



Legislative Report

Human Services Performance Management System

Agency and County Performance

December 2017

For more information contact:

Minnesota Department of Human Services

Agency and County Performance

P.O. Box 64997

St. Paul, MN 55164-0997

(651) 431-5780

This information is available in alternative formats to individuals with disabilities by calling 651-431-5780

TTY users can call through Minnesota Relay at (800) 627-3529.

For Speech-to-Speech, call (877) 627-3848.

For other information on disability rights and protections, contact the agency's ADA coordinator.

Minnesota Statutes, Chapter 3.197, requires the disclosure of the cost to prepare this report. The estimated cost of preparing this report is \$2,980.

Printed with a minimum of 10 percent post-consumer material. Please recycle.

Contents

Human Services Performance Management System	1
Contents	3
I. Executive summary	4
A. Overview of report	4
B. History and purpose	4
C. Outcomes, measures and performance	5
D. Challenges to improved performance	6
E. Technical assistance, partnerships and system improvements	6
II. Legislation	7
III. Introduction	8
A. Overview	9
B. Outcomes, measures and thresholds	10
C. Remedies process	11
A. Report and PIP schedule	12
B. 2017 performance summary	13
C. Performance by measure	14
D. Challenges	27
VI. Technical assistance, partnerships and improvements	28
A. Collaboration and partnerships	28
B. Improvement facilitation	29
C. Capacity building	30
D. System updates	31
VII. Report recommendations	33
A. Response to 2016 report recommendations for 2017	33
B. Report recommendations for calendar year 2018	34
VIII. Commissioner response	36
IX. Appendix A: Performance by outcome and measure	37
A. Adults and children are safe and secure	38
C. Children have stability in their living situation	44
D. Children have the opportunity to develop to their fullest potential	55
X. Appendix B: Steering Committee on Performance and Outcome Reforms	83
XI. Appendix C: Vision, Mission, Values, and Strategies Statements	84
A. Vision	84
B. Mission	84
C. Values	84
D. Strategies	84
XII. Appendix D: Human Services Performance Council	86

I. Executive summary

A. Overview of report

This report describes the work of the Human Services Performance Management system (Performance Management system), which monitors the performance of Minnesota's 78 counties/service delivery authorities (counties) and supports efforts toward continuous improvement in delivering essential human services to Minnesotans. Essential human services include an array of programs that provide protections and safety nets to low income and vulnerable populations within Minnesota.

This report includes:

- An overview of the Performance Management system
- Information on county performance in providing essential human services reported in 2017
- A description of technical assistance being provided to counties
- Recommendations for improvements to the system
- Comments from the commissioner of the Minnesota Department of Human Services (DHS)

B. History and purpose

Established in 2013 in accordance with Minnesota Statutes Chapter 402A, the Performance Management system was created in response to counties' desire to be proactive in improving service delivery and outcomes for human services program recipients. The system is composed of the Human Services Performance Management Council (Council), the Performance Management team, and the DHS commissioner. Each year the Council is required to report to the legislature on the work of the Performance Management System. Appendix D contains a list of current Council members.

The focus of the Performance Management system is improvement across all mandated essential human services in Minnesota. The system encourages collaboration between counties and DHS, and supports counties in their efforts to take a proactive approach to continuous improvement in service delivery. This system provides an opportunity to work toward the outcomes desired for all Minnesotans, breaking down silos and identifying systems that may have created barriers to improvement. This is a very different model for assessing county performance than used in the past. Because complex change does not happen overnight, the system has evolved with thoughtful input and collaboration from county and community partners, service providers, advocates, and DHS staff.

C. Outcomes, measures and performance

The Performance Management system identifies six desired outcomes for human services programs, and there are currently ten measures used to report county performance in reaching those outcomes. Each measure has a minimum performance threshold – a numeric level against which each county’s performance is reported. Counties with performance below a threshold are required to develop a Performance Improvement Plan (PIP) that will help them reach or exceed the threshold. The outcomes and measures discussed in this report are:

Outcome 1: Adults and children are safe and secure

- Measure 1: Percent of children with a substantiated maltreatment report who do not experience a repeat substantiated maltreatment report within 12 months (*child maltreatment recurrence*).
- Measure 2: Percent of vulnerable adults with a substantiated or inconclusive maltreatment allegation who do not experience a subsequent substantiated or inconclusive maltreatment allegation within six months (*adult repeat maltreatment*).

Outcome 2: Children have stability in their living situation

- Measure 1: Percent of current child support paid (*child support paid*).
- Measure 2: Percent of children discharged from out-of-home placement to permanency in less than 12 months (*permanency*).

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

- Measure 1: Percent of days children in family foster care spent with a relative (*relative placement*).
- Measure 2: Percent of child support cases with paternity established (*paternity established*).

Outcome 4: People are economically secure

- Measure 1: Percent of expedited Supplemental Nutrition Assistance Program (SNAP) applications processed within one business day (*expedited SNAP*).
- Measure 2: Percent of SNAP and cash assistance applications processed timely (*timely SNAP and cash assistance*).
- Measure 3: Percent of open child support cases with an order established (*orders established*).
- Measure 4: Minnesota Family Investment Program (MFIP)/Diversionary Work Program (DWP) Self-Support Index (*Self-Support Index*).

Outcome 5: Adults live with dignity, autonomy, and choice

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

Measures do not currently exist for outcomes five and six. The Performance Management team continues to work with various stakeholders to develop additional system measures for these outcomes, currently focusing on the areas of children’s and adult mental health and equity.

In 2017, counties received reports on their performance for the ten measures and, due to increased reporting efficiency, reports for the child support measures were issued twice. The system currently requires PIPs for nine of the ten measures. While performance varied across the state, counties did very well overall on Performance

Management system measures. Although there was potential for more than 900 PIPs, only 59 were required. A chart summarizing overall performance is on page 13. Appendix A includes performance data tables for and detailed information about each measure.

Individually, no one county was doing poorly on all or even a majority of measures in comparison to minimum performance thresholds, and many counties were above the high performance standard.

D. Challenges to improved performance

While overall county performance is very good, there remain challenges to improving county performance in providing services for Minnesotans from communities of color and American Indians, and in addressing disparate outcomes for those communities. Additionally, some of these challenges are compounded by a lack of clarity around jurisdiction with tribal governments.

Another challenge faced by the Performance Management system is not only the difficulty in getting timely and accurate data in order to assess counties' performance, but also in providing timely access directly to counties so that they can make the day-to-day decisions necessary to improve performance. In some cases, data is not available because antiquated information systems make it difficult, if not impossible, to collect it. In some instances, as in race and ethnicity data, some programs simply have not collected the data. In other instances, there is no uniformity in how certain data is collected. The Performance Management team will continue to work with counties and DHS program staff to address procedural and system changes that may help with data access.

All counties, but especially those in Greater Minnesota, are also facing issues with finding appropriate staffing. Changing demographics in Minnesota will only increase this challenge, as the working age population shrinks and becomes more urban.

E. Technical assistance, partnerships and system improvements

The Performance Management team focused on helping counties improve performance through the following:

- **Collaboration and partnerships:** The team recognizes strong relationships are needed to create the collaborative environment needed for performance improvement and meaningful change. The team uses strategic collaboration and partnership efforts to strengthen its work with counties and within DHS.
- **Improvement facilitation:** Under this approach, the team works with program teams and county agencies to bring together various community partners or counties to identify areas of opportunity, generate solution sharing, and co-create plans to improve performance.
- **Capacity building:** This approach involves working to help counties and DHS establish the tools and process needed to create a culture of data-driven continuous improvement.
- **System updates:** The Performance Management system is a dynamic model focused on collaboration and continuous improvement. The system continues to evolve with thoughtful input and collaboration from county and community partners, service providers, advocates, and DHS staff.

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 Performance Management system along with information on Performance Management system outcomes, measures, and thresholds. The report also shows the results of the county performance data requested by statute, recommendations for improvements to the Performance Management system, and comments from the DHS commissioner.

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

IV. History and context

A. Overview

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 older adults. Counties, tribal governments, and lead agencies deliver these services in partnership with 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 Statutes Chapter 402A. The Performance Management system was established in response to counties' desire to be proactive in improving service delivery and outcomes for human services program recipients. The system monitors performance for 74 counties and four service delivery areas: Des Moines Valley Health and Human Services (Cottonwood County and Jackson County), Faribault-Martin (Faribault County and Martin County), MNPrairie County Alliance (Dodge County, Steele County, and Waseca County), and Southwest Health and Human Services (Lincoln County, Lyon County, Murray County, Pipestone County, Redwood County, and Rock County); and supports efforts toward continuous improvement in delivering essential human services to Minnesotans. Essential human services include an array of programs that provide protections and safety nets to low income and vulnerable populations.

The system includes:

- The Council – representatives from the counties, DHS program experts, tribal governments and communities of color, and providers and advocates
- The Performance Management team – DHS professional staff who support the Council in its work
- The DHS commissioner – responsible for the overall Performance Management system

The work of the Council is to advise the DHS commissioner on the implementation and operation of the Performance Management system. Each year the Council is required to report to the legislature. Appendix D contains a list of current Council members.

The Performance Management team supports the work of the Council and assists the counties by providing technical assistance to help counties proactively engage in continuous improvement efforts, respond to challenges, and develop effective PIPs when they do not meet minimum performance thresholds.

The DHS commissioner reviews, approves, or waives PIPs; provides a response to the Council's legislative report; and is responsible for the imposition of more stringent remedies as required by Chapter 402A.

The focus of the Performance Management system is improvement across all mandated essential human services. The system encourages collaboration between counties and DHS, and supports counties in their efforts to take a proactive approach to continuous improvement in service delivery. This system provides an opportunity to work toward the outcomes desired for all Minnesotans, breaking down silos and identifying systems that may have created barriers to improvement. This is a very different model for assessing county performance than used in the past. Because complex change does not happen overnight, the system has evolved with thoughtful input and collaboration from county and community partners, service providers, advocates, and DHS.

B. Outcomes, measures and thresholds

The Performance Management system identifies six desired outcomes for human services programs. There are currently ten measures used to report county performance toward those outcomes. Each measure has a minimum performance threshold — a numeric level against which each county’s performance is reported. Counties with performance below a threshold are required to develop a PIP that will help them reach or exceed the threshold.

TABLE 1: The Performance Management system’s outcomes, measures, thresholds, and high performance standards.

Measure	Threshold	Standard
Outcome 1: Adults and children are safe and secure		
Percent of children with a substantiated maltreatment report who do not experience a repeat substantiated maltreatment report within 12 months	90.9%	90.9%
Percent of vulnerable adults with a substantiated or inconclusive maltreatment allegation who do not experience a subsequent substantiated or inconclusive maltreatment allegation within six months	80%	95%
Outcome 2: Children have stability in their living situation		
Percent of current child support paid	Unique to Each County	80%
Of all children who enter foster care in a 12-month period, the percent who are discharged to permanency within 12 months of entering foster care	40.5%	40.5%
Outcome 3: Children have the opportunity to develop to their fullest potential		
Percent of days children in family foster care spent with a relative	28.3%	45.0%
Percent of open child support cases with paternity established	90%	90%
Outcome 4: People are economically secure		
Percent of expedited SNAP applications processed within one business day	55%	83%
Percent of SNAP and cash assistance applications processed timely	75%	90%
Percent of open child support cases with an order established	80%	80%
MFIP/DWP Self-Support Index	Within Unique Range of Expected Performance	Above Unique Range of Expected Performance
Outcome 5: Adults live with dignity, autonomy, and choice	-	-
Outcome 6: People have access to health care and receive effective services	-	-

Measures do not currently exist for outcomes five and six. The Performance Management team continues to work with various stakeholders to develop additional system measures for these outcomes, currently focusing on the areas of children’s and adult mental health and equity. Following the addition of any new measure to the Performance Management system, counties will first receive individual reports with baseline performance data. Counties will not be subject to PIPs on new measures until the following year.

C. Remedies process

The remedies process is described in legislation as the method for holding counties accountable for performance while also providing them support for improvement. It includes:

- PIPs
- Technical assistance
- Possibility for fiscal penalties or transfer of responsibility to another county or to DHS

Counties that do not meet the threshold for a particular measure (listed in Table 1) are required to develop a PIP that indicates the steps they will take to improve performance on that measure. Fiscal penalties and transfer of responsibility for services to another county or DHS can occur only after several years of repeated, unsuccessful attempts at improvement.

Extenuating circumstances

Counties experiencing an extraordinary, unforeseen event that they believe prevented them from meeting a threshold have the opportunity to file a claim for extenuating circumstances. The essential nature of an extenuating circumstance is that it is sudden, unforeseeable, and beyond the county's control. The Performance Management team and the Council each review extenuating circumstance claims and make recommendations to the DHS commissioner who makes the final decision to approve or deny the claims.

Small numbers

A number of counties have denominators too small for a meaningful assessment of performance. The Council convened a workgroup of DHS and county representatives in November of 2014 to develop a methodology for assessing performance where numbers are small and can cause wide performance fluctuation. The workgroup determined that being below the threshold on a single measure due to one or two people not having the desired outcome should not necessarily indicate that a county is performing poorly. The workgroup recommended assessing performance by looking at related measures, as described below.

If a county has no people in a measure, it is considered to be meeting the threshold. If a county has a denominator of 20 or less and:

- Is meeting the threshold for a measure, the county is performing to expectations and no further assessment will take place.
- Is not meeting the threshold for a measure, performance will be reviewed across a combination of measures. Currently, measures are grouped as follows:
 - Meeting the threshold on two of the three child safety and permanency measures;
 - Meeting the threshold on both of the cash and food application timeliness measures; and
 - Meeting the threshold on two of the three child support measures.

As new measures are added to the system, workgroups recommending the thresholds for the measure will also make recommendations on the assessment of performance where denominators are small.

V. Minnesota performance

In January, April, August, and October of 2017, the Performance Management team sent each county a customized report (see below) that detailed outcomes and measures, and discussed each measure's importance. The reports provided data specific to each county, including current and past performance, as well as performance compared to other counties in the same Minnesota Association of County Social Service Administrators (MACSSA) region.

A. Report and PIP schedule

Data for measures are available at different times throughout the year depending on the program area. In an effort to provide counties with ample time to implement improvement strategies, data for each measure is shared as it becomes available and counties are notified immediately if a PIP is required. Below is the release schedule for data as it was shared in 2017.

January 2017 – Child Support (Federal Fiscal Year 2016) and Adult Protection

- *Adult repeat maltreatment**
- *Child support paid*
- *Orders established*
- *Paternity established*

April 2017 – Public Assistance

- *Expedited SNAP*
- *Timely SNAP and cash assistance*

August 2017 – Child Safety and Permanency and MFIP/DWP Self-Support Index

- *Child maltreatment recurrence*
- *Permanency*
- *Relative placement*
- *Self-Support Index*

October 2017 – Child Support (Federal Fiscal Year 2017)

- *Child support paid*
- *Orders established*
- *Paternity established*

Counties requiring PIPs are notified via email, certified letter, and a call to the county social services director. Counties have the right to file claims if they believe there are extenuating circumstances impacting performance. Of the 64 original PIP notifications issued, there were 14 claims filed for extenuating circumstances. Of the 14 claims, five were approved and the counties no longer had to develop PIPs.

*The *adult repeat maltreatment* data was included in the *2016 Human Services Performance Management Legislative Report* and *2016 Human Services Performance Management System – Data Supplement*, but the report was issued to counties in 2017 following an unexpected reporting delay.

B. 2017 performance summary

Performance varies across the state, but counties are performing well overall. Full performance details are available in Appendix A.

TABLE 2: Summary of 2017 reported performance for 78 counties and service delivery areas. Counties with no cases for a measure are not included in this table.

Measure	Minimum Threshold	High Standard	Counties Below Threshold*	Above Threshold/ Below Standard	Above High Standard
Outcome 1: Adults and children are safe and secure					
Child maltreatment recurrence	90.9%	90.9%	10 Counties	***	66 Counties
Adult repeat maltreatment**	80%	95%	N/A	N/A	N/A
Outcome 2: Children have stability in their living situation					
Child support paid (FFY 2016)	Unique Historical	80%	24 Counties	43 Counties	11 Counties
Child support paid (FFY 2017)	Unique Five-Year Average	80%	16 Counties	51 Counties	11 Counties
Permanency	40.5%	40.5%	10 Counties	***	68 Counties
Outcome 3: Children have the opportunity to develop to their fullest potential					
Relative placement	28.3%	45.0%	8 County	16 Counties	54 Counties
Paternity established (FFY 2016)	90%	90%	0 Counties	***	78 Counties
Paternity established (FFY 2017)	90%	90%	1 County	***	77 Counties
Outcome 4: People are economically secure					
Expedited SNAP	55%	83%	6 Counties	64 Counties	8 Counties
Timely SNAP and cash assistance	75%	90%	1 Counties	8 Counties	69 Counties
Orders established (FFY 2016)	80%	80%	0 County	***	78 Counties
Orders established (FFY 2017)	80%	80%	0 County	***	78 Counties
Self-Support Index	Within Range of Expected Performance	Above Range of Expected Performance	7 Counties Below	63 Counties Within	8 Counties Above

*This number includes all the counties below the threshold. Not all counties were required to complete PIPs due to small number exemptions and approved extenuating circumstances claims.

**The most recent *adult repeat maltreatment* data was included in the *2016 Human Services Performance Management Legislative Report* and *2016 Human Services Performance Management System – Data Supplement*.

***Due to Minnesota's traditionally high performance, the threshold is set at the high standard for four measures.

C. Performance by measure

Outcome 1: Adults and children are safe and secure

Measure 1: Child maltreatment recurrence

Of all children who were victims of a substantiated maltreatment report during a 12-month reporting period, the percent who were not victims of another substantiated maltreatment report within 12 months of their initial report.

Threshold: 90.9 percent

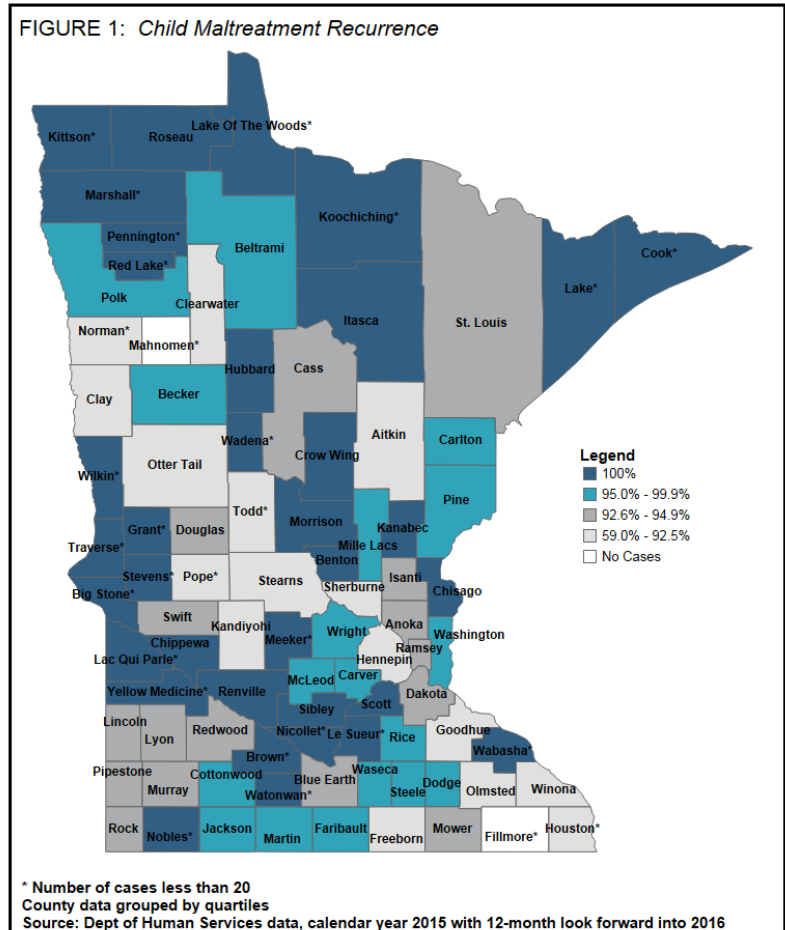
Why is this measure important?

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 substantiated maltreatment indicates that the risk for the child has not been fully mitigated.

2017 Reporting Period

Calendar Years 2015 and 2016

This measure looks at cases originating in calendar year 2015 with a 12-month look forward from the date of origination into 2016.



Minnesota Performance

In 2017, the Performance Management system updated the three Child Safety and Permanency measures, including this measure, to align with recently changed Federal and State measures. The statewide average for this measure, 92 percent, was above the threshold. Of the ten counties that were below the threshold of 90.9 percent, one of the PIPs was waived due to an approved extenuating circumstances claim and three were waived because the denominator was less than 20. Two counties had no cases for this measure.

TABLE 3: 2017 PIP overview – child maltreatment recurrence.

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
0	6	0	0

Outcome 1: Adults and children are safe and secure

Measure 2: Adult repeat maltreatment

Percent of vulnerable adults where a maltreatment allegation is found to be substantiated or inconclusive where there is not a substantiated or inconclusive allegation (and protective services were provided) of the same maltreatment type within six months and the county is the lead agency.

Threshold: 80 percent

Why is this measure important?

County social services have the responsibility to safeguard the welfare and prevent further maltreatment of vulnerable adults who are the subject of reports of suspected maltreatment under the state's vulnerable adult reporting statute.

Not Issued Since 2016 Legislative Report

The Performance Management team did not issue new performance data for this measure since the *2016 Human Services Performance Management System Legislative Report*. Performance reporting is on hold while a collaborative measure is developed for use by the Olmstead Plan, Adult Protection, and the Performance Management system. A modified version of this measure, which will be used by the three teams, is scheduled to be implemented in 2018.

Outcome 2: Children have stability in their living situation

Measure 1: Child support paid

The total amount of support distributed divided by the total amount of current support due during that fiscal year. The numerator and denominator are dollar amounts, rather than children, families, or people.

Note: The Performance Management system issued two reports featuring child support measures in 2017.

Thresholds:

2016 – Historical threshold, unique to each county.

2017 – Five-year average of the year-over-year change in performance, unique to each county.

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.

2017 Reporting Periods

Federal Fiscal Year 2016:
Oct. 1, 2015 - Sept. 30, 2016

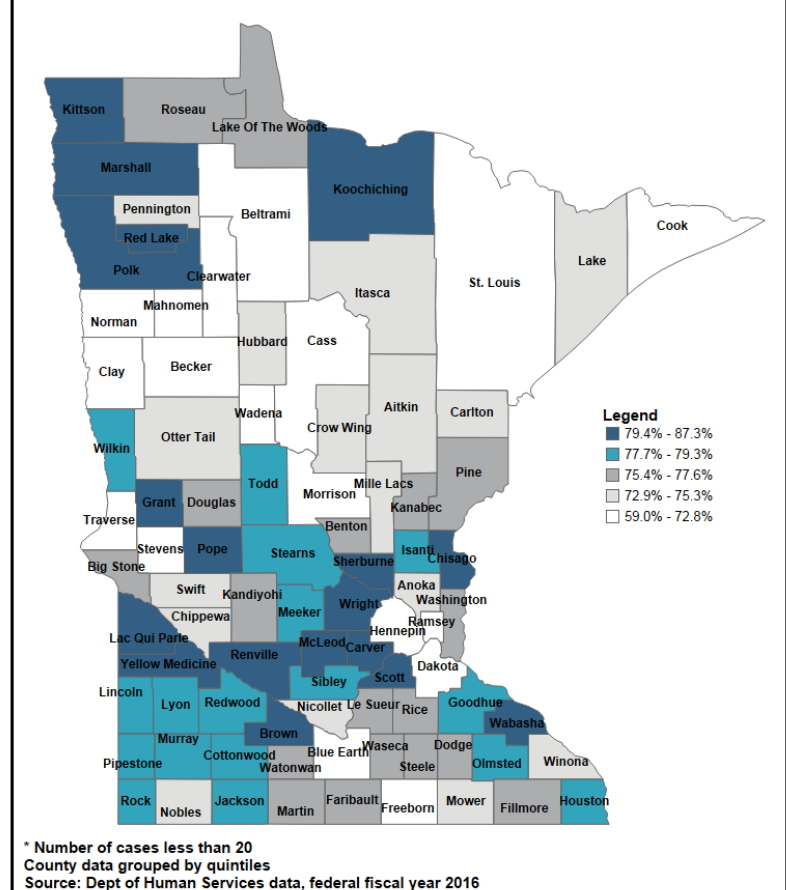
Federal Fiscal Year 2017:
Oct. 1, 2016 - Sept. 30, 2017

Minnesota Performance

Federal Fiscal Year 2016

Though only 11 counties met the federal standard of 80%, the vast majority, 73, were within ten percentage points. There were 24 counties below their unique thresholds, however only 22 PIPs were required after extenuating circumstances claims were approved for two counties.

FIGURE 2A: Child Support Paid (FFY 2016)



Federal Fiscal Year 2017

In 2017, performance versus the previous year was relatively flat — 11 counties were meeting the federal threshold of 80% and 73 were within ten percentage points. There were 16 counties below their unique thresholds for this measure, and all were required to prepare a PIP.

A new, temporary threshold methodology was introduced in October 2017; it requires counties demonstrate improvement with a positive five-year average of the year-over-year change in performance. The DHS Child Support Division, in partnership with the Performance Management team, will develop a Regression Adjusted Performance Model to use statistical regression analysis to predict what a county's performance should be. The regression model is projected to be complete in 2019 and will be used as the future threshold to help counties focus their performance improvement efforts.

FIGURE 2B: *Child Support Paid* (FFY 2017)

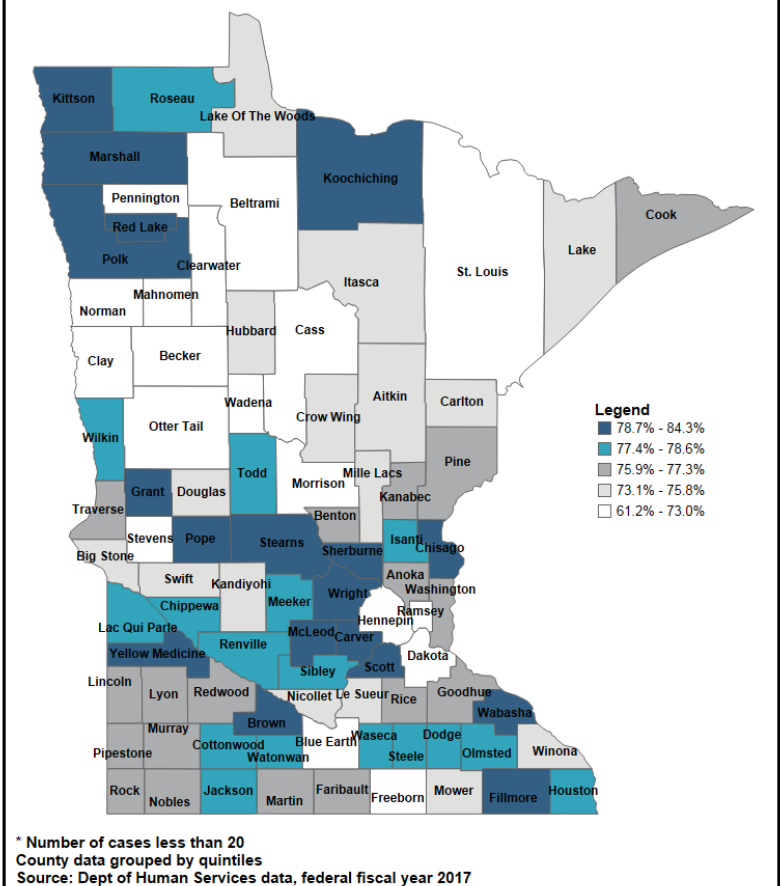


TABLE 4: 2017 PIP Overview – *child support paid*.

Data Year	Closed PIPs	New PIPS	Continued PIPS	Third Year PIPS
FFY 2016	10	17	5	0
FFY 2017	15	9	5	2

Outcome 2: Children have stability in their living situation

Measure 2: Permanency

Of all children who enter foster care in a 12-month period, the percent who are discharged to permanency within 12 months of entering foster care. (Includes discharges from foster care to reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.)

Threshold: 40.5 percent

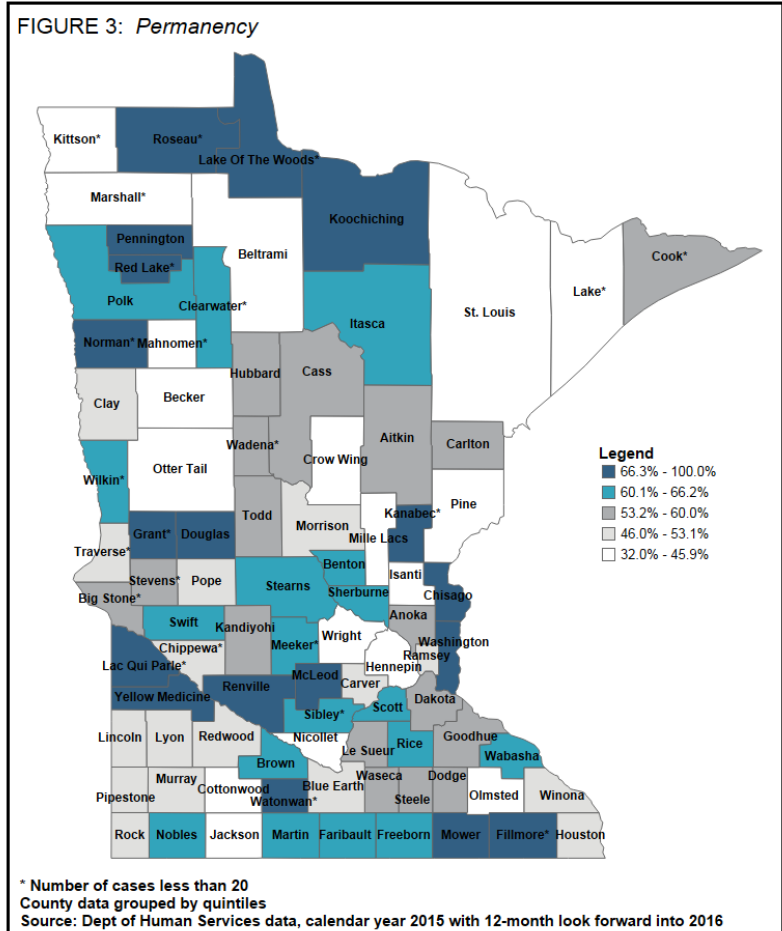
Why is this measure important?

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.

2017 Reporting Period:

Calendar Years 2015 and 2016

This measure looks at cases originating in calendar year 2015 with a 12-month look forward from the date of origination into 2016.



Minnesota Performance

In 2017, the Performance Management system updated the three Child Safety and Permanency measures, including this measure, to align with recently changed Federal and State measures. Statewide, 50.49 percent of children were discharged from out-of-home placement to permanency in less than 12 months. Performance on this measure is trending down and ten counties were below the threshold of 40.5 percent. Five completed PIPs, four had small number exemptions and one had an approved extenuating circumstances claim. Performance on this measure varied widely statewide, from 33 percent to 100 percent.

TABLE 5: 2017 PIP overview – permanency

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
3	5	0	0

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

Measure 1: Relative placement

Of all days that children spent in family foster care settings during a 12-month reporting period, the percentage of days spent with a relative.

Threshold: 28.3 percent

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 is for children in family foster care to spend a minimum of 28.3 percent of days with a relative.

2017 Reporting Period

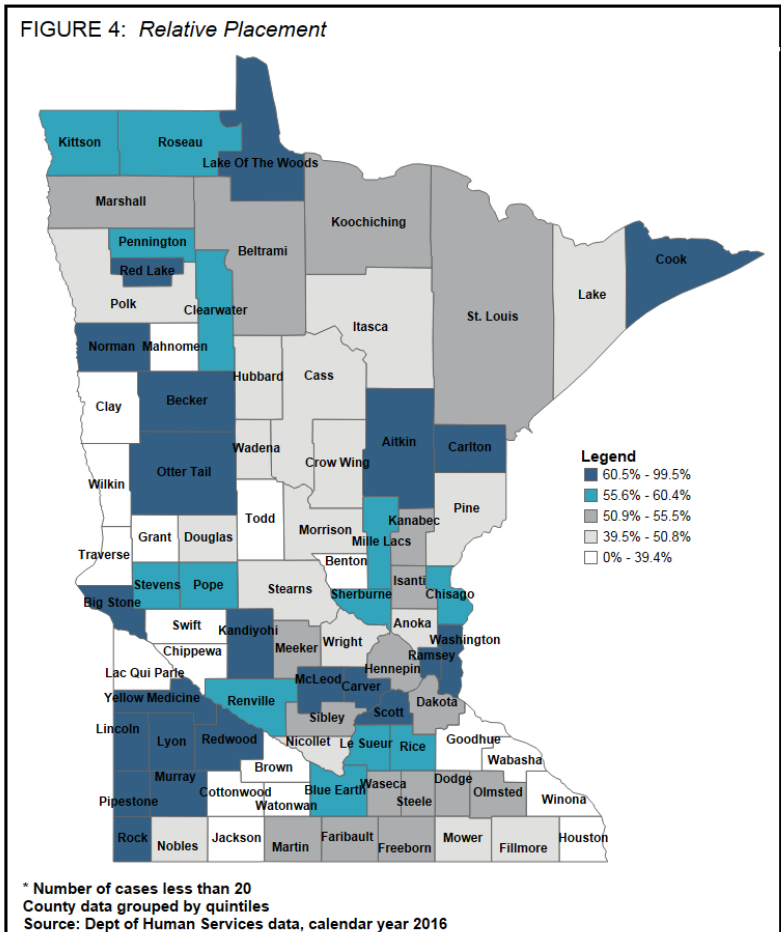
Calendar Year 2016

Minnesota Performance

Statewide, children in family foster care in 2016 spent 53.3 percent of their days with a relative. There were eight counties below the threshold of 28.3 percent; however, five counties had small number exemptions. Only three counties have PIPs for this measure. This measure was one of the Child Safety and Permanency measures updated in 2017 to align with recently changed Federal and State measures.

TABLE 6: 2017 PIP overview – *relative placement*

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
4	3	0	0



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

Measure 2: Paternity established

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 paternity established in the report year. The paternity 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.

Note: The Performance Management system issued two reports featuring child support measures in 2017.

Threshold: 90 percent

Why is this measure important?

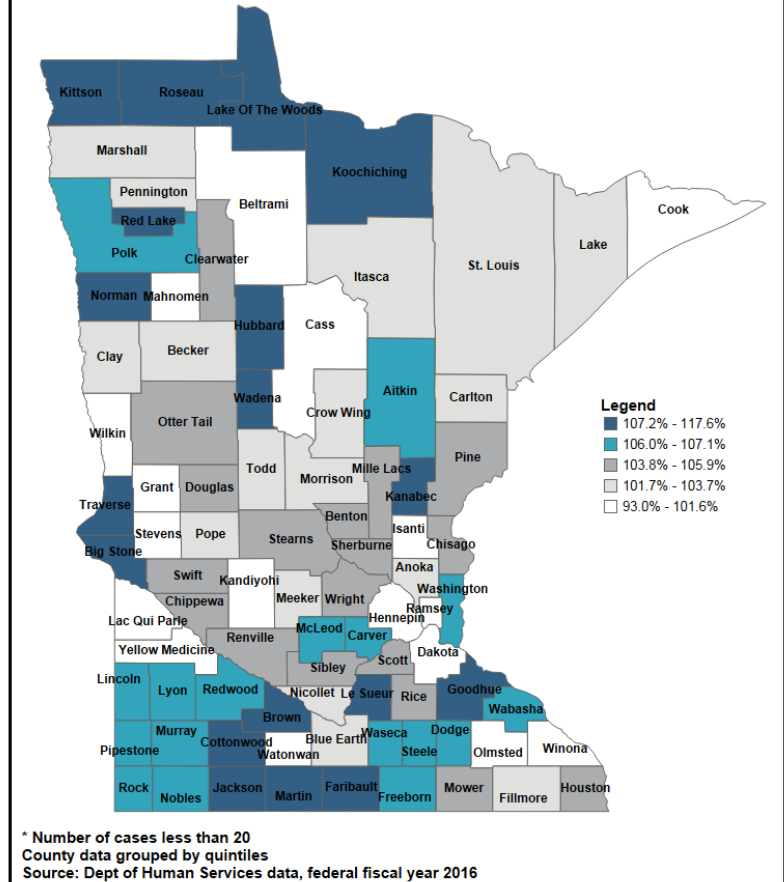
Establishing parentage gives a child born outside of marriage a legal father and the same legal rights as a child born to married parents. Parentage must be established before an order for support can be established. Within the child support program, counties are responsible for connecting parents and 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.

2017 Reporting Periods

Federal Fiscal Year 2016:
Oct. 1, 2015 - Sept. 30, 2016

Federal Fiscal Year 2017:
Oct. 1, 2016 - Sept. 30, 2017

FIGURE 5A: Paternity Established (FFY 2016)



Minnesota Performance

Federal Fiscal Year 2016

Performance on the child support measure related to the establishment of paternity is high. All counties had paternity established for more than 90 percent (the federal standard) of their open Child Support cases, which is consistent with past performance. The statewide average is 100.8 percent, and no PIPs were required for this measure.

Federal Fiscal Year 2017

Performance for this measure continued to improve during Federal Fiscal Year 2017. The statewide average was 101 percent and one county had performance below the threshold of 90 percent requiring a PIP.

FIGURE 5B: *Paternity Established* (FFY 2017)

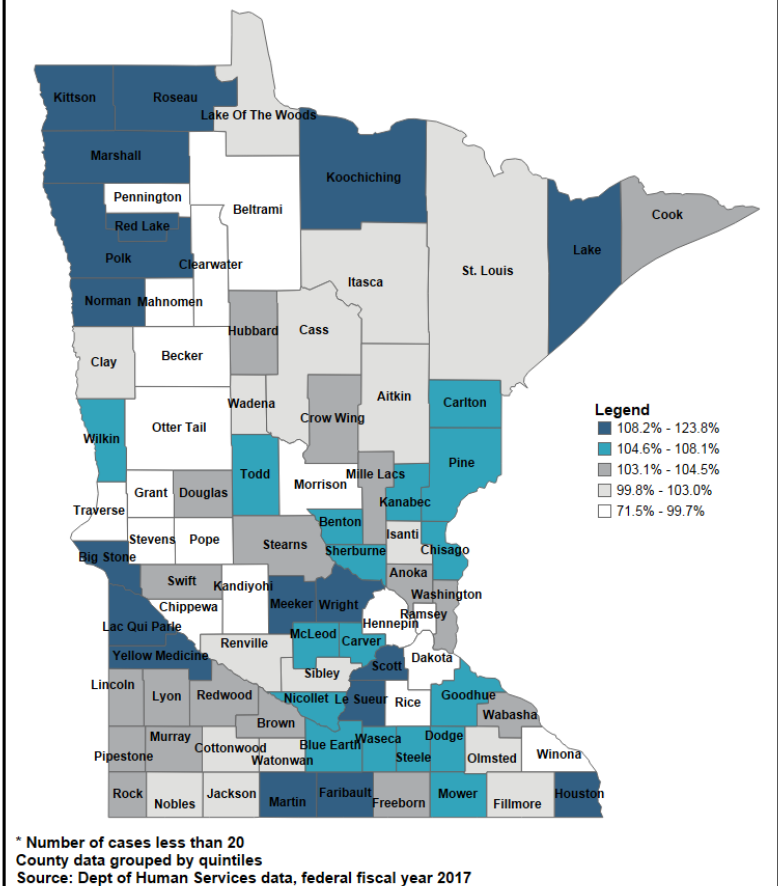


TABLE 7: 2017 PIP overview – *paternity established*

Data Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
FFY 2016	0	0	0	0
FFY 2017	0	1	0	0

Outcome 4: People are economically secure

Measure 1: Expedited SNAP

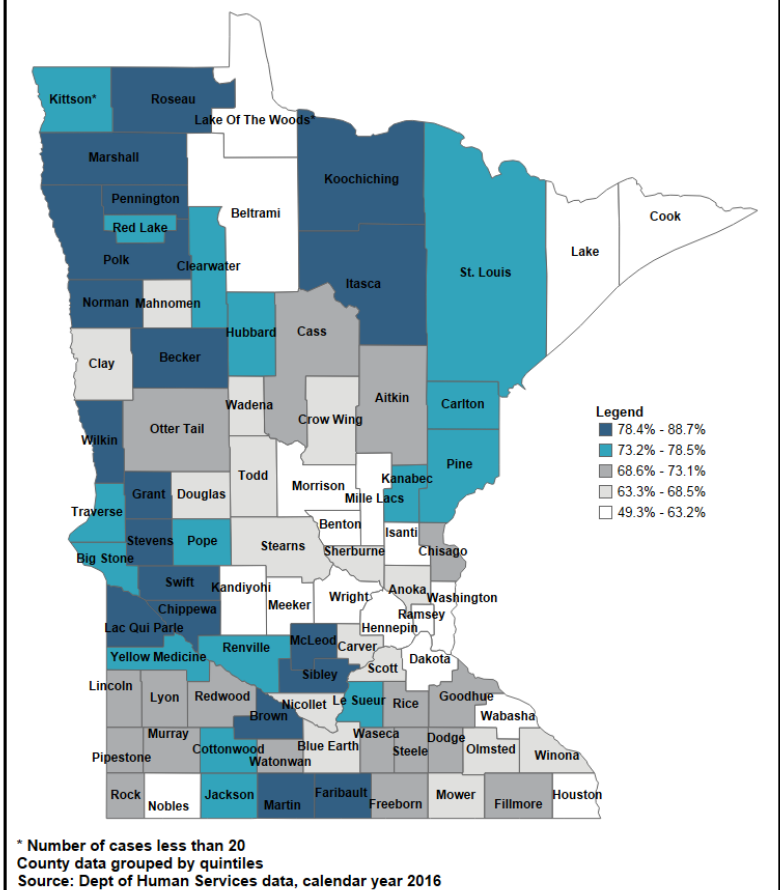
The difference between the application date and the date the first benefit payment is issued for expedited SNAP applications. It compares total expedited SNAP applications in a month to those made within one business day. Applications made on a Friday or the day before a state-recognized holiday are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

Threshold: 55 percent

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.

FIGURE 6: *Expedited SNAP*



2017 Reporting Period

Calendar Year 2016

Minnesota Performance

County performance statewide is up five percent for the expedited SNAP measure. In 2015, 59.4 percent of expedited SNAP cases were processed within one business day, while in 2016, 64.5 percent of cases were processed within one business day. The improved performance resulted in the closure of nine PIPs in 2017. Despite the improvement, six counties were below the threshold of 55 percent; one had an approved extenuating circumstances claim and five required PIPs.

TABLE 8: 2017 PIP overview – *expedited SNAP*.

Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
9	4	1	0

Outcome 4: People are economically secure

Measure 2: Timely SNAP and cash assistance

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, regular SNAP, MFIP, DWP, 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.

Threshold: 75 percent

Why is this measure 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.

2017 Reporting Period

Calendar Year 2016

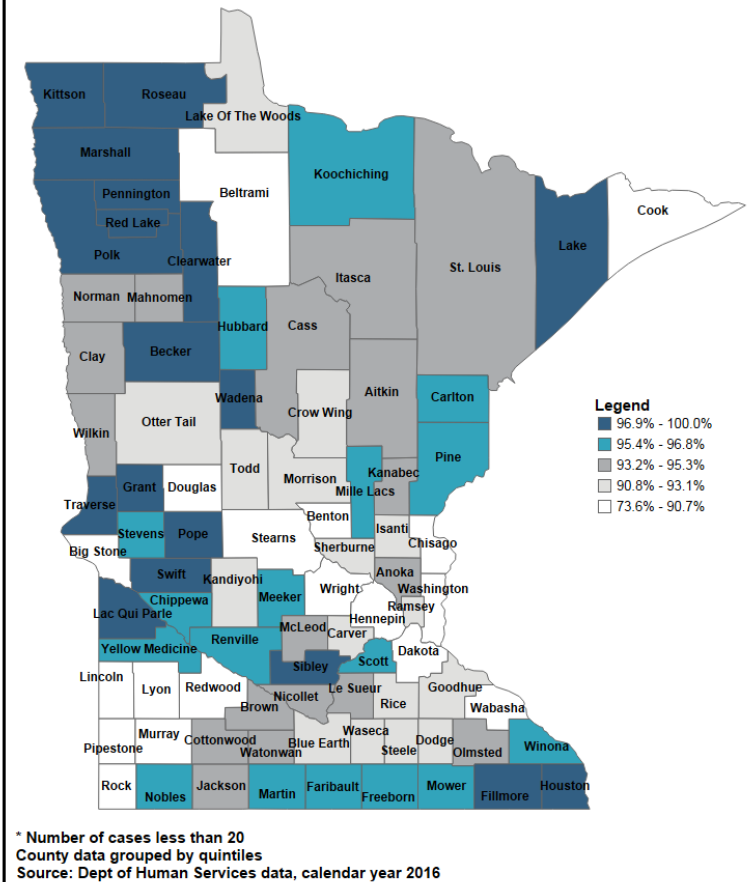
Minnesota Performance

In order to reduce the redundancy between this measure and the Expedited SNAP measure, in 2017 this measure was changed to remove expedited SNAP from the included programs. Performance statewide for this measure was 91.2 percent, significantly above the threshold of 75 percent. Only one county was below the threshold and required a PIP.

TABLE 9: 2017 PIP overview – *timely SNAP and cash assistance*.

Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2	1	0	0

FIGURE 7: *Timely SNAP and Cash Assistance*



Outcome 4: People are economically secure

Measure 3: Orders established

The number of cases open at the end of the federal fiscal year with support orders established divided by the number of total cases open at the end of the federal fiscal year.

Note: The Performance Management system issued two reports featuring Child Support measures in 2017.

Threshold: 80 percent

Why is this measure important?

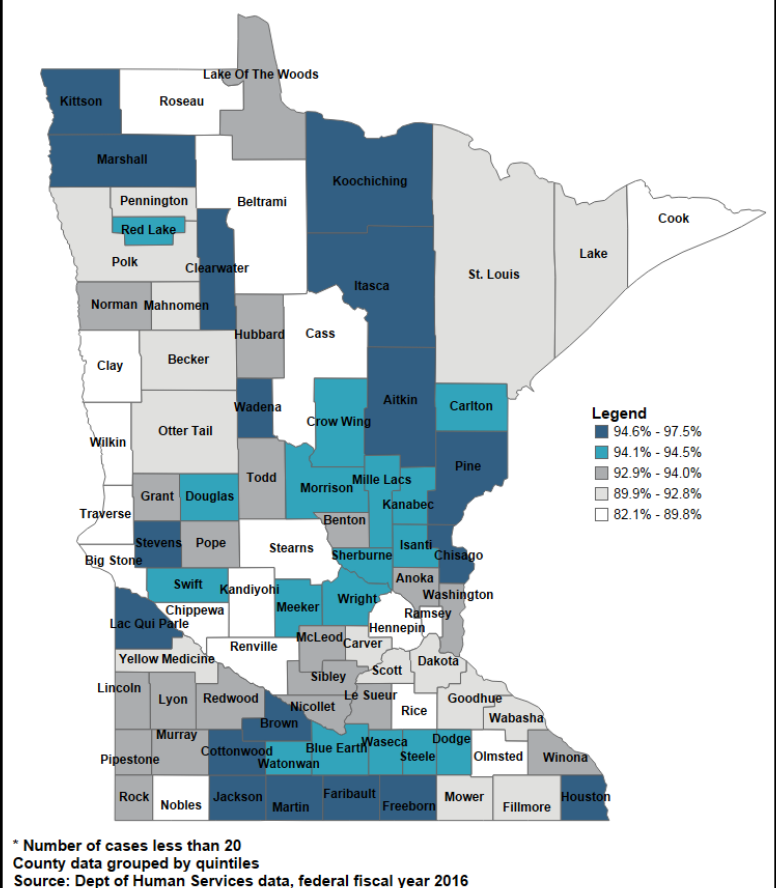
Through their role in the child support program, counties help ensure that parents contribute to their children's economic support through securing enforceable orders, monitoring payments, providing enforcement activities, and modifying orders when necessary. This is a measure of counties' work toward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

2017 Reporting Periods

Federal Fiscal Year 2016:
Oct. 1, 2015 - Sept. 30, 2016

Federal Fiscal Year 2017:
Oct. 1, 2016 - Sept. 30, 2017

FIGURE 8A: Orders Established (FFY 2016)



Minnesota Performance

Federal Fiscal Year 2016

Performance on this child support measure continues to be high, with a statewide average of 88.9 percent, up slightly from 88.7 percent in 2015. All counties met the federal standard of 80% during Federal Fiscal Year 2016, the only existing PIP closed based on improved performance.

Federal Fiscal Year 2017

Performance decreased slightly in 2017 with a statewide average of 88.6 percent. All counties continued to meet the federal standard of 80%.

FIGURE 8B: *Orders Established* (FFY 2017)

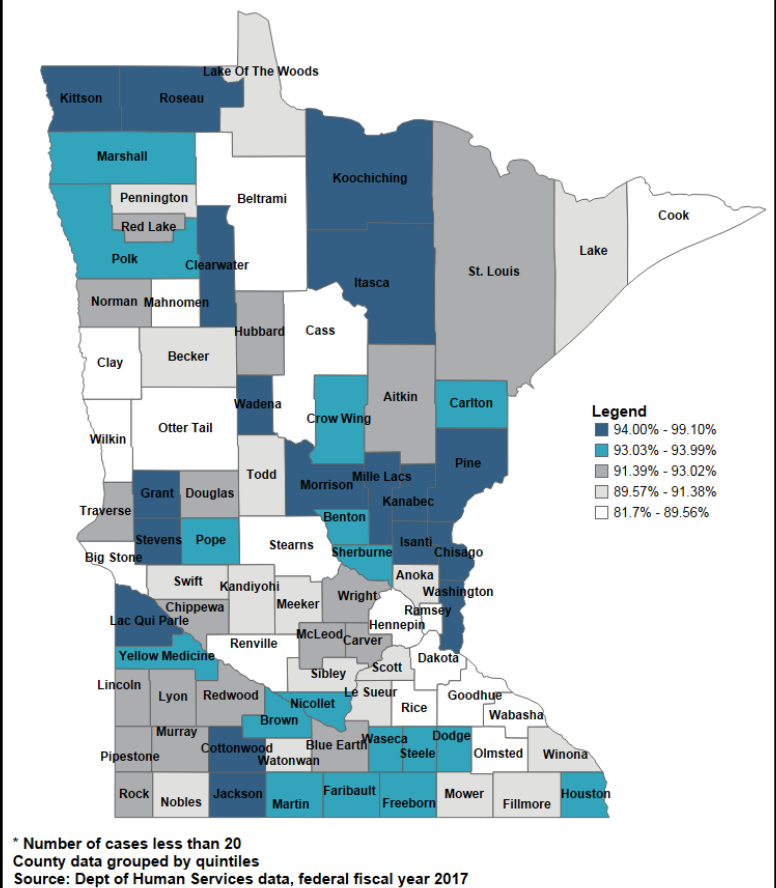


TABLE 10: 2017 PIP overview – *orders established*.

Data Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
FFY 2016	1	0	0	0
FFY 2017	0	0	0	0

Outcome 4: People are economically secure

Measure 4: Self-Support Index

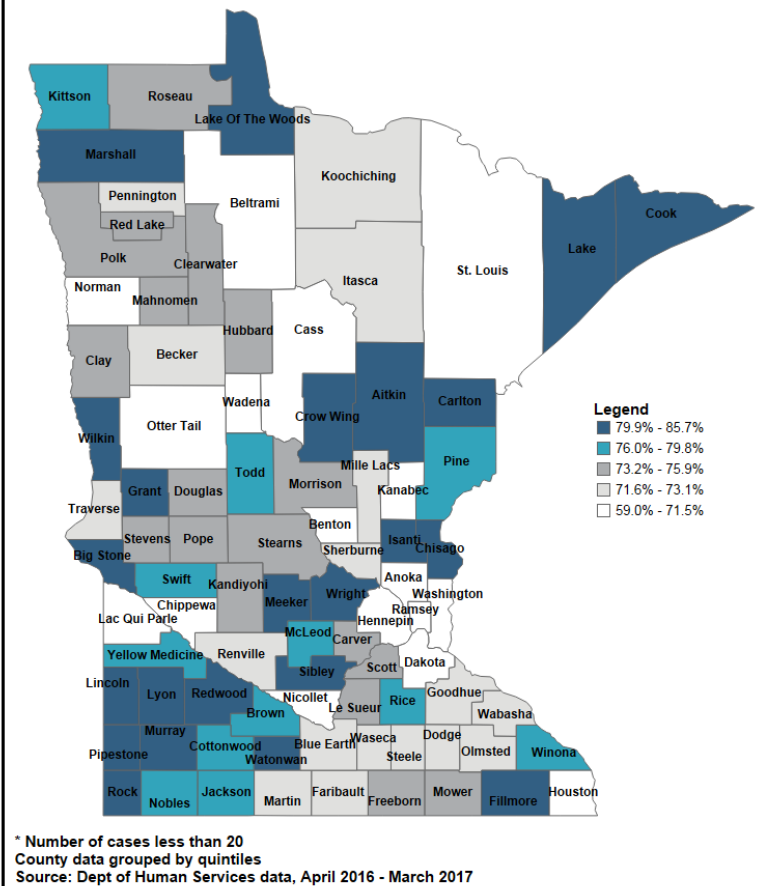
The MFIP/DWP Self-Support Index is the percent of adults eligible for MFIP or DWP that are off cash assistance or are on and working at least 30 hours per week three years after a baseline quarter. The range of expected performance is a target range unique to each county that controls for variables beyond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

Threshold: Unique range of expected performance

Why is this measure 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, childcare, and health care that support a person's ability to get and keep a job.

FIGURE 9: Self-Support Index



2017 Reporting Period

April 1, 2016 - March 31, 2017

Minnesota Performance

On the Self-Support Index, seven counties had performance below their range of expected performance and were required to complete new or continue existing PIPs. The vast majority of counties (63) performed within their expected range of performance, and eight counties had performance that was above their expected range.

TABLE 11: 2017 PIP overview – Self-Support Index.

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
5	5	0	2

D. Challenges

Racial and ethnic disparities

There remain challenges to measuring county performance in providing services for Minnesotans from communities of color and American Indian communities, and in addressing disparate outcomes for those communities. Failure to measure performance in providing services to these communities and to address disparities in outcomes has devastating impacts for Minnesota.

Minnesotans of color and American Indians make up 19% of the state's population, however they are disproportionately overrepresented in those who receive public benefits and services. For example, among communities of color, 2015 population estimates indicate black Minnesotans comprise only about 6% (approximately 317,130) of the total state population, but more than 58% of this community (approximately 189,323 people) received food, economic or health care assistance in 2016. Comparatively, just over 7% of white Minnesotans were recipients of food, economic or health care assistance.

Additionally, the population of Minnesotans of color and American Indians is expected to grow by more than 50% in the next 20 years to more than 1.6 million people. The majority of this growth will occur in the Twin Cities metro area, where the population of color is projected to increase to be more than a quarter of the population. With the anticipation of such dramatic changes in the state's demographic makeup, the need to accurately measure county performance in addressing disparate outcomes becomes even more critical.

Jurisdictional clarity

The Performance Management system includes opportunities for counties to share key barriers to performance through conversations with staff, Extenuating Circumstance claims, and PIPs. A concern that is shared regularly is a need for greater clarity around jurisdiction with tribal governments. For certain measures in the Performance Management system, the ability for counties to complete their casework requires working closely with nearby tribal governments. The success of these cases is dependent on a clear understanding of policy, a strong working relationship with the tribes, and the tribal and county staff capacity. Though the Performance Management system does not pertain to tribal governments, DHS, counties and tribal governments must work closely to improve outcomes for all Minnesotans.

Staffing

As reported in previous Legislative Reports, staffing continues to be a leading concern for counties in Minnesota. Counties in outstate Minnesota frequently cite finding and retaining qualified staff as a barrier to performance in their Extenuating Circumstance claims, PIPs and during in-person conversations. Staffing difficulties are affected by the availability of qualified individuals in low population areas as well as attrition to counties with higher pay grades. High-turnover takes a toll on these counties because of the cost to hire and, for many positions, the lengthy training time needed for employees to carry a full workload.

While shrinking populations are not an issue faced by urban counties, they too report increased difficulty finding and retaining qualified employees. Given the changes facing Minnesota, with an aging and increasingly urban population, finding skilled staff throughout the state will continue to be an issue into the foreseeable future.

Outdated technology systems

Another challenge to statewide improvement in human services outcomes is the lack of adequate technology. Current data systems often do not have the capability necessary for extracting or analyzing data in order to target improvement efforts. It can be difficult to get timely and accurate data in order to assess counties' performance, or data is not available because information systems make it difficult to collect. In some instances, as in race and ethnicity data, some programs have not historically collected the data; and in other instances, there is no uniformity in how data is collected. There is limited ability to get real-time data to counties so that they can make day-to-day decisions to improve performance.

New and integrated electronic information systems will be necessary to develop a more cohesive approach to performance improvement. DHS is currently in the midst of a multi-year initiative to modernize and integrate its systems to better serve the people of Minnesota. Additionally, DHS is in the process of launching an agency-wide data visualization tool that will provide counties with secure access to more data, allowing them to make more timely decisions.

VI. Technical assistance, partnerships and improvements

The Performance Management system offers counties and DHS the opportunity to collaborate on strategic and targeted technical assistance and support, promoting improvement in performance and outcomes.

A. Collaboration and partnerships

Partnership to reduce PIP duplication on the Self-Support Index

The MFIP/DWP Self-Support Index is used by both the Performance Management system and the Economic Assistance and Employment Supports Division (EAESD) at DHS to assess county performance. In an effort to streamline service and to avoid duplication of effort, beginning in 2017 counties required to complete a PIP for the Self-Support Index needed to submit only one plan to the Performance Management team. The Performance Management team and EAESD worked together to evaluate the PIPs.

Relationship building

The Performance Management team continued to view building relationships and trust as a key components of improvement efforts. In order to foster those relationships, the team has focused on transparency and frequent communication with counties and other partners. In addition to presenting at MACSSA's monthly meetings, the team attended the MACSSA spring conference and presented updates on the Performance Management system at the MACSSA fall conference. Additionally, the team has presented to the Cultural and Ethnic Communities Leadership Council and travelled throughout the state to meet with county leaders, present at regional and supervisory meetings, and meet with counties individually to provide information on the system and solicit feedback.

B. Improvement facilitation

In 2017, the Performance Management team continued to assist counties in improving their performance through the facilitation of in-person meetings and trainings.

Intercultural Development Inventory (IDI) pilot

Performance Management staff introduced a pilot program using the Intercultural Development Inventory (IDI) to help counties assess their baseline intercultural competency and develop plans to become more culturally competent. In 2017, staff administered the IDI to teams within four volunteer counties: Carver, Dakota, Ramsey, and St. Louis.

The pilot began in January with Carver County, then Performance Management worked with St. Louis County, Dakota County, and Ramsey County to lead their teams through the IDI. Typically, the IDI program began with a planning meeting with leaders where teams were selected to take the assessment. Performance Management staff followed up by meeting with the chosen teams to provide an orientation to IDI concepts and then the initial assessment was administered. Following the assessment, Performance Management coordinators provided individual profile feedback sessions to the participating direct line staff, supervisors, managers, and agency directors. Performance Management staff also met with the chosen teams to share group profiles that identified where the teams were on the intercultural continuum. Finally, the Performance Management team facilitated a meeting with the leadership team to prepare them to develop a cultural competency framework, from which developmental goal planning and training activities can be developed.

Results from the initial pilot agencies were favorable: agencies were receptive to the assessment tool, indicated that the feedback sessions were not as difficult as thought, and that the increased awareness and conversation has sparked interest in other departments. The pilot counties continue to incorporate the IDI and future cultural competency work in their organizational planning. The Performance Management team is reviewing the lessons learned from the pilot and will use this information to enhance the intercultural development assistance provided to counties in 2018.

Child support jurisdiction

Jurisdiction between counties and tribal governments can create barriers for child support collections; the barriers can be attributed to confusion about existing statutes, the relationship between counties and tribes, and the way individual tribes structure their human services administration.

Beltrami County reached out to the Human Service Performance Management team for assistance to improve performance on the measures, *orders established* and *child support paid*. The concern expressed by Beltrami County was how to properly process child support cases that involved non-custodial parents who resided on tribal lands out of their jurisdiction. The Performance Management team reached out to stakeholders, including representatives from Red Lake Nation Human Services, Beltrami County Human Services, and DHS. After initial conversations with the stakeholders, it was clear that the group needed to come together to discuss and resolve the barriers.

The Performance Management team organized and facilitated a half-day session with key stakeholders to discuss the issues. During the session, participants were able to clearly outline the problem, align on a potential

solution and create next steps for implementing the solution. As a result of this facilitated session and the stakeholder created plan, Beltrami County improved their performance and are above the threshold for all three child support measures.

Child support threshold workgroup

The Performance Management system received ongoing feedback from counties that the *child support paid* measure's historical threshold could be improved. An Executive Pathways intern from the University of Minnesota's Humphrey School of Public Affairs worked with the Performance Management team to research the *child support paid* threshold and create a list of possible alternatives to the historical threshold.

A workgroup gathered to explore the *child support paid* threshold during a day-long gathering in August 2017. The group included a representative sample of county directors and supervisors as well as members of the DHS Child Support Division. After considering six threshold options, in addition to the option of keeping the historical threshold, the workgroup recommended a two-part plan to update the *child support paid* threshold:

- The DHS Child Support Division, in partnership with the Performance Management team, will develop a Regression Adjusted Performance Model to use statistical regression analysis to predict what a county's performance should be. The regression model is projected to be complete in 2019, when completed it will be implemented with a base-line reporting year.
- While the Regression Adjusted Model is created, a modified version of the historical threshold — a positive five-year average year-over-year change in performance — will be used. The threshold will include a cap on expected performance of 80%; regardless of year-over-year change, counties with performance of 80% or above will not receive a Performance Improvement Plan (PIP). The temporary, new threshold rewards performance improvement while minimizing the effect of one-year performance anomalies.

The Council approved the proposed changes during their August 2017 meeting. The change was implemented in Performance Management's October 2017 Child Support Report (featuring data from Federal Fiscal Year 2017).

C. Capacity building

Tableau infrastructure

DHS is in the process of implementing a Tableau Server which will create better access and clarity around data. This will provide counties with direct access to performance reports for Performance Management measures as well as other customized data reports from program areas across DHS. DHS purchased the Tableau Server in late 2016 and in 2017 worked on initial systems setup, testing, and implementation planning. Performance Management is creating a pilot group of county users to help test the Tableau Server in early 2018. Providing access to the server will help counties regularly monitor performance and approach improvement work proactively.

Contributing factors research – child support

The collection of child support payments is a difficult but vital process. The funds collected can be critical to providing a safe and secure environment for children by funding basic needs such as food, shelter and clothing

as well as assisting with child care. Child support payments make a meaningful difference in a child's life and can lead to increased positive outcomes for the child in education, social growth, and development.

While working with counties the Performance Management team learned there was a need to better understand the factors that influence child support payment in order to increase child support collections. The Performance Management team developed a project based on this request for information. To complete the research project, an Executive Pathways Intern from the University of Minnesota Humphrey School joined the Performance Management team.

The Executive Pathways intern developed a research plan which included a literature review, interviews with child support staff across the state, and child support collections data analysis. Through this research six areas were identified as key factors influencing collections:

- Non-custodial parent wages
- Institutional history
- Non-custodial parent age
- Initiating interstate case
- Amount due
- Responding interstate case

The Performance Management team is in the process of validating the research and reviewing the research brief; the team will communicate the identified contributing factors to county and DHS staff to inform their child collection efforts.

D. System updates

Racial equity framework

In 2017, the Performance Management team reviewed the insights gained from the disparities workgroups and county interviews that took place in 2016 and developed a racial equity framework that will guide our efforts to address racial disparities in Minnesota. Additionally, the team developed a set of guiding principles to help develop a measurement system to address the unique issues facing the Human Services system in Minnesota.

- Measures will identify disparities and address disproportionality
- Measures should not be limited by small sample sizes
- Measures should be built using both qualitative and quantitative information
- The system must apply to all counties in Minnesota
- When counties receive a PIP they have the resources and knowledge available to research, identify, and implement meaningful improvements
- The system needs to be built in partnership with the racial and ethnic communities in Minnesota

Using the guiding principles, the Performance Management team developed a plan for a two-pronged approach to address disparities. The first prong of the racial equity framework is to build Minnesota counties' cultural capacity. Capacity-building will prepare counties to address inequities and embed equity principles into programs and processes. This is foundational work that will set the stage for addressing disparities in a meaningful way. Unless counties have the tools to address disparities, connections to communities of color in

their region, and the language to talk about disparities they will not be prepared to conduct meaningful performance improvement work.

The second prong of the racial equity framework is to develop measures for Human Services programs that identify racial disparities, disproportionality, and areas where bias can enter into program decisions. To develop the measures the team will focus on reviewing one program at a time. When reviewing programs, decision point analysis and an equity lens exercise will be used to identify where bias and disparities can occur. Performance Management will partner with program experts from DHS, county workers, independent researchers, and community members.

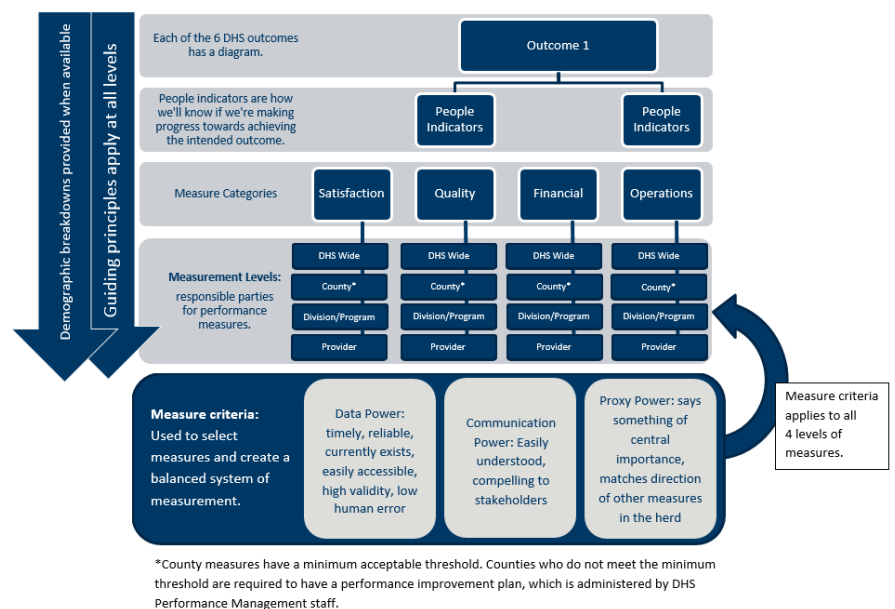
Over the past few months, the Performance Management team has been reaching out to county leaders to review the racial equity framework and gather feedback. In the next year, the team will meet with community groups impacted by Human Services programs to gather their insights on how they experience programs. In addition, the team will build out the cultural capacity component of the framework to provide direction for counties as they build their cultural capacity.

Balanced system of measures

In 2017, the Performance Management team began working on a comprehensive performance framework for developing new performance measures. Results Based Accountability and Balanced Scorecard models, focusing on population outcomes and core measurement components, were used to inform the framework development process.

The framework in development is comprehensive and includes a model for developing measures for the entire Human Services System in Minnesota including both counties and DHS. The framework starts with the long-term outcomes developed for the Performance Management system and cascades to the different entities throughout the Minnesota Human Services system. Measures that are developed will be categorized by key function areas of client satisfaction, financial, program quality, and operations. The measures will provide guidance to program owners and leadership to improve outcomes.

FIGURE 10: Draft of DHS Performance Management System Framework



As part of the process to develop the measurement framework the team reviewed other organizations' measurement structures to create guiding principles as well as measure development criteria. A step-by-step guide was created for partner agencies and program teams to use when developing measures with the framework. The next stage of the process is to pilot the measurement framework with a partner organization to ensure the framework is applicable to the Human Services system and to test the supporting documents and processes.

VII. Report recommendations

A. Response to 2016 report recommendations for 2017

The Council made several recommendations in its 2016 report to the Legislature. A summary of the activities taken in 2017 to address the recommendations is below.

- In 2017, the Performance Management team researched possible methods for addressing disparities at the county level. The team worked to create a framework that includes both capacity building and measure development to address disparities. The framework is being shared with stakeholders to solicit input before moving forward with development.
- A stakeholder meeting was held in December 2016 to discuss potential mental health measures. The Performance Management team is working with the DHS Mental Health team to determine the feasibility of each recommendation. Challenges have emerged in technology limitations and a lack of robust data. Meetings with stakeholders and DHS Mental Health team members are planned for 2018 to move forward measure development.
- Members of the Performance Management team are actively participating in DHS-county workgroups that are focused on systems modernization efforts. These efforts include developing an integrated services business model that will not only drive the modernization efforts, but help to define opportunities for simplification of eligibility rules.
- A quarterly, county-focused e-newsletter was launched in October 2017 to better communicate with county staff about the Performance Management system by providing timely information about system changes, best practices, and stories of successful performance improvement efforts. The team is exploring appropriate vehicles to enhance internal communications.
- Tableau, a visualization and analysis tool, was purchased by DHS to provide counties with secure access to data in a server environment. Initial set up is nearly complete and a pilot group is being organized to help test the tool.
- In 2017, the Performance Management system was updated. Updates included: revised all three child safety and permanency measures, modified *timely SNAP and cash assistance* measure, new *child support paid* threshold, and planned changes to the adult protection measure. A strategic process for ongoing change needs to be created.
- The Performance Management team worked to engage counties by visiting 17 counties in-person, attending regional meetings regularly and participating in MACSSA conference and other meetings.

B. Report recommendations for calendar year 2018

To strive toward the Human Services Performance Management vision of an equitable human services system that ensures effective services and positive outcomes for all Minnesota residents the Performance Management Council recommends the following activities for 2018.

Oversee and measure performance:

- Complete the development of the racial and ethnic disparities reduction framework through:
 - Identification of a cultural of equity model that can be used to guide the development of measures, programs, and resources for counties.
 - Involvement of stakeholders from across Minnesota in the customization of the culture of equity model.
 - Development of recommendations for the DHS to standardize the collection of racial and ethnic data.
- Create standardized criteria and a process to review performance measures in the Performance Management system that is built and implemented through the engagement of key stakeholders.
- Implement the comprehensive performance framework with the Community Supports Administration to develop a balanced system of measures for this administration.
- Integrate the comprehensive performance framework into ongoing strategic planning initiatives with other administrations in the DHS to start the process to develop a balanced system of measures for these areas.
- Bring together county, DHS and community representatives to update the adult repeat maltreatment measure.
- Bring together county, DHS and community representatives to develop measures for Adult and Children's Mental Health.
- Identify a regression model and criteria to be included in the Regression base model for calculating the child support paid measures threshold.

Assure performance standards are met:

- Review and update the Performance Management system's small numbers policy.
- Continue to develop the Tableau server, by piloting the server with a targeted cohort of counties. The focus of the pilot will be on how counties access the server, how counties use the information on the server, and what data would be most beneficial for counties to improve their performance. This work will result in an implementation guide for rolling out the Tableau Server to all counties.
- Create a strategic communications plan that integrates report releases, Performance Management system information, and improvement resources for counties into a timely information stream.
- Revamp the PIP and extenuating circumstance claim forms and instructions.

Improve and support performance:

- Strengthen county engagement efforts and county relations by continuing to regularly meet with counties and increase communications to counties.
 - Visit at least 20 counties.

- Attend all 11 MACSSA regional meetings at least once in 2018.
- Attend the 2018 MACSSA spring and fall conferences.
- Present at two MACSSA subcommittee meetings.
- Meet regularly with AMC representatives.
- Meet regularly with MACSSA executive director.
- Partner with the MFIP, Child Safety and Permanency, and Child Support Divisions to link Performance Management efforts with each program area's policy knowledge and technical assistance.
- Expand IDI pilot to four more counties focusing on counties in greater Minnesota. In addition, work with the MACSSA Executive Team, DHS Child Family Services and the DHS Legislative Liaison team to provide the IDI.
- Bring together county and DHS program and data experts in the Child Support Division to research performance barriers and develop a policy solution that will lead to an increase in performance for child support collections.

VIII. Commissioner response

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

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

Thank you for your service to the State of Minnesota as members of the Human Services Performance Council. As Councilmembers, it is your role to oversee the critical work of evaluating how well in fact the state is improving outcomes across all essential human services in Minnesota; you continue to go above and beyond the state requirements, and for that I am grateful.

Regarding the reported outcomes for 2017, I continue to be impressed by counties' overall strong results. As the report indicates, seven out of 12 measures are trending at significantly higher than "Above High Standard" ratings, a threshold proving Minnesota's excellent work at a national level. I am also pleased with the Council's decision to align measures for adults and children being safe and secure with federal standards; this simplification will help improve results.

While I am pleased that results have been strong, I hope 2018 will bring progress on filling in the gaps in the measurement system. As the report notes, we still have two outcome areas with no measures: "Adults live with dignity, autonomy, and choice" and "People have access to health care and receive effective services." I hope at least one measure can be developed and added for each of these outcomes.

Where we continue to struggle as a state is with ending racial and ethnic disparities. I am proud of the work of the Council and its continued focus in 2017 on addressing equity and diversity in how services are delivered to all Minnesotans. As this report states, "there remain challenges to improving county performance in providing services for Minnesotans from community of color and American Indians, and in addressing disparate outcomes for those communities." In 2018, I expect we can take the work the Council has been doing and move to the next step – develop a measurement system for disparities that holds those of us working in the human services system accountable for improving outcomes for all people. We all must do better to provide the right services to all Minnesotans.

Thank you for your continued service to the Human Services Performance Council, to counties, and most importantly to Minnesotans. I look forward to our continued work together.

Sincerely,



Emily Piper
Commissioner

IX. Appendix A: Performance by outcome and measure

Appendix A provides details on performance for each system measures, grouped by system outcome. It includes performance data reported by the Performance Management system in 2017. Most of these data have been published in various locations, but never in a single document.

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. For example, Faribault and Martin Counties are reported together, and counties in the Southwest Health and Human Services (SWHHS) and MNPrairie consortiums are reported as groups.

Where counties have fewer than 20 people in the denominator, percentages are listed in the tables, but the actual denominator is not provided. These data should be interpreted carefully as those counties had very small numbers, which can result in widely varying percentages from year to year.

In addition background information for each measure is provided including:

- Measure definition
- Why the measure is important
- Factors influencing the measure
- The performance threshold for the measure

A. Adults and children are safe and secure

Percent of children with a substantiated maltreatment report who do not experience a repeat substantiated maltreatment report within 12 months (*child maltreatment recurrence*)

Measure Details

What is this measure?

Of all children who were victims of a substantiated maltreatment report during a 12-month reporting period, the percent who were not victims of another substantiated maltreatment report within 12 months of their initial report.

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.

What affects performance on this measure?

- Service factors that influence this measure are the availability of the service array within the community; funding sources for services; support for the agency service plan by public partners, partnerships with schools, law enforcement, courts and county attorneys; the culture of the agency; and clear support and guidance from DHS.
- Staff factors that influence this measure are the maturity, experience, and training of staff; the availability of experienced supervisors with sufficient time/workloads to mentor staff; adequate staffing capacity; turnover; and sufficient cultural competency for diverse populations.
- Participant factors that influence this measure are poverty; chemical use; economic stability; cultural perception of minimally adequate parenting as compared to ideal parenting; and the availability of safety net support for the parents from family, friends, and the community.
- Environmental or external factors that influence this measure are community understanding of cultural differences in child rearing, the diversity of new immigrant populations, existing cultural biases, and the availability of transportation and available housing.

What is the threshold for this measure?

The threshold for this measure is 90.9 percent, which is identical to the high performance standard. Separate thresholds were not developed for this measure, instead the existing federal thresholds were used.

2017 PIPs

TABLE A1: 2017 PIPS for *child maltreatment recurrence*.

Counties with PIPs	Threshold	2016 Performance	2016 Denominator	2015 Performance
Clearwater County	90.9%	78.3%	23	83.3%
Freeborn County	90.9%	88.2%	34	100.0%
Hennepin County	90.9%	84.6%	1,687	91.6%
Kandiyohi County	90.9%	89.2%	102	95.1%
Sherburne County	90.9%	90.4%	115	88.7%
Winona County	90.9%	87.5%	40	97.2%

All county performance - child maltreatment recurrence

TABLE A2: Performance for all counties on the *child maltreatment recurrence* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year listed below with a twelve-month look forward from the date of origination, which is why the most recent reporting year is 2015).

County	Threshold	High Performance Standard	2012	2013	2014	2015	2015 Denominator
State totals	90.9%	90.9%	93.6%	94.5%	94.6%	92.0%	6408
Aitkin	90.9%	90.9%	94.1%	95.8%	100.0%	91.7%	24
Anoka	90.9%	90.9%	97.6%	97.5%	95.5%	94.7%	284
Becker	90.9%	90.9%	95.0%	95.8%	92.0%	96.4%	84
Beltrami	90.9%	90.9%	100.0%	100.0%	93.1%	97.6%	85
Benton	90.9%	90.9%	89.6%	97.2%	100.0%	100.0%	37
Big Stone	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Blue Earth	90.9%	90.9%	100.0%	100.0%	97.4%	94.2%	69
Brown	90.9%	90.9%	95.7%	100.0%	88.2%	100.0%	<20
Carlton	90.9%	90.9%	100.0%	100.0%	100.0%	97.0%	33
Carver	90.9%	90.9%	100.0%	100.0%	100.0%	97.9%	47
Cass	90.9%	90.9%	80.0%	63.6%	100.0%	93.1%	29
Chippewa	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	22
Chisago	90.9%	90.9%	100.0%	100.0%	97.6%	100.0%	42
Clay	90.9%	90.9%	98.4%	98.2%	94.1%	90.2%	133
Clearwater	90.9%	90.9%	85.7%	100.0%	83.3%	78.3%	23
Cook	90.9%	90.9%		100.0%		100.0%	<20
Crow Wing	90.9%	90.9%	100.0%	82.4%	100.0%	100.0%	36
Dakota	90.9%	90.9%	94.1%	96.9%	97.3%	94.1%	238
Des Moines Valley	90.9%	90.9%	100.0%	92.9%	100.0%	95.0%	40
Douglas	90.9%	90.9%	95.6%	82.2%	76.7%	94.6%	92
Faribault & Martin	90.9%	90.9%	95.1%	88.2%	98.6%	97.7%	172
Fillmore	90.9%	90.9%	100.0%	100.0%	100.0%		<20
Freeborn	90.9%	90.9%	100.0%	91.7%	100.0%	88.2%	34
Goodhue	90.9%	90.9%	100.0%	92.9%	100.0%	92.5%	40
Grant	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Hennepin	90.9%	90.9%	89.1%	91.8%	91.6%	84.6%	1687
Houston	90.9%	90.9%		100.0%		75.0%	<20
Hubbard	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	21
Isanti	90.9%	90.9%	92.9%	100.0%	100.0%	94.9%	39
Itasca	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	

TABLE A2, PAGE 2: Performance for all counties on the *child maltreatment recurrence* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year listed below with a twelve-month look forward from the date of origination, which is why the most recent reporting year is 2015).

County	Threshold	High Performance Standard	2012	2013	2014	2015	2015 Denominator
State totals	90.9%	90.9%	93.6%	94.5%	94.6%	92.0%	6408
Kanabec	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	22
Kandiyohi	90.9%	90.9%	91.2%	89.2%	95.1%	89.2%	102
Kittson	90.9%	90.9%			100.0%	100.0%	<20
Koochiching	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Lac Qui Parle	90.9%	90.9%	57.1%	100.0%	100.0%	100.0%	<20
Lake	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Lake Of The Woods	90.9%	90.9%		100.0%	100.0%	100.0%	<20
Le Sueur	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Mahnomen	90.9%	90.9%		100.0%	100.0%		<20
Marshall	90.9%	90.9%	100.0%		100.0%	100.0%	<20
McLeod	90.9%	90.9%	96.9%	94.1%	91.3%	97.7%	44
Meeker	90.9%	90.9%	88.9%	100.0%	100.0%	100.0%	<20
Mille Lacs	90.9%	90.9%	87.0%	98.1%	100.0%	95.0%	101
MNPrairie	90.9%	90.9%	100.0%	100.0%	96.6%	95.3%	192
Morrison	90.9%	90.9%	93.9%	100.0%	92.6%	100.0%	33
Mower	90.9%	90.9%	100.0%	100.0%	93.8%	92.9%	42
Nicollet	90.9%	90.9%	96.6%	100.0%	100.0%	100.0%	<20
Nobles	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Norman	90.9%	90.9%	100.0%	100.0%	75.0%	80.0%	<20
Olmsted	90.9%	90.9%	100.0%	96.7%	97.4%	91.8%	49
Otter Tail	90.9%	90.9%	97.3%	97.6%	92.7%	91.9%	62
Pennington	90.9%	90.9%	100.0%	100.0%		100.0%	<20
Pine	90.9%	90.9%	94.1%	100.0%	88.9%	97.4%	39
Polk	90.9%	90.9%	82.4%	92.3%	100.0%	95.7%	23
Pope	90.9%	90.9%	81.8%	90.0%	100.0%	58.8%	<20
Ramsey	90.9%	90.9%	97.3%	95.6%	97.3%	94.3%	671
Red Lake	90.9%	90.9%			100.0%	100.0%	<20
Renville	90.9%	90.9%	100.0%	100.0%	96.8%	100.0%	35
Rice	90.9%	90.9%	88.4%	100.0%	92.3%	95.8%	96
Roseau	90.9%	90.9%	100.0%	91.7%	100.0%	100.0%	34

TABLE A2, PAGE 3: Performance for all counties on the *child maltreatment recurrence* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year listed below with a twelve-month look forward from the date of origination, which is why the most recent reporting year is 2015).

County	Threshold	High Performance Standard	2012	2013	2014	2015	2015 Denominator
State totals	90.9%	90.9%	93.6%	94.5%	94.6%	92.0%	6408
Scott	90.9%	90.9%	93.3%	93.3%	100.0%	100.0%	67
Sherburne	90.9%	90.9%	98.0%	93.2%	88.7%	90.4%	115
Sibley	90.9%	90.9%	100.0%	94.1%	90.9%	100.0%	22
SWHHS	90.9%	90.9%	92.1%	100.0%	94.4%	93.3%	360
St. Louis	90.9%	90.9%	93.7%	93.2%	96.6%	94.7%	340
Stearns	90.9%	90.9%	94.4%	96.1%	99.1%	91.8%	122
Stevens	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Swift	90.9%	90.9%	100.0%	81.8%	76.0%	92.6%	27
Todd	90.9%	90.9%	100.0%	100.0%	100.0%	90.9%	<20
Traverse	90.9%	90.9%	100.0%	80.0%	50.0%	100.0%	<20
Wabasha	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Wadena	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Washington	90.9%	90.9%	85.2%	96.4%	94.9%	96.5%	114
Watonwan	90.9%	90.9%	100.0%	83.3%	100.0%	100.0%	<20
Wilkin	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Winona	90.9%	90.9%	100.0%	76.9%	97.2%	87.5%	40
Wright	90.9%	90.9%	91.5%	100.0%	95.8%	95.9%	97
Yellow Medicine	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20

Percent of vulnerable adults with a maltreatment determination with no subsequent determination within six months (*adult repeat maltreatment*)

Performance Management did not issue new performance data for this measure since the 2016 Legislative Report. Performance reporting is on hold while a collaborative measure is created for use by the Olmstead Plan, Adult Protection and the Performance Management system.

Measure Details

What is this measure?

The percent of vulnerable adults where a maltreatment allegation is found to be substantiated or inconclusive where there is not a substantiated or inconclusive allegation (and protective services were provided) of the same maltreatment type within six months and the county is the lead agency.

Why is this measure important?

County social services have the responsibility to safeguard the welfare and prevent further maltreatment of vulnerable adults who are the subject of reports of suspected maltreatment under the state's vulnerable adult reporting statute.

What affects performance on this measure?

- Service factors that influence this measure are the number of maltreatment reports received service options and trained providers in the community, the type of allegation, funding for services, eligibility criteria of other programs and services, and oversight of service providers.
- Staff factors that influence this measure include staff training and knowledge, burnout, the level of supervision available, staff having multiple responsibilities and roles within the organization, interpretation of policies, individual beliefs, and the number of staff available.
- Participant factors that influence this measure include the safety of their living environment; cultural perceptions of safety, aging, and abuse; self-determination and right to refuse services; complex situations where both the perpetrator and victim have service needs; traumatic brain injury and dementia; ability to pay for services not covered by Medical Assistance; mental illness; lack of social support; physical isolation; and the needs of undocumented vulnerable adults.
- Environmental or external factors that influence this measure include the increasing size of the elderly population, community support and awareness of abuse; the role of law enforcement and the courts, how care facilities view safety and risk, service provider payment policies, relationship with county attorney's office, and the impact of the Olmstead Act on service provision.

What is the threshold for this measure?

The threshold for this measure is 80.0 percent and the high performance standard is 95.0 percent. Work is still being conducted on the process for assessing counties with 20 or fewer allegations in the measure, which is the case for the majority of counties. This process will be established prior to the requirement for PIPs in November 2017.

C. Children have stability in their living situation.

Percent of current child support paid (*child support paid*)

Measure Details

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.

What affects performance on this measure?

- Service factors that may influence this measure include the size of the interstate caseload and ability to collect support across state boundaries, relationships with other counties and tribes, court processes, coordination with other county services, and technology that is sometimes out-of-date. For example, technology limitations do not allow non-custodial parents to pay by credit card.
- Staff factors that may influence this measure include caseload size, legacy planning and training of new staff as staff retires, and challenges attracting and retaining new staff.
- Participant factors that may influence this measure include parent initiative or interest in pursuing a modification of their order, non-cooperation by non-custodial parents, visitation schedules, employment rate, self-employment, and homelessness.
- Environmental or external factors that may influence this measure include the local economy, resources of the county attorney, availability of community resources to help parents find/keep employment and address issues leading to unemployment, and the state minimum wage.

What is the threshold for this measure?

Each county has a unique threshold. The threshold was updated in Oct. 2017, the current threshold uses a five-year average of the year-over-year (YOY) point change in performance. If the average YOY growth for the county is positive, there is no PIP. If there was no growth (0 percentage points) or negative growth, the county receives a PIP.

The previous threshold for this measure used a historical threshold unique to each county. Performance for each county is compared against their unique historical threshold, and those counties with performance both below their individual threshold and the state median are required to complete at PIP.

The unique thresholds were developed by state-county-advocate workgroups to address the unique challenges around this measure. The workgroups noted that while some factors affecting performance are clearly within

county control, success on some of the measures is driven by external factors, such as the economy and wages, which affect the non-custodial parent's ability to pay child support. The external environment and participant demographics vary by county and counties with a poor economy, a high rate of non-marital births, or high rates of parental incarceration have more performance challenges to overcome.

Of the Performance Management system measures, child support is unique in its interaction with federal standards. Federal standards are a bonus funding formula where states reach a maximum bonus for performance at or above 80 percent of percent of current support paid. The bonus is paid to each state, and Minnesota passes the state's bonus onto counties based upon each county's performance level. Therefore, even with a lower bound threshold, counties continue to have monetary incentive to increase performance, although it may be very small for some counties. Counties with performance above the federal funding standard are considered to have met the minimum performance threshold.

2017 PIPs

TABLE A3: 2017 PIPS for *child support paid*, Federal Fiscal Year 2016 data.

Counties with PIPs	2016 Threshold	2016 Performance	2016 Denominator	2015 Performance
Aitkin County	79.26%	75.09%	\$1,733,283	77.13%
Anoka County	75.39%	74.88%	\$42,823,975	74.43%
Becker County	69.96%	69.27%	\$3,912,324	69.68%
Beltrami County	67.09%	67.06%	\$4,901,973	66.35%
Blue Earth County	72.39%	71.14%	\$8,077,487	71.12%
Carlton County	75.03%	73.27%	\$5,024,308	74.74%
Cass County	67.78%	67.30%	\$2,619,867	66.32%
Chippewa County	76.30%	74.66%	\$1,643,126	76.30%
Clay County	74.64%	72.67%	\$8,432,186	74.44%
Clearwater County	75.53%	70.28%	\$1,264,750	73.85%
Freeborn County	74.05%	72.09%	\$5,244,061	73.04%
Lake County	76.23%	73.18%	\$1,233,272	74.43%
Mahnomen County	61.81%	59.05%	\$493,102	61.81%
Mille Lacs County	77.14%	74.38%	\$3,237,353	75.35%
Nobles County	75.96%	73.96%	\$3,145,443	74.90%
Norman County	73.86%	71.81%	\$847,346	73.86%
Otter Tail County	73.20%	73.05%	\$6,585,020	73.08%
Pennington County	76.07%	74.87%	\$2,141,027	76.02%
Pine County	75.46%	75.41%	\$4,319,322	74.48%
Ramsey County	67.87%	67.59%	\$52,528,517	66.64%
Stevens County	72.10%	71.58%	\$785,720	72.10%
Traverse County	71.68%	71.20%	\$351,451	71.68%

TABLE A4: 2017 PIPS for *child support paid*, Federal Fiscal Year 2017 data.

Counties with PIPs	2017 Threshold	2017 Performance	2017 Denominator	2016 Performance
Becker County	-0.11%	68.31%	\$3,811,037	69.27%
Big Stone County	-1.74%	73.10%	\$568,411	76.81%
Clay County	-0.34%	72.15%	\$8,272,028	72.67%
Clearwater County	-0.06%	68.48%	\$1,159,343	70.28%
Douglas County	-0.25%	74.13%	\$4,306,875	76.03%
Fillmore County	-0.44%	78.77%	\$2,263,796	77.60%
Kandiyohi County	-0.13%	75.57%	\$5,878,567	75.79%
Lake of the Woods County	-0.86%	74.30%	\$368,160	76.45%
Le Sueur County	-0.43%	75.60%	\$3,706,639	75.43%
Mahnomen County	-1.36%	61.25%	\$454,396	59.05%
Norman County	-0.87%	69.76%	\$840,379	71.81%
Pennington County	-0.62%	72.77%	\$2,154,582	74.87%
Polk County	-0.16%	80.74%	\$615,301	79.65%
Stevens County	-1.19%	70.74%	\$751,976	71.58%
Watonwan County	-0.06%	77.50%	\$2,016,432	77.50%
Wilkin County	-0.88%	77.63%	\$988,596	77.88%

All county performance – child support paid

TABLE A5: Performance for all counties on the *child support paid* measure. Reported in January (Federal Fiscal Year 2016) and October (Federal Fiscal Year 2017).

County	2013	2014	2015	2016	2016 Threshold	2017	2017 Denominator	2017 Threshold*
Statewide	71.8%	72.5%	73.4%	74.3%		74.5%	\$589,905,139	
Aitkin	71.27%	74.16%	77.13%	75.09%	79.26%	75.42%	\$1,641,520	0.94%
Anoka	72.34%	73.39%	74.43%	74.88%	75.39%	75.87%	\$40,639,262	0.87%
Becker	68.21%	68.23%	69.68%	69.27%	69.96%	68.31%	\$3,811,037	-0.11%
Beltrami	63.73%	64.69%	66.35%	67.06%	67.09%	69.23%	\$4,694,205	1.02%
Benton	74.94%	75.83%	75.39%	75.97%	75.46%	76.25%	\$5,428,333	0.21%
Big Stone	81.23%	78.89%	82.28%	76.81%	80.00%	73.10%	\$568,411	-1.74%
Blue Earth	68.79%	69.02%	71.12%	71.14%	72.39%	71.58%	\$7,855,173	0.85%
Brown	83.29%	83.45%	82.48%	81.79%	80.00%	82.20%	\$3,579,678	0.12%
Carlton	72.18%	73.73%	74.74%	73.27%	75.03%	74.52%	\$4,842,842	0.13%
Carver	78.92%	78.72%	79.45%	79.52%	80.00%	79.42%	\$8,011,632	0.41%
Cass	64.12%	64.45%	66.32%	67.30%	67.78%	67.88%	\$2,434,649	1.19%
Chippewa	76.65%	75.94%	76.30%	74.66%	76.30%	78.32%	\$1,641,025	0.30%
Chisago	78.79%	78.25%	79.00%	80.51%	79.41%	80.85%	\$7,194,134	0.62%
Clay	73.64%	74.13%	74.44%	72.67%	74.64%	72.15%	\$8,272,028	-0.34%
Clearwater	69.18%	71.57%	73.85%	70.28%	75.53%	68.48%	\$1,159,343	-0.06%
Cook	69.15%	64.87%	64.86%	70.61%	64.86%	76.09%	\$366,488	1.79%
Crow Wing	72.42%	72.37%	72.05%	72.87%	72.35%	73.92%	\$8,398,166	0.56%
Dakota	70.81%	71.56%	71.92%	72.72%	72.61%	72.65%	\$44,690,544	0.56%
Douglas	75.59%	75.48%	76.42%	76.03%	76.76%	74.13%	\$4,306,875	-0.25%
Des Moines Valley	74.53%	75.97%	76.80%	77.78%	76.80%	78.33%	\$3,148,901	0.27%
Faribault & Martin	74.54%	72.91%	74.40%	75.34%	74.40%	76.14%	\$5,610,102	0.17%
Fillmore	79.76%	78.15%	78.38%	77.60%	78.38%	78.77%	\$2,263,796	-0.44%
Freeborn	71.69%	70.50%	73.04%	72.09%	74.05%	71.32%	\$4,952,425	0.26%
Goodhue	74.33%	75.93%	76.64%	78.49%	77.06%	77.09%	\$5,838,270	0.34%
Grant	81.17%	80.00%	79.87%	81.62%	80.00%	82.60%	\$829,737	1.21%
Hennepin	67.28%	68.26%	69.41%	71.47%	70.30%	71.58%	\$102,474,749	0.97%
Houston	78.09%	76.47%	77.69%	78.19%	77.78%	77.94%	\$1,832,468	0.10%
Hubbard	64.46%	64.43%	69.53%	73.16%	70.98%	74.75%	\$1,966,265	1.92%
Isanti	74.48%	76.00%	78.05%	77.68%	80.00%	77.87%	\$6,343,680	1.19%
Itasca	71.39%	71.72%	74.55%	74.06%	75.33%	74.91%	\$5,528,873	0.54%

TABLE A5, PAGE 2: Performance for all counties on the *child support paid* measure. Reported in January (Federal Fiscal Year 2016) and October (Federal Fiscal Year 2017).

County	2013	2014	2015	2016	2016 Threshold	2017	2017 Denominator	2017 Threshold*
Statewide	71.8%	72.5%	73.4%	74.3%		74.5%	\$589,905,139	
Kanabec	74.70%	75.34%	74.84%	76.53%	75.42%	76.39%	\$2,480,259	0.66%
Kandiyohi	75.95%	76.36%	75.73%	75.79%	75.73%	75.57%	\$5,878,567	-0.13%
Kittson	85.69%	86.87%	85.84%	87.29%	80.00%	84.25%	\$355,535	0.56%
Koochiching	81.21%	82.05%	81.85%	81.64%	80.00%	82.77%	\$1,838,251	0.79%
Lac Qui Parle	80.94%	80.99%	80.18%	81.65%	80.00%	78.61%	\$722,624	0.19%
Lake	71.67%	74.27%	74.43%	73.18%	76.23%	74.83%	\$1,198,533	1.16%
Lake of the Woods	79.20%	76.46%	76.95%	76.45%	76.95%	74.30%	\$368,160	-0.86%
Le Sueur	75.97%	75.12%	74.91%	75.43%	74.91%	75.60%	\$3,706,639	-0.43%
Mahnomen	64.52%	65.85%	61.81%	59.05%	61.81%	61.25%	\$454,396	-1.36%
Marshall	81.46%	85.26%	81.93%	82.98%	80.00%	83.13%	\$1,107,258	0.35%
McLeod	78.78%	79.08%	79.39%	79.48%	79.93%	79.64%	\$4,677,476	0.38%
Meeker	74.90%	76.81%	76.38%	78.65%	77.70%	77.52%	\$2,792,207	1.02%
Mille Lacs	70.90%	73.44%	75.35%	74.38%	77.14%	75.63%	\$3,307,855	1.13%
MNPrairie	76.23%	76.85%	77.86%	77.41%	78.34%	77.44%	\$11,174,356	15.49%
Morrison	68.11%	66.89%	68.09%	70.11%	68.09%	70.72%	\$4,523,093	0.34%
Mower	71.82%	71.80%	73.69%	74.90%	73.94%	74.95%	\$6,038,966	0.40%
Nicollet	71.23%	72.13%	73.47%	74.42%	74.22%	75.30%	\$4,700,097	0.82%
Nobles	73.41%	73.98%	74.90%	73.96%	75.96%	76.14%	\$3,091,750	0.88%
Norman	74.25%	73.76%	73.86%	71.81%	73.86%	69.76%	\$840,379	-0.87%
Olmsted	78.40%	78.27%	78.16%	78.26%	78.16%	78.57%	\$17,786,419	0.02%
Otter Tail	71.70%	71.88%	73.08%	73.05%	73.20%	72.94%	\$6,461,441	0.05%
Pennington	75.80%	75.62%	76.02%	74.87%	76.07%	72.77%	\$2,154,582	-0.62%
Pine	72.71%	73.74%	74.48%	75.41%	75.46%	76.80%	\$4,226,148	1.05%
Polk	79.13%	80.04%	78.94%	80.39%	78.94%	79.04%	\$4,474,660	-0.16%
Pope	74.25%	78.29%	78.35%	79.85%	79.16%	79.57%	\$1,083,344	0.73%
Ramsey	63.54%	64.61%	66.64%	67.59%	67.87%	67.79%	\$50,679,551	0.97%
Red Lake	82.88%	79.56%	78.79%	79.65%	78.79%	80.74%	\$615,301	-0.91%
Renville	75.81%	78.88%	79.60%	79.27%	80.00%	78.47%	\$1,901,055	0.63%
Rice	75.47%	75.45%	75.79%	76.20%	76.15%	76.51%	\$6,514,468	0.36%
Roseau	77.67%	78.04%	78.60%	75.55%	79.28%	77.84%	\$1,964,457	0.25%

TABLE A5, PAGE 3: Performance for all counties on the *child support paid* measure. Reported in January (Federal Fiscal Year 2016) and October (Federal Fiscal Year 2017).

County	2013	2014	2015	2016	2016 Threshold	2017	2017 Denominator	2017 Threshold*
Statewide	71.8%	72.5%	73.4%	74.3%		74.5%	\$589,905,139	
Scott	77.92%	78.41%	79.08%	79.92%	79.40%	80.29%	\$12,027,704	0.43%
Sherburne	78.62%	79.18%	80.17%	81.52%	80.00%	80.92%	\$11,832,500	0.62%
Sibley	79.13%	77.30%	77.62%	78.60%	77.90%	78.41%	\$1,780,278	0.33%
St. Louis	70.62%	70.70%	71.09%	71.86%	71.37%	72.75%	\$24,220,911	0.50%
Stearns	76.42%	77.22%	77.53%	78.76%	77.96%	78.72%	\$15,012,838	0.50%
Stevens	77.60%	75.74%	72.10%	71.58%	72.10%	70.74%	\$751,976	-1.19%
SWHHS	75.97%	77.72%	78.91%	78.36%	80.00%	77.31%	\$9,801,864	0.66%
Swift	73.36%	76.59%	73.86%	74.62%	73.86%	75.22%	\$1,316,725	0.18%
Todd	76.22%	75.11%	77.44%	79.26%	77.63%	77.59%	\$2,784,454	0.14%
Traverse	73.21%	74.76%	71.68%	71.20%	71.68%	75.90%	\$333,804	0.44%
Wabasha	79.65%	78.87%	79.75%	81.31%	79.75%	80.55%	\$2,480,835	0.13%
Wadena	69.67%	69.05%	71.87%	72.56%	72.06%	73.02%	\$2,528,642	0.34%
Washington	73.57%	73.86%	74.67%	76.56%	75.07%	77.23%	\$23,907,027	0.75%
Watonwan	77.84%	75.53%	78.18%	77.50%	78.31%	77.50%	\$2,016,432	-0.06%
Wilkin	81.43%	79.93%	79.19%	77.88%	79.19%	77.63%	\$988,596	-0.88%
Winona	75.17%	75.64%	74.94%	75.03%	74.94%	75.59%	\$4,518,739	0.03%
Wright	76.18%	77.23%	78.59%	79.93%	79.60%	79.50%	\$14,918,724	0.79%
Yellow Medicine	78.89%	77.21%	78.54%	80.81%	78.64%	81.95%	\$1,240,654	0.74%

Percent of children discharged from out-of-home placement to permanency in less than 12 months (*permanency*).

Measure Details

What is this measure?

Of all children who enter foster care in a 12-month period, the percent who are discharged to permanency within 12 months of entering foster care. (Includes discharges from foster care to reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.)

The measure calculation includes any child who enters out-of-home care and is entered in SSIS. For all agencies, that includes all children from child protection, children from mental health and children with developmental disabilities. For approximately 35 agencies, that also includes juvenile justice cases.

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.

- What affects performance on this measure?
- Service factors that may influence this measure are: the availability of the service array within the community; funding sources for services; support for the agency service plan by public partners, partnerships with schools, law enforcement, courts, and county attorneys; the culture of the agency; clear support and guidance from DHS; and the willingness of courts and county attorneys to engage in planning for families rather than waiting for perfection.
- Staff factors that may influence this measure are the maturity, experience, and training of staff; the availability of experienced supervisors with sufficient time/workloads to mentor staff; adequate staffing capacity; turnover; and sufficient cultural competency for diverse populations.
- Participant factors that may influence this measure are: a family history of maltreatment; poverty; chemical use; economic stability; cultural perceptions of minimally adequate parenting as compared to ideal parenting; safety net support for the parents from family, friends, and the community; the availability of affordable housing options; and accessible transportation.
- Environmental or external factors that may influence this measure are economic conditions that support low-income families, "blame and punish" societal attitude toward parents who have failed, and the economy.

What is the threshold for this measure?

The threshold for this measure is 40.5 percent, which is identical to the high performance/federal standard.

2017 PIPs

TABLE A6: 2017 PIPS for *permanency*.

Counties with PIPs	Threshold	2016 Performance	2016 Denominator	2015 Performance
Beltrami County	40.50%	37.31%	327	37.35%
Crow Wing County	40.50%	38.10%	84	37.04%
Isanti County	40.50%	39.02%	41	42.31%
Nicollet County	40.50%	32.00%	25	70.00%
Olmsted County	40.50%	35.05%	97	58.97%

All county performance – permanency

TABLE A7: Performance for all counties on the *permanency* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year listed below with a twelve-month look forward from the date of origination, which is why the most recent reporting year is 2015).

County	Threshold	High Performance Standard	2012	2013	2014	2015	2015 Denominator
Statewide	40.50%	40.50%	63.38%	61.29%	56.71%	50.49%	7,502
Aitkin	40.50%	40.50%	76.00%	80.00%	50.00%	54.55%	44
Anoka	40.50%	40.50%	73.10%	68.39%	60.22%	53.59%	181
Becker	40.50%	40.50%	66.67%	58.90%	65.12%	43.53%	85
Beltrami	40.50%	40.50%	45.05%	40.80%	37.35%	37.31%	327
Benton	40.50%	40.50%	54.00%	78.72%	50.82%	64.41%	59
Big Stone	40.50%	40.50%	77.78%	33.33%	85.71%	53.33%	<20
Blue Earth	40.50%	40.50%	79.75%	63.89%	36.36%	52.13%	94
Brown	40.50%	40.50%	58.82%	66.67%	71.43%	60.00%	30
Carlton	40.50%	40.50%	60.26%	55.81%	54.17%	55.56%	72
Carver	40.50%	40.50%	61.11%	66.67%	61.82%	46.84%	79
Cass	40.50%	40.50%	64.10%	65.31%	54.41%	55.41%	74
Chippewa	40.50%	40.50%	80.00%	100.00%	57.14%	50.00%	<20
Chisago	40.50%	40.50%	67.65%	69.57%	54.00%	66.67%	57
Clay	40.50%	40.50%	53.03%	56.76%	60.00%	49.62%	131
Clearwater	40.50%	40.50%	64.29%	60.00%	59.09%	63.64%	<20
Cook	40.50%	40.50%	75.00%	83.33%	33.33%	54.55%	<20
Crow Wing	40.50%	40.50%	60.44%	50.00%	37.04%	38.10%	84
Dakota	40.50%	40.50%	75.97%	73.50%	60.00%	54.82%	166
Des Moines Valley	40.50%	40.50%	62.50%	48.15%	58.33%	45.45%	44
Douglas	40.50%	40.50%	54.55%	76.92%	77.27%	66.67%	42
Faribault & Martin	40.50%	40.50%	66.67%	69.23%	65.91%	65.52%	174
Fillmore	40.50%	40.50%	62.50%	69.23%	75.00%	75.00%	<20
Freeborn	40.50%	40.50%	84.38%	71.43%	67.44%	62.07%	58
Goodhue	40.50%	40.50%	50.00%	50.00%	72.00%	59.52%	42
Grant	40.50%	40.50%	45.45%	60.00%	100.00%	83.33%	<20
Hennepin	40.50%	40.50%	60.11%	57.10%	48.20%	42.92%	1137
Houston	40.50%	40.50%	57.14%	80.00%	63.64%	50.00%	22
Hubbard	40.50%	40.50%	74.36%	45.24%	74.14%	56.36%	55
Isanti	40.50%	40.50%	71.88%	60.53%	42.31%	39.02%	41
Itasca	40.50%	40.50%	77.19%	75.73%	61.86%	60.77%	181

TABLE A7, PAGE 2: Performance for all counties on the *permanency* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year listed below with a twelve-month look forward from the date of origination, which is why the most recent reporting year is 2015).

County	Threshold	High Performance Standard	2012	2013	2014	2015	2015 Denominator
Statewide	40.50%	40.50%	63.38%	61.29%	56.71%	50.49%	7,502
Kanabec	40.50%	40.50%	56.00%	54.55%	57.14%	82.35%	<20
Kandiyohi	40.50%	40.50%	71.70%	68.33%	71.19%	59.68%	62
Kittson	40.50%	40.50%	30.00%	50.00%	83.33%	33.33%	<20
Koochiching	40.50%	40.50%	70.83%	68.75%	70.83%	66.67%	24
Lac Qui Parle	40.50%	40.50%	63.64%	30.77%	100.00%	100.00%	<20
Lake	40.50%	40.50%	20.00%	62.50%	44.44%	37.50%	<20
Lake Of The Woods	40.50%	40.50%	100.00%	80.00%	100.00%	75.00%	<20
Le Sueur	40.50%	40.50%	66.67%	29.41%	47.37%	54.55%	22
Mahnomen	40.50%	40.50%	50.00%	22.22%	60.00%	40.00%	<20
Marshall	40.50%	40.50%	60.00%	70.00%	87.50%	40.00%	<20
McLeod	40.50%	40.50%	75.00%	76.32%	66.67%	67.44%	43
Meeker	40.50%	40.50%	53.85%	75.00%	71.43%	64.71%	<20
Mille Lacs	40.50%	40.50%	52.94%	42.47%	50.98%	45.69%	116
MNPrarie	40.50%	40.50%	74.39%	68.06%	61.11%	54.81%	312
Morrison	40.50%	40.50%	25.00%	22.22%	41.67%	46.15%	26
Mower	40.50%	40.50%	60.42%	72.73%	66.07%	70.83%	48
Nicollet	40.50%	40.50%	82.05%	60.00%	70.00%	32.00%	25
Nobles	40.50%	40.50%	79.49%	61.54%	63.89%	65.52%	29
Norman	40.50%	40.50%	44.44%	88.89%	81.82%	80.00%	<20
Olmsted	40.50%	40.50%	44.83%	57.26%	58.97%	35.05%	97
Otter Tail	40.50%	40.50%	67.39%	58.06%	68.57%	45.76%	59
Pennington	40.50%	40.50%	60.00%	26.32%	76.00%	86.96%	23
Pine	40.50%	40.50%	53.57%	44.90%	73.68%	34.88%	43
Polk	40.50%	40.50%	61.54%	76.92%	63.04%	62.79%	43
Pope	40.50%	40.50%	20.00%	91.67%	68.42%	46.15%	26
Ramsey	40.50%	40.50%	68.41%	65.14%	60.06%	52.01%	821
Red Lake	40.50%	40.50%	100.00%	66.67%	66.67%	83.33%	<20
Renville	40.50%	40.50%	68.75%	76.00%	81.82%	68.18%	44
Rice	40.50%	40.50%	51.16%	54.05%	34.09%	63.25%	117
Roseau	40.50%	40.50%	50.00%	100.00%	72.73%	85.71%	<20

TABLE A7, PAGE 3: Performance for all counties on the *permanency* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year listed below with a twelve-month look forward from the date of origination, which is why the most recent reporting year is 2015).

County	Threshold	High Performance Standard	2012	2013	2014	2015	2015 Denominator
Statewide	40.50%	40.50%	63.38%	61.29%	56.71%	50.49%	7,502
Scott	40.50%	40.50%	82.14%	63.33%	70.00%	60.87%	46
Sherburne	40.50%	40.50%	51.72%	63.27%	76.27%	63.10%	84
Sibley	40.50%	40.50%	80.00%	53.33%	54.55%	60.00%	<20
SWHHS	40.50%	40.50%	64.08%	73.86%	60.55%	46.67%	720
St. Louis	40.50%	40.50%	62.95%	57.36%	54.22%	41.31%	472
Stearns	40.50%	40.50%	71.52%	65.64%	70.95%	61.22%	263
Stevens	40.50%	40.50%	50.00%	40.00%	50.00%	55.56%	<20
Swift	40.50%	40.50%	55.00%	86.67%	52.94%	65.00%	20
Todd	40.50%	40.50%	54.55%	52.50%	66.67%	57.58%	33
Traverse	40.50%	40.50%	100.00%	0.00%	80.00%	50.00%	<20
Wabasha	40.50%	40.50%	47.62%	76.92%	42.86%	63.64%	22
Wadena	40.50%	40.50%	84.21%	100.00%	72.73%	53.33%	<20
Washington	40.50%	40.50%	58.02%	69.70%	60.24%	72.41%	87
Watonwan	40.50%	40.50%	50.00%	88.89%	57.14%	100.00%	<20
Wilkin	40.50%	40.50%	100.00%	50.00%	100.00%	63.64%	<20
Winona	40.50%	40.50%	75.61%	63.64%	77.78%	48.39%	31
Wright	40.50%	40.50%	58.44%	57.33%	51.47%	41.77%	79
Yellow Medicine	40.50%	40.50%	62.50%	47.37%	70.00%	80.00%	20

D. Children have the opportunity to develop to their fullest potential

Percent of days children in family foster care spent with a relative (*relative placement*)

Measure Details

What is this measure?

Of all days that children spent in family foster care settings during a 12-month reporting period, the percentage of days spent with a relative.

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 28.3 percent of children.

What affects performance on this measure?

- Service factors that may influence this measure are the cultural appreciation of the importance of relatives as compared to professional parenting; systems to help identify and find family members; economic support for relative caretakers; accommodations in licensing standards for relatives; the culture of the agency; clear support and guidance from DHS; and the conflict between relative placement and the stability of remaining in the same neighborhood and school.
- Staff factors that may influence this measure are the maturity, experience, and training of staff; the availability of experienced supervisors with sufficient time/workloads to mentor staff; adequate staffing capacity; turnover; and the ability of staff to engage relatives in the government process.
- Participant factors that may influence this measure are a family history of maltreatment; disqualifying factors; hostile family relationships; distrust of the system; poverty; chemical use; economic stability; and the availability of safety net support for the parents from family, friends, and the community.
- Environmental or external factors that may influence this measure are timeliness of locating relatives; cultural norms that blame parents; community understanding of cultural differences in child rearing; the diversity of new immigrant populations; existing cultural biases; and the availability of transportation and available housing.

What is the threshold for this measure?

The threshold for this measure is 28.3 percent, set at one standard deviation below the 2015 average in recognition of the challenges counties face when determining the best placement for children. The high performance standard is 45.0 percent, which is a state standard.

2017 PIPs

TABLE A8: 2017 PIPS for *relative placement*.

Counties with PIPs	Threshold	2016 Performance	2016 Denominator	2015 Performance
Benton County	28.3%	19.1%	15,155	38.8%
Houston County	28.3%	26.7%	7,494	43.5%
Wabasha County	28.3%	16.5%	7,428	18.6%

All county performance – relative placement

TABLE A9: Performance for all counties on the *relative placement* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2016 Number of Cases	2016 Denominator
Statewide	28.3%	45.0%	35.0%	40.0%	46.9%	53.3%	13,721	2,708,181
Aitkin	28.3%	45.0%	26.1%	36.4%	63.3%	78.5%	50	10,357
Anoka	28.3%	45.0%	31.9%	31.8%	39.5%	47.0%	402	75,612
Becker	28.3%	45.0%	46.7%	49.9%	58.7%	61.0%	162	31,093
Beltrami	28.3%	45.0%	30.2%	37.6%	48.1%	52.3%	930	228,789
Benton	28.3%	45.0%	23.3%	28.2%	38.8%	19.1%	84	15,155
Big Stone	28.3%	45.0%	3.3%	22.4%	60.7%	68.5%	<20	3,177
Blue Earth	28.3%	45.0%	28.3%	42.6%	48.8%	57.9%	168	31,189
Brown	28.3%	45.0%	46.4%	26.8%	49.1%	31.9%	36	4,726
Carlton	28.3%	45.0%	48.8%	37.6%	52.1%	61.8%	101	20,026
Carver	28.3%	45.0%	37.1%	49.6%	61.8%	69.7%	127	25,468
Cass	28.3%	45.0%	32.4%	42.2%	36.7%	45.3%	120	24,231
Chippewa	28.3%	45.0%	100.0%	0.0%	4.4%	0.0%	<20	1,185
Chisago	28.3%	45.0%	45.4%	41.9%	47.2%	56.6%	109	17,340
Clay	28.3%	45.0%	16.4%	27.8%	26.4%	29.1%	194	44,656
Clearwater	28.3%	45.0%	40.5%	38.3%	53.8%	56.6%	<20	3,854
Cook	28.3%	45.0%	65.8%	85.9%	65.7%	62.2%	<20	1,883
Crow Wing	28.3%	45.0%	37.8%	30.8%	38.5%	43.1%	228	41,898
Dakota	28.3%	45.0%	36.8%	45.8%	56.4%	55.4%	330	54,195
Des Moines Valley	28.3%	45.0%	27.8%	23.4%	11.6%	33.8%	84	15,462
Douglas	28.3%	45.0%	14.5%	24.5%	32.7%	40.7%	69	10,280
Faribault & Martin	28.3%	45.0%	44.2%	56.3%	56.8%	55.2%	292	49,588
Fillmore	28.3%	45.0%	1.9%	34.3%	43.0%	47.7%	<20	2,540
Freeborn	28.3%	45.0%	31.0%	28.3%	49.4%	52.4%	76	15,252
Goodhue	28.3%	45.0%	32.1%	26.7%	34.7%	38.7%	86	11,402
Grant	28.3%	45.0%	17.1%	16.3%	0.0%	5.5%	<20	400
Hennepin	28.3%	45.0%	36.2%	41.4%	43.7%	52.6%	2,236	454,637
Houston	28.3%	45.0%	6.5%	27.0%	43.5%	26.7%	41	7,494
Hubbard	28.3%	45.0%	33.2%	35.8%	41.2%	49.4%	91	17,387
Isanti	28.3%	45.0%	42.5%	42.6%	47.2%	52.9%	101	17,531
Itasca	28.3%	45.0%	41.9%	41.5%	38.4%	49.4%	195	33,972

TABLE A9, PAGE 2: Performance for all counties on the *relative placement* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2016 Number of Cases	2016 Denominator
Statewide	28.3%	45.0%	35.0%	40.0%	46.9%	53.3%	13,721	2,708,181
Kanabec	28.3%	45.0%	43.3%	48.8%	45.2%	51.2%	36	5,897
Kandiyohi	28.3%	45.0%	24.7%	38.8%	62.1%	75.9%	89	14,753
Kittson	28.3%	45.0%	64.9%	15.2%	40.3%	56.9%	<20	1,469
Koochiching	28.3%	45.0%	50.2%	39.8%	49.5%	54.1%	41	9,341
Lac Qui Parle	28.3%	45.0%	0.0%	1.3%	15.0%	2.8%	<20	2,604
Lake	28.3%	45.0%	56.4%	36.0%	32.3%	46.0%	26	5,906
Lake Of The Woods	28.3%	45.0%		32.8%	93.1%	99.5%	<20	1,492
Le Sueur	28.3%	45.0%	29.5%	40.1%	59.9%	55.6%	40	7,529
Mahnomen	28.3%	45.0%	45.6%	19.1%	12.0%	38.8%	<20	3,091
Marshall	28.3%	45.0%	37.7%	57.1%	37.4%	51.2%	<20	1,430
McLeod	28.3%	45.0%	42.5%	49.2%	56.9%	68.4%	106	12,403
Meeker	28.3%	45.0%	28.3%	20.0%	49.8%	54.7%	24	4,242
Mille Lacs	28.3%	45.0%	47.5%	59.8%	59.3%	58.7%	243	54,829
MNPrairie	28.3%	45.0%	29.9%	32.4%	43.7%	54.8%	432	76,932
Morrison	28.3%	45.0%	24.9%	24.0%	43.1%	47.8%	70	13,764
Mower	28.3%	45.0%	36.2%	43.0%	65.4%	45.9%	90	15,958
Nicollet	28.3%	45.0%	33.2%	49.8%	25.8%	41.3%	48	7,202
Nobles	28.3%	45.0%	32.7%	50.4%	48.7%	43.2%	52	8,429
Norman	28.3%	45.0%	55.2%	46.5%	45.3%	93.7%	<20	1,417
Olmsted	28.3%	45.0%	28.0%	33.9%	49.1%	55.5%	177	37,721
Otter Tail	28.3%	45.0%	27.3%	27.9%	35.0%	62.3%	101	19,083
Pennington	28.3%	45.0%	34.8%	44.2%	50.6%	57.5%	40	4,997
Pine	28.3%	45.0%	41.5%	50.0%	43.2%	40.8%	102	20,800
Polk	28.3%	45.0%	9.2%	16.4%	30.8%	40.4%	64	9,640
Pope	28.3%	45.0%	44.8%	36.6%	40.5%	56.1%	35	7,661
Ramsey	28.3%	45.0%	42.4%	44.9%	55.7%	64.6%	1,214	244,773
Red Lake	28.3%	45.0%	0.0%	0.0%	88.7%	99.5%	<20	931
Renville	28.3%	45.0%	66.9%	71.8%	56.9%	58.9%	40	9,489
Rice	28.3%	45.0%	24.2%	40.4%	50.0%	59.5%	194	30,979
Roseau	28.3%	45.0%	75.9%	100.0%	77.4%	55.9%	<20	1,971

TABLE A9, PAGE 3: Performance for all counties on the *relative placement* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2016 Number of Cases	2016 Denominator
Statewide	28.3%	45.0%	35.0%	40.0%	46.9%	53.3%	13,721	2,708,181
Scott	28.3%	45.0%	42.7%	51.5%	68.3%	64.4%	102	15,402
Sherburne	28.3%	45.0%	35.3%	26.4%	47.4%	58.3%	124	19,553
Sibley	28.3%	45.0%	45.6%	45.2%	39.5%	51.5%	<20	3,950
SWHHS	28.3%	45.0%	24.1%	33.3%	47.0%	60.4%	1,122	223,560
St. Louis	28.3%	45.0%	34.2%	39.9%	45.9%	52.9%	1,001	217,401
Stearns	28.3%	45.0%	30.9%	42.2%	47.5%	40.9%	318	57,621
Stevens	28.3%	45.0%	1.9%	74.7%	67.8%	59.2%	<20	1,934
Swift	28.3%	45.0%	69.4%	28.4%	38.1%	28.5%	32	5,582
Todd	28.3%	45.0%	34.0%	49.3%	24.7%	31.7%	95	17,527
Traverse	28.3%	45.0%	0.0%	5.5%	36.2%	23.0%	<20	1,203
Wabasha	28.3%	45.0%	48.0%	29.8%	18.6%	16.5%	37	7,428
Wadena	28.3%	45.0%	67.2%	63.1%	62.9%	46.9%	44	7,809
Washington	28.3%	45.0%	43.6%	49.0%	51.0%	60.9%	178	29,655
Watonwan	28.3%	45.0%	13.5%	15.5%	4.7%	10.9%	<20	1,262
Wilkin	28.3%	45.0%	0.0%	0.0%	20.1%	31.4%	<20	1,652
Winona	28.3%	45.0%	34.3%	47.6%	45.7%	38.6%	55	10,565
Wright	28.3%	45.0%	42.5%	40.1%	41.6%	46.5%	207	34,734
Yellow Medicine	28.3%	45.0%	13.5%	13.6%	72.9%	98.9%	26	3,021

Percent of child support cases with paternity established (*paternity established*)

Measure Details

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.

What factors affect performance on this measure?

- Service factors that may influence this measure are staff availability, the hours a county office is open, the location of the agency in relation to people needing services, and the age of technology and computer systems.
- Staff factors that may influence this measure are staff training levels, staff-to-client ratios, and business continuity planning as older, more experienced workers retire.
- Participant factors that may influence this measure are demographics, trust or mistrust of government, housing stability, and immigration status.
- Environmental factors that may influence this measure are cooperation between law enforcement, counties, courts, and hospitals; working across state and American Indian reservation borders; and clients' ability to obtain transportation.

What is the threshold for this measure?

The threshold for this measure is 90 percent, which is tied to the federal standard used for a bonus funding formula. The bonus is paid to each state, and Minnesota passes the state's bonus onto counties based upon each county's performance level. Therefore, even with a lower bound threshold, counties continue to have monetary incentive to increase performance, although it may be very small for some counties.

2017 PIPs

There were no PIPs for *paternity established* for Federal Fiscal Year 2016 data.

TABLE A10: 2017 PIPS for *paternity established*, Federal Fiscal Year 2017 Data

Counties with PIPs	Threshold	2017 Performance	2017 Denominator	2016 Performance
Mahnomen County	90.0%	71.5%	358	97.1%

All county performance – paternity established

TABLE A11: Performance for all counties on the *paternity established* measure. Reported in January (Federal Fiscal Year 2016) and October (Federal Fiscal Year 2017).

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
Statewide			102%	100%	99.0%	100.8%	101.0%	173,477
Aitkin	90.0%	90.0%	106%	105%	101.9%	106.7%	102.6%	567
Anoka	90.0%	90.0%	107%	104%	102.9%	103.1%	104.1%	8,740
Becker	90.0%	90.0%	104%	98%	97.4%	101.8%	93.0%	1,350
Beltrami	90.0%	90.0%	90%	91%	92.8%	98.4%	94.3%	2,184
Benton	90.0%	90.0%	108%	104%	105.6%	105.8%	105.2%	1,524
Big Stone	90.0%	90.0%	103%	97%	97.7%	109.0%	123.8%	105
Blue Earth	90.0%	90.0%	103%	104%	100.7%	103.6%	104.6%	1,808
Brown	90.0%	90.0%	106%	107%	102.7%	107.7%	103.8%	782
Carlton	90.0%	90.0%	102%	101%	99.7%	103.0%	105.1%	1,379
Carver	90.0%	90.0%	107%	105%	104.2%	107.1%	104.6%	1,249
Cass	90.0%	90.0%	102%	102%	99.6%	100.8%	99.9%	1,514
Chippewa	90.0%	90.0%	110%	106%	108.0%	105.6%	98.0%	456
Chisago	90.0%	90.0%	110%	108%	104.9%	105.7%	107.2%	1,445
Clay	90.0%	90.0%	103%	104%	101.6%	103.1%	99.9%	2,171
Clearwater	90.0%	90.0%	110%	105%	104.7%	104.9%	95.3%	445
Cook	90.0%	90.0%	100%	97%	95.5%	93.0%	104.1%	122
Crow Wing	90.0%	90.0%	108%	102%	102.2%	102.2%	104.4%	2,365
Dakota	90.0%	90.0%	102%	99%	97.3%	99.8%	99.6%	9,874
Douglas	90.0%	90.0%	105%	102%	102.6%	104.6%	104.0%	1,006
Des Moines Valley	90.0%	90.0%		108%	105.6%	110.8%	102.9%	818
Faribault & Martin	90.0%	90.0%	106%	107%	107.5%	108.5%	108.6%	1,285
Fillmore	90.0%	90.0%	103%	106%	104.9%	102.7%	101.8%	493
Freeborn	90.0%	90.0%	105%	102%	102.7%	106.2%	104.0%	1,310
Goodhue	90.0%	90.0%	106%	104%	102.2%	107.8%	106.7%	1,436
Grant	90.0%	90.0%	105%	100%	97.4%	100.5%	95.7%	188
Hennepin	90.0%	90.0%	100%	98%	98.2%	97.2%	99.6%	40,556
Houston	90.0%	90.0%	109%	105%	106.7%	104.1%	112.0%	434
Hubbard	90.0%	90.0%	103%	104%	103.7%	107.1%	103.7%	808
Isanti	90.0%	90.0%	107%	102%	101.7%	100.8%		1,373
Itasca	90.0%	90.0%	99%	100%	102.9%	103.3%	102.6%	1,747

TABLE A11, PAGE 2: Performance for all counties on the *paternity established* measure. Reported in January (Federal Fiscal Year 2016) and October (Federal Fiscal Year 2017).

County	Threshold	High Performance Standard						2017
			2013	2014	2015	2016	2017	Denominator
Statewide			102%	100%	99.0%	100.8%	101.0%	173,477
Kanabec	90.0%	90.0%	107%	104%	102.6%	107.3%	104.7%	623
Kandiyohi	90.0%	90.0%	101%	99%	102.5%	99.0%	98.5%	1,756
Kittson	90.0%	90.0%	112%	106%	105.6%	113.2%	109.7%	72
Koochiching	90.0%	90.0%	111%	110%	109.0%	111.9%	112.7%	496
Lac Qui Parle	90.0%	90.0%	104%	104%	99.4%	101.3%	112.8%	141
Lake	90.0%	90.0%	102%	103%	99.3%	101.8%	108.2%	267
Lake of the Woods	90.0%	90.0%	109%	104%	111.0%	108.1%	101.9%	106
Le Sueur	90.0%	90.0%	110%	105%	103.2%	109.5%	109.4%	775
Mahnomen	90.0%	90.0%	118%	100%	114.2%	97.1%	71.5%	358
Marshall	90.0%	90.0%	105%	108%	110.2%	102.8%	109.3%	194
McLeod	90.0%	90.0%	105%	103%	104.1%	106.6%	105.2%	1,100
Meeker	90.0%	90.0%	105%	101%	101.2%	101.8%	113.0%	539
Mille Lacs	90.0%	90.0%	105%	104%	106.0%	105.1%	104.5%	1,183
MNPrairie					105.2%	106.4%	108.1%	2,811
Morrison	90.0%	90.0%	104%	102%	100.0%	101.6%	99.0%	1,288
Mower	90.0%	90.0%	101%	96%	103.9%	104.9%	104.9%	1,764
Nicollet	90.0%	90.0%	101%	102%	102.8%	103.2%	104.5%	1,047
Nobles	90.0%	90.0%	104%	105%	101.1%	106.4%	102.6%	876
Norman	90.0%	90.0%	109%	105%	107.1%	117.6%	110.3%	195
Olmsted	90.0%	90.0%	102%	100%	100.7%	98.5%	101.5%	4,537
Otter Tail	90.0%	90.0%	108%	102%	101.1%	105.1%	99.3%	1,675
Pennington	90.0%	90.0%	99%	99%	97.7%	102.4%	98.9%	563
Pine	90.0%	90.0%	103%	101%	102.1%	104.6%	107.8%	1,249
Polk	90.0%	90.0%	107%	103%	109.1%	106.9%	109.9%	1,349
Pope	90.0%	90.0%	105%	101%	106.0%	102.7%	99.2%	262
Ramsey	90.0%	90.0%	95%	94%	94.8%	95.2%	93.8%	24,247
Red Lake	90.0%	90.0%	113%	104%	115.9%	115.7%	109.7%	103
Renville	90.0%	90.0%	107%	103%	105.2%	104.6%	102.1%	487
Rice	90.0%	90.0%	108%	104%	99.2%	103.8%	98.6%	1,502
Roseau	90.0%	90.0%	99%	98%	99.8%	108.1%	112.9%	420

TABLE A11, PAGE 3: Performance for all counties on the *paternity established* measure. Reported in January (Federal Fiscal Year 2016) and October (Federal Fiscal Year 2017).

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
Statewide			102%	100%	99.0%	100.8%	101.0%	173,477
Scott	90.0%	90.0%	110%	107%	107.6%	104.9%	109.5%	2,197
Sherburne	90.0%	90.0%	104%	102%	101.3%	103.8%	106.5%	2,316
Sibley	90.0%	90.0%	109%	106%	102.8%	104.7%	103.0%	438
St. Louis	90.0%	90.0%	104%	102%	102.1%	103.0%	101.6%	8,228
Stearns	90.0%	90.0%	106%	104%	103.2%	105.9%	103.0%	4,128
Stevens	90.0%	90.0%	107%	111%	105.4%	101.6%	97.7%	177
SWHHS	90.0%	90.0%	104%	102%	101.5%	106.3%	104.5%	2,491
Swift	90.0%	90.0%	108%	106%	103.1%	105.4%	103.9%	362
Todd	90.0%	90.0%	106%	102%	102.1%	103.7%	106.1%	656
Traverse	90.0%	90.0%	132%	113%	98.9%	116.3%	98.9%	88
Wabasha	90.0%	90.0%	103%	95%	99.8%	106.2%	103.7%	484
Wadena	90.0%	90.0%	107%	108%	106.0%	107.8%	101.6%	614
Washington	90.0%	90.0%	104%	102%	103.7%	106.1%	104.4%	4,680
Watonwan	90.0%	90.0%	102%	103%	100.2%	96.9%	101.4%	512
Wilkin	90.0%	90.0%	105%	109%	102.9%	100.9%	107.4%	216
Winona	90.0%	90.0%	102%	99%	100.1%	101.0%	99.0%	1,402
Wright	90.0%	90.0%	107%	105%	103.6%	104.6%	108.6%	2,780
Yellow Medicine	90.0%	90.0%	103%	104%	105.3%	99.2%	110.4%	222

Percent of SNAP applications processed within one business day

Measure Details

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.

What affects performance on this measure?

- Service factors that may influence this measure include program complexity and changing policy, a complicated application, challenges associated with online ApplyMN applications, an increase in phone interviews resulting in waits for documentation to arrive via the mail, and MNsure application backlog.
- Staff factors that may influence this measure include staff training levels, staff-to-participant ratios, staff knowledge of policies, high turnover, and competition for resources between programs.
- Participant factors that may influence this measure include participant completion of the mandatory interview, the number of migrant and seasonal farm workers making applications, delays due to incomplete applications, availability of advocates to assist with completing applications, and difficulty obtaining required documentation.
- Environmental or external factors that may influence this measure include balancing error reduction with timeliness, emphasis on fraud that results in conflicts with access and timeliness of service, increased applications during economic downturns, availability of community resources such as food shelves, and natural disasters that result in increased applications.

What is the threshold for this measure?

The minimum performance threshold for this measure is 55 percent and the high performance standard is 83 percent.

2017 PIPs

TABLE A12: 2017 PIPS for *expedited SNAP*.

Counties with PIPs	Threshold	2016 Performance	2016 Denominator	2015 Performance
Benton County	55.0%	54.1%	403	52.0%
Kandiyohi County	55.0%	49.3%	517	64.6%
Lake of the Woods County	55.0%	52.9%	<20	72.0%
Morrison County	55.0%	51.4%	212	57.5%
Wabasha County	55.0%	52.7%	112	65.2%

All county performance – expedited SNAP

TABLE A13: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2016 Denominator
State totals			62.3%	64.0%	59.4%	64.5%	57,987
Aitkin	55.0%	83.0%	59.4%	61.7%	64.1%	69.7%	152
Anoka	55.0%	83.0%	57.1%	57.6%	65.7%	68.4%	3,152
Becker	55.0%	83.0%	72.4%	76.7%	78.2%	88.7%	309
Beltrami	55.0%	83.0%	67.4%	72.8%	65.3%	59.7%	1,037
Benton	55.0%	83.0%	49.3%	61.6%	52.0%	54.1%	403
Big Stone	55.0%	83.0%	61.3%	57.6%	63.6%	74.2%	31
Blue Earth	55.0%	83.0%	54.7%	56.0%	52.8%	66.6%	676
Brown	55.0%	83.0%	71.7%	64.9%	75.9%	81.5%	157
Carlton	55.0%	83.0%	75.6%	80.6%	78.6%	75.2%	391
Carver	55.0%	83.0%	36.3%	47.4%	52.6%	64.8%	324
Cass	55.0%	83.0%	62.9%	61.9%	71.2%	72.6%	536
Chippewa	55.0%	83.0%	36.3%	54.1%	87.6%	86.4%	81
Chisago	55.0%	83.0%	75.5%	77.9%	70.0%	69.3%	296
Clay	55.0%	83.0%	61.8%	61.2%	58.0%	64.6%	991
Clearwater	55.0%	83.0%	77.8%	86.0%	67.5%	76.7%	60
Cook	55.0%	83.0%	51.7%	72.0%	75.0%	60.0%	30
Crow Wing	55.0%	83.0%	60.8%	69.7%	68.4%	64.9%	584
Dakota	55.0%	83.0%	49.1%	45.0%	49.1%	61.1%	2,474
Des Moines Valley	55.0%	83.0%	74.0%	80.2%	78.4%	75.5%	155
Douglas	55.0%	83.0%	68.0%	66.0%	55.8%	66.2%	299
Faribault & Martin	55.0%	83.0%	78.8%	82.3%	85.1%	78.5%	349
Fillmore	55.0%	83.0%	62.4%	60.9%	45.0%	69.5%	95
Freeborn	55.0%	83.0%	73.3%	73.3%	70.7%	70.1%	318
Goodhue	55.0%	83.0%	71.2%	68.4%	70.6%	68.5%	308
Grant	55.0%	83.0%	48.8%	87.2%	84.2%	81.6%	49
Hennepin	55.0%	83.0%	67.3%	66.4%	50.9%	59.3%	17,651
Houston	55.0%	83.0%	70.1%	71.7%	71.4%	62.0%	100
Hubbard	55.0%	83.0%	76.7%	73.7%	65.6%	76.8%	228
Isanti	55.0%	83.0%	52.3%	67.2%	63.7%	62.3%	310
Itasca	55.0%	83.0%	81.6%	84.6%	79.1%	82.4%	694

TABLE A13, PAGE 2: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2016 Denominator
State totals	55.0%	83.0%	62.3%	64.0%	59.4%	64.5%	57,987
Kanabec	55.0%	83.0%	66.7%	76.8%	75.2%	74.1%	197
Kandiyohi	55.0%	83.0%	70.6%	63.8%	64.6%	49.3%	517
Kittson	55.0%	83.0%	83.3%	66.6%	78.9%	75.0%	<20
Koochiching	55.0%	83.0%	53.0%	58.1%	64.9%	79.3%	184
Lac Qui Parle	55.0%	83.0%	85.4%	66.6%	84.6%	88.2%	34
Lake	55.0%	83.0%	55.4%	71.6%	66.6%	62.0%	71
Lake Of The Woods	55.0%	83.0%	70.8%	81.4%	72.0%	52.9%	<20
Le Sueur	55.0%	83.0%	50.8%	59.5%	82.5%	75.4%	195
Mahnomen	55.0%	83.0%	66.1%	79.3%	80.3%	63.6%	44
Marshall	55.0%	83.0%	84.9%	75.0%	69.6%	83.3%	48
McLeod	55.0%	83.0%	40.8%	64.0%	74.3%	83.1%	331
Meeker	55.0%	83.0%	65.5%	73.6%	61.4%	62.9%	143
Mille Lacs	55.0%	83.0%	63.7%	53.0%	55.0%	62.8%	223
MNPrairie	55.0%	83.0%	.	.	69.3%	70.1%	762
Morrison	55.0%	83.0%	70.9%	58.3%	57.5%	51.4%	212
Mower	55.0%	83.0%	65.8%	69.4%	61.2%	63.9%	462
Nicollet	55.0%	83.0%	72.5%	72.6%	68.4%	65.8%	187
Nobles	55.0%	83.0%	68.2%	61.8%	42.1%	61.6%	224
Norman	55.0%	83.0%	84.6%	80.5%	75.0%	81.5%	65
Olmsted	55.0%	83.0%	44.8%	67.0%	67.0%	65.3%	1,633
Otter Tail	55.0%	83.0%	49.8%	50.8%	54.2%	72.6%	442
Pennington	55.0%	83.0%	78.5%	81.0%	81.3%	81.5%	227
Pine	55.0%	83.0%	81.0%	79.7%	73.7%	76.0%	338
Polk	55.0%	83.0%	86.2%	86.0%	77.8%	81.4%	527
Pope	55.0%	83.0%	57.7%	58.6%	75.3%	74.5%	47
Ramsey	55.0%	83.0%	53.7%	57.0%	57.8%	61.3%	8,116
Red Lake	55.0%	83.0%	76.0%	64.0%	84.3%	76.3%	38
Renville	55.0%	83.0%	65.0%	72.2%	66.4%	75.1%	185
Rice	55.0%	83.0%	64.5%	71.8%	63.4%	71.3%	529
Roseau	55.0%	83.0%	84.4%	81.0%	76.4%	79.7%	118

TABLE A13, PAGE 3: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2016 Denominator
State totals	55.0%	83.0%	62.3%	64.0%	59.4%	64.5%	57,987
Scott	55.0%	83.0%	70.9%	64.6%	66.7%	63.6%	572
Sherburne	55.0%	83.0%	67.2%	72.3%	70.0%	65.8%	491
Sibley	55.0%	83.0%	76.8%	53.4%	80.1%	88.5%	130
SWHHS	55.0%	83.0%	78.1%	74.2%	70.4%	72.4%	548
St. Louis	55.0%	83.0%	62.5%	65.5%	64.8%	74.8%	3,377
Stearns	55.0%	83.0%	46.9%	57.4%	61.8%	63.5%	1,713
Stevens	55.0%	83.0%	55.6%	62.2%	63.4%	83.0%	47
Swift	55.0%	83.0%	89.5%	76.4%	94.9%	82.6%	69
Todd	55.0%	83.0%	60.9%	69.1%	77.0%	67.9%	131
Traverse	55.0%	83.0%	93.8%	85.0%	84.3%	75.6%	45
Wabasha	55.0%	83.0%	60.8%	65.1%	65.2%	52.7%	112
Wadena	55.0%	83.0%	69.0%	74.0%	70.1%	68.4%	152
Washington	55.0%	83.0%	35.1%	42.6%	45.1%	59.8%	1,069
Watonwan	55.0%	83.0%	61.6%	69.5%	52.4%	72.8%	81
Wilkin	55.0%	83.0%	86.7%	91.7%	83.3%	85.4%	82
Winona	55.0%	83.0%	69.8%	60.0%	63.4%	65.8%	403
Wright	55.0%	83.0%	63.4%	62.7%	63.6%	54.7%	550
Yellow Medicine	55.0%	83.0%	59.0%	58.0%	69.2%	76.7%	43

Percent of SNAP and cash assistance applications processed timely (timely SNAP and cash assistance)

Measure Details

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 regular SNAP, MFIP, DWP, 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.

What affects performance on this measure?

- Service factors that influence this measure include the complexity of eligibility requirements, streamlining of eligibility requirements across all cash programs, county processes such as case banking, an aging database, ability to share information between programs like employment services and Child Support, having a universal release of information, and location of offices and number of offices.
- Staff factors that influence this measure include staff training, the number of staff, agency culture, staffing structure, availability of translators, and staff to participant ratios.
- Participant factors that influence this measure include literacy levels, availability to participate in an interview, access to a telephone, housing stability, ability to provide documentation, access to transportation, and complicated reporting requirements.
- Environmental or external factors that influence this measure include the local economy and increased applications during economic downturns.

What is the threshold for this measure?

The threshold for this measure is 75 percent with a high performance standard of 90 percent. The threshold is at the 10th percentile of performance in 2011. The high performance standard is one standard deviation above the county average in 2010, a year with historically high caseloads and performance.

2017 PIPs

TABLE A14: 2017 PIPS for *timely SNAP and cash assistance*.

Counties with PIPs	Threshold	2016 Performance	2016 Denominator	2015 Performance
Cook County	75.0%	73.6%	72	81.7%

All County Performance – timely SNAP and cash assistance

TABLE 15: Performance for all counties on the *timely SNAP and cash assistance* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2016 Denominator
State totals			84.4%	89.6%	90.1%	91.2%	83,431
Aitkin	75.0%	90.0%	93.9%	98.4%	94.2%	93.5%	248
Anoka	75.0%	90.0%	92.3%	93.2%	94.8%	94.5%	4,304
Becker	75.0%	90.0%	96.4%	98.1%	98.4%	98.5%	518
Beltrami	75.0%	90.0%	50.2%	77.2%	77.7%	84.9%	888
Benton	75.0%	90.0%	83.7%	92.4%	90.9%	90.6%	671
Big Stone	75.0%	90.0%	89.2%	93.0%	94.2%	90.3%	62
Blue Earth	75.0%	90.0%	91.1%	93.5%	93.6%	91.8%	967
Brown	75.0%	90.0%	94.4%	93.6%	94.5%	94.3%	334
Carlton	75.0%	90.0%	87.4%	95.4%	98.1%	96.4%	548
Carver	75.0%	90.0%	83.1%	89.8%	88.4%	92.4%	553
Cass	75.0%	90.0%	89.5%	93.9%	91.4%	95.0%	719
Chippewa	75.0%	90.0%	82.1%	86.2%	93.6%	96.4%	197
Chisago	75.0%	90.0%	85.3%	90.0%	88.4%	89.6%	500
Clay	75.0%	90.0%	91.7%	97.1%	96.0%	94.6%	1,295
Clearwater	75.0%	90.0%	96.9%	98.6%	96.2%	99.3%	139
Cook	75.0%	90.0%	89.2%	89.4%	81.7%	73.6%	72
Crow Wing	75.0%	90.0%	82.1%	95.2%	93.8%	92.1%	935
Dakota	75.0%	90.0%	89.0%	89.5%	88.2%	88.4%	3,876
Des Moines Valley	75.0%	90.0%	93.3%	95.7%	94.4%	95.3%	340
Douglas	75.0%	90.0%	83.8%	89.1%	91.2%	90.0%	478
Faribault & Martin	75.0%	90.0%	94.4%	96.0%	96.8%	96.5%	595
Fillmore	75.0%	90.0%	90.2%	96.6%	99.1%	98.0%	203
Freeborn	75.0%	90.0%	96.3%	96.1%	94.3%	96.6%	551
Goodhue	75.0%	90.0%	90.6%	93.1%	95.1%	90.8%	422
Grant	75.0%	90.0%	93.3%	95.9%	97.8%	100.0%	87
Hennepin	75.0%	90.0%	79.5%	86.0%	85.1%	86.8%	22,891
Houston	75.0%	90.0%	94.2%	95.4%	96.6%	98.1%	161
Hubbard	75.0%	90.0%	92.9%	97.2%	91.5%	95.7%	322
Isanti	75.0%	90.0%	88.0%	94.4%	94.0%	92.4%	524
Itasca	75.0%	90.0%	88.6%	93.7%	93.4%	94.9%	1,018

TABLE 15, PAGE 2: Performance for all counties on the *timely SNAP and cash assistance* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2016 Denominator
State totals			84.4%	89.6%	90.1%	91.2%	83,431
Kanabec	75.0%	90.0%	85.6%	90.6%	93.6%	94.3%	335
Kandiyohi	75.0%	90.0%	92.7%	96.4%	95.9%	92.1%	971
Kittson	75.0%	90.0%	97.7%	90.2%	92.5%	100.0%	44
Koochiching	75.0%	90.0%	80.8%	92.0%	93.2%	95.4%	219
Lac Qui Parle	75.0%	90.0%	96.5%	98.7%	98.7%	98.9%	90
Lake	75.0%	90.0%	77.1%	93.9%	96.9%	97.5%	122
Lake Of The Woods	75.0%	90.0%	87.5%	98.2%	90.0%	92.5%	40
Le Sueur	75.0%	90.0%	80.9%	90.9%	92.0%	94.4%	303
Mahnomen	75.0%	90.0%	95.3%	92.2%	94.7%	94.3%	70
Marshall	75.0%	90.0%	93.3%	98.9%	97.8%	97.1%	104
McLeod	75.0%	90.0%	86.0%	95.9%	95.0%	93.9%	391
Meeker	75.0%	90.0%	93.9%	94.8%	95.9%	96.1%	284
Mille Lacs	75.0%	90.0%	89.2%	92.0%	93.6%	95.4%	388
MNPrairie	75.0%	90.0%	84.6%	88.3%	87.5%	92.6%	1,276
Morrison	75.0%	90.0%	89.0%	90.8%	92.4%	92.8%	483
Mower	75.0%	90.0%	86.4%	93.0%	95.6%	96.3%	756
Nicollet	75.0%	90.0%	89.6%	92.5%	91.9%	95.3%	403
Nobles	75.0%	90.0%	93.0%	93.8%	95.2%	96.5%	375
Norman	75.0%	90.0%	96.5%	97.8%	94.7%	94.4%	124
Olmsted	75.0%	90.0%	78.3%	92.8%	95.8%	95.3%	2,466
Otter Tail	75.0%	90.0%	83.6%	87.0%	90.0%	92.3%	794
Pennington	75.0%	90.0%	98.8%	100.0%	98.5%	99.2%	264
Pine	75.0%	90.0%	94.9%	96.0%	95.6%	96.8%	559
Polk	75.0%	90.0%	93.4%	96.2%	95.5%	96.8%	688
Pope	75.0%	90.0%	93.7%	95.5%	96.0%	98.7%	149
Ramsey	75.0%	90.0%	84.4%	87.2%	89.1%	92.2%	11,307
Red Lake	75.0%	90.0%	98.2%	98.7%	97.4%	100.0%	71
Renville	75.0%	90.0%	86.8%	94.1%	96.9%	95.6%	251
Rice	75.0%	90.0%	80.7%	89.8%	91.0%	91.8%	766
Roseau	75.0%	90.0%	96.3%	96.3%	97.5%	99.0%	203

TABLE 15, PAGE 3: Performance for all counties on the *timely SNAP and cash assistance* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2016 Denominator
State totals			84.4%	89.6%	90.1%	91.2%	83,431
Scott	75.0%	90.0%	92.8%	95.9%	96.2%	95.7%	941
Sherburne	75.0%	90.0%	85.3%	94.7%	94.4%	92.8%	695
Sibley	75.0%	90.0%	92.8%	94.4%	96.5%	97.2%	179
SWHHS	75.0%	90.0%	90.4%	94.2%	92.2%	90.4%	1,095
St. Louis	75.0%	90.0%	88.7%	91.8%	92.3%	94.6%	4,845
Stearns	75.0%	90.0%	77.7%	84.8%	92.1%	88.8%	2,340
Stevens	75.0%	90.0%	88.9%	98.1%	94.7%	96.1%	103
Swift	75.0%	90.0%	97.5%	97.9%	99.4%	97.2%	145
Todd	75.0%	90.0%	93.5%	96.1%	92.2%	91.7%	301
Traverse	75.0%	90.0%	93.5%	98.4%	98.6%	98.7%	75
Wabasha	75.0%	90.0%	88.8%	94.0%	92.3%	85.2%	209
Wadena	75.0%	90.0%	96.0%	96.0%	96.8%	97.5%	324
Washington	75.0%	90.0%	64.1%	80.6%	85.9%	87.7%	1,529
Watonwan	75.0%	90.0%	93.1%	93.7%	88.5%	93.2%	162
Wilkin	75.0%	90.0%	98.5%	99.3%	99.2%	93.2%	133
Winona	75.0%	90.0%	90.6%	95.9%	96.3%	96.5%	629
Wright	75.0%	90.0%	81.1%	86.3%	90.2%	86.3%	893
Yellow Medicine	75.0%	90.0%	98.5%	98.6%	98.5%	96.6%	119

Percent of open child support cases with an order established (*orders established*)

Measure Details

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.

What affects performance on this measure?

- Service factors: relationship with the county attorney; ability to schedule court hearings timely; information sharing between courts, tribal nations, and Child Support; and relationships with other states that affect the ability to collect support across state boundaries.
- Staff factors: the number of staff dedicated to Child Support, training and education; and legacy planning and hiring of new staff as staff retire.
- Participant factors: family size; the separation or divorce rate and whether children are born in marriage; custody arrangements; and incarceration of non-custodial parents.
- Environmental or external factors influencing this measure may include local economy and ability of non-custodial parents to find employment, employer response time to paperwork, parents that work for cash, and level of trust in the government to provide service.

What is the threshold for this measure?

The minimum performance threshold for this measure is equal to the federal standard of 80 percent, the point at which counties receive maximum federal bonus money. Because this measure is calculated on a Federal Fiscal Year (FFY) basis, counties were provided with performance data in January 2016.

No 2017 PIPs for orders established, Federal Fiscal Year 2016 data

No 2017 PIPs for orders established, Federal Fiscal Year 2017 data

All county performance – orders established

TABLE A16: Performance for all counties on the *orders established* measure. Reported in January (Federal Fiscal Year 2016) and October (Federal Fiscal Year 2017).

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
Statewide			86.0%	88.0%	88.7%	88.9%	88.6%	216,659
Aitkin	80.0%	80.0%	91.0%	92.0%	94.6%	94.6%	92.4%	791
Anoka	80.0%	80.0%	90.0%	91.0%	92.4%	92.4%	91.4%	11,981
Becker	80.0%	80.0%	88.0%	92.0%	92.9%	90.9%	89.7%	1,573
Beltrami	80.0%	80.0%	73.0%	76.0%	77.0%	82.5%	84.0%	2,644
Benton	80.0%	80.0%	91.0%	91.0%	94.3%	93.3%	93.7%	1,894
Big Stone	80.0%	80.0%	89.0%	89.0%	95.1%	89.0%	86.4%	176
Blue Earth	80.0%	80.0%	93.0%	94.0%	94.0%	94.2%	92.6%	2,466
Brown	80.0%	80.0%	94.0%	94.0%	93.6%	95.5%	93.4%	992
Carlton	80.0%	80.0%	90.0%	93.0%	93.6%	94.4%	93.8%	2,049
Carver	80.0%	80.0%	92.0%	93.0%	93.7%	91.6%	92.0%	1,821
Cass	80.0%	80.0%	85.0%	86.0%	87.2%	86.7%	86.0%	1,740
Chippewa	80.0%	80.0%	90.0%	91.0%	90.2%	89.3%	91.8%	572
Chisago	80.0%	80.0%	93.0%	94.0%	95.5%	95.4%	95.4%	2,075
Clay	80.0%	80.0%	86.0%	85.0%	87.0%	87.0%	86.5%	2,572
Clearwater	80.0%	80.0%	93.0%	96.0%	97.7%	95.7%	94.6%	574
Cook	80.0%	80.0%	86.0%	89.0%	86.6%	84.2%	87.2%	172
Crow Wing	80.0%	80.0%	93.0%	94.0%	94.1%	94.2%	93.9%	3,271
Dakota	80.0%	80.0%	88.0%	88.0%	90.6%	90.4%	88.0%	12,671
Douglas	80.0%	80.0%	92.0%	93.0%	93.6%	93.6%	92.8%	1,535
Des Moines Valley	80.0%	80.0%		95.0%	96.9%	94.8%	96.7%	1,046
Faribault & Martin	80.0%	80.0%	94.0%	96.0%	95.2%	94.7%	93.1%	1,700
Fillmore	80.0%	80.0%	94.0%	89.0%	92.4%	90.5%	90.6%	699
Freeborn	80.0%	80.0%	92.0%	93.0%	95.0%	95.7%	93.3%	1,672
Goodhue	80.0%	80.0%	93.0%	94.0%	94.2%	91.2%	88.8%	1,957
Grant	80.0%	80.0%	93.0%	96.0%	95.6%	93.1%	94.6%	240
Hennepin	80.0%	80.0%	82.0%	82.0%	83.7%	84.3%	83.7%	48,193
Houston	80.0%	80.0%	92.0%	96.0%	96.2%	94.7%	93.5%	616
Hubbard	80.0%	80.0%	87.0%	90.0%	93.0%	93.2%	91.8%	1,012
Isanti	80.0%	80.0%	92.0%	94.0%	93.0%	94.1%	94.0%	1,891
Itasca	80.0%	80.0%	88.0%	92.0%	93.2%	94.6%	94.3%	2,406

TABLE A16, PAGE 2: Performance for all counties on the *orders established* measure. Reported in January (Federal Fiscal Year 2016) and October (Federal Fiscal Year 2017).

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
Statewide			86.0%	88.0%	88.7%	88.9%	88.6%	216,659
Kanabec	80.0%	80.0%	91.0%	92.0%	94.9%	94.1%	94.4%	815
Kandiyohi	80.0%	80.0%	87.0%	88.0%	88.7%	89.3%	89.6%	2,135
Kittson	80.0%	80.0%	94.0%	98.0%	92.5%	96.4%	99.0%	105
Koochiching	80.0%	80.0%	98.0%	98.0%	96.1%	97.5%	95.2%	645
Lac Qui Parle	80.0%	80.0%	92.0%	96.0%	96.1%	97.4%	95.8%	189
Lake	80.0%	80.0%	87.0%	87.0%	93.8%	91.2%	90.3%	444
Lake of the Woods	80.0%	80.0%	89.0%	92.0%	94.7%	92.4%	89.6%	144
Le Sueur	80.0%	80.0%	93.0%	94.0%	95.6%	93.3%	90.4%	995
Mahnomen	80.0%	80.0%	73.0%	93.0%	89.0%	91.7%	87.7%	235
Marshall	80.0%	80.0%	90.0%	93.0%	95.2%	95.4%	94.0%	283
McLeod	80.0%	80.0%	91.0%	92.0%	93.7%	92.9%	92.9%	1,504
Meeker	80.0%	80.0%	93.0%	94.0%	93.3%	94.2%	90.8%	891
Mille Lacs	80.0%	80.0%	89.0%	93.0%	94.6%	93.8%	94.3%	1,825
MNPrairie					93.9%	94.5%	93.2%	3,713
Morrison	80.0%	80.0%	91.0%	93.0%	93.8%	94.3%	95.3%	1,839
Mower	80.0%	80.0%	81.0%	88.0%	91.7%	91.9%	90.7%	2,253
Nicollet	80.0%	80.0%	93.0%	92.0%	94.1%	93.0%	93.1%	1,347
Nobles	80.0%	80.0%	87.0%	87.0%	88.3%	88.7%	91.0%	924
Norman	80.0%	80.0%	92.0%	95.0%	91.5%	93.0%	92.9%	281
Olmsted	80.0%	80.0%	86.0%	87.0%	87.3%	89.1%	87.3%	5,460
Otter Tail	80.0%	80.0%	92.0%	92.0%	93.0%	91.5%	89.6%	2,231
Pennington	80.0%	80.0%	86.0%	89.0%	92.1%	90.4%	89.7%	727
Pine	80.0%	80.0%	93.0%	96.0%	96.3%	94.6%	94.1%	1,685
Polk	80.0%	80.0%	93.0%	93.0%	93.5%	91.9%	93.8%	1,709
Pope	80.0%	80.0%	86.0%	87.0%	91.5%	93.1%	93.0%	359
Ramsey	80.0%	80.0%	77.0%	80.0%	81.3%	82.1%	83.4%	24,831
Red Lake	80.0%	80.0%	91.0%	95.0%	94.2%	93.7%	91.9%	135
Renville	80.0%	80.0%	80.0%	81.0%	83.6%	86.4%	81.7%	629
Rice	80.0%	80.0%	81.0%	84.0%	86.3%	86.6%	87.7%	1,918
Roseau	80.0%	80.0%	87.0%	91.0%	90.3%	89.7%	95.1%	594

TABLE A16, PAGE 3: Performance for all counties on the *orders established* measure. Reported in January (Federal Fiscal Year 2016) and October (Federal Fiscal Year 2017).

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
Statewide			86.0%	88.0%	88.7%	88.9%	88.6%	216,659
Scott	80.0%	80.0%	88.0%	90.0%	90.7%	90.6%	90.7%	2,916
Sherburne	80.0%	80.0%	92.0%	94.0%	95.8%	93.9%	93.2%	3,430
Sibley	80.0%	80.0%	93.0%	96.0%	95.4%	93.1%	90.6%	619
St. Louis	80.0%	80.0%	88.0%	90.0%	90.7%	90.0%	91.4%	10,213
Stearns	80.0%	80.0%	87.0%	89.0%	90.9%	88.9%	88.5%	5,265
Stevens	80.0%	80.0%	91.0%	91.0%	94.6%	95.6%	95.5%	224
SWHHS	80.0%	80.0%	91.0%	92.0%	92.9%	92.2%	91.4%	3,273
Swift	80.0%	80.0%	90.0%	92.0%	94.4%	94.1%	90.6%	488
Todd	80.0%	80.0%	92.0%	95.0%	95.9%	93.3%	91.3%	989
Traverse	80.0%	80.0%	80.0%	79.0%	83.1%	83.8%	93.0%	86
Wabasha	80.0%	80.0%	85.0%	85.0%	88.5%	90.8%	89.6%	728
Wadena	80.0%	80.0%	94.0%	96.0%	96.1%	95.2%	95.1%	857
Washington	80.0%	80.0%	93.0%	95.0%	95.6%	93.2%	94.1%	6,326
Watonwan	80.0%	80.0%	91.0%	92.0%	93.4%	93.4%	90.3%	712
Wilkin	80.0%	80.0%	87.0%	89.0%	86.0%	86.8%	87.1%	272
Winona	80.0%	80.0%	91.0%	93.0%	93.3%	93.0%	91.2%	2,020
Wright	80.0%	80.0%	92.0%	93.0%	94.5%	94.0%	92.8%	4,058
Yellow Medicine	80.0%	80.0%	87.0%	86.0%	85.6%	91.9%	93.2%	337

MFIP/DWP Self-Support Index

Measure Details

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 (REP) 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 measure 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, childcare, and health care that support a person's ability to get and keep a job.

What affects performance on this measure?

- Service factors: quality of the employment plan; communication between county financial workers and employment service agencies; lack of an interface between DHS administrative and the Department of Employment and Economic Development's (DEED) administrative databases; availability and convenience of work supports such as child care assistance and transportation; work activity requirements of the federal Work Participation Rate (WPR) performance measure; recruitment of employers and relationships with employers; and complexity of program rules for both participants and staff.
- Staff factors: staff education, training, and experience; caseload size; understanding of program policies; turnover; and time needed for program documentation.
- Participant factors: the number and age of children in the household; the caregiver's physical, mental, and chemical health; disability status; housing mobility and homelessness; the number of adults in the household; immigration status; incarceration of an absent parent; motivation; education and skill levels; access to transportation; beliefs about child care and work; cultural background, preferences, and beliefs; and English-language proficiency.
- Environmental or external factors: the economic environment, including unemployment rate and child poverty level; population density; number and type of employers in a region; prevailing wages; availability of affordable childcare; and attitudes of employers regarding hiring people receiving cash assistance.

Note that while all these factors and others could influence performance and therefore affect the S-SI, the REP predicts the S-SI using only participant and environmental factors that are recorded in state administrative data. This means that service and staff factors are the factors that can change performance levels of a servicing agency.

What is the threshold for this measure?

There is no set threshold for this measure. Instead, each county has a Range of Expected Performance individual to each county that controls for variables beyond the control of the county, including caseload characteristics and economic variables.

2017 PIPs

TABLE A17: 2017 PIPs for the Self-Support Index.

Counties with PIPs	Range of Expected Performance	2016 Performance	2016 Denominator	2015 Performance
Houston County	71.5% - 80.3%	70.5%	315	76.6%
Nobles County	81.4% - 86.7%	78.7%	550	84.9%
Norman County	70.7% - 84.1%	69.9%	166	80.6%
Olmsted County	73.7% - 78.9%	72.0%	3,484	76.4%
Otter Tail County	69.2% - 77.5%	69.1%	831	76.9%
St. Louis County	63.9% - 68.6%	63.4%	5,478	65.6%
Wadena County	64.8% - 74.9%	64.8%	452	67.1%

All County Performance – Self-Support Index

TABLE A18: Performance for all counties on the *Self-Support Index* measure. Report period is April 1 – March 30.

County	2013-14 Performance		2014-15 Performance		2015-16 Performance		2016-17 Performance		2016-17 Range of Expected Performance	2016-17 Denominator
Statewide	68.5%		68.8%		68.0%		65.9%			141,691
Aitkin	86.4%	Within	83.5%	Above	88.8%	Above	81.4%	Within	70.8% - 82.0%	291
Anoka	70.3%	Within	70.2%	Within	68.6%	Below	67.3%	Within	65.4% - 68.9%	7,626
Becker	75.9%	Within	79.9%	Within	76.5%	Within	71.9%	Within	68.0% - 76.6%	612
Beltrami	69.5%	Above	70.4%	Above	69.9%	Within	69.0%	Above	62.5% - 68.4%	1,869
Benton	75.8%	Within	73.5%	Within	71.9%	Within	71.4%	Within	65.5% - 72.3%	1,212
Big Stone	68.4%	Below	70.5%	Below	73.4%	Within	81.6%	Within	65.5% - 82.2%	87
Blue Earth	72.1%	Within	77.8%	Within	76.0%	Within	72.0%	Within	66.5% - 74.0%	1,449
Brown	83.5%	Within	81.2%	Within	78.9%	Within	78.9%	Within	73.1% - 82.2%	336
Carlton	80.4%	Within	76.6%	Within	79.9%	Above	80.1%	Within	73.8% - 86.9%	554
Carver	82.4%	Above	81.9%	Above	73.6%	Within	74.0%	Within	63.7% - 76.3%	553
Cass	76.8%	Above	74.1%	Within	72.6%	Within	68.3%	Within	59.3% - 71.0%	735
Chippewa	78.5%	Within	79.9%	Within	73.8%	Within	67.2%	Within	61.7% - 78.6%	235
Chisago	83.3%	Above	85.0%	Above	79.9%	Above	83.7%	Above	66.0% - 79.7%	565
Clay	78.7%	Above	78.6%	Within	75.9%	Within	73.3%	Within	70.9% - 76.8%	1,662
Clearwater	77.3%	Within	77.0%	Within	76.9%	Within	73.7%	Within	60.2% - 78.7%	179
Cook	82.2%	Within	76.4%	Within	77.8%	Within	81.3%	Above	61.6% - 79.6%	91
Crow Wing	79.3%	Within	79.0%	Within	80.5%	Within	80.8%	Above	70.6% - 77.9%	1,121
Dakota	70.4%	Within	71.3%	Within	72.8%	Above	69.8%	Within	65.1% - 70.2%	6,483
Des Moines Valley			74.9%	Within	79.9%	Within	77.6%	Within	72.0% - 80.3%	486
Douglas	82.1%	Within	79.8%	Within	72.8%	Within	75.3%	Within	71.9% - 79.4%	523
Faribault & Martin	79.3%	Within	81.7%	Above	77.2%	Within	73.0%	Within	72.0% - 78.5%	647
Fillmore	83.9%	Within	86.7%	Within	87.8%	Above	83.0%	Within	74.5% - 83.8%	270
Freeborn	77.3%	Below	78.1%	Within	75.5%	Within	74.2%	Within	71.5% - 78.7%	815
Goodhue	77.9%	Within	74.3%	Within	71.6%	Within	72.3%	Within	65.7% - 75.4%	711
Grant	91.2%	Within	91.6%	Above	90.6%	Above	84.7%	Above	60.8% - 81.0%	131
Hennepin	61.0%	Within	61.2%	Below	60.4%	Below	59.0%	Within	58.2% - 63.2%	39,017
Houston	74.4%	Within	78.9%	Within	76.6%	Within	70.5%	Below	71.5% - 80.3%	315
Hubbard	81.1%	Within	78.5%	Within	68.3%	Below	73.1%	Within	66.4% - 76.5%	320
Isanti	81.9%	Above	81.6%	Above	86.4%	Above	82.6%	Above	66.0% - 79.9%	781
Itasca	72.1%	Within	71.8%	Below	74.6%	Below	72.6%	Within	68.1% - 78.2%	1,153

TABLE A18, PAGE 2: Performance for all counties on the *Self-Support Index* measure. Report period is April 1 – March 30.

County	2013-14 Performance		2014-15 Performance		2015-16 Performance		2016-17 Performance		2016-17 Range of Expected Performance	2016-17 Denominator
Statewide	68.5%		68.8%		68.0%		65.9%			141,691
Kanabec	79.2%	Within	80.2%	Within	79.3%	Within	70.6%	Within	68.8% - 79.4%	374
Kandiyohi	79.0%	Within	79.5%	Within	75.3%	Below	75.3%	Within	75.1% - 80.2%	1,274
Kittson	92.0%	Above	84.0%	Within	82.9%	Within	76.5%	Within	62.7% - 92.5%	34
Koochiching	76.3%	Within	75.7%	Within	76.1%	Within	72.8%	Within	68.7% - 78.1%	357
Lac qui Parle	79.6%	Within	78.3%	Within	68.0%	Within	64.9%	Within	58.9% - 79.5%	97
Lake	78.5%	Within	84.2%	Within	93.4%	Above	82.6%	Within	64.5% - 85.1%	86
Lake of the Woods	70.5%	Within	84.5%	Within	84.1%	Within	81.3%	Within	67.4% - 81.5%	75
Le Sueur	78.8%	Within	78.7%	Within	77.2%	Above	75.9%	Within	65.6% - 80.5%	452
Mahnomen	61.7%	Within	66.6%	Within	69.4%	Within	75.4%	Within	63.2% - 80.5%	256
Marshall	94.5%	Within	90.1%	Within	91.1%	Above	85.7%	Within	64.1% - 86.6%	84
McLeod	82.7%	Within	84.0%	Within	85.6%	Within	79.8%	Within	71.4% - 80.6%	509
Meeker	84.1%	Above	78.7%	Within	83.1%	Within	80.4%	Within	72.6% - 83.1%	281
Mille Lacs	75.0%	Within	76.3%	Above	81.5%	Above	72.6%	Within	58.8% - 76.1%	635
MNPrairie					76.2%	Within	71.6%	Within	65.4% - 73.5%	1,744
Morrison	77.8%	Within	71.1%	Below	75.1%	Within	73.6%	Within	64.8% - 75.8%	576
Mower	75.8%	Within	75.9%	Within	76.0%	Within	75.8%	Within	75.5% - 82.3%	1,298
Nicollet	75.2%	Within	72.6%	Within	73.8%	Within	70.4%	Within	68.0% - 75.0%	784
Nobles	83.4%	Within	85.4%	Within	84.9%	Within	78.7%	Below	81.4% - 86.7%	550
Norman	85.6%	Within	84.6%	Within	80.6%	Within	69.9%	Below	70.7% - 84.1%	166
Olmsted	77.6%	Within	77.8%	Below	76.4%	Below	72.0%	Below	73.7% - 78.9%	3,484
Otter Tail	79.8%	Above	77.7%	Within	76.9%	Within	69.1%	Below	69.2% - 77.5%	831
Pennington	83.3%	Above	87.9%	Above	84.1%	Within	72.0%	Within	55.8% - 79.5%	168
Pine	80.9%	Within	79.0%	Within	78.4%	Within	78.0%	Within	73.8% - 80.6%	957
Polk	75.3%	Within	77.4%	Above	78.0%	Above	75.2%	Within	66.7% - 76.7%	966
Pope	84.7%	Within	79.8%	Within	73.1%	Within	75.2%	Within	66.1% - 83.6%	125
Ramsey	62.8%	Within	64.4%	Above	63.9%	Above	62.1%	Within	59.8% - 62.9%	28,611
Red Lake	92.5%	Within	84.1%	Within	85.5%	Within	74.5%	Within	57.6% - 84.1%	55
Renville	86.9%	Within	79.4%	Within	78.1%	Within	72.8%	Within	67.4% - 83.4%	213
Rice	80.3%	Within	78.5%	Within	80.6%	Within	76.1%	Within	75.0% - 81.0%	1,169
Roseau	84.8%	Above	87.0%	Above	81.7%	Within	74.0%	Within	72.8% - 82.2%	223

TABLE A18, PAGE 3: Performance for all counties on the *Self-Support Index* measure. Report period is April 1 – March 30.

County	2013-14 Performance		2014-15 Performance		2015-16 Performance		2016-17 Performance		2016-17 Range of Expected Performance	2016-17 Denominator
Statewide	68.5%		68.8%		68.0%		65.9%			141,691
Scott	79.1%	Above	82.9%	Above	79.3%	Above	75.4%	Above	63.5% - 73.8%	1,334
Sherburne	80.9%	Above	78.1%	Above	78.5%	Above	72.7%	Within	63.3% - 75.3%	1,005
Sibley	81.8%	Within	86.3%	Within	85.4%	Above	81.3%	Within	72.1% - 88.1%	203
SWHHS	82.9%	Above	82.6%	Within	80.9%	Within	79.8%	Within	73.5% - 81.0%	1,218
St. Louis	67.0%	Within	67.8%	Within	65.6%	Within	63.4%	Below	63.9% - 68.6%	5,478
Stearns	75.2%	Within	75.3%	Within	74.4%	Within	73.3%	Within	67.3% - 76.0%	3,840
Stevens	80.0%	Above	85.6%	Above	85.6%	Above	75.6%	Within	61.8% - 79.6%	131
Swift	84.7%	Within	74.6%	Within	77.9%	Within	77.1%	Within	59.1% - 78.3%	223
Todd	79.5%	Above	79.1%	Within	78.0%	Within	77.8%	Within	71.2% - 79.9%	383
Traverse	84.0%	Within	89.7%	Above	85.7%	Above	72.5%	Within	61.7% - 79.9%	80
Wabasha	73.9%	Within	79.7%	Within	80.8%	Within	73.1%	Within	67.0% - 77.7%	275
Wadena	71.5%	Within	70.3%	Below	67.1%	Below	64.8%	Below	64.8% - 74.9%	452
Washington	73.0%	Within	71.8%	Within	70.1%	Within	70.2%	Within	64.5% - 72.2%	2,634
Watonwan	78.6%	Within	82.4%	Within	79.7%	Within	81.5%	Within	70.8% - 83.4%	184
Wilkin	89.9%	Below	89.6%	Above	87.9%	Above	85.3%	Within	72.2% - 88.5%	102
Winona	75.0%	Within	74.4%	Within	74.8%	Within	76.9%	Within	68.9% - 77.5%	771
Wright	82.3%	Above	83.2%	Above	82.4%	Above	79.8%	Above	68.8% - 75.5%	1,174
Yellow Medicine	68.8%	Within	79.5%	Within	73.5%	Within	76.0%	Within	58.1% - 80.3%	146

X. 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 thresholds 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 thresholds 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.

XI. Appendix C: Vision, Mission, Values, and Strategies Statements

The 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.

A. Vision

An equitable human services system that ensures effective services and positive outcomes for all Minnesota residents.

B. Mission

To improve outcomes for people through creativity, flexibility, accountability, inclusivity, collaboration, and continuous improvement.

C. Values

The values of the Performance Management system are:

- **Accountability** – DHS and counties are responsible for actions, decisions, results and improvement efforts focused on offering the (best or highest level) of services for all Minnesotans.
- **Collaboration** – DHS, counties, service delivery authorities, and communities are working together to improve the lives of people served.
- **Continuous improvement** – Performance is continuously improved, and success is gauged by meaningful results for people served.
- **Equity** – Equity is a deliberate and intentional focus so that people have access to services that are effective for them as individuals.
- **Flexibility** – Flexibility and creativity are used to adapt to the changing needs of those served.
- **Inclusiveness** – Inclusiveness and cultural responsiveness are included in the process and the work.
- **Reliance on data** – Reliable and tested data, measures, and thresholds are developed and used.
- **Sustainability** – The Performance Management system and improvement methods are sustainable, effective, efficient, and continuous.
- **Transparency** – Transparency is central to the design, implementation, and monitoring of essential services being delivered.

D. 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:

Assure performance thresholds are met

Monitor county progress in meeting performance goals and thresholds.

Improve performance

Implement initiatives, actions, and interventions needed to improve performance in counties.

Measure performance

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

Oversee performance framework

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

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.

Support improvement

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

XII. Appendix D: Human Services Performance Council

The 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 Performance Management system, including county performance management and departmental procedures, and to provide annual reviews and reports to the Minnesota Legislature related to Performance Management. (Minnesota Statutes, Section 402A.15). The commissioner appoints council members representing DHS, service providers/advocates, and tribal governments/communities of color; the Association of Minnesota Counties (AMC) and the Minnesota Association of County Social Service Administrators (MACSSA) each appoint their representative members. Appointments are for a minimum of two years.

A. Council membership as of Dec. 1, 2017 is as follows:

Representing advocates/services providers:

- Arnie Anderson, executive director, Minnesota Community Action Partnership
- Julie Manworren, president and CEO, Living Well Disability Services
- Vacant

Representing AMC:

- Toni Carter, county commissioner, Ramsey County
- Debbie Goettel, county commissioner, Hennepin County
- Genny Reynolds, county commissioner, Mille Lacs County

Representing DHS:

- Charles Johnson, deputy commissioner
- Wendy Underwood, director of County Relations
- Stacy Twite, director of Fiscal Analysis and Performance Management

Representing MACSSA:

- Linda Bixby, Economic Support Division manager, Washington County
- Tom Henderson, Family Services director, Brown County
- Stacy Hennen, Social Services director, Grant County

Representing tribal governments/communities of color:

- Ben Bement, director of Human Services, White Earth Tribal Council
- Dr. Arnaldo Curiel, vice president, Racial Equity and Public Policy, YWCA Minneapolis
- Vacant