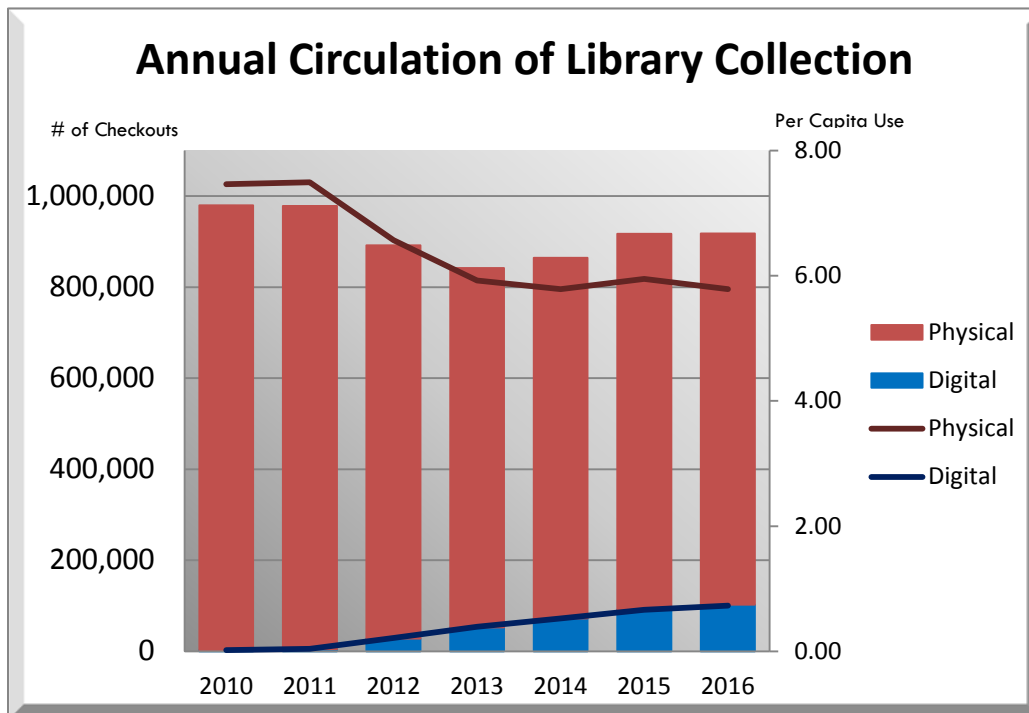
What is the County's role?

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



PBB Cost	2017		2017
Total Cost	585,532	Total Revenue	43,563
Direct Cost	583,138	Levy	537,182
Personnel Cost	187,546	Fees	22,563
Non Personnel Cost	395,592	Grants	15,250
Admin Cost	2,394	Other Revenue	5,750
# of FTEs	1.87	Program #	56

Additional Data



This graph is a high level indicator of how customers are using the library collection to read, listen to and watch content. It also indicates whether the library collection is achieving its desired outcome: residents have access to a convenient and easy to use collection of physical and digital resources. If the collection is used, we can assume the content has some level of relevance and timeliness.

FIGURE 64 - ANNUAL CIRCULATION OF LIBRARY COLLECTION

Library – Resident Use

ACTIVE LIBRARY USE

Libraries are an asset to the County as a positive indicator of a livable community that attracts both residents and businesses. In marketing this community resource it is important to measure library usage to assure services provided adjust and meet the needs of all residents.

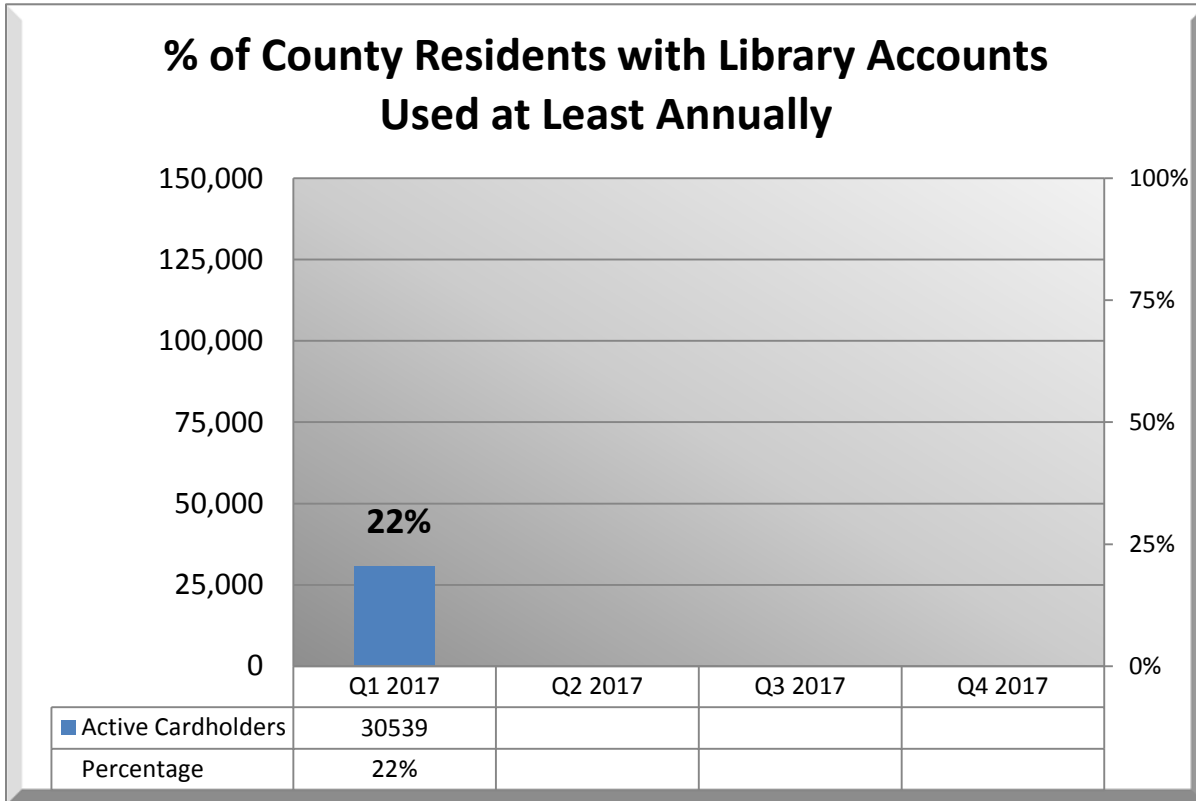


FIGURE 65 - ACTIVE LIBRARY USE



How are we doing?

This is a new measure for 2017. Combined with specific user information, the library programs can be adjusted to increase active cardholders.



What influences this?

A number of factors contribute to library use including residents discovering libraries add value to their lives making library use a habit, relevant materials and services available, convenient hours, and promotion of programs and materials.

ACTIVE LIBRARY USE



What is the County's role?

learning.

In partnership with cities and the regional library system, the County funds and operates the system of branch libraries. Libraries provide equitable access to materials, programs, and resources. Libraries respond to the changing needs of the community for leisure and educational materials to support lifelong



PBB Cost	2017		2017
Total Cost	929,759	Total Revenue	33,563
Direct Cost	925,958	Levy	888,595
Personnel Cost	851,271	Fees	12,563
Non Personnel Cost	74,687	Grants	15,250
Admin Cost	3,801	Other Revenue	5,750
# of FTEs	12.02	Program #	57

Additional Data

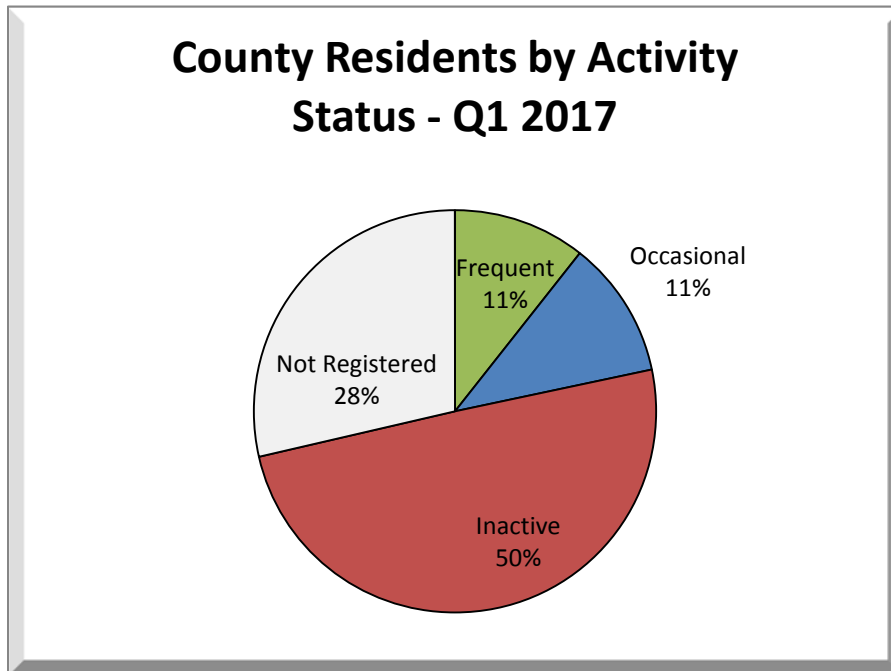


FIGURE 66 - COUNTY RESIDENTS BY LIBRARY ACTIVITY STATUS

This new measure for 2017 tracks how frequently customers are using their library card.

- Frequent: at least every 90 days
- Occasional: at least every 365 days
- Inactive: not used in 365 days or more
- Not Registered: no account

This measure is a first step toward a greater understanding of how library resources are being used and how to plan to meet current and future needs by focusing on using and non-using groups. Questions for planning include:

- Can we reengage the 50% of card holders who aren't active users?
- Do the 28% not registered know about library services?
- Can we meet new needs for the 11% who use only once a year?
- Why do 11% use regularly?

Library – Youth Services

CHILD CENTERED LIBRARY PROGRAM ATTENDANCE

Children who are exposed to books and are read to by parents or caretakers are more likely to learn to read and meet academic achievement milestones. Competency in reading by third grade is a predictor of success in school. Programs that encourage reading over the summer lead to retention of reading skills during school breaks.

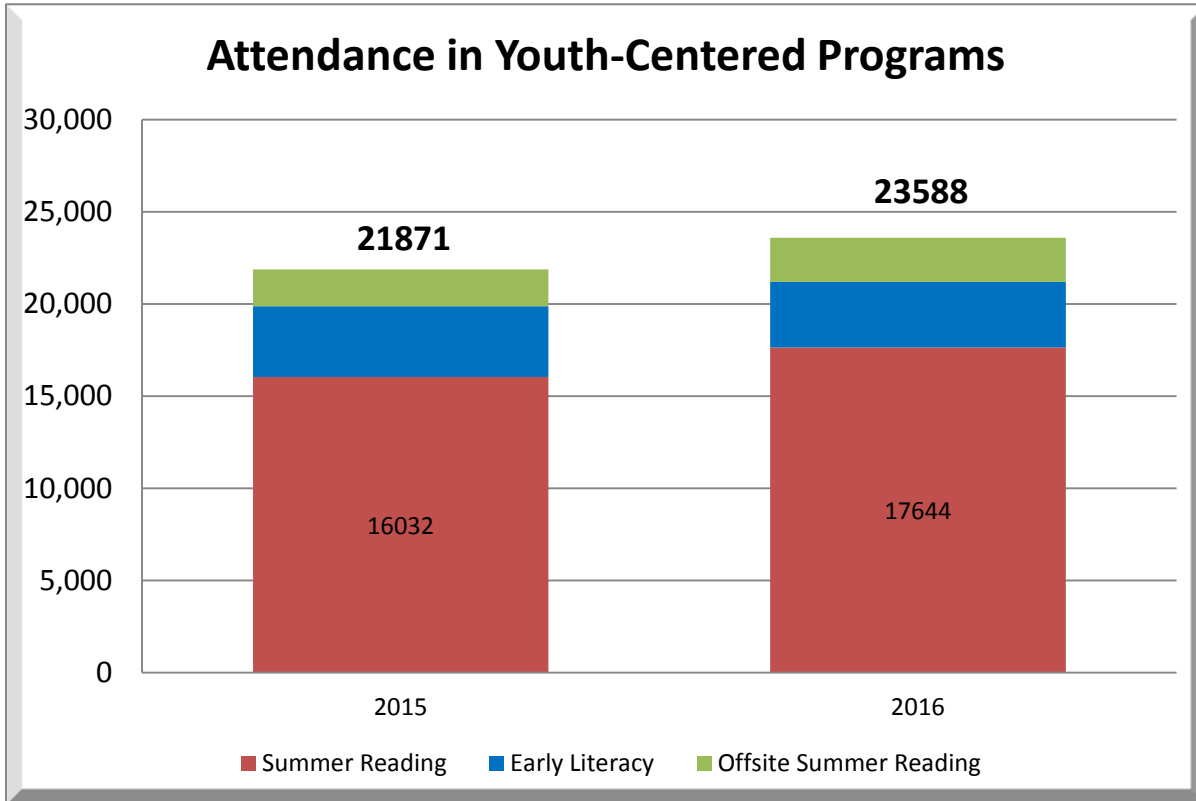


FIGURE 67 - CHILD CENTERED LIBRARY PROGRAM ATTENDANCE



How are we doing?

This measure reflects exposure and is an indirect indicator of the desired outcome that children are reading by third grade. The number of participants in the summer reading program increased significantly indicating a greater exposure in programs that help maintain reading skills. Questions still to be addressed include how many unique children are in this number and what percent would be considered “at risk.”



What influences this?

Participation in both summer reading programs and early literacy classes is impacted by both availability and interest. The number of programs and hours offered as well as location are impacted by staff capacity. Since this is a voluntary program it is important that parents and caretakers be aware of it and consider it to be an asset to their childrearing goals.

CHILD CENTERED LIBRARY PROGRAM ATTENDANCE



What is the County's role?

Scott County Library provides a variety of child-centered programs and services that foster early literacy development, encourage a love of reading and supports students in and out of school.



Scott County Library provides free early literacy classes in every community throughout the year. Library staff are trained in a parent education curriculum (Every Child Ready to Read) that focuses on teaching parents and caregivers about the importance of early literacy and how to nurture early literacy skills at home. This parent survey suggests that early literacy classes are increasing parent/caregiver knowledge and driving behavior change through the library.

PBB Cost	2017	2017	2017
Total Cost	275,901	Total Revenue	33,563
Direct Cost	274,773	Levy	240,083
Personnel Cost	229,569	Fees	12,563
Non Personnel Cost	45,204	Grants	15,250
Admin Cost	1,128	Other Revenue	5,750
# of FTEs	2.48	Program #	59

Additional Data: 2016 Early Literacy Survey

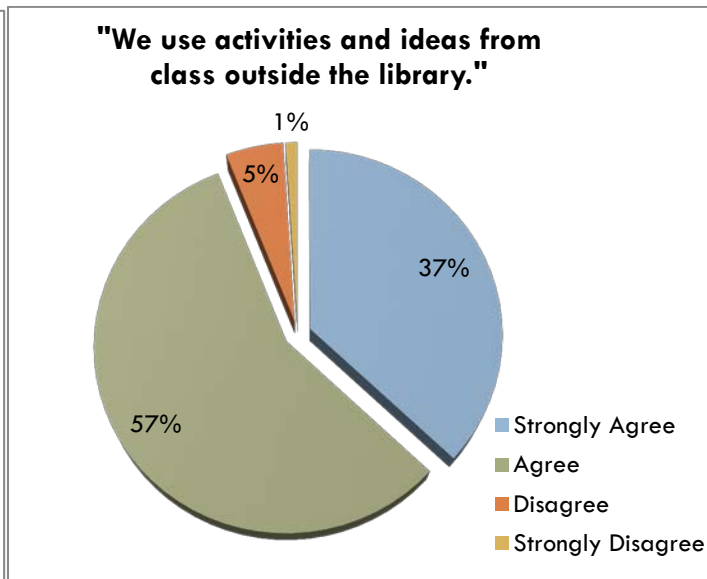
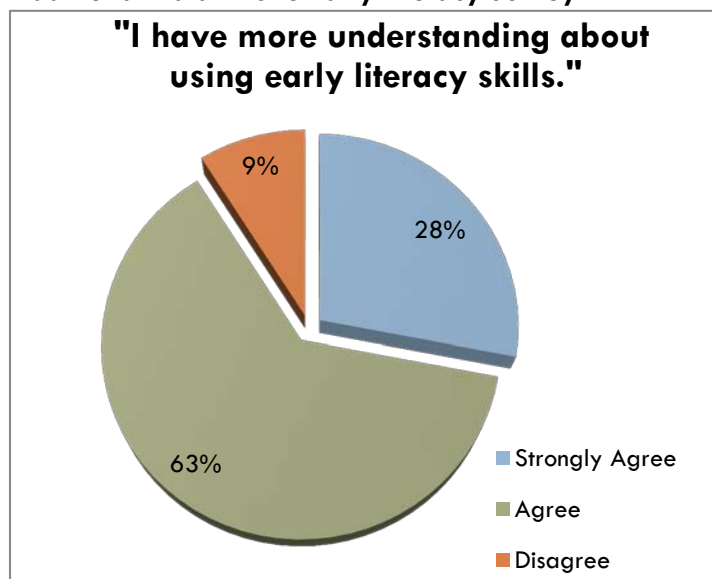


FIGURE 68 – EARLY LITERACY SURVEY

Economic Development Incentives

LIVABLE WAGE JOBS CREATED

A sustainable economic base is achieved in part through the creation and retention of quality, higher paying jobs which offer opportunities for improved quality of life for the residents of Scott County. Because most forms of economic development incentives involve taxpayer dollars, it is the responsibility of County government to evaluate the performance requirements of individual projects as well as the cumulative impact of all the incentives and agreements to ensure the County's economic development objectives are being realized.

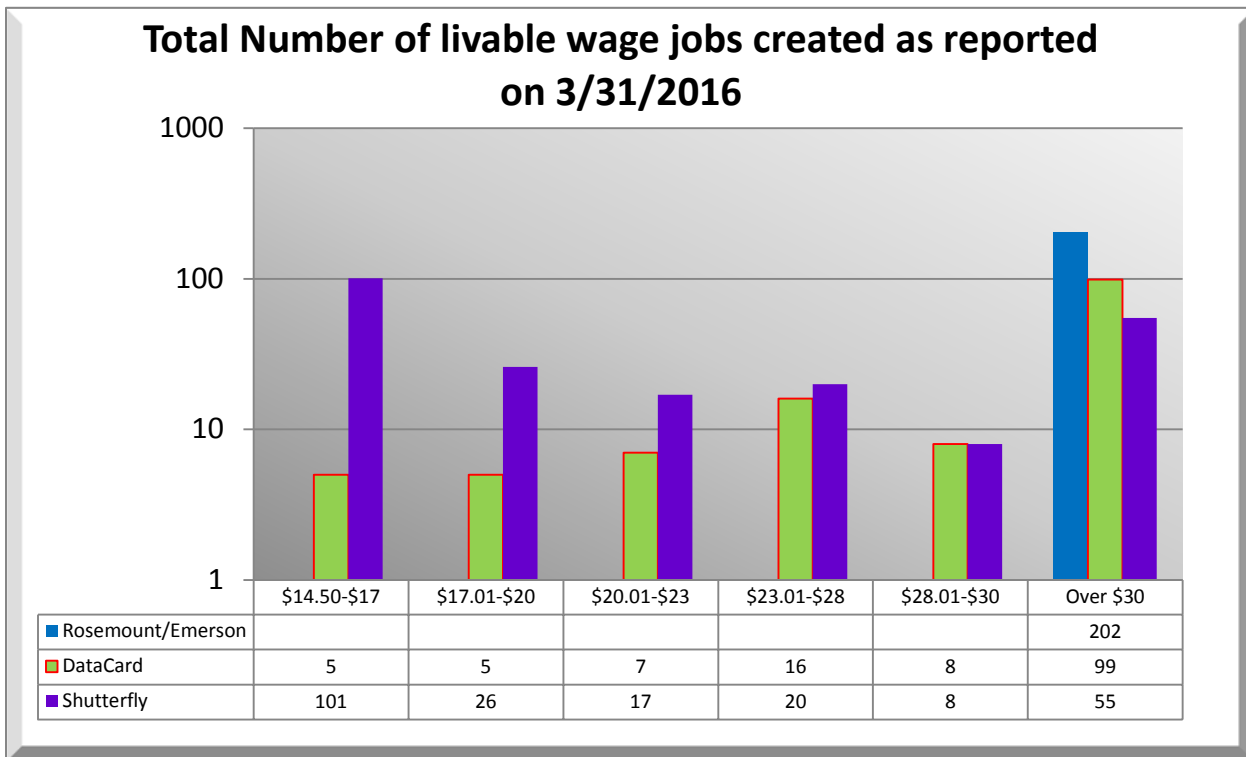


FIGURE 69 - LIVABLE WAGE JOBS CREATED



How are we doing?

In recent years the County has granted three businesses (Emerson, DataCard, and Shutterfly) economic incentives to expand or relocate in exchange for providing livable wages (currently set at \$14.50/hour). As of March 2016, these three businesses combined provide 569 livable wage jobs.



What influences this?

A living wage is defined as the wage that can meet the basic needs to maintain a safe, decent standard of living within the community. The particular amount that must be earned per hour to meet these needs varies depending on the location. The seven factors in calculating the basic cost of a safe and decent standard of living are: housing, food, childcare, transportation, healthcare, taxes, and other basic necessities.

LIVABLE WAGE JOBS CREATED



What is the County's role?

Scott County provides economic development incentives as a way to help create a diverse and sustainable economic base. Incentives can take a variety of forms including but not limited to cash, debt financing, tax and fee waivers, credits and rebates; all funded through taxpayer dollars. In return, the County requires that the business provide livable wage jobs. In March of each year, businesses must report how they are achieving the livable wage jobs goals contained in the economic development contract. These reports allow the County to evaluate the outcomes of the incentive program and to take action, up to and including reducing incentive amounts or cancellation of contracts if the situation requires.



PBB Cost	2017	Total Revenue	2017
Total Cost	13,142	Levy	11,357
Direct Cost	12,249	Fees	0
Personnel Cost	8,974	Grants	0
Non Personnel Cost	3,275	Other Revenue	0
Admin Cost	893	Program #	130
# of FTEs	0.07		

As a rapidly growing county, data indicates that household growth will outpace job growth in an expanding pattern. While cities invite industrial growth to meet resident expectations, it is important to consider the wage level of new and expanding employers.

Additional Data

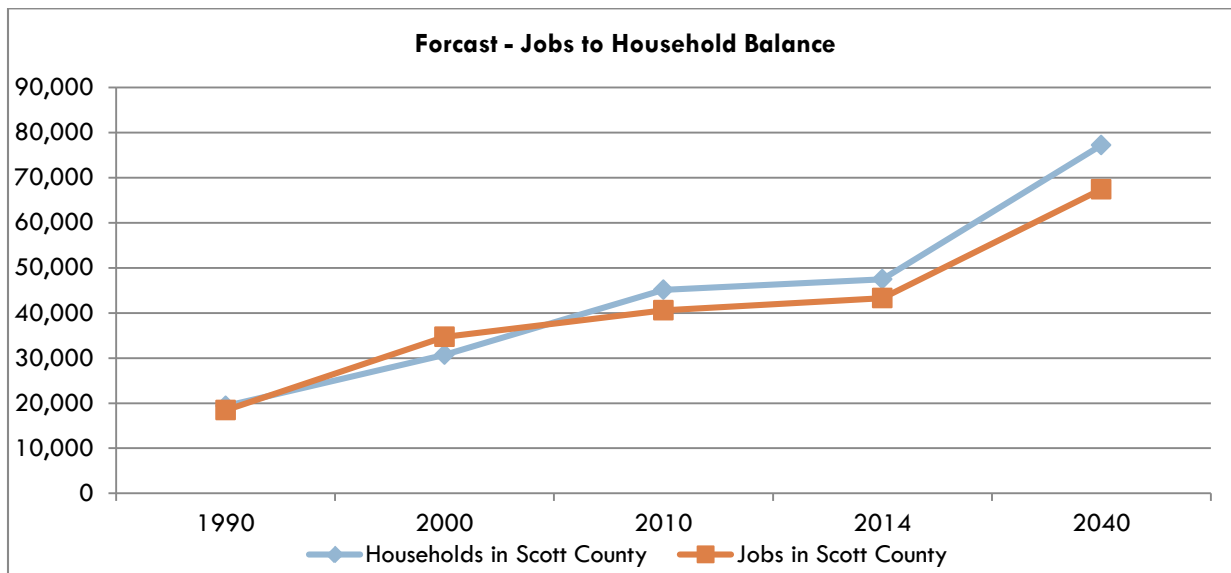


FIGURE 70 - JOBS TO HOUSEHOLD BALANCE

RESPONSIBLE – THROUGH SERVICES TO CITIZENS

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

- Is accountable, dependable, and efficient.
- “Delivers What Matters” through a workforce that cares about people and service.
- Listens to and respects points of view, and creates a government that works for the people.
- Provides meaningful, relevant, understandable, and accurate information.

Why is it important?



Counties operate as an arm of the state and provide services mandated by the State. Counties collect property taxes to fund services citizens want or need. The County is responsible to the State to meet the requirements set for programs and services and also responsible to citizens to be accountable for use of public funds.

Citizens must be able to count on timely response when they need authorization from the County to do business or complete a project. They expect work to be performed accurately by staff that is knowledgeable, courteous and solution oriented.



The largest county expense is for staff whose work impacts every county resident either directly or indirectly. This workforce must be both competent and caring as stewards of public funds.

County Responds in Time of Need

COUNTY AIDS RESIDENTS IN RECOVERY AFTER DISASTER CAUSES FLOODING, EROSION



“I have never seen such a mess, trees and mud. Mud, just lots of mud,” a Blakeley Township resident told WCCO news upon returning to her home for the first time since her small town site was evacuated due to road damaging mudslides and debris. “It’s going to be a long time before those roads can get opened up.”

The historic rainfalls in June 2014 disrupted the lives of thousands of residents in Scott County, but none were hit harder than those living in the small hamlet of Blakeley, between the bluffs and the Minnesota River, where the only road in and out was shut off for several days. If there is ever a time county government needed to deliver basic services that matter to its residents, this was it.

“We need help,” summed up one frustrated Blakeley resident several days after the storm. Another resident, Dan Schmidt, recalls how well the County responded to this call for help:

“Residents made calls to all of the Commissioners and all of them answered the phone, even at their homes,” Schmidt said. The County responded to the situation as well as it could, given road closures and no cell phone service, he added.

Two years later, much has been done to help Blakeley and other parts of Scott County recover from that historic rain event. Most of the work has been focused on repairing county infrastructure. In the fall of 2014, major repairs were completed to County Highway 1 serving Blakeley from the south, including slope stabilization, guard rails, ravine channel protection, and pavement surfacing. Major repairs and pavement reconstruction of County Highway 6 serving the hamlet from the north were completed in 2015. Work on a brand new alignment of County Highway 60 is slated for this summer.

Flood recovery efforts have consumed several County staff from a multitude of departments: emergency management, highway, law enforcement, watershed management, parks, building inspections, communications, and accounting. “It’s been a long road but I see the light at the end of the tunnel,” said County Highway Manager Jake Balk, who has overseen most of the road clean-up and repair projects since the event.



County Surveyor – Boundary & Survey Administration

PLAT REVIEW TURNAROUND

Property cannot be transferred to new owners until the plat is recorded. Staff review any parcel modifications and assure compliance with state regulations prior to authorizing its recording in the official land record system.

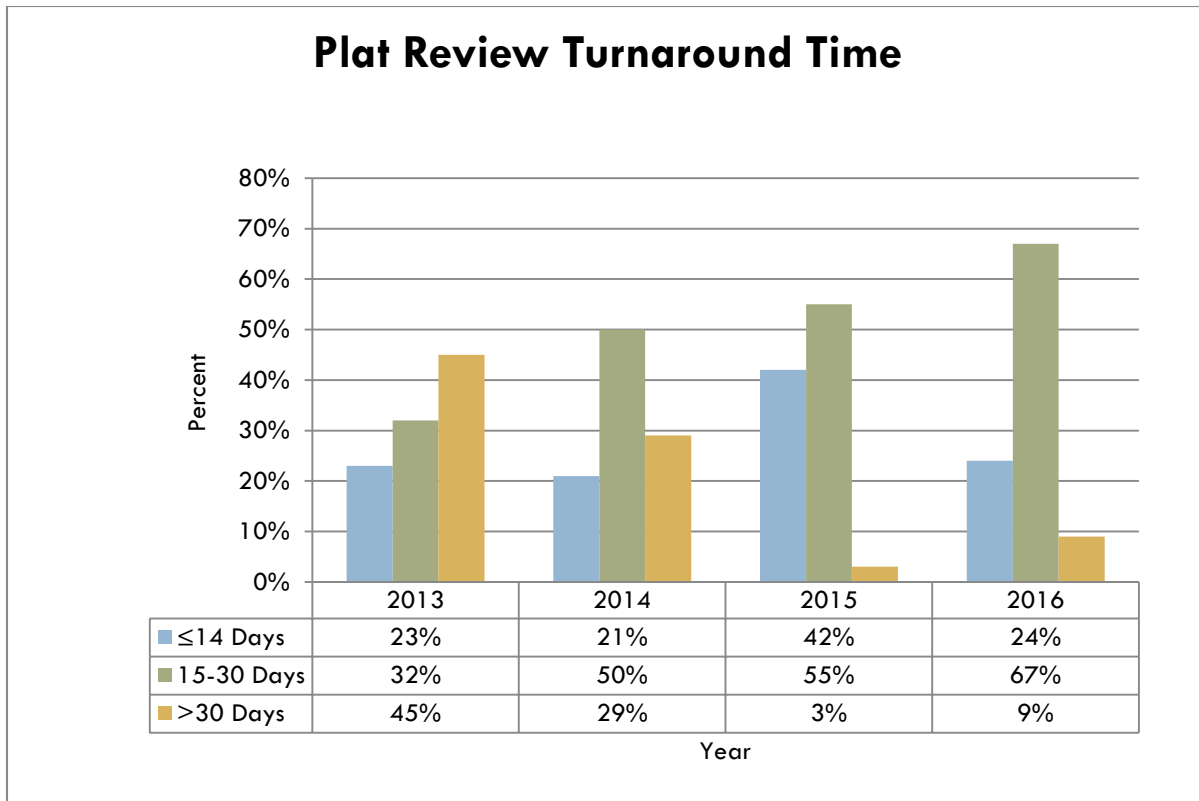


FIGURE 71 - PROCESS TIMES FOR PLAT REVIEWS



How are we doing?

The target for completing the plat review process is less than 30 days. The county has continued to reduce the turnaround time overall. In 2016 only 9 percent of reviews were not completed within 30 days a reduction from 45 percent in 2013.



What influences this?

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

APPLICATION PROCESS TIMES



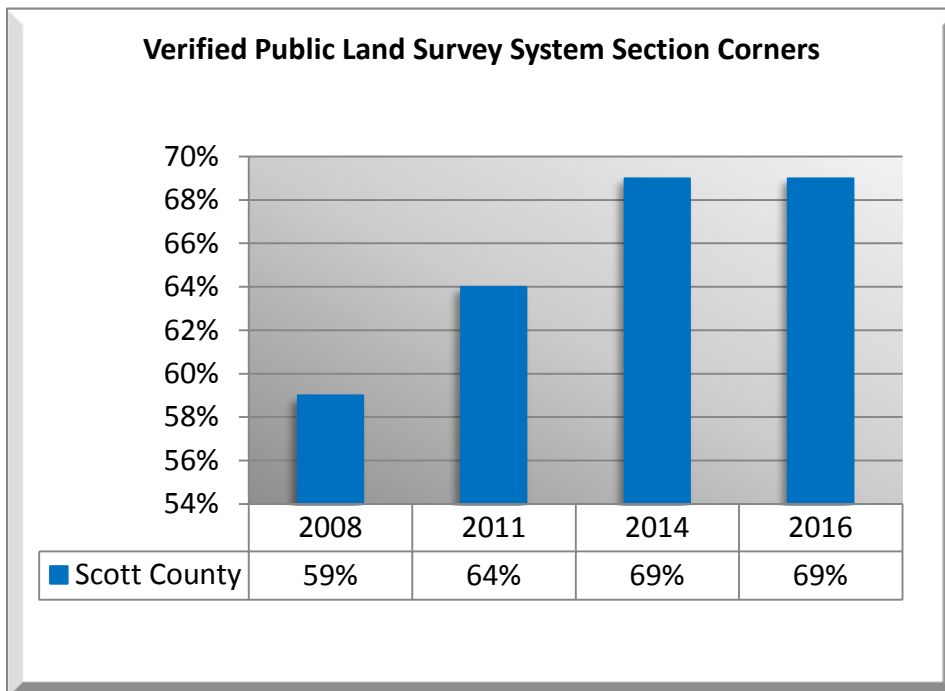
What is the County's role?

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



PBB Cost	2017		2017
Total Cost	345,067	Total Revenue	34,000
Direct Cost	343,656	Levy	308,245
Personnel Cost	326,577	Fees	0
Non Personnel Cost	17,079	Grants	0
Admin Cost	1,411	Other Revenue	34,000
# of FTEs	3.06	Program #	131

Additional Data



Section corners provide the framework for all land transactions and the basis for the parcel database and all mapping done within the county. The establishment and maintenance of these section corners is critical to ensuring that owners' property rights are preserved and protected.

There are approximately 1250 section corners in the county.

FIGURE 72 - VERIFIED PUBLIC LAND SURVEY SYSTEM SECTION CORNERS

Resident Survey – Employee Performance

CITIZEN RATING OF EMPLOYEES

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

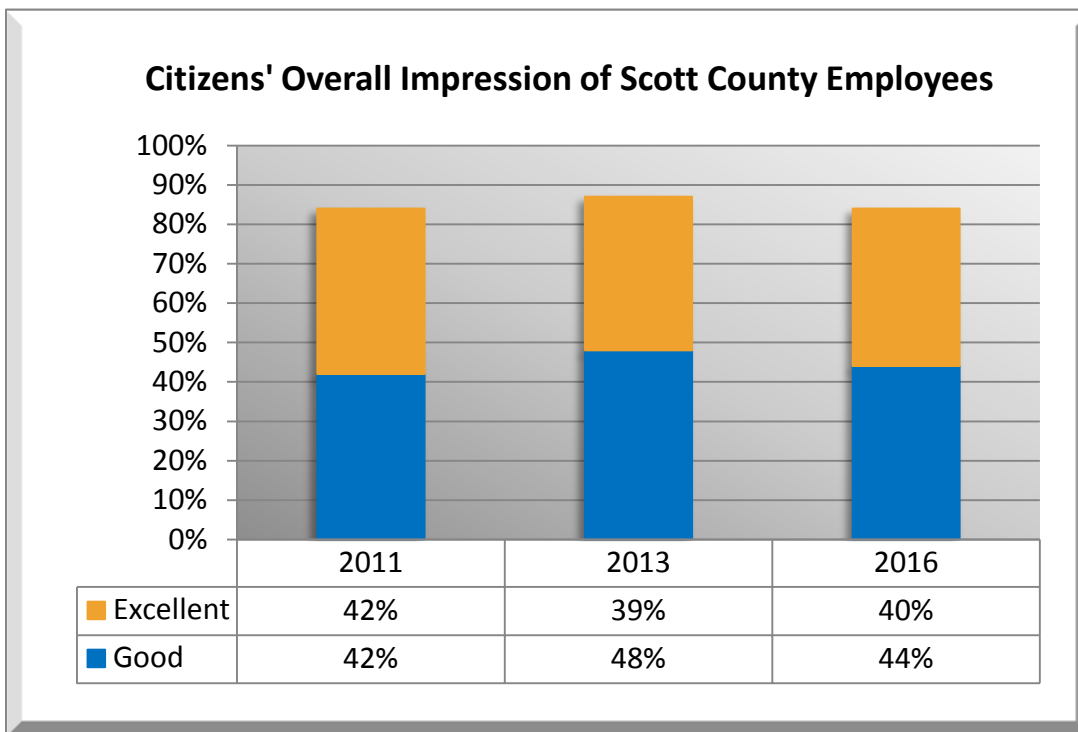


FIGURE 73 - CITIZEN RATING OF EMPLOYEES



How are we doing?

The overall impression of County employees has remained stable for the last three survey periods. Rated on a scale of poor to excellent, the county ratings are all above “good” (higher than 67 on a scale of 0-100) and are much higher than other counties across the country.



What influences this?

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

CITIZEN RATING OF EMPLOYEES



What is the County's role?

Counties are service organizations that predominantly serve as administrative and service arms of the State. Many state programs and mandates are delivered to citizens through county employees. County government touches the lives of all residents through a wide array of services generating Safe, Healthy, and Livable communities. Approximately 72 percent of the county operating budget is for staff cost. One measure of the quality of their work is the perception of residents in the areas of knowledge, courtesy, and responsiveness.



PBB Cost *	2017		2017
Total Cost	165,532	Total Revenue	0
Direct Cost	165,532	Levy	165,532
Personnel Cost	146,043	Fees	0
Non Personnel Cost	19,489	Grants	0
Admin Cost	0	Other Revenue	0
# of FTEs	0.93	Program #	9019

* Employee Performance Management (Employee Relations) only

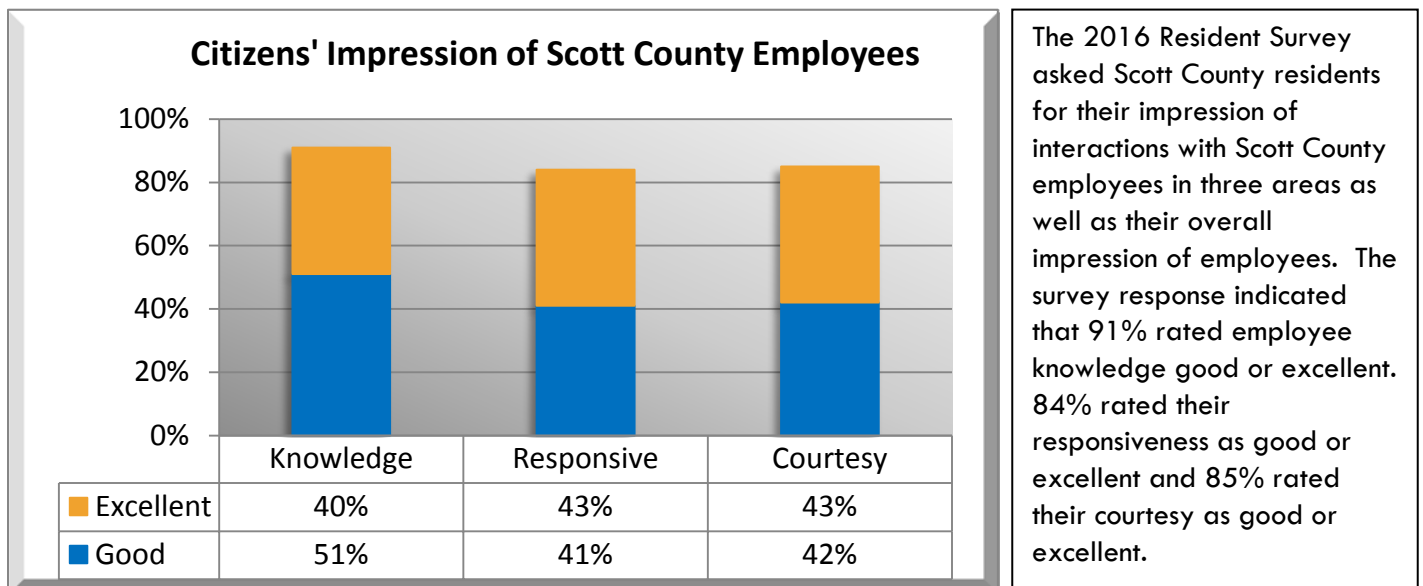


FIGURE 74 - CITIZENS' IMPRESSION OF SCOTT COUNTY EMPLOYEES

County Surveyor - Land Records

TIMELY DOCUMENT RECORDING

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

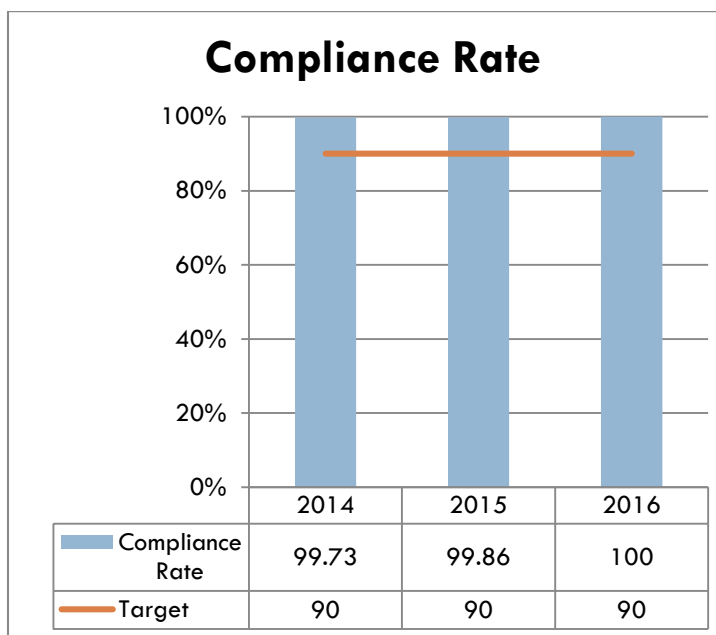


FIGURE 75 – LAND RECORDS DOCUMENT COMPLIANCE RATE

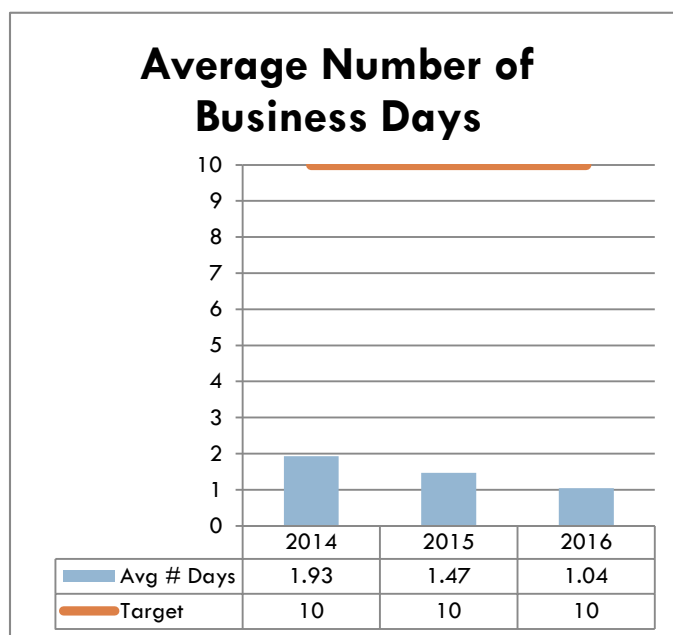


FIGURE 76 – LAND RECORDS DOCUMENT PROCESSING TIME



How are we doing?

Since implementing a new recording system, the County is maintaining a near-100 percent compliance rate using a reduced number of staff.



What influences this?

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

TIMELY DOCUMENT RECORDING



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	468,226	Total Revenue	882,000
Direct Cost	466,312	Levy	(417,603)
Personnel Cost	409,401	Fees	1,200,000
Non Personnel Cost	56,911	Grants	0
Admin Cost	1,914	Other Revenue	(318,000)
# of FTEs	5.09	Program #	110

Capital Investments Pay Big Dividends !!!



Land Records New RecordEase Software

- Purchased new RecordEase Software and went live July of 2014
- Through the RecordEase Software we can electronically record through a public web portal over 45 different document types. Prior to the RecordEase implementation in 2014 we were only able to electronically record 9 different document types.
- In 2013, it took 2,378 man hours to electronically record 9,512 documents. In 2016, it took 1020 man hours to electronically record 12,239 documents.
- The efficiencies gained utilizing RecordEase allows county staff to process documents more efficiently and accurately. This allows Lands Records Staff to manage the Passport Office as well as assisting other departments (Taxation, Elections, and Customer Service & Building Inspections) during peak times.

Resident Survey – Service Quality

CITIZEN RATING OF SERVICE QUALITY

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

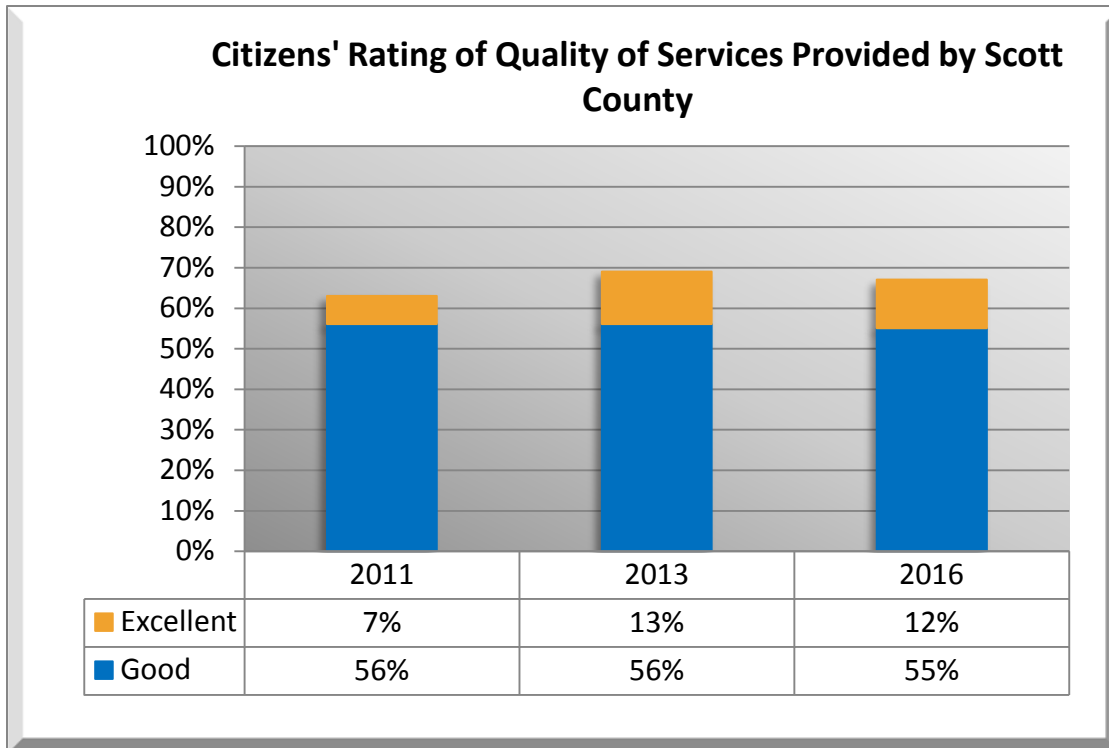


FIGURE 77 - CITIZEN RATING OF SERVICE QUALITY



How are we doing?

Overall impression of county employees has remained stable for the last three survey periods. On a 100 point scale the residents rate the service quality as “good” and similar to comparable jurisdictions. 67 percent of residents surveyed in 2016 rated service quality as good or excellent.



What influences this?

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

CITIZEN RATING OF SERVICE QUALITY



What is the County's role?

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



PBB Cost *	2017		2017
Total Cost	173,924	Total Revenue	0
Direct Cost	173,924	Levy	173,924
Personnel Cost	139,023	Fees	0
Non Personnel Cost	34,901	Grants	0
Admin Cost	0	Other Revenue	0
# of FTEs	1.18	Program #	9024

* Employee Training & Development (Employee Relations) only



Employee Relations – Workforce Planning

STAFF TURNOVER RATE

Scott County seeks to be an employer of choice, a destination employer for qualified, competent, and motivated public servants. Tenure and turnover can be indicators of our organizational knowledge level. As individuals work somewhere for an extended period of time they are exposed to processes, systems of work, and create networks with others, which lead to efficient and dependable service.

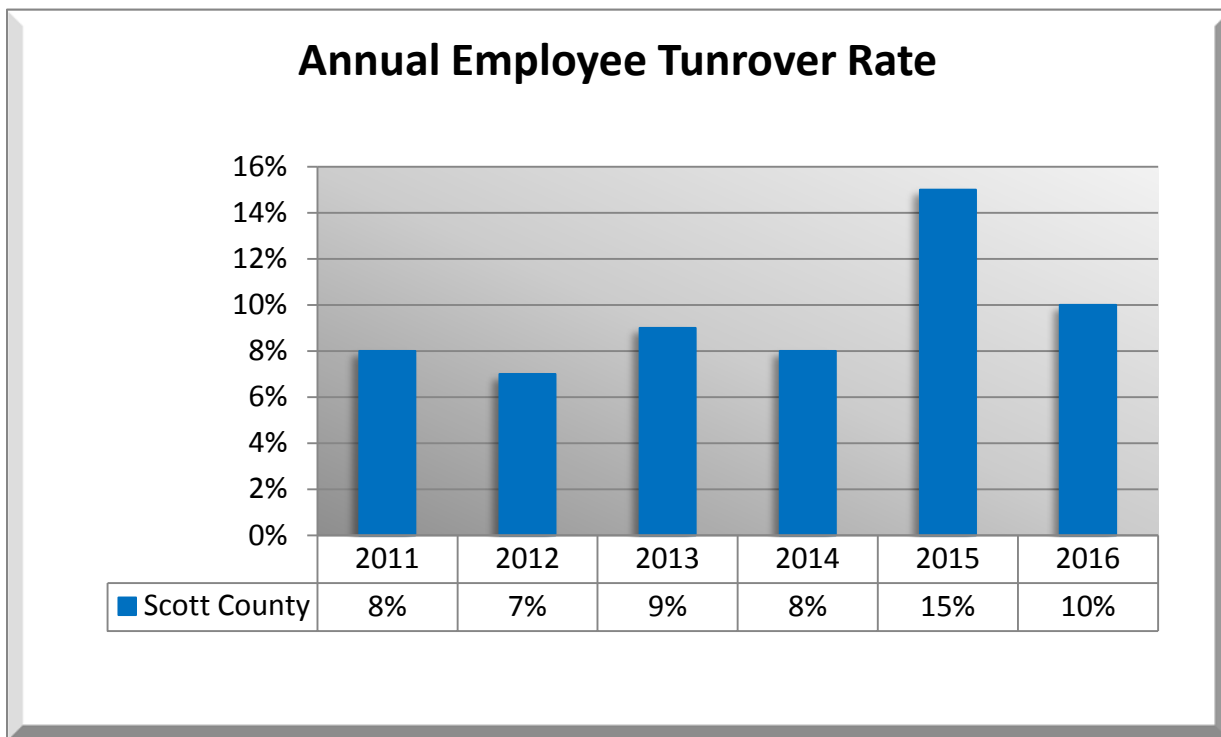


FIGURE 78 - STAFF TURNOVER RATE



How are we doing?

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



What influences this?

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

STAFF TURNOVER RATE

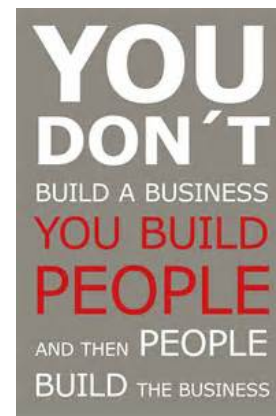


What is the County's role?

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

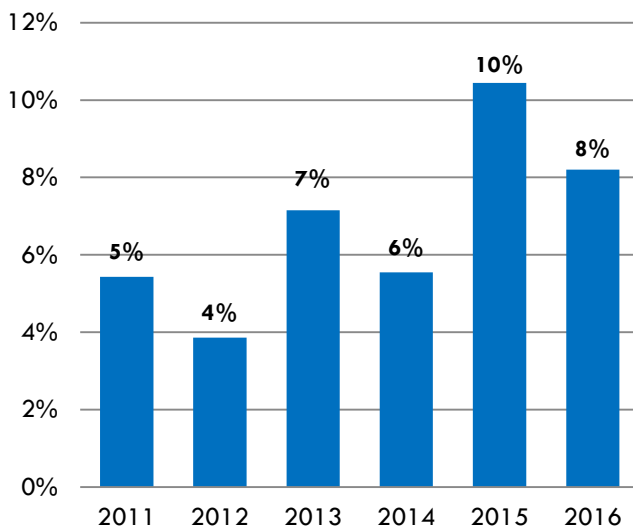


PBB Cost	2017		2017
Total Cost	199,179	Total Revenue	0
Direct Cost	199,179	Levy	199,179
Personnel Cost	187,194	Fees	0
Non Personnel Cost	11,985	Grants	0
Admin Cost	0	Other Revenue	0
# of FTEs	1.52	Program #	9023



Supporting Data

Separation Rate



Retirement Rate

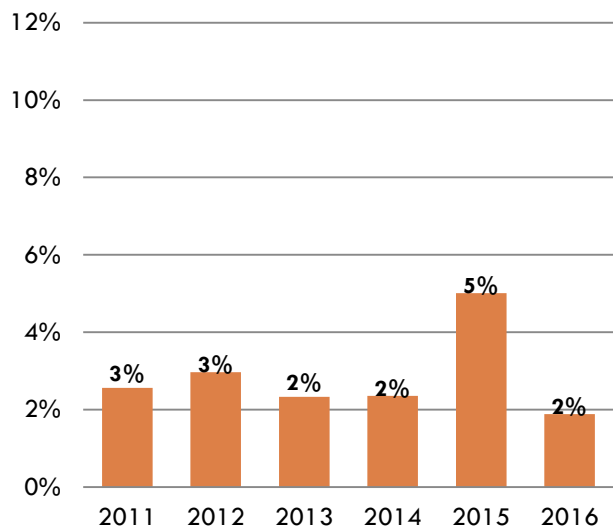


FIGURE 79 - SEPARATION AND RETIREMENT RATE

RESPONSIBLE – THROUGH FISCAL RESPONSIBILITY

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

- Maintains taxes at a level that meets the objectives outlined in short- and long-term plans.
- Is transparent regarding budgets and spending.
- Balances regulations with individual goals.

Why is it important?



Government must operate for the benefit of the people served – all county residents. Citizens approve the collection of taxes and the use of public funds through the officials they elect. It is the responsibility of government to be accountable for those funds by:

- Fair and equitable allocation of taxes owed
- Reliable and accurate election system
- Maintained county facilities and assets
- Demonstrated full value for dollars spent

When the County is transparent in operations, seeks and uses information from residents, and communicates information residents want in a way that is understandable and useful then stable, productive county government is achieved and valued by residents. Residents will recognize the value of services for taxes paid.



County Displays Fiscal Responsibility

COUNTY RECEIVES MILLIONS IN FEDERAL TRANSPORTATION GRANTS

The U.S. Transportation Department has awarded \$17.7 million in funding for the Highways 169 and 41 intersection project.

The Transportation Investment Generating Economic Recovery (TIGER) Grant for Scott County's project will help fund the intersection, which county officials say is the site for a disproportionate number of crashes and significant congestion. The new intersection will enhance safety, move commuters and freight faster, and promote rural, industrial development, highway officials say.

The highly competitive TIGER grant program supports innovative transportation projects, including multi-modal and multi-jurisdictional projects, which are difficult to fund through traditional federal programs. The project was one of 40 selected from a pool of 585 applications nationwide, according to federal officials. Since 2009, Congress has dedicated nearly \$4.6 billion for seven rounds of TIGER to fund projects that have a significant impact on the nation's transportation system.

The estimated \$56.1 million project will also include frontage roads along Highway 169 between Highway 41 and County Road 14. An overpass over Highway 169 will also be constructed at CSAH 14 to connect the frontage road system. The project will be paid for using federal, state, local, and private funding. In January 2016, Scott County was awarded a \$10 million grant from the Minnesota Department of Transportation, in partnership with the state Department of Employment and Economic Development (DEED). In late 2014, the project was awarded \$7.5 million in federal funding from a Regional Solicitation Grant. Scott County officials say they expect a little more than \$1 million to come from private sector donors. The remainder of the funding will come from the Scott County transportation tax and the state.

Scott County officials have moved towards a final design of a diverging diamond for the 169 and 41 intersection. The Minnesota Department of Transportation claims such intersections cut traffic delays up to 60 percent, improve safety by eliminating normal intersection conflict points, and provide better traffic operations. The design is a recent and growing interchange method in the region. Diverging diamonds were first introduced to the nation in Missouri in 2009.

Scott County Commissioner Jon Ulrich, a longtime transportation advocate and current Chair of the 169 Corridor Coalition, lauded the concerted efforts of Senators Klobuchar and Franken, Representative John Kline, Commissioner Michael Beard, "and our highly professional staff that worked diligently on putting together an application worthy of a federal award."



Fleet – Maintenance

FLEET

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

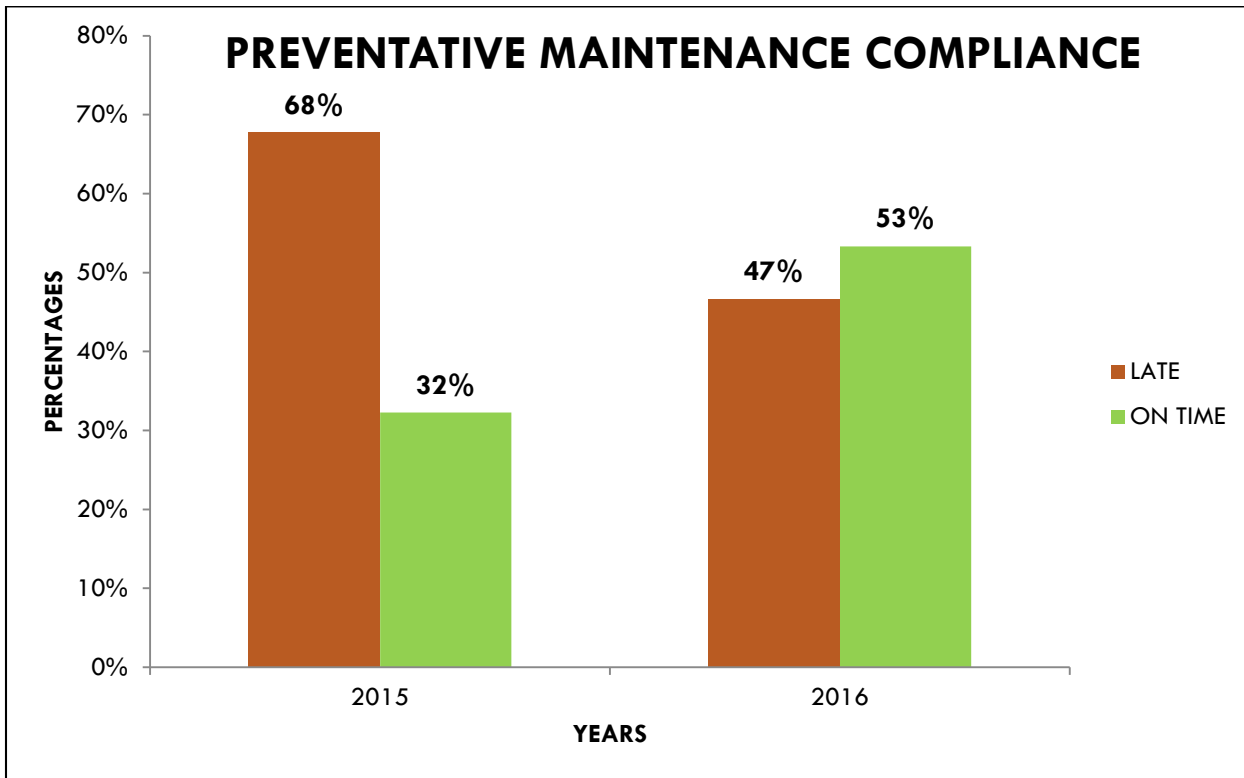


FIGURE 80 – PREVENTATIVE MAINTENANCE



How are we doing?

On time maintenance is defined as no later than the manufacturers' recommended schedule. This measure has only been tracked for two years. Between 2015 and 2016 the County increased its "on time" preventative maintenance by just over 20 percent. The target is 95 percent compliance. A new software system has increased performance that will be reflected in 2017 data.



What influences this?

Factors that impact compliance with the preventative maintenance schedule are both internal to the department and external. Internal factors include data accuracy appropriate staffing, space, and available parts. External users have to make the vehicles available on time. Issues for them include scheduling and down time. Incorrect use of the software system caused under reporting for 2016.

FLEET – PREVENTATIVE MAINTENANCE



What is the County's role?

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



PBB Cost	2017		2017
Total Cost	414,799	Total Revenue	413,156
Direct Cost	413,156	Levy	127,176
Personnel Cost	247,275	Fees	285,980
Non Personnel Cost	165,881	Grants	0
Admin Cost	1,643	Other Revenue	0
# of FTEs	2.71	Program #	9012

Additional information is needed to achieve the goal of reducing downtime that produces an inefficient workforce and increasing preventative maintenance to increase the useful life of the fleet. Staff are tracking the delay hours and cause. Data allows them to target actions that increase efficiency.

Additional Data: Delay Hours on Work Orders

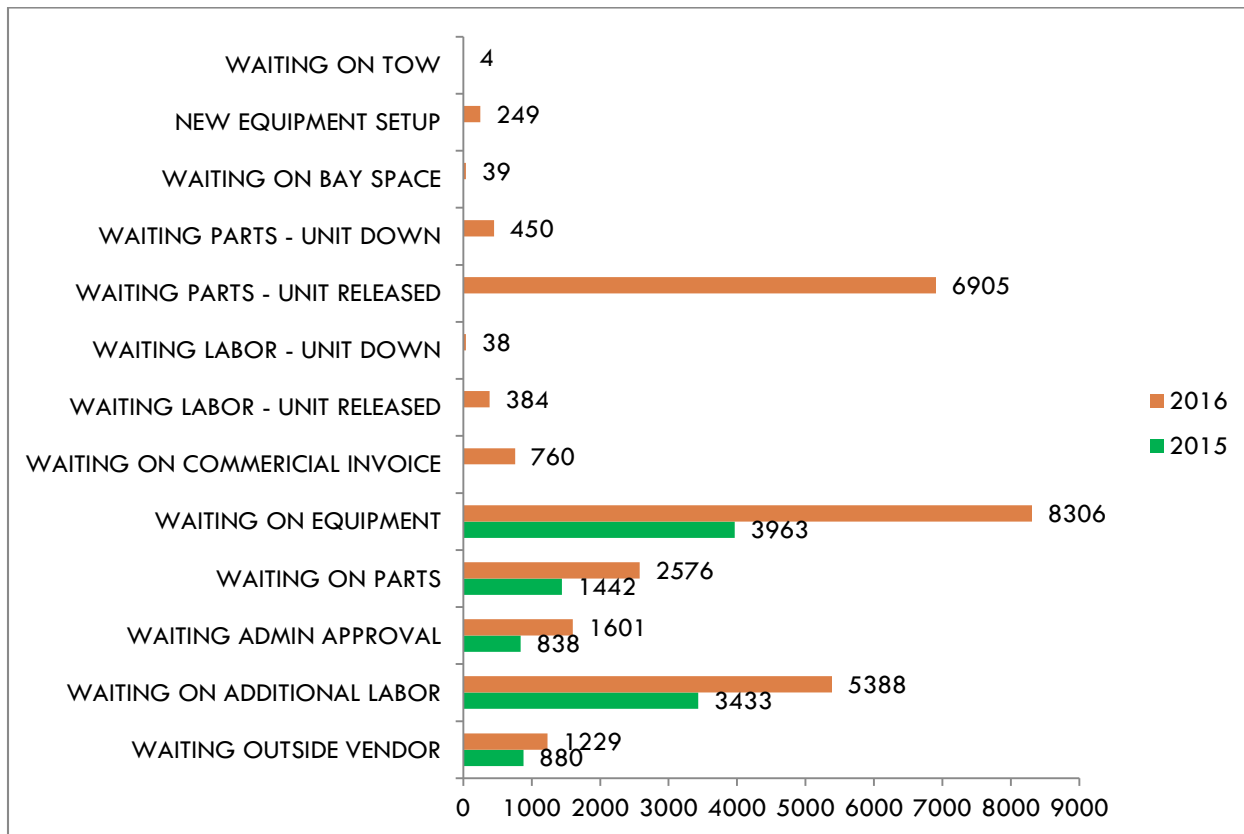


FIGURE 81 - DELAY HOURS ON WORK ORDERS

Property & Taxation - Assessment

SALES RATIO

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



FIGURE 82 - SALES RATIO FOR RESIDENTIAL & COMMERCIAL PROPERTIES



How are we doing?

Since 2008, both residential and commercial/industrial assessments have fallen within the allowable range.



What influences this?

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

SALES RATIO



What is the County's role?

The County is responsible to assess the value of property for taxing purposes and to assure property is classified appropriately.



Assessment of property values determines the share of levy each owner pays. It is a complicated process and important that citizens be able to question and to trust that their assessment is fair. This is a new measure to gain the perceptions of taxpayers regarding the informal process of working with county staff to review the validity and accuracy of their initial assessment. The goal of staff is to provide clear respectful interactions and information so citizens feel heard and that it is a fair process even if the outcome isn't the one they are seeking.

PBB Cost	2017		2017
Total Cost	902,968	Total Revenue	819,914
Direct Cost	841,637	Levy	(39,609)
Personnel Cost	814,089	Fees	819,914
Non Personnel Cost	27,548	Grants	0
Admin Cost	61,331	Other Revenue	0
# of FTEs	8.30	Program #	136

Additional Data

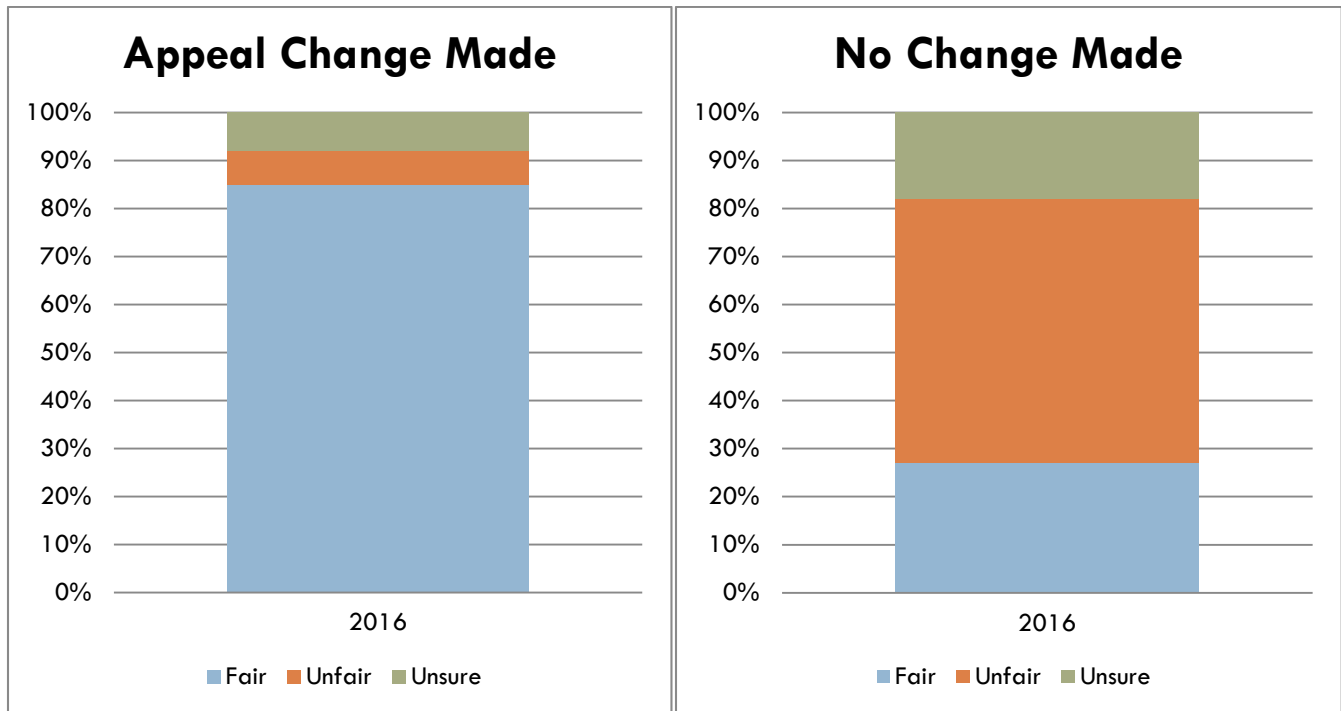


FIGURE 83 – ASSESSMENT APPEALS

Elections – Election Administration

VOTES READ ACCURATELY

The County is responsible for assuring citizens they can be confident in the integrity of the election process that determines who represents them in federal, state, and local governing bodies.

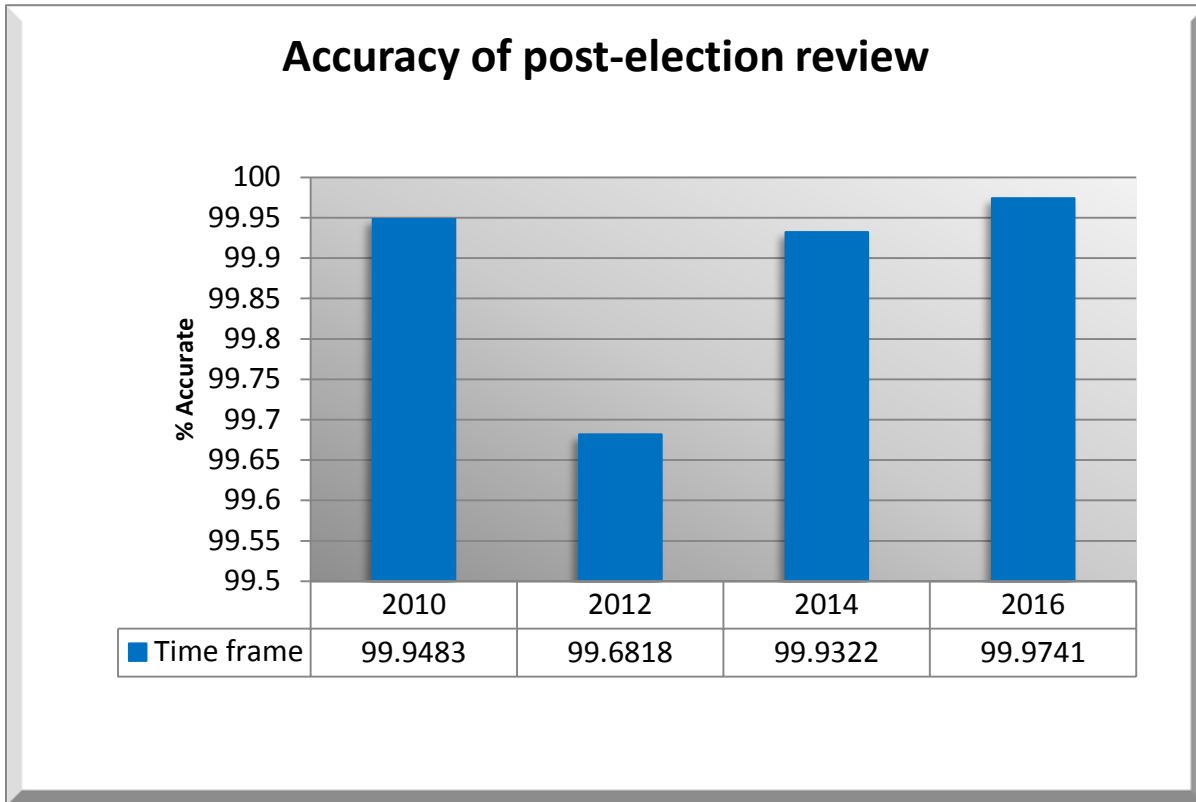


FIGURE 84 - VOTES READ ACCURATELY



How are we doing?

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



What influences this?

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

VOTES READ ACCURATELY



What is the County's role?

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



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



In 2015 the County purchased new election equipment to replace equipment used since 2001. The life expectancy of election equipment is approximately 12 years and during the 2012 Presidential Election it was apparent new equipment was needed, as numerous ballots jams and misreads occurred while using the failing outdated tabulators.

The new equipment was first used in the November 2015 City and School District Elections with full implementation county-wide in the 2016 State Primary and General Elections.

The equipment:

- Accepts ballots in seconds and stores 2000 ballots
- High speed, scanning 30 ballots/minute
- Results transmitted directly from precincts
- Faster result reporting to the public

Elections – Voter Administration

ACCURATE VOTER REGISTRATION

Credibility of the election process is dependent on the accuracy of registered voter records. It is important that eligible voters registering to vote be entered correctly.

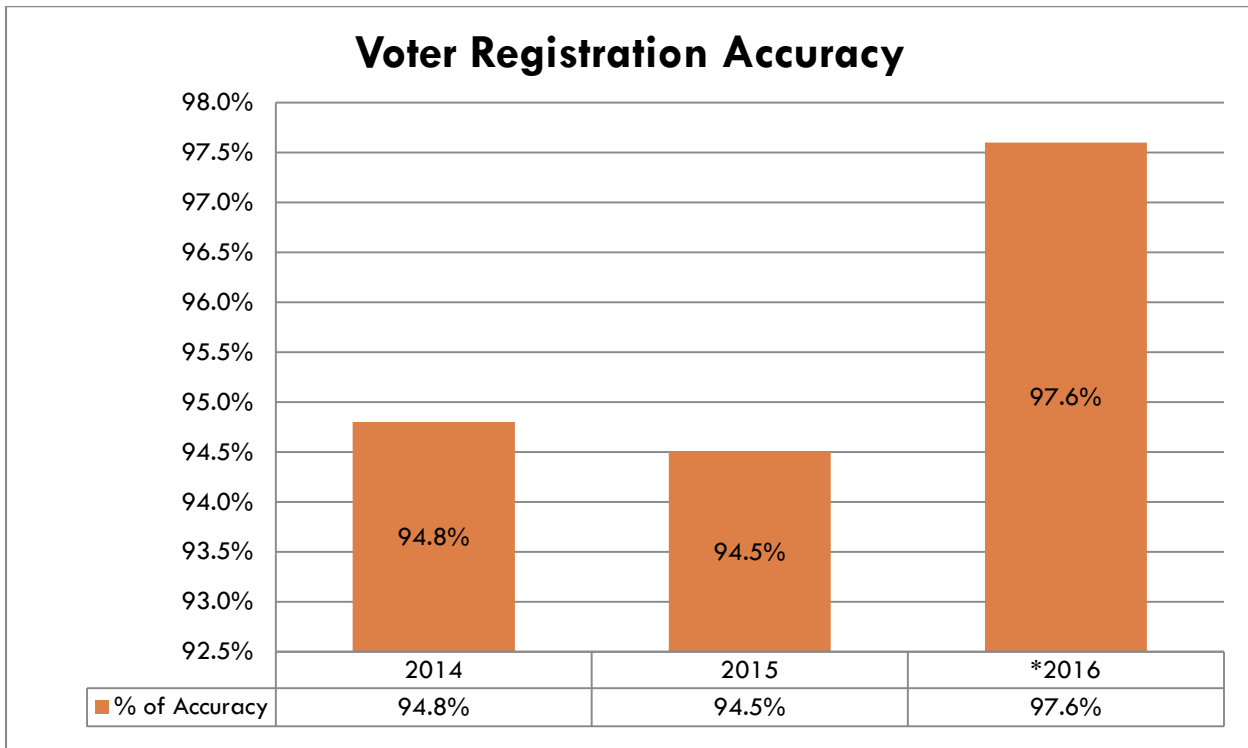


FIGURE 85 - ACCURATE VOTER REGISTRATION



How are we doing?

The accuracy rate for new registrations increased in 2016 to more than 97 percent. In the prior two election years, it was just under 95 percent.



What influences this?

Increased use of online registration and electronic data entry minimizes data entry errors from interpreting hand written applications.

ACCURATE VOTER REGISTRATION



What is the County's role?

The county is responsible for maintaining the roll of registered voters within the county. Staff maintains, validates, and updates all eligible voter registrations.



PBB Cost	2017		2017
Total Cost	29,750	Total Revenue	0
Direct Cost	29,628	Levy	29,507
Personnel Cost	28,928	Fees	0
Non Personnel Cost	700	Grants	0
Admin Cost	122	Other Revenue	0
# of FTEs	0.29	Program #	42

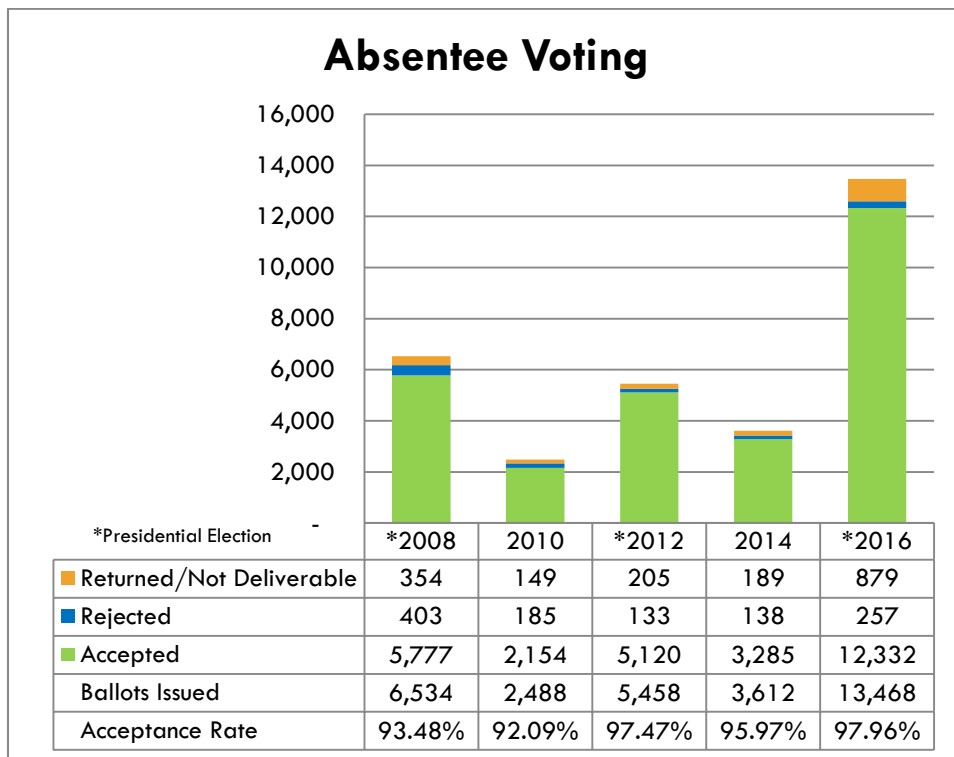


FIGURE 86 - ABSENTEE VOTING

Minnesota has one of the highest voter turnout rates in the country. Absentee voting is a critical program that allows voters to be able to vote at a time that meets their needs. Voter turnout, including absentee voting is highest in presidential election years. Changes in statute making absentee voting easier had a substantial impact on the number of voters exercising that option in 2016. Since the County office is the only location for voters in Scott County to access an absentee ballot this change presented a challenge for staff.

Resident Survey – Service Value

CITIZEN RATING OF VALUE FOR TAXES PAID

Residents expect high level of service from county programs that are funded through taxes paid to Scott County. It is the responsibility of local governments to monitor the satisfaction of its customer with the services they provide. To keep the support of its constituents, the County must show that they are responsible with the tax monies collected and are providing valuable services to the community. Taxpayers must be confident that the County is being responsible with their taxpayer dollars. Periodically the County conducts a survey of resident’s opinions.

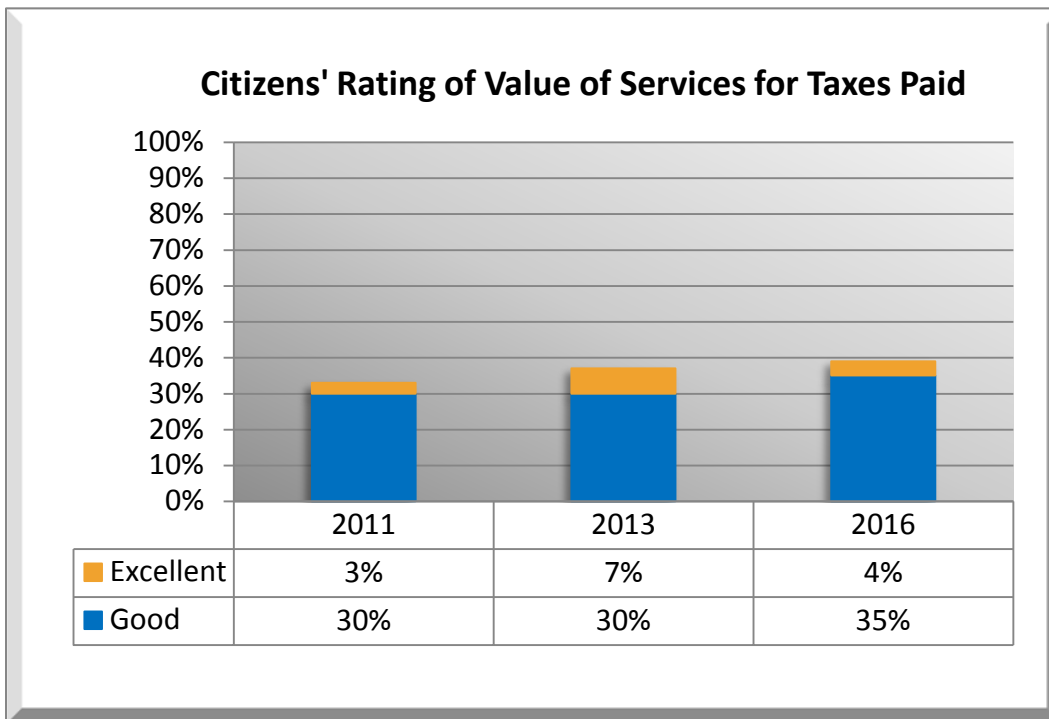


FIGURE 87 - CITIZEN RATING OF VALUE FOR TAXES PAID



How are we doing?

Resident ratings have been consistent over the past three survey periods. On a scale of 0=poor and 100=excellent Scott County residents rate the value of services for the taxes paid in the low to mid 40’s reflecting a low satisfaction with value for cost. The County ranks lower than other counties in Minnesota and much below similar government agencies nationally. In 2016 only 4 percent of residents rated the value for cost as excellent and 35 percent chose a rating of good, slightly above the ratings in 2011 and 2013.



What influences this?

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

CITIZEN RATING OF VALUE FOR TAXES PAID



What is the County's role?

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



PBB Cost*	2017		2017
Total Cost	532,552	Total Revenue	0
Direct Cost	503,655	Levy	474,758
Personnel Cost	139,274	Fees	0
Non Personnel Cost	364,381	Grants	0
Admin Cost	28,897	Other Revenue	0
# of FTEs	1.00	Program #	9036

* Finance – budgeting services (Office of Management & Budget) only

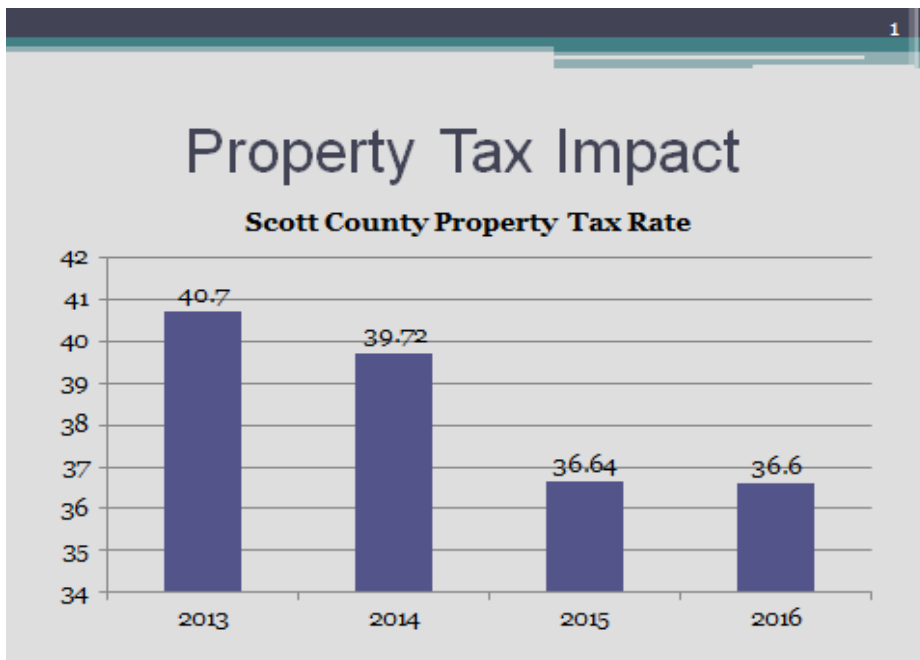


FIGURE 88 - PROPERTY TAX IMPACT

Since 2013 the County tax rate has declined annually minimizing the cost of inflation to taxpayers. The contrast between value perception and efficient budget management is an issue to be addressed through increased focus on transparency. The County provides information citizens want yet the Resident Survey indicates the information may not be understandably tied to programs that serve citizens or enhance the quality of life for all and that produce the desired outcomes.

Finance – Accounting Services

BOND RATING

A credit (bond) rating is an assessment of an entity's ability to pay its financial obligations. These credit ratings usually appear in the form of alphabetical letter grades (for example, 'AAA' and 'BAA3') and are intended to give you an estimation of the relative level of credit risk of a bond, a company or government as a whole.

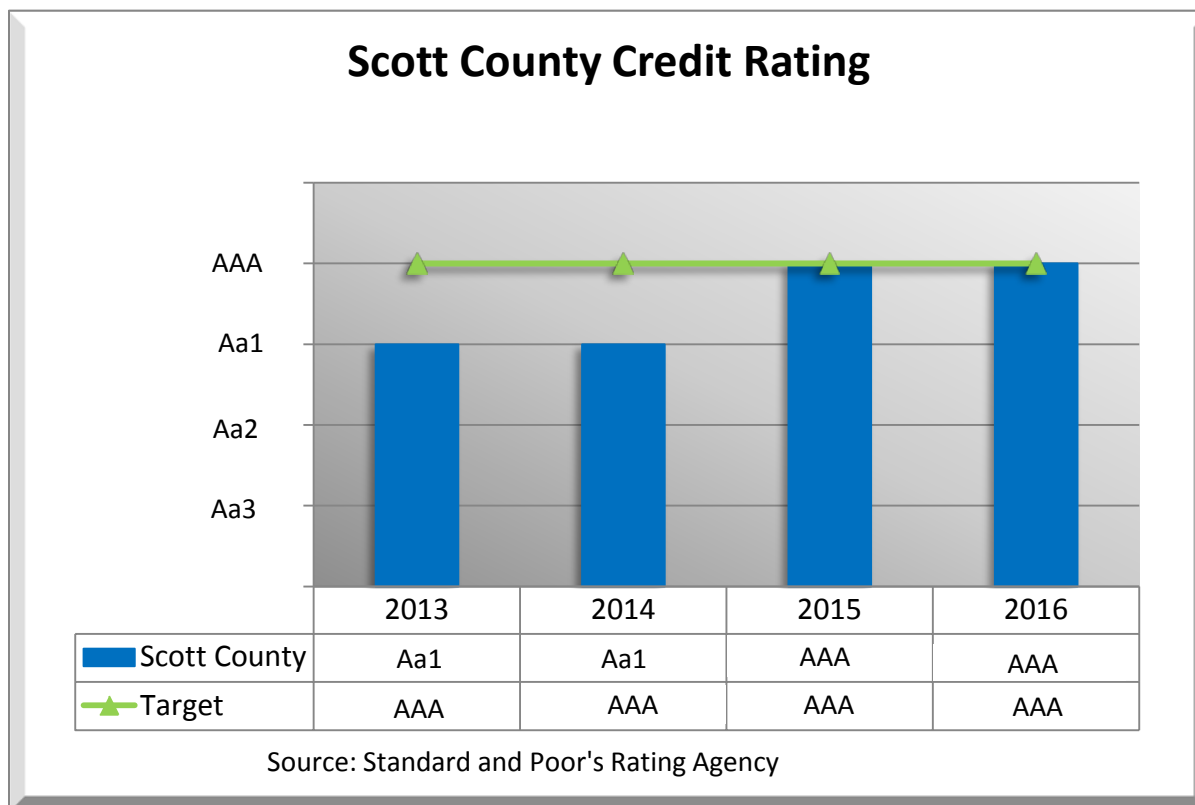


FIGURE 89 - BOND RATING



How are we doing?

Scott County has achieved the highest rating possible. Only seven other Minnesota counties have a AAA rating. With this rating the County will have less cost when it issues a new bond.



What influences this?

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

BOND RATING



What is the County's role?

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



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

Additional Information:

Scott County doesn't control all the factors that go into the rating but strong fiscal management policies and practices are key contributors to the credit ratings given.



Strategic Plan

FUTURE FOCUSED PLANNING



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

SCOTT COUNTY OBJECTIVES 2017-2023



Mental Health: Citizens will have access to an array of services to meet the needs of our community

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

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

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

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

Community Design: Advancing livability through the 2040 Comprehensive Plan

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

- A reliable transportation system to support economic development
- A community strategic plan for life-cycle housing
- Efforts that encourage healthy and active lifestyles
- Complete asset management and maintenance plans
- Support of development while protecting and managing the County's rural character, open space and natural environment



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



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

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



Develop and implement a community strategic plan through engagement in the 50x30 public/private partnership to prepare children for success in school.

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

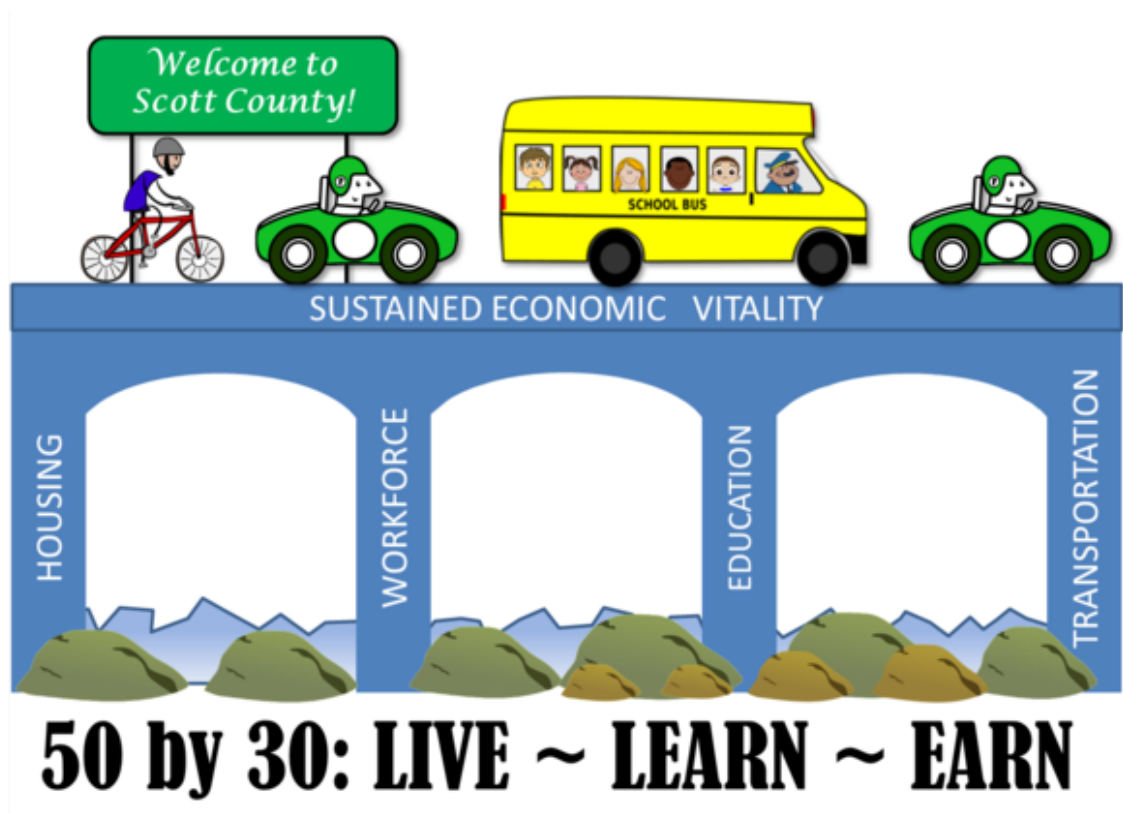
Responsible Government: Providing accountable, innovative, and efficient programs and services



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

- Increasing transparency and understanding using clear, reliable information to develop and communicate service priorities, budget decisions, and value for taxes paid
- Investing in technology so everyone can perform County business anywhere at any time
- Using space and security study recommendations for budget and service decisions
- Fulfilling the role of county government through recruiting and maintaining a quality professional workforce, enabling technology and fostering creative thinking

As strategies and implementation plans are developed, outcomes and measures will be put into place. New programs initiated will be included in future reports and held accountable for performance.



CLOSING STATEMENT

DELIVERING WHAT MATTERS

This performance report begins to make more transparent how well the County is “Delivering What Matters” and progressing toward the County goal of “Advancing Safe, Healthy, and Livable Communities.” It is an early effort with some programs at the beginning stages of establishing outcomes and key indicators of success while others are more mature and have tracked data over time.

Scott County is committed to Delivering What Matters to its citizens through providing services and programs that contribute to the County Mission. In support of this effort, the County has invested in a continuous quality improvement process that monitors progress on meeting program outcomes and report that progress to residents.

Through this effort, both County staff and residents will have better insight into what we do and why we do it, an increased understanding of the level of resources being used and how those resources are deployed.

An annual performance report is one method of providing information to residents encouraging them to hold us accountable to “ensuring the responsible and stable investment of taxpayer dollars and communicating its value to the public.”





APPENDIX: LIST OF FIGURES

FIGURES BY OUTCOME

SAFE – SAFETY NET FOR INDIVIDUALS

Figure 1 - Timeliness of Initial Contact With Children	18
Figure 2 - Number of Initiated Child Maltreatment Assessments and Investigations	19
Figure 3 - Children in Foster Care Placed with Relatives	20
Figure 4 - Total Children in Out of Home Placement Annually	21
Figure 5 - Children Reunited within 12 Months of Placement	22
Figure 6 - Out of Home Placement	23
Figure 7 - Children Adopted within 24 Months of Placement	24
Figure 8 - Vulnerable Adults Repeat Maltreatment.....	26
Figure 9 - Percent of Adult Protection Intake Screenings Completed within Mandated Timeframe.....	27
Figure 10 - Child Support For Families With Children Age 3 and Younger	28
Figure 11 - Child Support Dollars Distributed Annually	29
Figure 12 - Economic Assistance Self Support Index	30
Figure 13 - Economic Assistance Applications Processed in a Timely Manner.....	32
Figure 14 - Support Programs Cost per Capita	33
Figure 15 - 911 Call Response Time	34
Figure 16 - Patrol Response Time	36

SAFE - COMMUNITY PROTECTION

Figure 17 - Offenders Successfully Discharged From Probation	40
Figure 18 - Supervision Staff Accuracy of Assessments.....	41
Figure 19 - Offenders Remaining Free of New Convictions	42
Figure 20 - Children Immunized	44
Figure 21 - Uninsured Children Attending Immunization Clinic.....	45
Figure 22 - Recycling Rates.....	46
Figure 23 - Septic System Compliance	48
Figure 24 - Replacement Assistance	49
Figure 25 - System Vehicle Crashes	50
Figure 26 - Crash Rates Before/After Infrastructure Improvement.....	51
Figure 27 - Snow & Ice Removal.....	52
Figure 28 - Administrative Law Enforcement Response	54
Figure 29 - Factors for Fatal & Serious-Injury Crashes.....	56
Figure 30 - Number of Recreation Safety Incidents.....	57

HEALTHY - INDIVIDUAL HEALTH IS SUPPORTED

Figure 31 - Repeat Chemical Use Pre-Petition Screenings.....	60
Figure 32 - Repeat Chemical Dependency Assessments.....	62
Figure 33 - Adult Mental Health Level of Care Utilization System (LOCUS) Scores	64
Figure 34 - Adult Mental Repeat Repetition Screenings.....	66
Figure 35 - Department of Human Service Cost Report Data.....	67
Figure 36 - Improved Child Mental Health	68
Figure 37 - Percent of Clients who Receive a Face-to-Face Meeting within 10 Days of Service Request.....	69

Figure 38 - Developmental Disabilities: Personal Care Plan Developed	70
Figure 39 - Health programs cost per capita.....	71
Figure 40 - Family Home Visiting.....	72
Figure 41 - Building Code Effectiveness.....	74
HEALTHY - HEALTHY OPTIONS FOR CITIZENS	
Figure 42 - Student Mental Health Improvement.....	78
Figure 43 - Improved Mental Health	80
Figure 44 - % of Assessments and Evaluations Completed within 30 Days of Last Client Contact	81
Figure 45 - Food Support Applications Processed Timely	82
Figure 46 - Number of SNAP Food Support Participants.....	83
Figure 47 - On Time Transit	84
Figure 48 - Smartlink Medical Trips.....	85
Figure 49 - Water Quality Trends	86
Figure 50 - Percent of Water Test Kit Results with Nitrate Concentrations Exceeding the Drinking Water Standard...	87
Figure 51 - Inmate Health Care on Release	88
LIVABLE - MOBILITY & RECREATIONAL OPTIONS	
Figure 52 - Annual Visits.....	92
Figure 53 - Satisfaction with Upkeep/Maintenance	93
Figure 54 - Citizens' Rating of Parks.....	94
Figure 55 - Satisfaction with Quality of Service.....	95
Figure 56 - County Highway 42 Peak Hour Travel Speeds.....	96
Figure 57 - Number of Turnlanes Installed through Developments	97
Figure 58 - Surface Condition of County Roads.....	98
Figure 59 - Average County Pavement Condition Index	99
Figure 60 - Smartlink Denial Percentage/On-Time Performance	100
Figure 61 - Performed Trips and Denied Trips	101
Figure 62 - Plat Change for Infrastructure/Environment.....	102
LIVABLE - OPPORTUNITIES FOR CULTURE, LEISURE, & LIFELONG DEVELOPMENT	
Figure 63 - Citizens' Rating of Libraries.....	106
Figure 64 - Annual Circulation of Library Collection.....	107
Figure 65 - Active Library Use	108
Figure 66 - County Residents by Library Activity Status.....	109
Figure 67 - Child Centered Library Program Attendance.....	110
Figure 68 - Early Literacy Survey	111
Figure 69 - Livable Wage Jobs Created.....	112
Figure 70 - Jobs to Household Balance	113
RESPONSIBLE - THROUGH SERVICES TO CITIZENS	
Figure 71 - Process Times for Plat Reviews.....	116
Figure 72 - Verified Public Land Survey System Section Corners.....	117
Figure 73 - Citizen Rating of Employees.....	118
Figure 74 - Citizens' Impression of Scott County Employees	119
Figure 75 - Land Records Document Compliance Rate.....	120
Figure 76 - Land Records Document Processing Time	120
Figure 77 - Citizen Rating of Service Quality	122
Figure 78 - Staff Turnover Rate	124
Figure 79 - Separation and Retirement Rate	125

RESPONSIBLE - THROUGH FISCAL RESPONSIBILITY

Figure 80 - Preventative Maintenance..... 128
Figure 81 - Delay Hours on Work Orders 129
Figure 82 - Sales Ratio for Residential & Commercial Properties..... 130
Figure 83 - Assessment Appeals..... 131
Figure 84 - Votes Read Accurately 132
Figure 85 - Accurate Voter Registration..... 134
Figure 86 - Absentee Voting..... 135
Figure 87 - Citizen Rating of Value for Taxes Paid..... 136
Figure 88 - Property Tax Impact 137
Figure 89 - Bond Rating..... 138