

Human Services Performance Management System

Human Services Performance Council
December 2014

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Minnesota Department of **Human Services**

Legislative Report

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Minnesota Department of **Human Services**

Legislative Report

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I. Executive Summary

In 2013, the state legislature authorized the Department of Human Services (DHS) commissioner to implement a Human Services Performance Management system for essential human services. The mission of the Performance Management system is to improve outcomes for people through creativity, flexibility, accountability, collaboration, and performance management.

Initial performance data issued; more measures in development

Beginning in April of 2014, the Human Services Performance Council and the Performance Management team identified, implemented, and delivered baseline performance data to counties on an initial set of nine performance measures.

Measures do not currently exist for two outcomes, but are in development. The areas in which these measures will apply are adult protective services, adult mental health, and health care.

Performance thresholds to be published; accountability begins in 2015

The Council convened thresholds workgroups in the fall of 2014 to clarify and adjust the initial thresholds recommended by the steering committee. The thresholds for the current performance measures will be published in early 2015. Counties will be held accountable to those thresholds in 2015.

The workgroups are also developing methods for identifying and addressing racial and ethnic disparities and situations where small numbers cause significant fluctuation in county data from year to year.

Technical assistance and training plan in development; counties will be surveyed

In late 2014, the Performance Management team began working with a key group of stakeholders to develop a survey to counties to determine current technical assistance available and county technical assistance needs, and to set priorities for future development in this area. Results of the survey will be published in early 2015, and will be used to develop a structure for providing technical assistance.

Remedies process to be implemented in 2015

The Council and the Performance Management team are working to develop a uniform process for implementing Performance Improvement Plans (PIPs), and creating the tools and forms needed to manage the PIP process. The team will issue more information on the remedies process in the first quarter of 2015.

The 2015 individual county reports will identify the counties that will be subject to a PIP, and will include baseline data for any new system measures. Counties will not be subject to PIPs on any new measures until 2016.

County performance

While performance on the nine measures varied across counties, overall no one county was doing poorly on all measures using the current federal or state standard as a yardstick for good performance. On the other hand, all counties had some room for improvement in at least one area.

Recommendations

The Council is pleased with the development of the system to date. Goals for 2015 include:

- Pursue legislative changes to clarify the term “standard.” The Council recommends using the term “threshold” in place of “standard.”
- Identify methods for addressing racial and ethnic disparities.
- Adopt new measures in the areas of mental health and adult protection, and continue work on health and long-term care measures.
- Develop a structure for providing technical assistance and training to counties.
- Implement all components of the remedies process.

Because the Performance Management system is still in development, there are no other recommendations other than to continue the development as laid out in other parts of the report.

II. Legislation

This Legislative Report is mandated by Minnesota Statutes, section 402A.16, subdivision 2 (10):

MINN. STAT. 402A.16 (2013); Subd. 2. Duties.

The Human Services Performance Council shall:

(10) submit an annual report to the legislature and the commissioner, which includes a comprehensive report on the performance of individual counties or service delivery authorities as it relates to system measures; a list of counties or service delivery authorities that have been required to create performance improvement plans and the areas identified for improvement as part of the remedies process; a summary of performance improvement training and technical assistance activities offered to the county personnel by the department; recommendations on administrative rules or state statutes that could be repealed in order to improve service delivery; recommendations for system improvements, including updates to system outcomes, measures, and standards; and a response from the commissioner.

III. Introduction

This report was prepared in response to a mandate under Minnesota Statutes, section 402A.16, subdivision 2(10). This report includes background information to familiarize the reader with the Human Services Performance Management system along with information on Performance Management system outcomes, measures, and standards¹ or thresholds. The report also shows the results of the county performance data requested by statute. Because the Performance Management system is still in development, the report will outline progress, plans, and intentions.

The Human Services Performance Management team at the Minnesota Department of Human Services (DHS), on behalf of the Human Services Performance Council (Council), submits the report.

The 2013 Legislature authorized the Council as part of the establishment of a performance management system for human services. The work of the Council is to advise the DHS commissioner on the implementation and operation of the human services performance management system.

A list of current Council membership can be found in Appendix C.

A. Background

Minnesota's human services delivery system provides programs and services to meet the basic health, welfare, and safety needs of all Minnesotans, particularly the poor, children, people with disabilities, and the elderly. Counties, tribal governments, and lead agencies, deliver these services in partnership with the Minnesota Department of Human Services (DHS).

In 2013, the state legislature authorized the DHS commissioner to implement a Human Services Performance Management system for essential human services as described in Minnesota State Statute. This system would include the performance measures and thresholds, which are consistent with the recommendations of the Steering Committee on Performance and Outcome Reforms (Steering Committee) in the December 2012 report to the legislature.

¹ To clarify understanding, the Council recommends using the term "threshold" in place of "standard."

IV. Implementing the System

Implementation of the Performance Management system will occur in four key phases: 1) development; 2) growth; 3) expansion; and 4) management.

The first phase is the **development phase**. Activities in the development phase began in 2014; the Performance Management team expects this phase to last one to two years.

Year one accomplishments include:

- Appointment of Council members, hiring Performance Management system staff, and development of Performance Management system mission, vision, values, and strategies for implementation (see Appendix D for more information);
- Identification, implementation, and delivery of baseline performance data to counties on the initial set of performance measures;
- Convening of workgroups to set performance thresholds; and
- Beginning of work to define technical assistance and the remedies process, to develop methods for identifying and addressing racial and ethnic disparities, and to develop additional measures.

The second phase is the **growth phase**. Starting in 2015, activities will include expanding or refining system processes as needed. Work will also begin toward developing the system's long-term strategic plan, which includes defining a comprehensive system of measures.

The third phase is the **expansion phase**. Activities in the expansion phase include updating outcomes, performance measures, and thresholds to reflect the comprehensive system of measures outlined above, using technology to provide regular and timely performance data to counties, and exploring new opportunities, relationships, and connections. This phase is expected to begin as early as 2016.

The final phase is the **management phase**, which includes systemic continuous improvement activities. This phase is expected to begin as early as 2018.

A. Outcomes and Measures

The Performance Management system assesses the delivery of human services using performance data. This analysis indicates whether programs and services are reaching their expected goals and outcomes.

Initially, the system will focus on six population outcomes and begins its implementation with nine program performance measures.

Outcome 1: Adults and children are safe and secure

- Measure: Percent of children with a maltreatment determination who do not experience a repeat maltreatment determination within six months

Outcome 2: Children have stability in their living situation

- Measure: Percent of current child support paid
- Measure: Percent of children discharged from out-of-home placement to reunification who were reunified in less than 12 months

Outcome 3: Children have the opportunity to develop to their fullest potential

- Measure: Percent of children in family foster care that were placed in a relative home
- Measure: Percent of child support cases with paternity established

Outcome 4: People are economically secure

- Measure: Percent of expedited Supplemental Nutrition Assistance Program (SNAP) applications processed within one business day
- Measure: Percent of SNAP and cash assistance applications processed timely
- Measure: Percent of open child support cases with an order established
- Measure: MFIP/DWP Self-Support Index

Outcome 5: Vulnerable adults experience a quality of life

Outcome 6: People have access to health care and receive effective services

Measures do not currently exist for outcomes five and six. Although the Steering Committee initially recommended measures for these outcomes, the Council did not move forward with those recommendations because either data were not available or responsibility for service delivery had shifted from the counties to DHS. The next section describes the measures currently under development for these outcomes.

Measure development

There are three measures currently under development:

1. The adult protective services measure in development is the percent of vulnerable adults with a substantiated or inconclusive maltreatment allegation who do not experience a subsequent substantiated or inconclusive maltreatment allegation of the same type within six months.
2. A measure for adult mental health is currently in development. In October 2014, Performance Management staff and the Council began working with DHS, counties, and community stakeholders to develop new measures.
3. A measure for health care is in the planning and discussion phase.

Counties will receive individual county reports in June 2015 with baseline performance data on any new measures. Counties will not be subject to Performance Improvement Plans (PIPs) on those measures until 2016.

B. Thresholds

Terminology

To clarify understanding, the Council recommends using the term “threshold” in place of “standard.” This is because some system measures already have a state or federally mandated standard, which defines a desired level of performance. The Performance Management system identifies minimally acceptable performance levels, or thresholds, and provides assistance to counties with the goal of improving performance.

Initial thresholds

The Steering Committee recommended using percentile rankings as an initial method of assessing county performance. The Steering Committee defined excellent performance as at or above the 90th percentile of counties, and performance triggering the remedies process as the bottom 10th percentile of counties.

Because the Steering Committee did not have the in-depth program knowledge necessary to make specific recommendations on standards or thresholds for each measure, the Steering Committee recommended that the Council convene workgroups to develop more appropriate thresholds.

Threshold workgroups

The Council convened thresholds workgroups in the fall of 2014 to clarify and adjust the initial thresholds recommended by the steering committee on eight of the nine performance measures. The workgroups were comprised of subject matter experts from the Council, counties, non-profit and provider communities, and DHS.

Following approval by the Commissioner, the new thresholds for the current performance measures will be published in 2015. Counties will be held accountable to those thresholds in 2015.

Racial and Ethnic Disparities

The DHS commissioner has the authority to determine that a county or service delivery authority does not meet the minimum performance threshold for one or more racial or ethnic subgroup for which, there is a statistically valid population size for three or more measures, even if the county or service delivery authority met the threshold for the overall population.

Under direction of the Council, the Performance Management team convened a small group of subject matter experts to develop performance thresholds for racial and ethnic disparities. The Council will finalize a methodology in early 2015.

Small Numbers

A number of counties have denominators too small for a meaningful assessment of performance. The Council has convened a workgroup to develop a methodology to assess performance where numbers are small and causes wide performance fluctuation. The Council will finalize a methodology in early 2015.

C. Technical Assistance and Training

The Performance Management system offers counties and DHS the opportunity to collaborate on strategic and targeted technical assistance and support, which promotes performance and outcome improvement.

Technical assistance may include the following:

Consultation

- Providing consultation to DHS program areas, counties, and community partners on improving performance, identifying barriers, and problem solving through organizational analysis methodologies.

Best Practices

- Researching, identifying, and sharing best practices with counties, service delivery systems, and DHS. Best practices are often defined as a set of guidelines, ethics or ideas that represent the most effective or efficient course of action.

Training

- Providing non-programmatic training or referrals to both programmatic and non-programmatic training available through DHS, the State of Minnesota, counties, community organizations and other places as needed.

Bridging and Connecting

- Providing referrals and/or assistance to develop and improve connections between and among counties, DHS business areas, and communities.

In late 2014, the Performance Management team began working with a key group of stakeholders to develop a survey to counties to assess current technical assistance and county technical assistance needs, and to set priorities for future development in this area. A report of findings will be published in early 2015, and will be used to develop a structure for providing technical assistance.

D. Remedies Process

The DHS commissioner can impose remedies if a county or service delivery authority has not achieved the minimum performance threshold for a specific performance measure. While Minnesota State Statute outlines much of the remedies process, the Performance Management team and the Council are working to make the process operational. This work includes developing a uniform process for implementing PIPs, and creating the tools and forms needed to manage the PIP process. The Performance Management team will issue more information on the remedies process in the first quarter of 2015.

In the second quarter of 2015, counties will receive individual reports, which will include performance data on the current nine measures based on the new thresholds. The 2015 report will identify the counties that will be subject to a PIP and will include baseline data for any new system measures. Counties will not be subject to PIPs on new measures until 2016.

V. County Performance

This section of the report provides information on county performance on the initial Performance Management system measures for 2014. Appendix A includes performance data for all counties and Service Delivery Authorities (SDAs) with measure narratives, maps, and data tables.

Individual county reports

In April and May 2014, the Performance Management team sent each county and service delivery authority a report, which detailed the outcomes and measures and discussed each measure's importance. The reports provided data specific to each county or service delivery authority, including current and past performance and performance compared to other counties in the same Minnesota Association of County Social Service Administrators (MACSSA) region.

While performance on the nine measures varied across counties, overall no one county was doing poorly on all measures using the current federal or state standard as a yardstick for good performance. On the other hand, all counties had some room for improvement in at least one area.

Performance on the child support measures was generally high, with most counties earning the maximum federal bonus based on their performance. For example, all counties had paternity established for 90 percent of their open Child Support cases and nearly all counties (96 percent) had a child support order established for their open child support cases.

Performance was also high for three additional measures. On the MFIP Self-Support Index, only four counties performed below their Expected Range of Performance. Eighty-six percent of the counties met the federal performance standard for the percent of children with a maltreatment determination with a subsequent determination within six months. Eighty-five percent of counties met the federal standard for the percent of children in out-of-home placement reunified within 12 months.

Counties tended to struggle more with the percent of expedited SNAP cases processed within one business day, with 14 percent of counties processing at least 80 percent of expedited SNAP applications within one business day. Counties also struggled with the percent of current child support paid where 11 percent of counties had at least 80 percent of their open Child Support cases with current payments made. Many counties, however, were very close to meeting these existing standards, particularly for the percent of current child support paid.

With the initial reports, tools were provided to help counties start thinking about how to apply the Performance Management system's outcomes and measures to their current work. The tools were intended to help counties identify areas for improvement, strategies for reaching desired outcomes, technical assistance needs, and potential barriers.

The 2015 county reports will include updated data on the current measures, data on the new measures, new thresholds, information on the remedies process, and available technical assistance.

VI. Report Recommendations

The Council is pleased with the development of the system to date. Goals for 2015 include:

- Pursue legislative changes to clarify the term “standard.” The Council recommends using the term “threshold” in place of “standard.”
- Identify methods for addressing racial and ethnic disparities.
- Adopt new measures in the areas of mental health and adult protection, and continue work on health and long-term care measures.
- Develop a structure for providing technical assistance and training to counties.
- Implement all components of the remedies process.

Because the Performance Management system is still in development, there are no other recommendations other than to continue the development as laid out in other parts of the report.



Minnesota Department of **Human Services**

December 3, 2014

Co-Chairs Toni Carter and Charles Johnson
Human Services Performance Council
C/O Minnesota Department of Human Services
P.O. Box 64997
St. Paul, MN 55164-0997

Dear Co-Chairs, Council Members and Human Services Performance Management Team:

Thank you so much for the time, effort and commitment you have demonstrated in the development and writing of this report. You are to be commended for work that comprehensively fulfills the intent of legislation. More importantly, however, is the fact that your efforts, in collaboration with the work of county partners, will assure that our human services delivery system is truly people centered and guided by measureable outcomes.


I agree with the future recommendations cited by the report on pages 5 and 13. I am particularly encouraged by, and will look forward to, the focus on identifying methods for addressing racial and ethnic disparities and the Council's continued commitment to develop and adopt new measures in the areas of mental health, adult protection, health and long-term care measures. I will encourage and support your efforts as you collaborate with groups such as the Council of Community Relations in the development of these methods and measures.

As you reference in this Legislative Report, Minnesota Statutes, section 402A.16, Subdivision 2 directs that this report addresses five areas. In my review, you have fulfilled this requirement, i.e.,

- Report on individual county or SDA performance: Pages 16 through 60 does an excellent job of summarizing each of the nine measures, including easy-to-read graphical charts and numerical tables depicting county-by-county status on each measure
- Performance Improvement Plans: Based on the data to be gathered and analyzed in 2015, I anticipate that initial plans will be developed
- Training and Technical Assistance: Again, based on the activities and findings in 2015, I support training and assistance strategies that not only utilize the expertise of DHS Administrations, but also the expertise of high performing counties who can serve in this capacity as well
- Waiver of Administrative Rules or State Statutes: As more county groups seek certification as a Service Delivery Authority (SDA), I fully expect that the Human Services Performance Council in coordination with the Redesign Council will review and recommend such changes that will improve service delivery
- System Improvements and Updates: I fully expect that outcomes, measures and thresholds will change and be modified based on what we learn from our data analysis, resulting in an improved human services delivery system

Thank you for the opportunity to read and review this report. In my capacity as the Commissioner of Minnesota's Department of Human Services, I will advocate that our elected officials continue to support the mission and objectives of the Human Services Performance Council.

Sincerely,



Lucinda E. Jesson
Commissioner

VIII. Appendix A – County Performance Data

County performance data are grouped by outcome, and descriptions of the importance and a definition for each measure are provided. Most of these data have been published in various locations, but never in a single document prior to the initial county reports.

Tables in Appendix A provide the most recent three years of data for all measures for all counties and SDAs with the most recent year's denominator. Bold fields indicate that a county or SDA met or exceeded an established federal or state standard for the measure.

Minnesota gives its counties and political subdivisions broad authority to work cooperatively. Two or more Minnesota "governmental units" may create a new and distinct governmental entity whenever the existing governing boards determine that a new entity offers a better way to meet a duty or obligation. Faribault and Martin Counties are reported together. Counties in the Southwest Health and Human Services (SWHHS) consortium are reported as a group. As counties joined the consortium, their numbers were included in the group. Past year data where those counties were not members reports those counties separately.

Note that Rock County joined the Southwest Health and Human Services (SWHHS) consortium in January 2012 and Pipestone and Redwood Counties joined in January 2013. Where measure data precede their membership, data for these counties is provided at the bottom of the table. This varies by measure as some are calculated for calendar year, while Child Support measures are by federal fiscal year and the MFIP/DWP Annualized Self-Support Index is for April to March of each year.

Where counties have fewer than 10 people in the denominator, data are not provided in the Appendix tables. However, those counties' percentages are represented in the accompanying maps, and are listed in the tables. These data should be interpreted carefully as those counties had very small numbers, which resulted in widely varying percentages.

A. Outcome 1: Adults and Children are Safe and Secure

Measure 1a: Percent of children with a maltreatment determination who do not experience a repeat maltreatment determination within six months

What is this measure?

This measure is the percentage of all children who were victims of determined maltreatment during the last six months of the prior calendar year who did not have another determined report within six months.

Why is this measure important?

County social services should increase the likelihood that children are safe from abuse and neglect. When a maltreatment determination is made, there is a heightened responsibility of the county to mitigate the threat of future harm to children. A repeat maltreatment determination indicates that the risk for the child has not been fully mitigated.

Due to small denominators, data are combined for three calendar years. Only counties with 10 or more children in the three-year denominator were included.

How are counties doing?

Statewide in 2012, 96 percent of children were not the subject of a repeat determination within six months. Figure 1 shows statewide performance on this measure for the combined years 2010 to 2012. These data should be interpreted carefully as many counties had very small numbers of children with maltreatment determinations, resulting in widely varying percentages. About 70 percent of counties had no children with subsequent maltreatment determinations within six months of the first each year, indicating excellent performance overall.

County by county performance data can be found in Table A1. The denominators of counties with less than 10 children in the combined 2010 to 2012 total were not included in Table A1; however, the percentages were included.

Figure 1. Percent of Children with a Maltreatment Determination Who Do Not Experience a Repeat Maltreatment Determination within Six Months

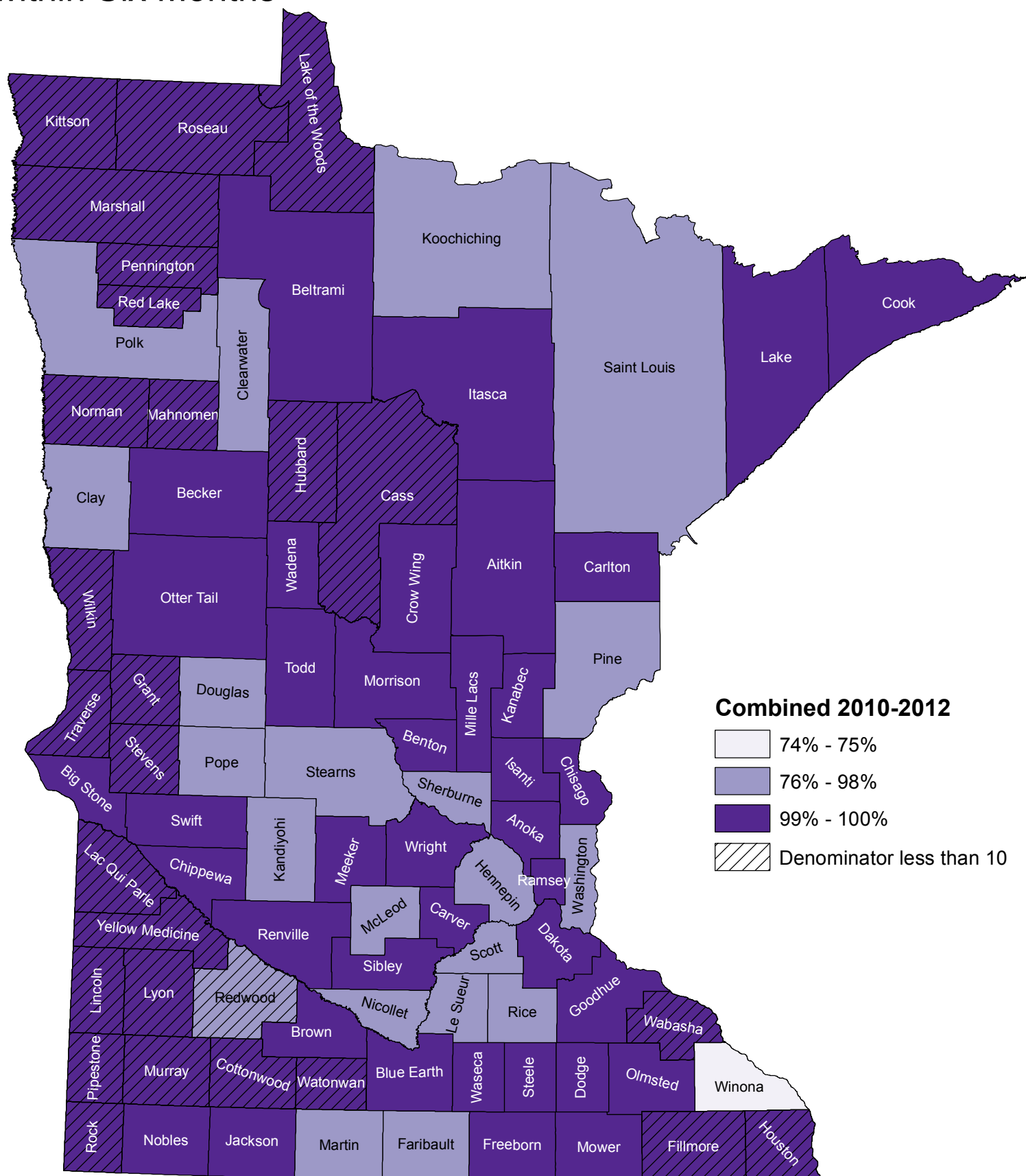


Table A1. Percent of Children with a Maltreatment Determination Who Do Not Experience a Repeat Maltreatment Determination within Six Months

County	Combined 2008-2010	Combined 2009-2011	Combined 2010-2012	2010-2012 Denominator
Statewide	95.0%	95.3%	96.0%	6,475
Aitkin	100.0%	100.0%	100.0%	22
Anoka	97.6%	97.1%	96.3%	277
Becker	96.5%	100.0%	100.0%	102
Beltrami	97.5%	96.6%	96.7%	124
Benton	98.3%	97.0%	98.4%	66
Big Stone	100.0%	100.0%	100.0%	25
Blue Earth	95.8%	95.2%	97.3%	115
Brown	92.2%	92.7%	97.9%	49
Carlton	100.0%	100.0%	100.0%	74
Carver	95.7%	98.7%	98.9%	93
Cass	87.5%	91.6%	100.0%	—
Chippewa	100.0%	100.0%	100.0%	10
Chisago	95.8%	96.4%	100.0%	26
Clay	96.9%	92.1%	92.5%	40
Clearwater	100.0%	100.0%	94.4%	18
Cook	100.0%	—	100.0%	—
Cottonwood	91.6%	100.0%	100.0%	—
Crow Wing	100.0%	100.0%	100.0%	42
Dakota	95.0%	96.3%	96.7%	426
Dodge	96.2%	95.4%	100.0%	10
Douglas	89.3%	90.2%	93.3%	75
Faribault-Martin	91.0%	91.3%	90.7%	97
Fillmore	100.0%	100.0%	100.0%	—
Freeborn	100.0%	95.4%	95.2%	21
Goodhue	100.0%	100.0%	100.0%	19
Grant	100.0%	100.0%	100.0%	—
Hennepin	92.5%	92.8%	93.8%	1809
Houston	100.0%	100.0%	100.0%	—
Hubbard	100.0%	100.0%	100.0%	—
Isanti	100.0%	100.0%	100.0%	59
Itasca	98.4%	100.0%	100.0%	58
Jackson	100.0%	100.0%	100.0%	11
Kanabec	100.0%	100.0%	100.0%	17
Kandiyohi	93.0%	91.2%	92.7%	97
Kittson	100.0%	100.0%	100.0%	—

Table A1, page 2. Percent of Children with a Maltreatment Determination Who Do Not Experience a Repeat Maltreatment Determination within Six Months

County	Combined 2008-2010	Combined 2009-2011	Combined 2010-2012	2010-2012 Denominator
Statewide	95.0%	95.3%	96.0%	6,475
Koochiching	71.4%	77.7%	86.6%	15
Lac qui Parle	100.0%	100.0%	100.0%	—
Lake	100.0%	100.0%	100.0%	17
Lake of the Woods	100.0%	100.0%	100.0%	—
Le Sueur	94.3%	93.3%	95.4%	44
Mahnomen	100.0%	100.0%	100.0%	—
Marshall	100.0%	100.0%	100.0%	—
McLeod	87.8%	94.7%	95.8%	24
Meeker	100.0%	100.0%	100.0%	12
Mille Lacs	100.0%	100.0%	100.0%	67
Morrison	100.0%	100.0%	100.0%	52
Mower	97.2%	100.0%	100.0%	36
Nicollet	100.0%	96.8%	96.5%	29
Nobles	100.0%	100.0%	100.0%	43
Norman	100.0%	100.0%	100.0%	—
Olmsted	100.0%	100.0%	100.0%	45
Otter Tail	94.9%	96.7%	98.3%	62
Pennington	100.0%	100.0%	100.0%	—
Pine	100.0%	100.0%	95.4%	44
Pipestone	100.0%	100.0%	100.0%	13
Polk	93.7%	94.6%	97.9%	48
Pope	78.9%	85.0%	80.0%	25
Ramsey	97.0%	97.8%	98.7%	636
Red Lake	100.0%	100.0%	100.0%	—
Redwood	86.9%	88.8%	91.4%	35
Renville	100.0%	100.0%	100.0%	23
Rice	97.1%	95.0%	98.0%	51
Rock	100.0%			
Roseau	100.0%	100.0%	100.0%	—
Saint Louis	96.6%	98.3%	98.1%	413
Scott	98.0%	97.1%	95.5%	112
Sherburne	94.9%	95.2%	96.2%	81
Sibley	100.0%	100.0%	100.0%	18
Stearns	92.6%	92.1%	89.3%	122
Steele	96.7%	96.1%	100.0%	33

Table A1, page 3. Percent of Children with a Maltreatment Determination Who Do Not Experience a Repeat Maltreatment Determination within Six Months

County	Combined 2008-2010	Combined 2009-2011	Combined 2010-2012	2010-2012 Denominator
Statewide	95.0%	95.3%	96.0%	6,475
Stevens	75.0%	83.3%	100.0%	—
SWHHS	100.0%	100.0%	100.0%	—
Swift	96.4%	100.0%	100.0%	40
Todd	100.0%	100.0%	100.0%	19
Traverse	100.0%	100.0%	100.0%	—
Wabasha	100.0%	100.0%	100.0%	—
Wadena	100.0%	100.0%	100.0%	10
Waseca	95.0%	94.4%	100.0%	14
Washington	95.6%	94.2%	93.9%	181
Watonwan	100.0%	100.0%	100.0%	—
Wilkin	100.0%	100.0%	100.0%	—
Winona	78.4%	58.8%	74.0%	54
Wright	98.3%	100.0%	100.0%	89
Yellow Medicine	100.0%	100.0%	100.0%	—

B. Outcome 2: Children have Stability in their Living Situation

Measure 2a: Percent of current child support paid

What is this measure?

This measure is the total amount of support distributed as current during the federal fiscal year as a percent of total amount of current support due during that fiscal year. The numerator and denominator are dollar amounts, rather than children, families, or people.

Why is this measure important?

Children need both parents contributing to their financial security; child support is one means of accomplishing that. Counties, through their role in the child support program, help ensure that parents contribute to their children's economic support through securing enforceable orders, monitoring payments, providing enforcement activities, and modifying orders when necessary.

How are counties doing?

Overall, in Federal Fiscal Year (FFY) 2013, 74.3 percent of current child support was paid. Performance varied from 63 percent of support paid to 85 percent. Specific county performance can be found in Table A2. In FFY 2013, nine counties (indicated in bold) achieved 80 percent, which is the minimum necessary to receive the maximum federal bonus money.

Figure 2. Percent of Current Child Support Paid

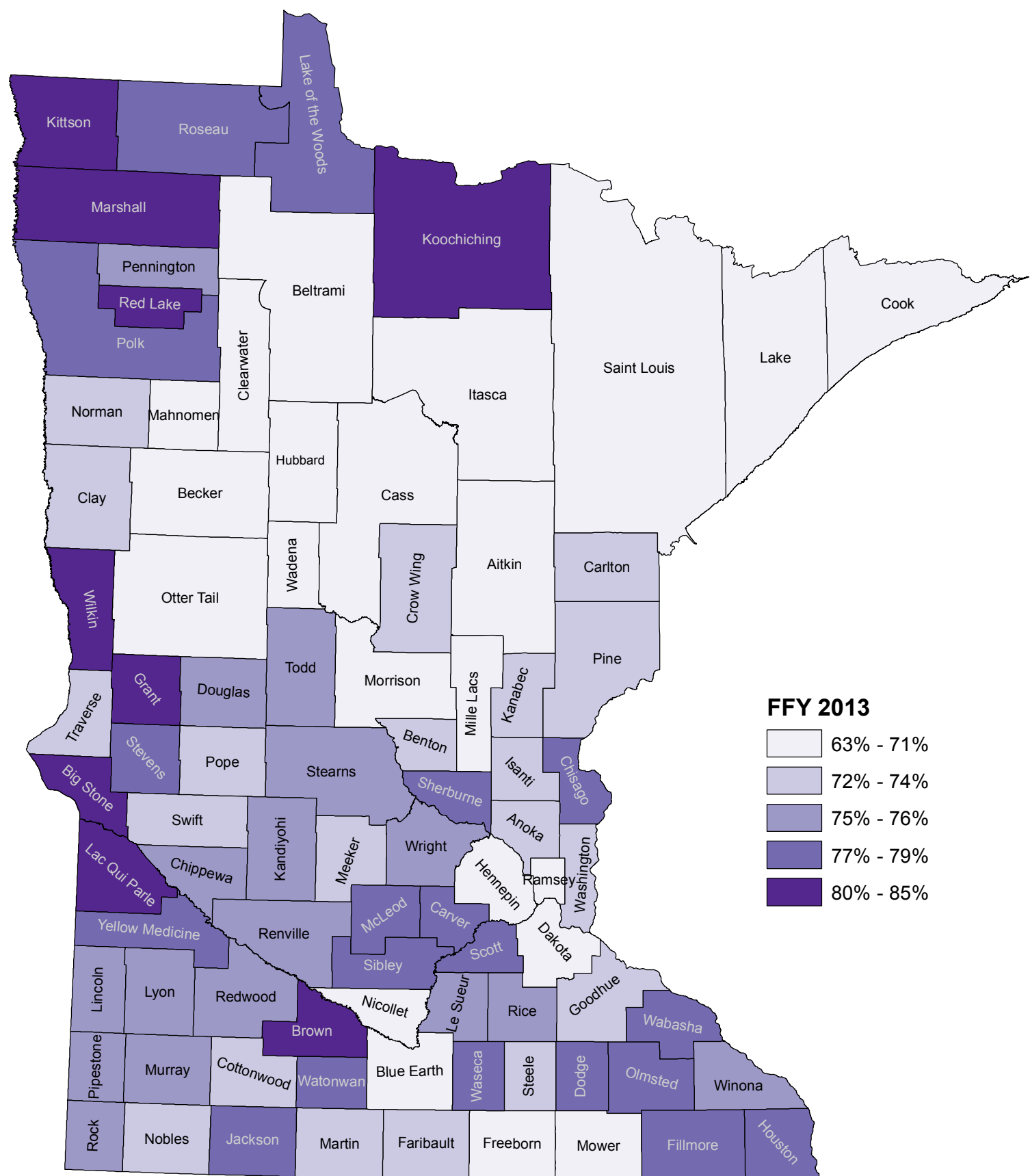


Table A2. Percent of Current Child Support Paid

County	FFY 2011	FFY 2012	FFY 2013	Current Support Due FFY 2013
Statewide	70%	71%	71%	\$638,294,533
Aitkin	67%	70%	71%	\$1,659,419
Anoka	70%	71%	72%	\$46,989,855
Becker	70%	68%	68%	\$4,111,087
Beltrami	63%	64%	63%	\$5,116,095
Benton	72%	75%	74%	\$5,412,635
Big Stone	76%	81%	81%	\$599,588
Blue Earth	66%	67%	68%	\$8,222,867
Brown	80%	81%	83%	\$3,585,830
Carlton	74%	73%	72%	\$5,019,489
Carver	75%	77%	78%	\$8,559,729
Cass	62%	61%	64%	\$2,870,776
Chippewa	74%	76%	76%	\$1,727,038
Chisago	76%	77%	78%	\$7,466,703
Clay	72%	73%	73%	\$8,805,746
Clearwater	70%	68%	69%	\$1,322,472
Cook	73%	67%	69%	\$452,625
Cottonwood	75%	75%	72%	\$1,569,051
Crow Wing	71%	71%	72%	\$8,675,638
Dakota	69%	69%	70%	\$50,030,987
Dodge	80%	80%	79%	\$2,997,955
Douglas	74%	75%	75%	\$4,362,143
Faribault-Martin	74%	75%	74%	\$5,687,192
Fillmore	80%	80%	79%	\$2,396,845
Freeborn	69%	70%	71%	\$5,244,081
Goodhue	74%	75%	74%	\$6,028,238
Grant	73%	76%	81%	\$852,130
Hennepin	65%	66%	67%	\$113,493,226
Houston	77%	77%	78%	\$2,098,908
Hubbard	62%	65%	64%	\$2,747,077
Isanti	69%	71%	74%	\$6,447,555
Itasca	71%	72%	71%	\$6,156,096
Jackson	79%	78%	77%	\$1,539,341
Kanabec	70%	73%	74%	\$2,374,468
Kandiyohi	75%	76%	75%	\$5,709,812
Kittson	78%	81%	85%	\$358,411

Table A2, page 2. Percent of Current Child Support Paid

County	FFY 2011	FFY 2012	FFY 2013	Current Support Due FFY 2013
Statewide	70%	71%	71%	\$638,294,533
Koochiching	78%	78%	81%	\$2,099,760
Lac qui Parle	76%	77%	80%	\$742,399
Lake	67%	69%	71%	\$1,230,235
Lake of the Woods	84%	78%	79%	\$401,168
Le Sueur	75%	77%	75%	\$4,025,230
Mahnomen	68%	68%	64%	\$450,320
Marshall	81%	81%	81%	\$1,166,522
McLeod	75%	77%	78%	\$4,834,384
Meeker	74%	72%	74%	\$3,124,997
Mille Lacs	68%	69%	70%	\$3,520,603
Morrison	67%	69%	68%	\$4,808,418
Mower	71%	72%	71%	\$6,059,412
Nicollet	71%	71%	71%	\$5,147,941
Nobles	71%	71%	73%	\$3,023,754
Norman	79%	74%	74%	\$922,427
Olmsted	77%	78%	78%	\$17,946,092
Otter Tail	72%	72%	71%	\$6,291,087
Pennington	74%	75%	75%	\$2,115,029
Pine	69%	71%	72%	\$4,612,875
Pipestone	76%	78%		
Polk	78%	79%	79%	\$5,055,986
Pope	76%	75%	74%	\$1,060,088
Ramsey	61%	62%	63%	\$58,262,169
Red Lake	81%	85%	82%	\$531,482
Redwood	79%	80%		
Renville	75%	75%	75%	\$1,963,985
Rice	73%	74%	75%	\$6,589,788
Rock	74%			
Roseau	77%	76%	77%	\$2,263,044
Saint Louis	69%	70%	70%	\$27,869,483
Scott	76%	78%	77%	\$12,594,398
Sherburne	75%	77%	78%	\$11,898,361
Sibley	75%	76%	79%	\$1,811,515
Stearns	75%	76%	76%	\$15,028,200
Steele	73%	72%	73%	\$5,536,827

Table A2, page 3. Percent of Current Child Support Paid

County	FFY 2011	FFY 2012	FFY 2013	Current Support Due FFY 2013
Statewide	70%	71%	71%	\$638,294,533
Stevens	75%	76%	77%	\$769,102
SWHHS	74%	73%	75%	\$10,760,310
Swift	72%	74%	73%	\$1,225,727
Todd	75%	76%	76%	\$2,824,292
Traverse	76%	73%	73%	\$351,043
Wabasha	79%	79%	79%	\$2,144,940
Wadena	69%	71%	69%	\$2,515,098
Waseca	77%	79%	78%	\$2,932,763
Washington	73%	73%	73%	\$26,915,502
Watonwan	74%	77%	77%	\$2,274,117
Wilkin	78%	82%	81%	\$901,996
Winona	74%	75%	75%	\$5,169,240
Wright	73%	75%	76%	\$14,894,311
Yellow Medicine	80%	78%	78%	\$1,102,562

Measure 2b: Percent of children discharged from out-of-home placement to reunification who were reunified in less than 12 months

What is this measure?

This measure looks at the number of children exiting an out-of-home placement to reunification or living with relatives with a length of stay of at least eight days that entered that placement within the last 12 months, which means that they were reunified within 12 months.

Why is this measure important?

For children removed from their birth family, the timely establishment of permanency is an important indicator of county efforts to ensure children have permanent families. Return to their family is one indicator of permanency and continuity.

How are counties doing?

Figure 3 shows statewide performance on this measure in 2012. Overall, about 85 percent of children are reunified within 12 months. Small numbers of children in out-of-home placement make for widely varying percentages. Minnesota has done well on this measure, out-performing other states, but there are concerns that high performance on this measure has resulted in higher rates of return to protective services. Future Performance Management system measures need to consider this and provide balance between the need for returning children to families in a timely manner and the time needed to ensure safety.

Table A3 shows the performance of all counties for this measure. The denominators of counties with less than 10 children were not included; however, the percentages were included.

Figure 3. Percent of Children Discharged From Out-of-Home Placement to Reunification Who Were Reunified in less than 12 Months

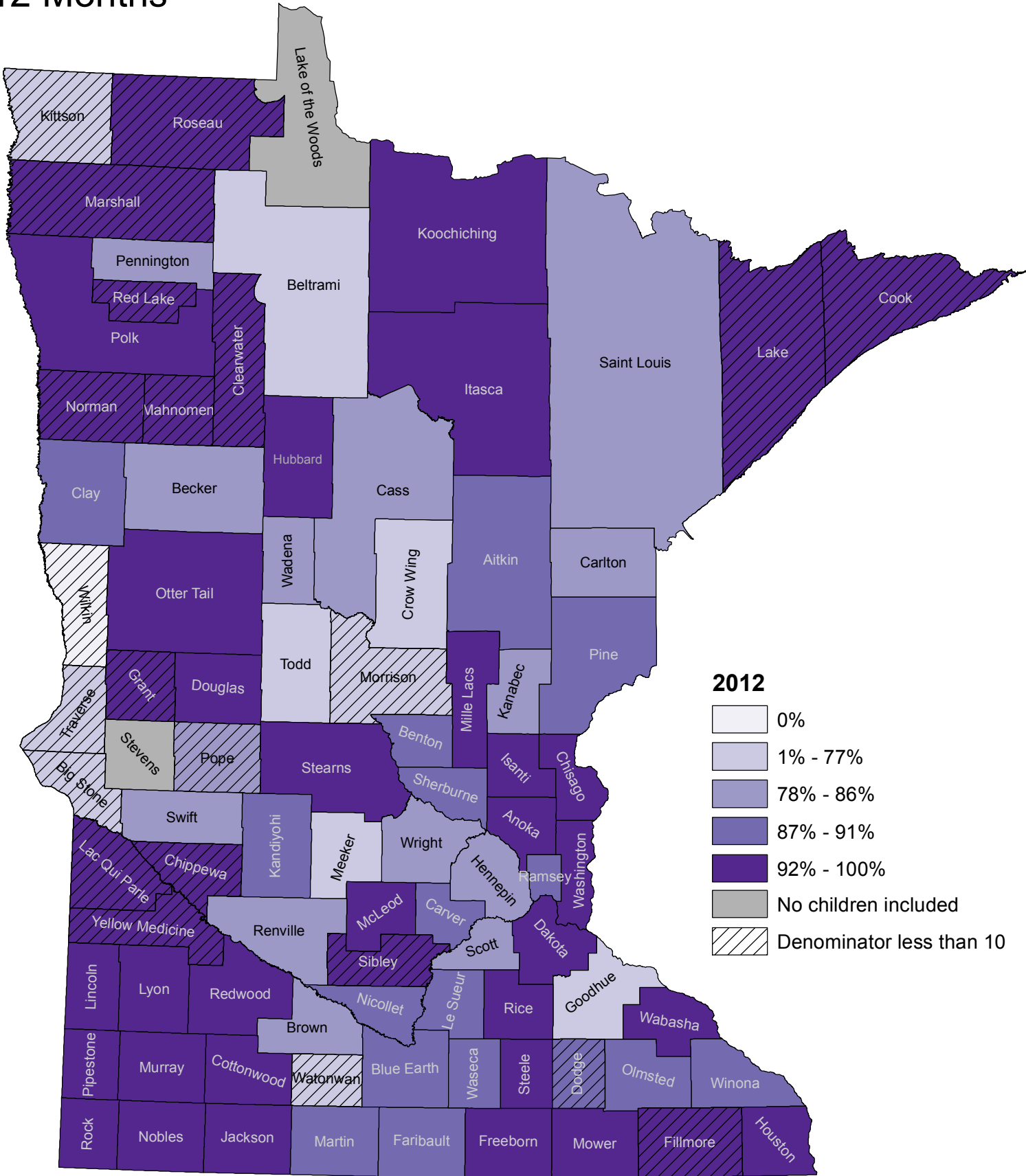


Table A3. Percent of Children Discharged from Out-of-Home Placement to Reunification Who Were Reunified in Less than 12 Months

County	2010	2011	2012	2012
				Denominator
Statewide	84.5%	86.2%	87.9%	3,096
Aitkin	100.0%	73.3%	90.0%	20
Anoka	89.9%	86.4%	92.4%	119
Becker	86.0%	95.7%	83.8%	37
Beltrami	81.8%	75.4%	68.6%	70
Benton	88.5%	95.8%	100.0%	35
Big Stone	100.0%	100.0%	50.0%	–
Blue Earth	93.8%	87.2%	87.7%	65
Brown	75.0%	75.0%	80.0%	10
Carlton	88.5%	83.0%	82.0%	61
Carver	90.6%	91.4%	90.7%	43
Cass	82.1%	81.6%	81.3%	32
Chippewa	100.0%	100.0%	100.0%	
Chisago	94.7%	86.7%	94.7%	19
Clay	87.5%	93.9%	87.8%	41
Clearwater	55.6%	100.0%	100.0%	–
Cook	66.7%	100.0%	100.0%	–
Cottonwood	76.5%	88.2%		
Crow Wing	76.2%	84.7%	74.5%	55
Dakota	81.7%	87.4%	94.4%	108
Des Moines Valley			93.1%	29
Dodge	68.8%	72.7%	88.9%	–
Douglas	47.4%	71.4%	95.0%	20
Faribault-Martin	94.7%	89.3%	90.3%	31
Fillmore	100.0%	100.0%	100.0%	–
Freeborn	93.5%	85.7%	95.0%	20
Goodhue	95.2%	95.0%	73.3%	15
Grant	75.0%	66.7%	100.0%	–
Hennepin	82.0%	86.0%	85.4%	584
Houston	46.2%	77.8%	91.7%	12
Hubbard	90.9%	85.7%	100.0%	24
Isanti	85.7%	100.0%	92.6%	27
Itasca	85.2%	87.9%	91.2%	68
Jackson	87.5%	50.0%		
Kanabec	100.0%	100.0%	78.6%	14
Kandiyohi	94.9%	94.0%	90.5%	42

Table A3, page 2. Percent of Children Discharged from Out-of-Home Placement to Reunification Who Were Reunified in Less than 12 Months

County	2010	2011	2012	2012
				Denominator
Statewide	84.5%	86.2%	87.9%	6,442
Kittson	100.0%	87.5%	60.0%	—
Koochiching	61.1%	84.2%	92.3%	13
Lac qui Parle	75.0%	0.0%	100.0%	—
Lake	100.0%	100.0%	100.0%	—
Lake of the Woods	100.0%	100.0%	-	0
Le Sueur	90.9%	90.9%	86.7%	15
Mahnomen	100.0%	100.0%	100.0%	—
Marshall	100.0%	100.0%	100.0%	—
McLeod	85.0%	90.5%	96.6%	29
Meeker	100.0%	54.5%	76.5%	17
Mille Lacs	89.7%	82.6%	100.0%	25
Morrison	66.7%	90.5%	62.5%	—
Mower	71.4%	88.9%	93.8%	32
Nicollet	100.0%	91.7%	78.1%	32
Nobles	75.0%	90.9%	100.0%	28
Norman	100.0%	100.0%	100.0%	—
Olmsted	91.4%	82.4%	89.7%	39
Otter Tail	88.6%	72.0%	91.2%	34
Pennington	50.0%	100.0%	84.6%	13
Pine	95.8%	92.3%	88.0%	25
Pipestone	100.0%	87.5%		
Polk	91.9%	91.4%	91.7%	36
Pope	81.8%	77.8%	85.7%	
Ramsey	87.5%	91.4%	89.3%	477
Red Lake	100.0%	66.7%	100.0%	—
Redwood	95.2%	78.9%		
Renville	92.3%	100.0%	85.7%	14
Rice	88.2%	80.0%	100.0%	25
Rock	100.0%	100.0%		
Roseau	94.4%	91.7%	100.0%	—
Saint Louis	81.2%	69.4%	83.8%	198
Scott	96.9%	90.9%	78.8%	33
Sherburne	93.9%	92.3%	87.0%	23
Sibley	85.7%	66.7%	100.0%	—
Stearns	89.6%	82.4%	92.3%	104

Table A3, page 3. Percent of Children Discharged from Out-of-Home Placement to Reunification Who Were Reunified in Less than 12 Months

County	2010	2011	2012	2012
				Denominator
Statewide	84.5%	86.2%	87.9%	6,442
Steele	100.0%	100.0%	96.9%	32
Stevens	100.0%	100.0%	-	0
SWHHS	82.4%	97.1%	86.2%	65
Swift	94.7%	100.0%	80.0%	10
Todd	83.3%	94.7%	71.4%	14
Traverse	100.0%	100.0%	75.0%	-
Wabasha	100.0%	91.7%	83.3%	12
Wadena	100.0%	90.0%	85.7%	14
Waseca	100.0%	100.0%	90.9%	11
Washington	79.5%	91.8%	98.0%	51
Watonwan	63.6%	57.1%	71.4%	-
Wilkin	25.0%	100.0%	0.0%	-
Winona	84.6%	94.1%	86.1%	36
Wright	67.5%	83.3%	78.9%	38
Yellow Medicine	100.0%	100.0%	100.0%	-

C. Outcome 3: Children Have the Opportunity to Develop to their Fullest Potential

Measure 3a: Percent of children in family foster care that were placed in a relative home

What is this measure?

This measure compares the total number of children in foster care and pre-adoptive settings to the number that were placed with relatives. Counties with less than 10 children in the denominator were not included.

Why is this measure important?

Relationships with relatives are a source of continuity for children whose lives have been disrupted by abuse or neglect. An indicator of social service emphasis on establishing and supporting important relationships in children's lives is through placement with relatives. This may not always be possible or desirable and to reflect that the current statewide goal for this measure is 45 percent of children.

How are counties doing?

In 2012, 16 counties were at or above the state standard of 45 percent. Statewide 35.6 percent of children were placed with relatives. As shown in Figure 4, this varied from none in some counties to up to 80 percent. Like other Child Safety and Permanency measures, some counties have small numbers of children in family foster care, resulting in widely varying percentages.

County by county performance data can be found in Table A4. The denominators of counties with less than 10 children were not included; however, the percentages were included. Counties achieving the current statewide goal of 45 percent are indicated in bold.

Figure 4. Percent of Children in Family Foster Care Who Were Placed in a Relative Home

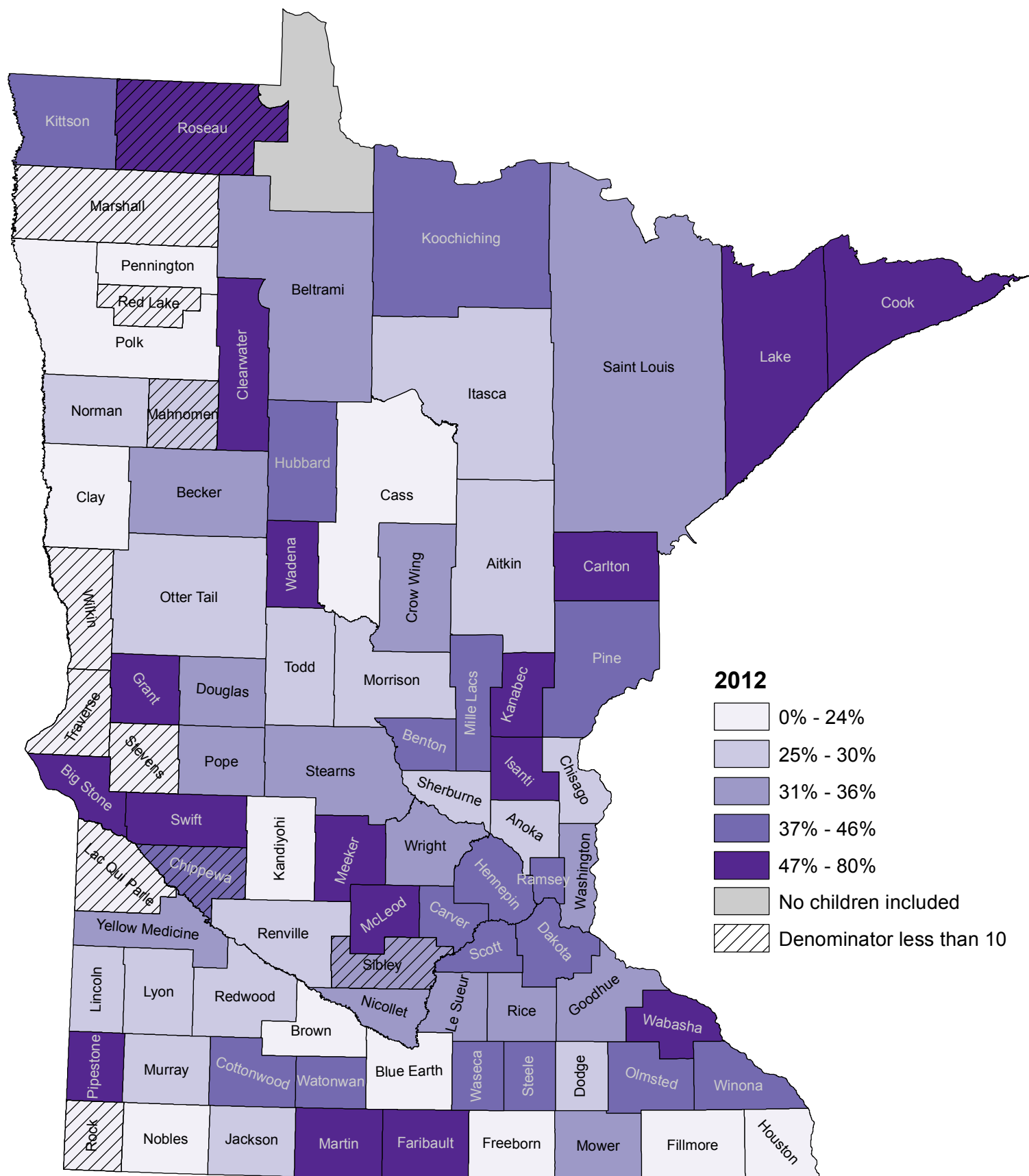


Table A4. Percent of Children in Family Foster Care Who Were Placed in a Relative Home

County	2012			
	2010	2011	2012	Denominator
Statewide	30.2%	33.3%	35.6%	8,039
Aitkin	29.5%	34.1%	28.6%	28
Anoka	22.6%	22.9%	28.6%	374
Becker	23.7%	22.6%	33.6%	143
Beltrami	49.3%	39.2%	35.6%	427
Benton	18.4%	16.7%	36.7%	49
Big Stone	58.3%	75.0%	50.0%	12
Blue Earth	26.5%	26.4%	20.5%	112
Brown	25.0%	29.2%	23.5%	17
Carlton	35.0%	50.7%	52.5%	101
Carver	37.3%	28.7%	38.8%	80
Cass	24.2%	19.6%	19.5%	41
Chippewa	0.0%	50.0%	40.0%	–
Chisago	27.6%	26.7%	28.9%	45
Clay	14.1%	22.0%	23.6%	110
Clearwater	71.4%	28.6%	47.4%	19
Cook	30.0%	46.2%	50.0%	14
Cottonwood	18.8%	40.0%	40.0%	15
Crow Wing	29.1%	33.3%	33.5%	191
Dakota	30.1%	41.9%	39.3%	262
Dodge	30.4%	6.7%	27.8%	18
Douglas	27.6%	27.1%	30.2%	43
Faribault-Martin	30.1%	36.3%	50.6%	83
Fillmore	33.3%	25.0%	11.8%	17
Freeborn	16.7%	10.9%	20.8%	53
Goodhue	29.6%	24.6%	34.0%	47
Grant	28.6%	42.9%	57.1%	14
Hennepin	33.4%	38.3%	36.4%	1,529
Houston	9.3%	8.6%	15.0%	20
Hubbard	34.8%	23.8%	43.2%	37
Isanti	33.3%	46.4%	48.9%	47
Itasca	38.4%	30.0%	29.8%	114
Jackson	31.8%	40.7%	25.0%	32
Kanabec	0.0%	15.4%	55.0%	20
Kandiyohi	28.8%	16.2%	21.9%	73
Kittson	0.0%	20.0%	45.5%	11

Table A4, page 2. Percent of Children in Family Foster Care Who Were Placed in a Relative Home

County	2010	2011	2012	2012 Denominator
Statewide	30.2%	33.3%	35.6%	8,039
Koochiching	15.4%	43.6%	37.8%	37
Lac qui Parle	0.0%	100.0%	11.1%	–
Lake	61.9%	31.3%	70.0%	20
Lake of the Woods	0.0%	0.0%	–	–
Le Sueur	31.8%	22.2%	33.3%	12
Mahnomen	11.1%	45.5%	25.0%	–
Marshall	50.0%	14.3%	14.3%	–
McLeod	48.6%	47.8%	54.0%	50
Meeker	12.5%	27.0%	50.0%	36
Mille Lacs	0.0%	19.0%	36.4%	22
Morrison	32.9%	33.3%	26.8%	56
Mower	15.2%	22.2%	36.0%	100
Nicollet	15.8%	21.4%	31.1%	45
Nobles	31.1%	21.4%	15.4%	39
Norman	45.5%	37.5%	27.3%	11
Olmsted	42.3%	38.3%	40.0%	160
Otter Tail	23.3%	28.1%	27.0%	63
Pennington	13.3%	11.6%	20.0%	30
Pine	46.4%	44.9%	39.2%	79
Pipestone	28.6%	51.6%	50.0%	22
Polk	8.2%	12.5%	9.5%	63
Pope	57.7%	31.0%	31.8%	22
Ramsey	29.6%	35.4%	38.3%	824
Red Lake	12.5%	14.3%	0.0%	–
Redwood	41.5%	21.6%	25.0%	40
Renville	38.5%	30.0%	26.7%	15
Rice	51.9%	35.7%	33.8%	74
Rock	17.6%	6.3%	11.1%	–
Roseau	57.1%	66.7%	80.0%	–
Saint Louis	26.6%	28.7%	34.5%	690
Scott	33.3%	46.2%	39.0%	77
Sherburne	31.7%	37.8%	27.8%	54
Sibley	18.2%	46.7%	33.3%	–
Stearns	17.0%	27.7%	32.5%	197
Steele	14.3%	30.9%	43.5%	46

Table A4, page 3. Percent of Children in Family Foster Care Who Were Placed in a Relative Home

County	2010	2011	2012	2012 Denominator
Statewide	30.2%	33.3%	35.6%	8,039
Stevens	14.3%	0.0%	0.0%	–
SWHHS	25.0%	23.0%	24.8%	117
Swift	16.7%	36.0%	47.4%	19
Todd	23.9%	23.1%	26.2%	42
Traverse	18.2%	28.6%	0.0%	–
Wabasha	11.1%	16.7%	50.0%	30
Wadena	34.8%	43.8%	75.9%	29
Waseca	54.5%	46.2%	36.4%	33
Washington	24.0%	31.1%	33.6%	122
Watonwan	26.9%	31.3%	38.9%	18
Wilkin	0.0%	30.8%	20.0%	–
Winona	25.7%	56.0%	36.8%	38
Wright	27.5%	27.2%	32.5%	126
Yellow Medicine	64.3%	88.2%	35.0%	20

Measure 3b: Percent of open child support cases with paternity established

What is this measure?

This measure divides the number of children in open child support cases that were not born in marriage in the previous federal fiscal year by the number of children in open child support cases that had paternities established in the report year. The paternities established by child support workers during the federal fiscal year may not necessarily be for the same children born of non-marital births in the previous year. This is why percentages often exceed 100 percent.

Why is this measure important?

Establishing parentage gives a child born outside of marriage a legal father and the same legal rights as a child born to married parents. Parentage must be established before an order for support can be established. Within the child support program, counties are responsible for connecting parents and their children by locating parents and establishing paternity. The counties initiate court actions to adjudicate parentage. Paternity is important not only for collection of child support, but also for other legal matters like inheritance and survivor benefits.

How are counties doing?

All counties in the state are at or above the 90 percent federal standard for receiving maximum federal bonus money. The average performance on this measure has been at about 105 percent since 2010 and just below that in 2008 and 2009. Figure 5 shows the statewide performance in FFY 2013.

County by county performance data can be found in Table A5.

Figure 5. Percent of Open Child Support Cases with Paternity Established

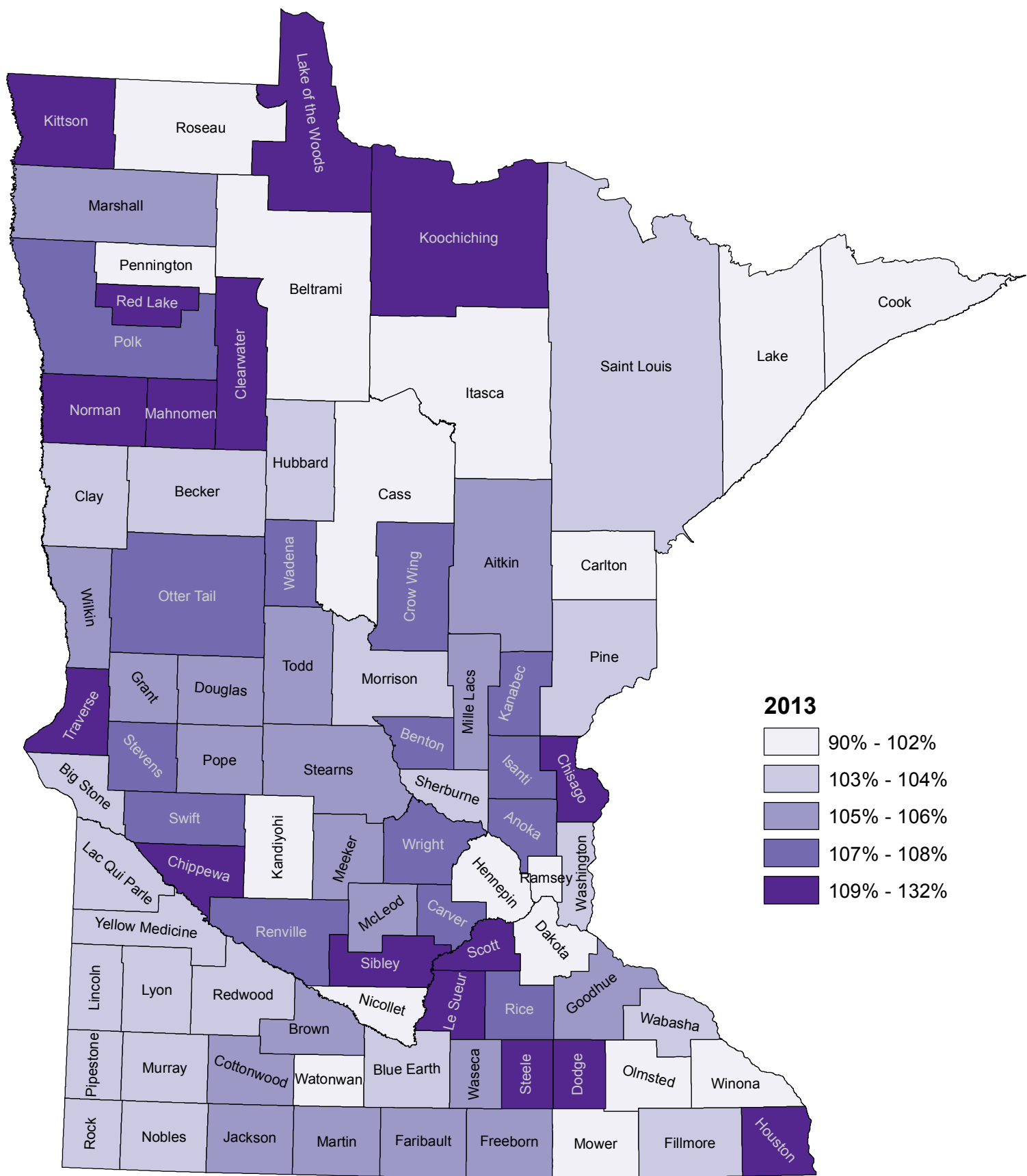


Table A5. Percent of Open Child Support Cases with Paternity Established

County	2013			
	2011	2012	2013	Denominator
Statewide	101%	102%	102%	183,842
Aitkin	105%	106%	106%	575
Anoka	105%	106%	107%	9,537
Becker	103%	105%	104%	1,544
Beltrami	95%	96%	90%	3,583
Benton	107%	108%	108%	1,502
Big Stone	105%	116%	103%	138
Blue Earth	105%	104%	103%	1,847
Brown	105%	100%	106%	799
Carlton	103%	106%	102%	1,409
Carver	105%	106%	107%	1,246
Cass	100%	102%	102%	1,477
Chippewa	106%	102%	110%	385
Chisago	107%	109%	110%	1,493
Clay	102%	104%	103%	2,137
Clearwater	111%	108%	110%	449
Cook	111%	95%	100%	171
Cottonwood	109%	110%	105%	372
Crow Wing	107%	107%	108%	2,457
Dakota	99%	101%	102%	10,786
Dodge	112%	111%	115%	622
Douglas	105%	107%	105%	988
Faribault-Martin	108%	109%	106%	1,290
Fillmore	107%	106%	103%	466
Freeborn	102%	105%	105%	1,400
Goodhue	108%	108%	106%	1,501
Grant	107%	109%	105%	187
Hennepin	99%	100%	100%	43,150
Houston	105%	111%	109%	539
Hubbard	105%	102%	103%	860
Isanti	107%	106%	107%	1,409
Itasca	102%	100%	99%	1,881
Jackson	109%	113%	106%	396
Kanabec	108%	105%	107%	624
Kandiyohi	104%	103%	101%	1,780
Kittson	102%	105%	112%	70

Table A5, page 2. Percent of Open Child Support Cases with Paternity Established

County	2011	2012	2013	2013 Denominator
Statewide	101%	102%	102%	183,842
Koochiching	111%	111%	111%	500
Lac qui Parle	114%	109%	104%	162
Lake	102%	107%	102%	317
Lake of the Woods	106%	102%	109%	104
Le Sueur	116%	112%	110%	756
Mahnomen	116%	125%	118%	528
Marshall	98%	111%	105%	203
McLeod	103%	106%	105%	1,153
Meeker	103%	102%	105%	651
Mille Lacs	100%	102%	105%	1,153
Morrison	103%	101%	104%	1,221
Mower	96%	100%	101%	1,975
Nicollet	104%	106%	101%	1,120
Nobles	105%	108%	104%	873
Norman	105%	114%	109%	210
Olmsted	105%	104%	102%	4,583
Otter Tail	105%	106%	108%	1,539
Pennington	93%	94%	99%	623
Pine	105%	106%	103%	1,447
Pipestone	102%	106%		
Polk	107%	108%	107%	1,442
Pope	107%	105%	105%	265
Ramsey	92%	94%	95%	25,796
Red Lake	109%	112%	113%	123
Redwood	101%	104%		
Renville	108%	106%	107%	475
Rice	105%	109%	108%	1,599
Rock	116%			
Roseau	94%	95%	99%	443
Saint Louis	104%	104%	104%	8,543
Scott	107%	109%	110%	2,160
Sherburne	105%	106%	104%	2,300
Sibley	105%	103%	109%	424
Stearns	106%	104%	106%	3,789
Steele	107%	111%	110%	1,386

Table A5, page 3. Percent of Open Child Support Cases with Paternity Established

County	2011	2012	2013	2013 Denominator
Statewide	101%	102%	102%	183,842
Stevens	107%	110%	107%	193
SWHHS	100%	107%	104%	2,593
Swift	106%	111%	108%	337
Todd	103%	107%	106%	732
Traverse	116%	109%	132%	85
Wabasha	102%	113%	103%	500
Wadena	105%	104%	107%	604
Waseca	106%	108%	106%	685
Washington	107%	105%	104%	5,048
Watonwan	103%	103%	102%	574
Wilkin	110%	107%	105%	188
Winona	99%	103%	102%	1,478
Wright	107%	107%	107%	2,873
Yellow Medicine	101%	107%	103%	230

D. Outcome 4: People are Economically Secure

Measure 4a: Percent of expedited Supplemental Nutrition Assistance Program (SNAP) applications processed within one business day

What is this measure?

This measure looks at the difference between the application date and the date the first benefit payment is issued for expedited SNAP applications. It compares total expedited SNAP applications in a month to those made within one business day. Applications made on a Friday or the day before a state recognized holiday are considered timely if payment was issued on the first working day following the weekend or holiday. It does not include denied applications.

Why is this measure important?

SNAP applicants are given expedited service when they have little to no other resources available to pay for food and, therefore, need basic safety net programs to meet a crisis. Efficient and timely processing of these applications help ensure that people's basic need for food is met.

How are counties doing?

Overall, 62.3 percent of Expedited SNAP applications were processed timely. Figure 6 shows the overall performance in 2013, which ranged from 35.1 percent to 93.8 percent. State law changed in 2011 to require counties to process expedited SNAP applications within five business days from 24 hours previously. Performance declined statewide since the change in law, from an average of 72.6 percent in 2010 to 65.7 percent in 2013.

County by county performance data can be found in Table A6. Prior to the state law change in 2011, the performance standard was 80 percent. Counties achieving the 80 percent goal have been noted in bold.

Figure 6. Percent of Expedited SNAP Applications Processed within One Business Day

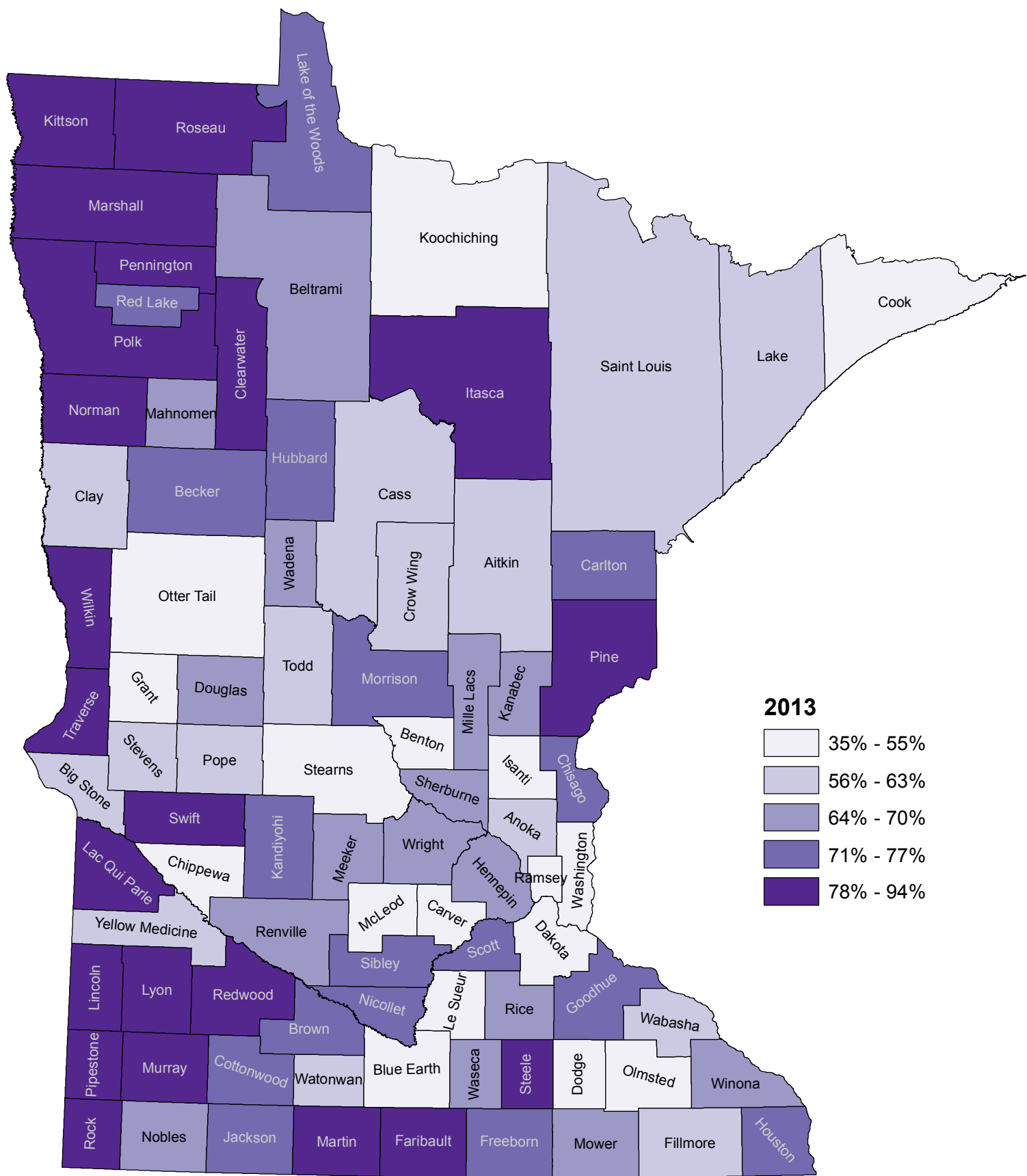


Table A6. Percent of Expedited SNAP Applications Processed within One Business Day

County	2013			
	2011	2012	2013	Denominator
Statewide	69.0%	63.4%	62.3%	70,279
Aitkin	55.2%	56.6%	59.4%	175
Anoka	61.2%	59.5%	57.1%	3,495
Becker	85.2%	73.2%	72.4%	595
Beltrami	62.9%	58.2%	67.4%	1,268
Benton	53.9%	57.8%	49.3%	497
Big Stone	33.3%	57.1%	61.3%	31
Blue Earth	64.4%	60.4%	54.7%	697
Brown	78.7%	66.7%	71.7%	159
Carlton	85.1%	79.3%	75.6%	483
Carver	60.6%	43.3%	36.3%	317
Cass	61.5%	63.8%	62.9%	666
Chippewa	70.0%	58.0%	36.3%	102
Chisago	77.4%	74.2%	75.5%	416
Clay	78.9%	58.7%	61.8%	948
Clearwater	76.6%	73.5%	77.8%	144
Cook	70.8%	61.9%	51.7%	58
Cottonwood	86.1%	77.3%	73.0%	89
Crow Wing	62.3%	68.2%	60.8%	790
Dakota	64.9%	58.5%	49.1%	2,842
Dodge	65.0%	64.5%	55.0%	151
Douglas	70.7%	74.4%	68.0%	325
Faribault-Martin	75.2%	79.6%	78.8%	434
Fillmore	71.8%	60.2%	62.4%	133
Freeborn	72.8%	63.8%	73.3%	371
Goodhue	62.8%	63.8%	71.2%	403
Grant	47.4%	48.6%	48.8%	43
Hennepin	76.6%	69.0%	67.3%	23,535
Houston	42.1%	74.8%	70.1%	107
Hubbard	79.2%	72.6%	76.7%	236
Isanti	66.1%	45.4%	52.3%	428
Itasca	79.2%	79.1%	81.6%	891
Jackson	72.5%	73.4%	76.3%	76
Kanabec	78.5%	65.9%	66.7%	216
Kandiyohi	86.9%	75.8%	70.6%	598
Kittson	68.4%	76.0%	83.3%	24

Table A6, page 2. Percent of Expedited SNAP Applications Processed within One Business Day

County	2011	2012	2013	2013 Denominator
Statewide	69.0%	63.4%	62.3%	70,279
Koochiching	78.8%	58.9%	53.0%	164
Lac qui Parle	79.4%	55.9%	85.4%	41
Lake	35.7%	55.4%	55.4%	101
Lake of the Woods	75.0%	81.3%	70.8%	24
Le Sueur	80.5%	71.2%	50.8%	250
Mahnomen	65.5%	68.9%	66.1%	189
Marshall	81.5%	69.0%	84.9%	53
McLeod	72.5%	47.6%	40.8%	331
Meeker	78.7%	73.9%	65.5%	203
Mille Lacs	64.5%	56.0%	63.7%	303
Morrison	70.6%	65.8%	70.9%	326
Mower	68.8%	60.9%	65.8%	617
Nicollet	76.1%	65.7%	72.5%	222
Nobles	73.4%	73.3%	68.2%	245
Norman	86.4%	89.1%	84.6%	65
Olmsted	59.3%	64.4%	44.8%	1,792
Otter Tail	69.6%	66.1%	49.8%	438
Pennington	72.5%	66.7%	78.5%	177
Pine	76.2%	75.7%	81.0%	443
Pipestone	81.8%	75.9%		
Polk	87.1%	86.8%	86.2%	471
Pope	80.9%	78.4%	57.7%	71
Ramsey	54.1%	52.2%	53.7%	8,996
Red Lake	82.4%	71.4%	76.0%	25
Redwood	73.4%	70.8%		
Renville	74.4%	72.4%	65.0%	163
Rice	50.3%	48.8%	64.5%	623
Rock	85.4%			
Roseau	75.6%	64.5%	84.4%	109
Saint Louis	67.3%	64.2%	62.5%	3,914
Scott	66.6%	63.5%	70.9%	684
Sherburne	77.4%	77.5%	67.2%	530
Sibley	70.9%	41.6%	76.8%	112
Stearns	73.2%	52.2%	46.9%	2,094
Steele	75.5%	74.3%	77.4%	574

Table A6, page 3. Percent of Expedited SNAP Applications Processed within One Business Day

County	2011	2012	2013	2013
				Denominator
Statewide	69.0%	63.4%	62.3%	70,279
Stevens	78.6%	70.4%	55.6%	90
SWHHS	78.3%	73.6%	78.1%	652
Swift	90.4%	87.5%	89.5%	86
Todd	72.4%	58.2%	60.9%	174
Traverse	86.8%	86.4%	93.8%	32
Wabasha	64.5%	77.5%	60.8%	130
Wadena	67.1%	69.1%	69.0%	184
Waseca	81.3%	71.1%	70.0%	237
Washington	22.6%	17.3%	35.1%	1,003
Watonwan	75.3%	69.4%	61.6%	86
Wilkin	88.9%	88.2%	86.7%	105
Winona	78.5%	70.7%	69.8%	473
Wright	70.7%	67.2%	63.4%	816
Yellow Medicine	70.2%	51.2%	59.0%	61

Measure 4b: Percent of SNAP and cash assistance applications processed timely

What is this measure?

This measure looks at the difference between the application date and the date of the first issuance made for each program approved on the application. The included programs are expedited SNAP, regular SNAP, Minnesota Family Investment Program, Diversionary Work Program, Refugee Cash Assistance, Minnesota Supplemental Aid, General Assistance, and Group Residential Housing. Applications made the day before a weekend or state-recognized holiday take into account the non-working days. Denials are not included.

Why is this important?

Cash and food assistance are ways to help people meet their basic needs. Timely processing of applications is one measure of how well counties are able to help people meet their basic needs.

How are counties doing?

Statewide in 2013, 75.8 percent of cash and SNAP applications were processed timely. This varies not only by county, but also by program. In 2013, 87 percent Minnesota Supplemental Aid (MSA), 91 percent of Group Residential Housing (GRH) applications, and 93 percent of Refugee Cash Assistance applications were processed timely. On the other hand, 64 percent of expedited SNAP and 72 percent of Diversionary Work Program (DWP) applications were processed timely. Differences in processing times reflect not only county performance, but also different requirements for application processing. As shown in Figure 7, performance varied from 53.7 percent to 95.5 percent across counties.

County by county performance data can be found in Table A7.

Figure 7. Percent of Cash and Food Applications Processed Timely

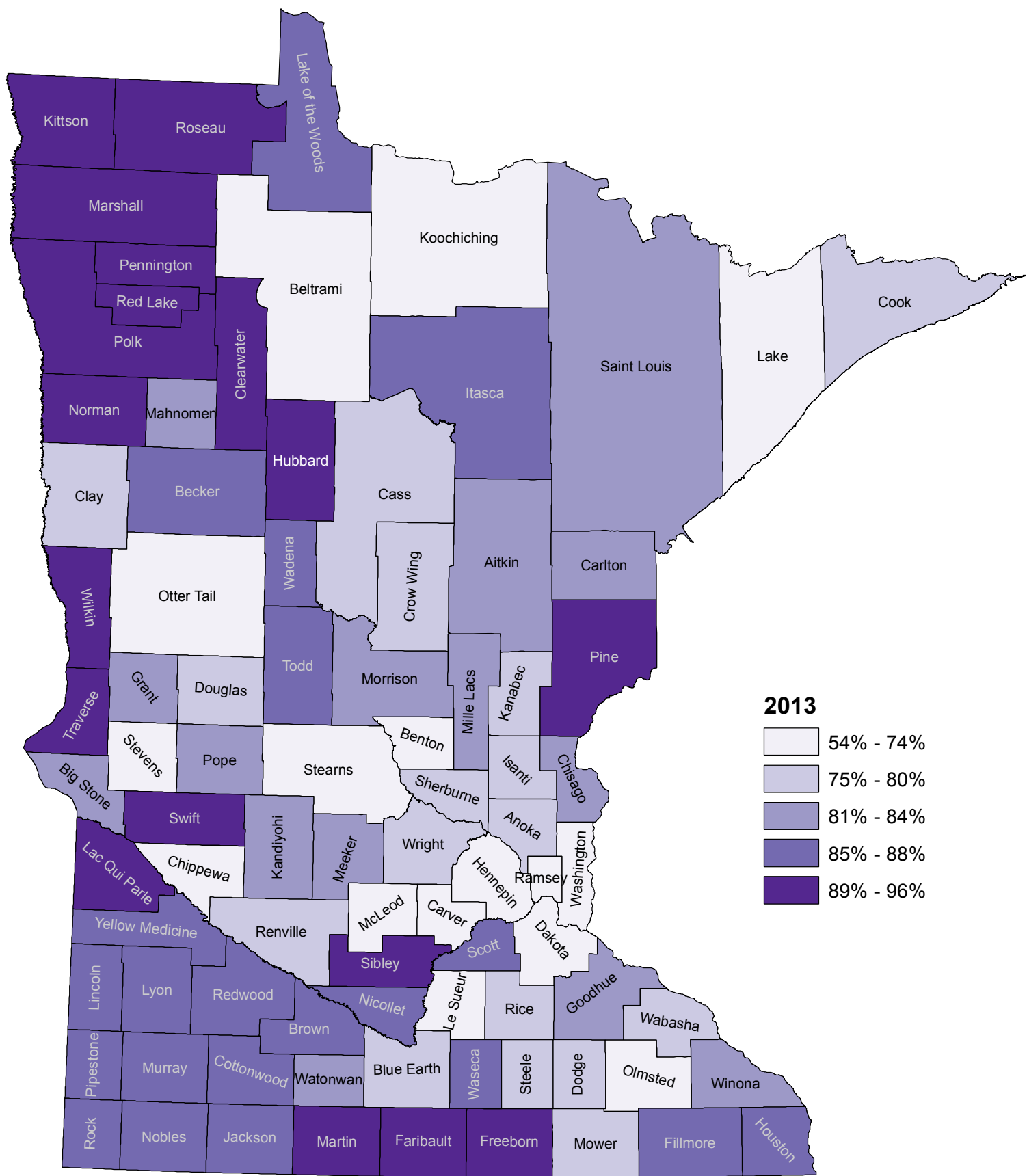


Table A7. Percent of Cash and Food Applications Processed Timely

County	2013			
	2011	2012	2013	Denominator
Statewide	80.1%	75.9%	75.7%	155,881
Aitkin	80.6%	81.4%	82.2%	456
Anoka	80.1%	78.3%	78.9%	7,888
Becker	92.7%	86.7%	86.8%	1,258
Beltrami	69.2%	61.3%	58.2%	2,403
Benton	74.5%	75.8%	72.3%	1,226
Big Stone	74.0%	82.4%	82.9%	105
Blue Earth	82.0%	79.2%	77.6%	1,695
Brown	87.5%	84.3%	87.4%	470
Carlton	91.8%	86.7%	83.2%	1,039
Carver	75.2%	71.6%	71.0%	939
Cass	80.6%	75.2%	79.1%	1,275
Chippewa	75.8%	77.3%	67.7%	251
Chisago	85.6%	81.5%	82.4%	993
Clay	85.7%	75.6%	79.2%	1,904
Clearwater	89.9%	89.9%	89.2%	296
Cook	77.3%	67.8%	75.6%	119
Cottonwood	94.1%	91.1%	86.0%	308
Crow Wing	82.9%	81.5%	75.7%	1,812
Dakota	80.4%	77.0%	74.0%	7,050
Dodge	83.6%	74.6%	76.4%	454
Douglas	81.9%	81.9%	78.7%	879
Faribault-Martin	85.5%	88.1%	89.1%	1,026
Fillmore	89.0%	86.2%	84.1%	408
Freeborn	87.0%	81.7%	88.7%	903
Goodhue	80.7%	74.8%	82.0%	852
Grant	85.7%	81.2%	82.2%	152
Hennepin	81.2%	74.7%	74.0%	46,783
Houston	74.1%	88.0%	86.1%	287
Hubbard	85.9%	83.3%	88.3%	583
Isanti	75.2%	66.0%	74.2%	1,006
Itasca	85.0%	84.6%	85.9%	1,986
Jackson	84.7%	86.6%	87.9%	207
Kanabec	81.9%	75.1%	77.3%	520
Kandiyohi	92.1%	88.2%	84.0%	1,558
Kittson	80.0%	87.8%	95.5%	67

Table A7, page 2. Percent of Cash and Food Applications Processed Timely

County	2011	2012	2013	2013 Denominator
Statewide	80.1%	75.9%	75.7%	155,881
Koochiching	90.6%	77.7%	72.5%	385
Lac qui Parle	94.4%	89.1%	93.4%	121
Lake	65.7%	69.5%	68.4%	234
Lake of the Woods	92.1%	88.0%	87.3%	71
Le Sueur	82.4%	79.7%	68.9%	543
Mahnomen	85.2%	82.8%	81.7%	464
Marshall	89.3%	87.8%	92.4%	158
McLeod	86.0%	74.9%	68.7%	754
Meeker	90.4%	86.1%	84.0%	463
Mille Lacs	77.4%	73.5%	80.7%	829
Morrison	86.4%	81.9%	82.6%	828
Mower	79.3%	79.1%	79.1%	1,331
Nicollet	85.1%	83.2%	85.0%	652
Nobles	84.8%	86.4%	84.2%	657
Norman	93.0%	95.9%	93.8%	161
Olmsted	77.5%	80.2%	65.7%	4,063
Otter Tail	76.9%	71.6%	73.2%	1,223
Pennington	87.5%	86.7%	91.3%	412
Pine	87.8%	87.9%	89.7%	1,021
Pipestone	90.3%	88.3%		
Polk	91.9%	91.8%	91.0%	1,132
Pope	92.4%	90.8%	82.7%	237
Ramsey	72.7%	70.1%	73.1%	21,277
Red Lake	93.3%	90.1%	90.0%	80
Redwood	82.6%	83.9%		
Renville	85.9%	82.3%	79.5%	385
Rice	61.2%	63.9%	75.2%	1,324
Rock	87.3%			
Roseau	84.9%	83.9%	91.1%	258
Saint Louis	82.2%	79.3%	80.1%	8,292
Scott	84.9%	82.4%	84.6%	1,629
Sherburne	82.7%	81.9%	78.5%	1,337
Sibley	86.1%	78.7%	88.1%	294
Stearns	80.5%	65.2%	64.8%	4,247
Steele	81.8%	80.3%	78.3%	1,231

Table A7, page 3. Percent of Cash and Food Applications Processed Timely

County	2011	2012	2013	2013
				Denominator
Statewide	80.1%	75.9%	75.7%	155,881
Stevens	86.8%	90.6%	72.1%	201
SWHHS	85.1%	83.1%	86.4%	1,709
Swift	97.3%	94.2%	95.1%	243
Todd	88.0%	80.3%	84.7%	518
Traverse	95.5%	92.3%	94.1%	85
Wabasha	80.3%	81.4%	79.2%	375
Wadena	86.0%	86.9%	87.4%	573
Waseca	90.9%	82.9%	85.7%	519
Washington	59.2%	50.5%	53.7%	2,622
Watonwan	86.8%	87.8%	83.9%	249
Wilkin	96.3%	93.9%	93.4%	228
Winona	82.1%	78.7%	83.4%	1,150
Wright	78.3%	77.7%	75.0%	1,880
Yellow Medicine	89.2%	81.6%	87.7%	187

Measure 4c: Percent of open child support cases with an order established

What is this measure?

This measure is the number of cases open at the end of the FFY with support orders established divided by the number of total cases open at the end of the FFY.

Why is this important?

Through their role in the child support program counties help ensure that parents contribute to their children's economic support through securing enforceable orders, monitoring payments, providing enforcement activities, and modifying orders when necessary. This is a measure of counties' work toward ensuring children receive financial support from both parents.

How are counties doing?

Minnesota is doing well on this measure. In FFY 2013, all but three counties met the 80 percent federal goal to receive maximum bonus money. On average between FFYs 2008 and 2013, about 89 percent of open child support cases had an order established. As shown in Figure 8, there was little variation across counties in performance on this measure. Performance in FFY 2013 varied from 73 percent to 98 percent.

County by county performance data can be found in Table A8. Counties meeting the federal goal of 80 percent are shown in bold.

Figure 8. Percent of Open Child Support Cases with Orders Established

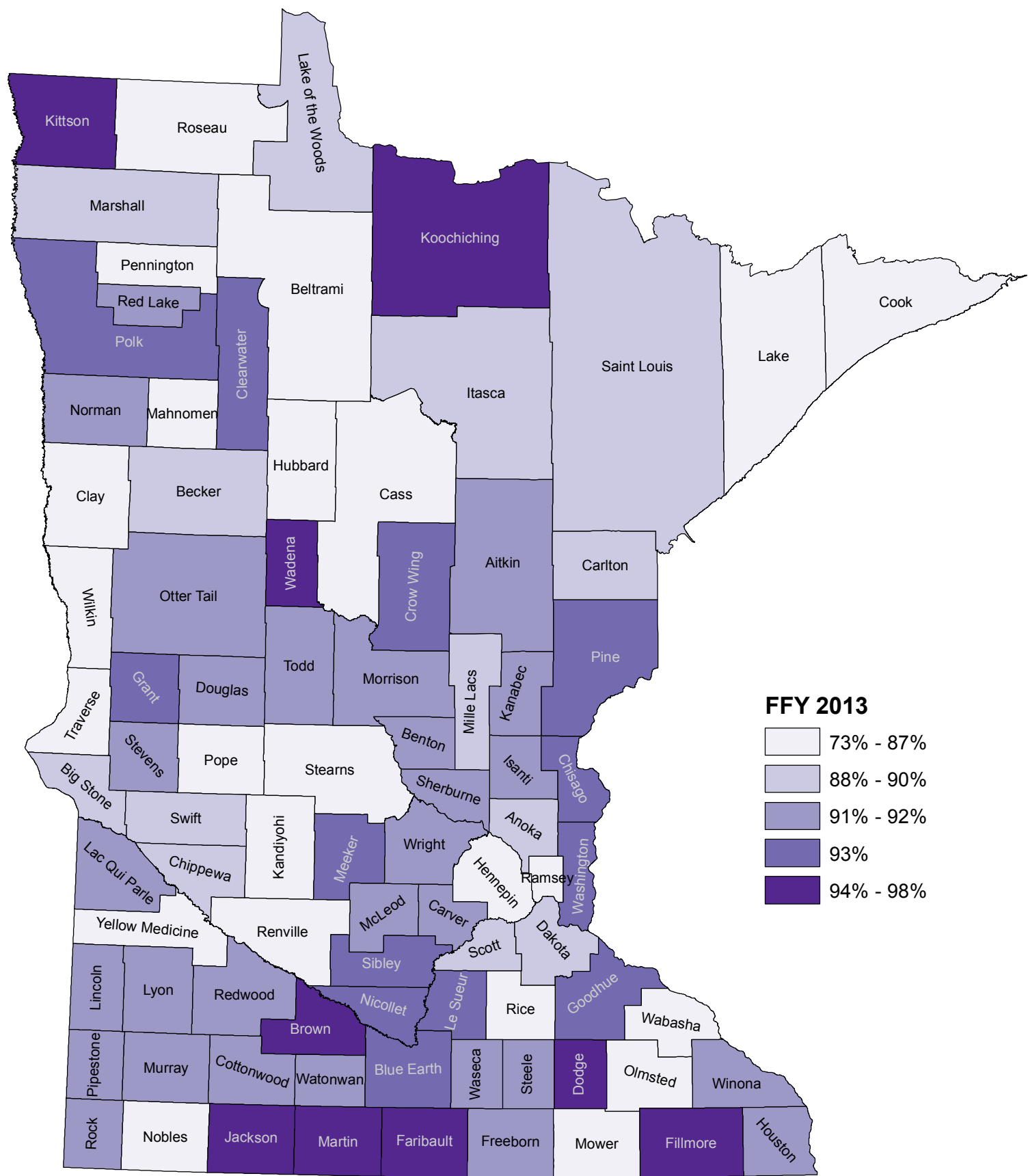


Table A8. Percent of Open Child Supprt Cases with Orders Established

County	2013			
	FFY 2011	FFY 2012	FFY 2013	Denominator
Statewide	86%	86%	86%	243,995
Aitkin	91%	92%	91%	858
Anoka	89%	90%	90%	14,117
Becker	85%	86%	88%	2,054
Beltrami	73%	70%	73%	3,262
Benton	90%	91%	91%	1,960
Big Stone	87%	91%	89%	179
Blue Earth	91%	91%	93%	2,633
Brown	89%	92%	94%	1,076
Carlton	91%	90%	90%	2,175
Carver	93%	92%	92%	1,902
Cass	87%	86%	85%	1,818
Chippewa	88%	92%	90%	577
Chisago	95%	93%	93%	2,226
Clay	86%	87%	86%	2,862
Clearwater	95%	95%	93%	645
Cook	83%	82%	86%	182
Cottonwood	88%	89%	92%	518
Crow Wing	93%	93%	93%	3,825
Dakota	87%	89%	88%	14,465
Dodge	94%	93%	94%	908
Douglas	90%	91%	92%	1,579
Faribault-Martin	93%	93%	94%	1,876
Fillmore	93%	93%	94%	684
Freeborn	92%	90%	92%	1,931
Goodhue	93%	93%	93%	2,009
Grant	89%	93%	93%	260
Hennepin	81%	82%	82%	54,343
Houston	94%	93%	92%	760
Hubbard	90%	89%	87%	1,269
Isanti	91%	91%	92%	2,144
Itasca	89%	89%	88%	2,826
Jackson	95%	96%	96%	583
Kanabec	91%	92%	91%	922
Kandiyohi	87%	87%	87%	2,417
Kittson	99%	93%	94%	117

Table A8, page 2. Percent of Open Child Supprt Cases with Orders Established

County	FFY 2011	FFY 2012	FFY 2013	2013
				Denominator
Statewide	86%	86%	86%	243,995
Koochiching	96%	97%	98%	737
Lac qui Parle	94%	93%	92%	240
Lake	89%	86%	87%	506
Lake of the Woods	88%	89%	89%	151
Le Sueur	92%	94%	93%	1,052
Mahnomen	89%	82%	73%	516
Marshall	89%	90%	90%	303
McLeod	89%	91%	91%	1,636
Meeker	92%	92%	93%	989
Mille Lacs	89%	88%	89%	1,628
Morrison	94%	93%	91%	1,944
Mower	81%	81%	81%	2,776
Nicollet	92%	94%	93%	1,491
Nobles	90%	89%	87%	1,017
Norman	93%	93%	92%	297
Olmsted	84%	86%	86%	5,855
Otter Tail	90%	90%	92%	2,281
Pennington	82%	85%	86%	835
Pine	91%	91%	93%	2,048
Pipestone	92%	92%		
Polk	93%	92%	93%	1,942
Pope	83%	83%	86%	379
Ramsey	77%	78%	77%	29,705
Red Lake	93%	87%	91%	151
Redwood	89%	92%		
Renville	81%	81%	80%	625
Rice	81%	79%	81%	2,075
Rock	90%			
Roseau	87%	90%	87%	663
Saint Louis	87%	88%	88%	11,871
Scott	87%	87%	88%	3,199
Sherburne	91%	92%	92%	3,481
Sibley	91%	91%	93%	628
Stearns	86%	86%	87%	5,454
Steele	92%	92%	92%	1,807

Table A8, page 3. Percent of Open Child Supprt Cases with Orders Established

County	FFY 2011	FFY 2012	FFY 2013	2013
				Denominator
Statewide	86%	86%	86%	243,995
Stevens	92%	91%	91%	228
SWHHS	89%	89%	91%	3,712
Swift	91%	90%	90%	487
Todd	94%	93%	92%	1,142
Traverse	74%	87%	80%	118
Wabasha	89%	85%	85%	741
Wadena	94%	93%	94%	866
Waseca	92%	92%	92%	906
Washington	91%	91%	93%	7,023
Watonwan	90%	91%	91%	795
Wilkin	92%	88%	87%	297
Winona	91%	90%	91%	2,191
Wright	91%	91%	92%	4,456
Yellow Medicine	84%	86%	87%	370

Measure 4d: MFIP/DWP Self-Support Index

What is this measure?

The MFIP/DWP Self-Support Index (S-SI) is the percent of adults eligible for MFIP or DWP that are off cash assistance or are on and working at least 30 hours per week three years after a baseline quarter. The Range of Expected Performance is a target range individual to each county that controls for variables beyond the control of the county, including caseload characteristics and economic variables.

Why is this important?

Providing support that allows families the opportunity to attain and maintain employment is an essential role of county government. Counties contribute to and support employment through providing employment services and coordinating other resources such as housing, child care, and health care that support a person's ability to get and keep a job.

How are counties doing?

Statewide for the annualized 2012/2013 S-SI, 66.9 percent of MFIP/DWP participants were off the program and/or working at least 30 hours a week. Performance on the S-SI has been improving. Four counties were below their Range of Expected Performance for the annualized 2012/2013 measure compared to six in 2011/2012 and ten in 2010/2011.

County by county performance data can be found in Table A9. Counties achieving performance within or above their expected range of performance are shown in bold.

[illegible]

Table A9. MFIP/DWP Annualized Self-Support Index

County	S-SI April 2010 to March 2011	Range of Expected Performance 2010/2011	S-SI April 2011 to March 2012	Range of Expected Performance 2011/2012	S-SI April 2012 to March 2013	Range of Expected Performance 2012/2013
Aitkin	78.3%	Within	81.7%	Above	75.8%	Within
Anoka	68.9%	Within	68.5%	Within	70.9%	Within
Becker	71.7%	Within	75.4%	Above	75.3%	Within
Beltrami	66.4%	Above	67.0%	Above	68.8%	Above
Benton	71.3%	Above	72.3%	Above	74.8%	Within
Big Stone	69.4%	Below	63.3%	Below	64.6%	Below
Blue Earth	74.5%	Within	72.6%	Within	70.8%	Within
Brown	80.9%	Above	86.8%	Above	85.2%	Within
Carlton	78.9%	Above	76.4%	Within	79.4%	Within
Carver	76.6%	Above	76.7%	Above	82.8%	Above
Cass	75.3%	Within	76.7%	Above	76.8%	Above
Chippewa	71.5%	Within	76.2%	Within	79.0%	Within
Chisago	83.7%	Above	86.4%	Above	84.0%	Above
Clay	73.7%	Above	73.9%	Above	75.6%	Above
Clearwater	75.5%	Within	75.2%	Within	71.7%	Within
Cook	78.5%	Within	85.9%	Within	79.3%	Within
Cottonwood	73.5%	Within	80.7%	Within	81.4%	Within
Crow Wing	77.0%	Within	75.2%	Within	78.0%	Within
Dakota	68.5%	Within	67.8%	Within	69.3%	Within
Dodge	78.1%	Within	74.9%	Within	76.1%	Within
Douglas	82.8%	Above	77.7%	Within	78.2%	Within
Faribault-Martin	79.1%	Within	81.4%	Above	76.4%	Within
Fillmore	80.1%	Within	82.4%	Within	77.7%	Within
Freeborn	75.1%	Within	77.8%	Within	75.1%	Below
Goodhue	71.6%	Below	74.0%	Within	76.7%	Within
Grant	92.0%	Above	80.2%	Within	83.3%	Within
Hennepin	60.5%	Below	60.0%	Within	60.4%	Within
Houston	77.9%	Within	76.1%	Within	77.2%	Within
Hubbard	73.9%	Within	76.0%	Within	75.7%	Within
Isanti	78.1%	Above	83.5%	Above	80.3%	Above
Itasca	69.6%	Below	71.6%	Below	70.5%	Below
Jackson	72.9%	Within	81.9%	Within	86.5%	Above
Kanabec	75.3%	Within	70.6%	Within	80.2%	Within
Kandiyohi	82.5%	Above	78.1%	Above	78.4%	Within
Kittson	75.6%	Within	84.4%	Within	91.7%	Above

Table A9, page 2. MFIP/DWP Annualized Self-Support Index

County	S-SI April 2010 to March 2011	Range of Expected Performance 2010/2011	S-SI April 2011 to March 2012	Range of Expected Performance 2011/2012	S-SI April 2012 to March 2013	Range of Expected Performance 2012/2013
Koochiching	81.1%	Above	80.4%	Above	76.1%	Within
Lac qui Parle	63.9%	Below	71.6%	Within	78.6%	Within
Lake	82.0%	Above	82.5%	Within	83.1%	Within
Lake of the Woods	79.6%	Within	80.3%	Within	76.7%	Within
Le Sueur	79.8%	Within	80.7%	Within	78.1%	Within
Mahnomen	79.2%	Within	83.6%	Above	85.1%	Within
Marshall	67.4%	Above	63.9%	Within	56.0%	Within
McLeod	85.9%	Within	83.1%	Within	83.8%	Within
Meeker	69.1%	Below	79.9%	Within	84.7%	Above
Mille Lacs	76.4%	Within	77.6%	Within	74.8%	Within
Morrison	75.4%	Within	74.6%	Within	78.2%	Within
Mower	77.9%	Above	76.2%	Within	74.8%	Within
Nicollet	68.8%	Within	66.6%	Within	72.2%	Within
Nobles	82.8%	Above	78.5%	Within	81.7%	Within
Norman	78.4%	Within	71.4%	Below	81.0%	Within
Olmsted	74.5%	Within	73.0%	Below	75.7%	Within
Otter Tail	78.2%	Above	75.9%	Within	82.3%	Above
Pennington	73.9%	Within	83.2%	Above	85.4%	Above
Pine	74.5%	Within	74.6%	Within	78.7%	Within
Pipestone	82.4%	Above	80.3%	Within	86.4%	Above
Polk	74.2%	Above	75.6%	Above	70.8%	Within
Pope	75.9%	Within	75.0%	Within	70.5%	Within
Ramsey	57.1%	Within	56.3%	Within	58.8%	Within
Red Lake	72.3%	Within	74.8%	Within	77.7%	Within
Redwood	78.8%	Within	77.3%	Within	80.0%	Within
Renville	78.5%	Within	69.7%	Below	79.6%	Within
Rice	74.0%	Within	76.6%	Within	76.9%	Within
Rock	77.8%	Within	83.5%	Within		
Roseau	77.7%	Within	76.4%	Within	84.8%	Above
Saint Louis	83.9%	Above	85.4%	Above	67.3%	Within
Scott	66.4%	Within	66.2%	Within	80.7%	Within
Sherburne	73.5%	Above	74.1%	Within	78.6%	Above
Sibley	73.9%	Above	76.2%	Above	82.9%	Above
Stearns	68.8%	Below	71.0%	Within	74.7%	Within
Steele	76.2%	Within	70.9%	Within	71.6%	Within

Table A9, page 3. MFIP/DWP Annualized Self-Support Index

County	S-SI April 2010 to March 2011	Range of Expected Performance 2010/2011	S-SI April 2011 to March 2012	Range of Expected Performance 2011/2012	S-SI April 2012 to March 2013	Range of Expected Performance 2012/2013
Stevens	71.8%	Within	81.3%	Within	87.2%	Above
SWHHS	76.9%	Within	83.7%	Above	81.4%	Above
Swift	83.3%	Above	80.1%	Within	81.2%	Within
Todd	81.9%	Above	85.1%	Above	81.5%	Above
Traverse	72.5%	Below	70.7%	Within	76.2%	Within
Wabasha	83.7%	Above	78.3%	Within	71.5%	Within
Wadena	74.7%	Within	74.7%	Within	71.9%	Within
Waseca	77.6%	Within	78.1%	Within	76.9%	Within
Washington	66.8%	Within	70.5%	Within	73.8%	Within
Watonwan	79.9%	Within	70.4%	Within	74.8%	Within
Wilkin	80.6%	Within	68.8%	Within	75.0%	Below
Winona	69.6%	Below	68.8%	Below	73.0%	Within
Wright	79.8%	Above	80.6%	Above	79.1%	Above
Yellow Medicine	62.6%	Below	67.0%	Within	73.8%	Within

IX. Appendix B – Steering Committee on Performance and Outcome Reforms

The 2009 Legislature passed the State-County Results, Accountability and Service Delivery Reform Act (Act) (Minnesota Statutes Chapter 402A), which established the Steering Committee on Performance and Outcome Reforms (steering committee). The steering committee's purpose was to define a list of essential human services (mandated by federal or state government), to establish minimum outcome standards² for those services, and to develop a uniform data collection and review process.

The steering committee presented recommendations to the legislature in December 2012, which were authorized by the legislature during the 2013 session. Minnesota Statutes, Section 402A.14 establishes "a performance management system for essential human services...that includes initial performance measures and standards consistent with the recommendations of the steering committee."

The steering committee defined "essential human services" as those mandated by federal or state law. These essential services are:

- Child welfare, including protection, truancy, minor parent, guardianship, and adoption;
- Children's mental health;
- Children's disability services;
- Public economic assistance;
- Child support;
- Chemical dependency;
- Adult disability services;
- Adult mental health;
- Adult services such as long-term care; and
- Adult protection. (MN Statute 402A.10 Subd. 4a)

The human services delivery system includes the following entities:

- County human services and other service delivery authorities;
- The Minnesota Department of Human Services;
- Tribal governments;
- The Human Services Performance Council;
- Human services community partners;
- Agencies that deliver human services; and
- Individuals and families who access and receive human services.

² To clarify understanding, the Council recommends using the term "threshold" in place of "standard."

X. Appendix C – Human Services Performance Council

The Human Services Performance Council (Council) was authorized by the 2013 Legislature as part of the establishment of a performance management system for human services. The work of the Council is to advise the DHS commissioner on the implementation and operation of the human services performance management system, including county performance management and departmental procedures, and to provide annual reviews and reports to the Minnesota Legislature related to human services performance management. (Minnesota Statutes, Section 402A.15).

Council members representing DHS, service providers/advocates, and tribal governments/communities of color were appointed by the commissioner; the Association of Minnesota Counties (AMC) and the Minnesota Association of County Social Service Administrators (MACSSA) each appointed their representative members. Appointments are for a minimum of two years.

Current Council membership is as follows:

Representing advocates/services providers:

- Arnie Anderson, executive director, Minnesota Community Action Partnership
- Heidi Holste, executive director, Northeast Residence, Inc.
- Jeri Schettler, executive director, Client Community Services, Inc.

Representing AMC:

- Toni Carter, county commissioner, Ramsey County
- Rob Ecklund, county commissioner, Koochiching County
- Linda Higgins, county commissioner, Hennepin County

Representing DHS:

- Charles Johnson, deputy commissioner for Policy and Operations
- John Dinsmore, director of Country Relations
- Robert Meyer, performance management director, Continuing Care Administration

Representing MACSSA:

- Judith Brumfield, director of health and human services, Scott County
- Tom Henderson, family services director, Brown County
- Stacy Hennen, social services director, Grant County

Representing tribal governments/communities of color:

- Alfred Babington-Johnson, CEO, Stairstep Foundation
- Ben Bement, director of human services, White Earth Tribal Council
- Ruby Lee, president/CEO, Comunidades Latinas Unidas en Servicio (CLUES)

XI. Appendix D –Vision, Mission, Values, and Strategies Statements

The Human Services Performance Council and the Performance Management team developed the vision, mission, and values statements below to define the Performance Management system’s purpose, direction, and drivers of success.

Vision

The vision of the Performance Management system is to create an equitable human services system, which ensures effective services and positive outcomes for Minnesota residents through accountability, continuous improvement, cultural responsiveness, and partnership.

Mission

The mission of the Performance Management system is to improve outcomes for people through creativity, flexibility, accountability, collaboration, and performance management.

Values

The values of the Performance Management system are:

Collaboration

- DHS, counties, service delivery authorities, and community partners are working together to improve the lives of people served.

Continuous improvement

- Performance is continuously improved, and success is gauged by results for people served.

Reliance on data

- Reliable and tested data, measures, and thresholds are developed and used.

Sustainability

- Improvement methods are sustainable, effective, efficient, and continuous.

Flexibility

- Flexibility and creativity are used to adapt to the changing needs of those served.

Transparency

- Transparency and accountability are central to the design, implementation, and monitoring of essential services being delivered.

Inclusiveness

- People of all backgrounds are included in the process, and cultural responsiveness is embedded in the work.

Equity

- Equity across populations will be a deliberate and intentional focus so that people will have access to services that are effective for them as individuals.

Strategies

There are four primary components of the Performance Management system, which support a larger performance framework. These components are: 1) outcomes and measures; 2) thresholds; 3) technical assistance and training; and 4) the remedies process.

To implement system activities within these components, the Council and Performance Management team are employing the following strategies:

Oversee performance framework

- Develop, analyze, and update shared outcomes, measures, and thresholds for counties.

Measure performance

- Use data to measure, evaluate, and communicate county performance.

Improve performance

- Identify and implement technical assistance needed to support county performance improvement efforts.

Assure performance thresholds are met

- Monitor county progress in meeting performance goals and thresholds.

Remain committed to cultural responsiveness

- Maintain an inclusive process, which is considerate of diverse perspectives and is respectful of cultural conditions in all aspects of the work.

XII. Appendix E – Steering Committee Remedies Process Recommendations

The steering committee recommended the following tenets be included as the Council and the Performance Management team implement the remedies process.

- a. **Annual reporting of performance against thresholds. Use the annual reports as the basis for making the determination of whether a measurement standard³ has been met.** Different measures may have different reporting time periods.
- b. **Use of a graduated process to improve results.** The remedies of Minn. Statute 402a.18, which can lead to a service or program being taken away from a county or service delivery authority, are the end point of a process that starts with the development of Performance Improvement Plans (PIPs) and may include fiscal penalties. The function of the remedies process is accountability; the goal of the process is performance improvement. DHS will offer counties technical assistance with the creation and implementation of their PIP. Financial penalties and reassignment of program responsibilities could be pursued as a last resort.
- c. **Trigger the remedies process if/when a county fails to meet a minimum standard for an individual measure.** Except in the case of extenuating or exceptional circumstances such as natural disasters, this step would be triggered the first year a standard was not met. Counties who do not meet a standard for a particular measure will prepare a Performance Improvement Plan (PIP) that will identify how and when it will improve its performance. The PIP will require improvement on the measure in question over a two-year time period and may include specific programmatic or administrative improvements and best practices that have a demonstrated connection to outcomes. The county and DHS will use a collaborative approach to develop the PIPs and the solutions proposed may include help and assistance from DHS. In addition, counties have the ability to appeal the content of a PIP to the Performance Council. A county that meets the performance improvement goal in its PIP does not move to the next step in the remedies process (fiscal penalties) but continues with a PIP if the county has not reached the minimum performance threshold.
- d. **Use the remedies process to help address disparities in outcomes for racial or ethnic groups.** Where available, performance measures will be reported by racial and ethnic groups for all counties. PIPs must include steps to improve performance for racial and ethnic groups that are not meeting the performance standard. In addition, the remedies process and PIPs will be triggered in those situations where a county fails to achieve the standard for one or more racial or ethnic groups for three or more measures, even if the standards for the measures are met overall.
- e. **Use existing processes where possible.** Counties which are engaged in a performance improvement process under another performance framework, such as the Children and Family Service Review (CFSR), do not need to develop a redundant performance improvement plan for the same measure.

³ To clarify understanding, the Council recommends using the term “threshold” in place of “standard.”

- f. **Under certain circumstances, provide for alternatives and exceptions.** The Steering Committee recommends that the performance management system be flexible enough to allow for alternatives, exceptions and extenuating circumstances. To avoid redundancy of effort, existing mechanisms such as the CFSR, which groups smaller counties, will be used in determining whether the remedies process should be triggered.