DEPARTMENT OF HUMAN SERVICES

Legislative Report

Human Services Performance Management System

Office of Strategy and Performance

December 2019

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Minnesota Statutes, Chapter 3.197, requires the disclosure of the cost to prepare this report. The estimated cost of preparing this report is $2,500.

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Contents

I. Executive summary

A. Overview of report

This report describes the work of the Human Services Performance Management (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 2019
- A description of technical assistance 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 (t*imely SNAP and cash assistance*).
- Measure 3: Percent of open child support cases with an order established (o*rders 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

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 strong, 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 difficulty measuring disparities in the system.

Counties are experiencing challenges related to the statewide opioid epidemic. The abuse of opioids have impacted caseloads and availability of resources for counties. Counties also cite performance challenges related to jurisdictional clarity and are requesting additional help when working across government organizations. Workforce challenges, specifically attracting and retaining employees, as well as the resulting need for ongoing training continue to influence performance for counties.

The Performance Management system is not only challenged by the difficulty in getting timely and accurate data in order to assess counties' performance, but also in providing timely access directly to counties so 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 data. In some instances, as in race and ethnicity data, some programs simply have not collected the information. 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.

E. Improvement assistance

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

- Performance improvement planning assistance: 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.
- Research: The Performance Management team pursued several research projects to identify best practices to impact continuous improvement efforts.
- Reporting infrastructure updates: The Performance Management system is working to provide more timely access to performance data and give counties tools that will help with data-informed decision-making.

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 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 74 individual 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.

The system includes:

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

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 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 Performance Management team supports the work of the Council, DHS commissioner, and assists counties by providing data and consultation 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 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 who experience maltreatment who do not experience a repeat maltreatment of the same type within six months*	80%	80%
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 are being developed for outcomes five and six. In 2019, the Performance Management team continued work to develop additional system measures for these outcomes, focusing on the areas of Mental Health, Healthcare, and Adult Protection.

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.

V. Minnesota performance

In January, April, July, and October of 2019, the Performance Management team sent each county a customized report 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 2019.

January 2019 – Adult Protection

- *Adult Repeat Maltreatment* (Baseline Report)

April 2019 – Public Assistance

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

July 2019 – Child Safety and Permanency and MFIP/DWP Self-Support Index

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

October 2019 – Child Support and Adult Protection

- *Adult repeat maltreatment*
- *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 61 PIP notifications issued for new or renewing PIP requirements, there were 15 claims filed for extenuating circumstances. Of the 15 claims, three were approved and two small-numbers PIPs and two traditional PIPs were waived.

B. 2019 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 2019 reported performance for 78 counties. 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%	16 Counties	**	62 Counties
Adult repeat maltreatment	80%	80%	3 Counties	**	72 Counties
Outcome 2: Children have stability in their living situation					
Child support paid	Unique Five-Year Average	80%	16 Counties	47 Counties	15 Counties
Permanency	40.5%	40.5%	13 Counties	**	65 Counties
Outcome 3: Children have the opportunity to develop to their fullest potential					
Relative placement	28.3%	45.0%	9 County	5 Counties	64 Counties
Paternity established	90%	90%	0 County	**	78 Counties
Outcome 4: People are economically secure					
Expedited SNAP	55%	83%	0 Counties	63 Counties	15 Counties
Timely SNAP and cash assistance	75%	90%	0 Counties	2 Counties	76 Counties
Orders established	80%	80%	1 County	**	77 Counties
Self-Support Index	Within Range of Expected Performance	Above Range of Expected Performance	10 Counties Below	46 Counties Within	22 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.
**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.

2019 Reporting Period

Calendar years 2017 and 2018: This measure looks at cases with a report end date that occurred in calendar year 2017 with a 12-month look forward from the end date into 2018.

Minnesota Performance

The statewide average for this measure held at 91.0 percent for the second year and is very close to the threshold of 90.9 percent. Of the 16 counties that were below the threshold, one was waived because the denominator was less than 20.

TABLE 3: PIP overview – *child maltreatment recurrence*.

Figure 1: *child maltreatment recurrence*

Map compares county performance to the threshold and high performance standard of 90.9%. For counties below the threshold with small numbers, the small numbers policy outlined on page 11 applies for this measure.

Source: Dept of Human Services data, calendar years 2017 and 2018. This measure looks at cases in calendar year 2017 with a 12-month look forward into 2018.

Figure 2: Statewide average peformance for *child maltreatment recurrence*
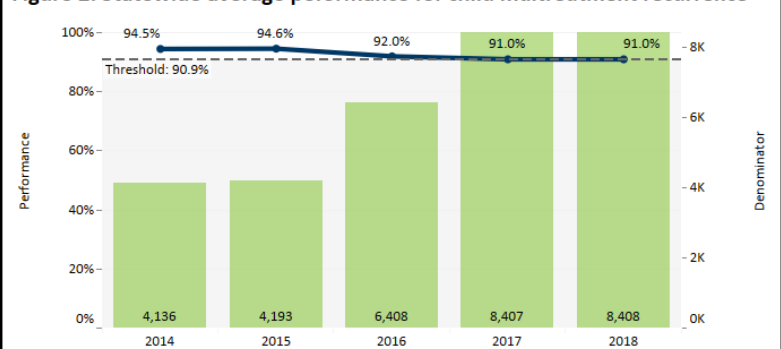
Graph compares annual statewide average performance to the threshold of 90.9% and the statewide denominator.

For this measure the denominator is the number of children who were victims of a substantiated maltreatment report during a 12-month reporting period.

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2019	4	7	5	3
2018	1	7	5	0

Outcome 1, Measure 2: Adult repeat maltreatment

The percent of vulnerable adults who experience maltreatment, determined to be substantiated or inconclusive following investigation, who do not experience a repeat maltreatment of the same type, determined to be substantiated or inconclusive following investigation, within six months.

Threshold: 80%

Why is this measure important?

County agencies are responsible to offer adult protective services as part of a maltreatment investigation to protect the vulnerable adult and prevent repeat maltreatment. County agencies have jurisdiction for maltreatment allegations of abuse, neglect or financial exploitation when the alleged perpetrator is not associated with a licensed provider, or when the vulnerable adult is alleged to be neglecting their own necessary needs. The Department of Human Services, or Department of Health, has jurisdiction for allegations associated with a licensed provider.

2019 Reporting Period

This measure uses a state fiscal year reporting period, with a six month look-back.

Minnesota Performance

This measure was updated in 2018 and an initial, baseline report was provided in early 2019. A second report was provided, and counties issued PIPs, in late 2019. Three counties were below the threshold of 80%; two PIPs were waived due to extenuating circumstances and one county was required to complete a PIP.

Figure 3: *adult repeat maltreatment*
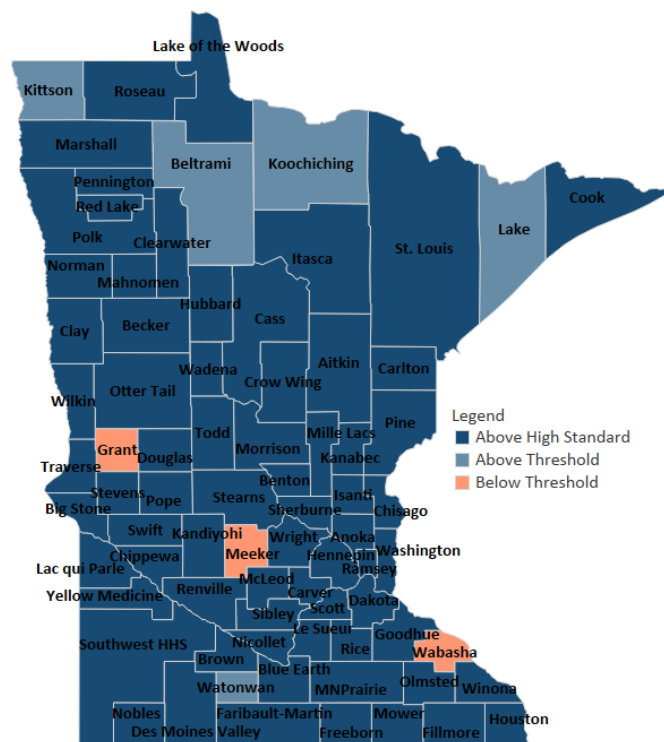
Map compares county performance to the threshold and high performance standard of 80%.

Source: Dept of Human Services data, state fiscal year 2019: July 1, 2018 – June 30, 2019. This measure includes a six month look back for repeat maltreatment and includes repeat cases from the first half of 2018.

Figure 4: Statewide average peformance for *adult repeat maltreatment*
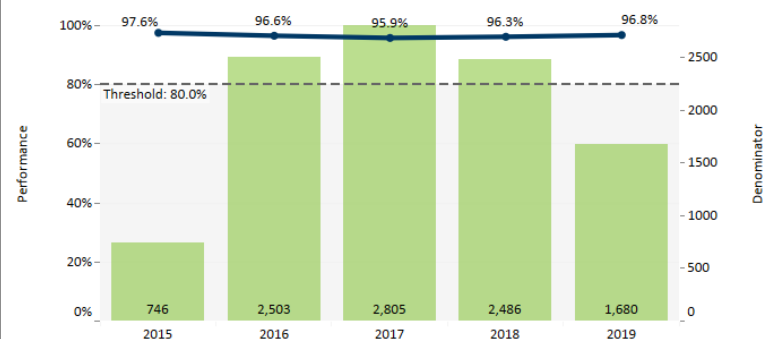
Graph compares annual statewide average performance to the threshold of 80% and the statewide denominator.

For this measure the denominator is the number of vulnerable adults who experience maltreatment, determined to be substantiated or inconclusive following an investigation.

TABLE 4: 2019 PIP overview – *adult repeat maltreatment*

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2019	0	1	0	0

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.

Threshold:

Unique to each county, based on the five-year average of the year-over-year change in performance.

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.

2019 Reporting Period

Federal Fiscal Year 2019: Oct. 1, 2018 - Sept. 30, 2019

Minnesota Performance

Statewide performance on this measure has been slowly, but steadily increasing. The number of counties with PIPs for this measure is relatively flat, but the number of long-term PIPs is increasing.

Figure 5: *child support paid*
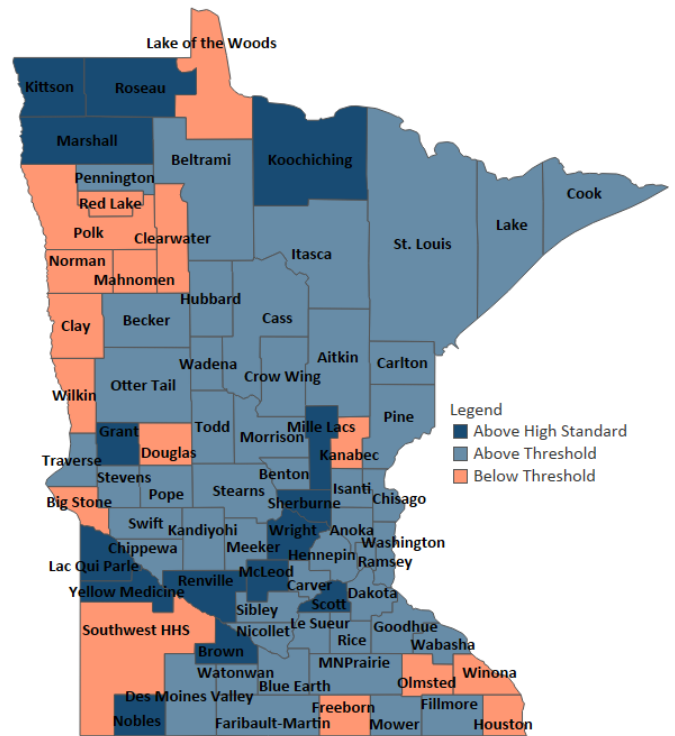
Map compares county performance to its unique threshold for this measure and the high performance standard of 80%. For counties below the threshold with small numbers, the small numbers policy outlined on page 11 applies for this measure.

Source: Dept of Human Services data, federal fiscal year 2019: Oct. 1, 2018 - Sept. 30, 2019.

Figure 6: Statewide average peformance for *child support paid*
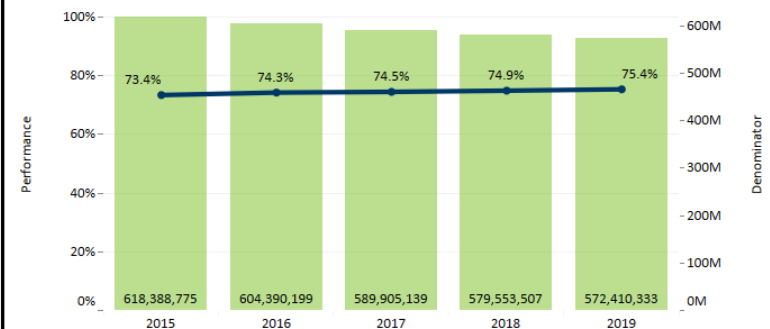
Graph shows annual statewide average performance and denominator.

For this measure the denominator is the total amount of current support due during that fiscal year.

TABLE 5: 2019 PIP Overview – *child support paid*.

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS	Fourth Year PIPS
2019	3	4	5	5	2
2018	7	6	7	2	0

Outcome 2, 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.

2019 Reporting Period:

Calendar Years 2017 and 2018: This measure looks at cases in calendar year 2017 with a 12-month look forward into the reporting year, 2018.

Minnesota Performance

Statewide, performance on this measure has been trending down. However, the 2018 data indicated a one percent increase in the statewide average performance over 2017. In the 2019 report, 13 counties were below the threshold of 40.5 percent. Four completed new PIPs, four had continuing PIPs, four had small number exemptions, and one had an approved extenuating circumstances claim.

Figure 7: permanency

Map compares county performance to the threshold and high performance standard of 40.5%. For counties below the threshold with small numbers, the small numbers policy outlined on page 11 applies for this measure.

Source: Dept of Human Services data, calendar years 2017 and 2018. This measure looks at cases in calendar year 2017 with a 12-month look forward into 2018.

Figure 8: Statewide average peformance for *permanency*

Graph compares annual statewide average performance to the threshold of 40.5% and the statewide denominator.

For this measure the denominator is the number of children who enter foster care in a 12-month period.

TABLE 6: PIP overview – *permanency*

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2019	4	4	2	2
2018	3	6	2	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.

2019 Reporting Period

Calendar Year 2018

Minnesota Performance

Statewide, performance on this measure is trending up. There were nine counties below the threshold of 28.3 percent; however, two counties had small number exemptions and one county had an approved extenuating circumstances claim.

Figure 9: *relative placement*
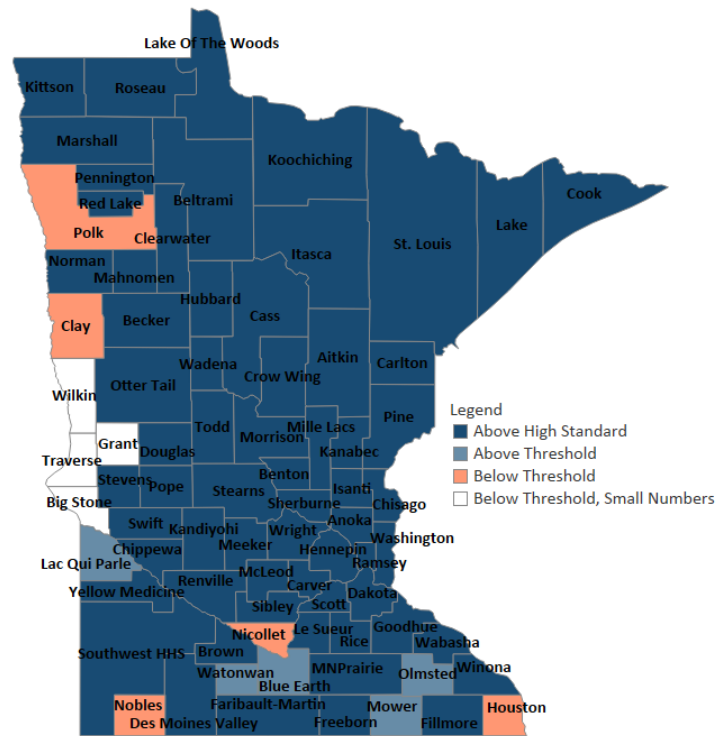
Map compares county performance to the threshold of 28.3% and high performance standard of 25%. For counties below the threshold with small numbers, the small numbers policy outlined on page 11 applies for this measure.

Source: Dept of Human Services data, calendar year 2018.

Figure 10: Statewide average peformance for *relative placement*

Graph compares annual statewide average performance to the threshold of 28.3% and the statewide denominator.

For this measure the denominator is the number of days that children spent in family foster care settings during a 12-month reporting period.

TABLE 7: PIP overview – *relative placement*

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2019	1	4	1	1
2018	1	1	2	0

Outcome 3, 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 divided 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.

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. Within the child support program, counties are responsible for connecting parents and their children by locating parents and establishing paternity. Paternity is important not only for collection of child support, but also for other legal matters like inheritance and survivor benefits.

2019 Reporting Period

Federal Fiscal Year 2019: Oct. 1, 2018 - Sept. 30, 2019

Minnesota Performance

Performance for this measure has remained strong for Federal Fiscal Year 2019. The statewide average was 101 percent and the only PIP for this measure was closed as the county's performance surpassed the threshold of 90 percent.

Figure 11: *paternity established*
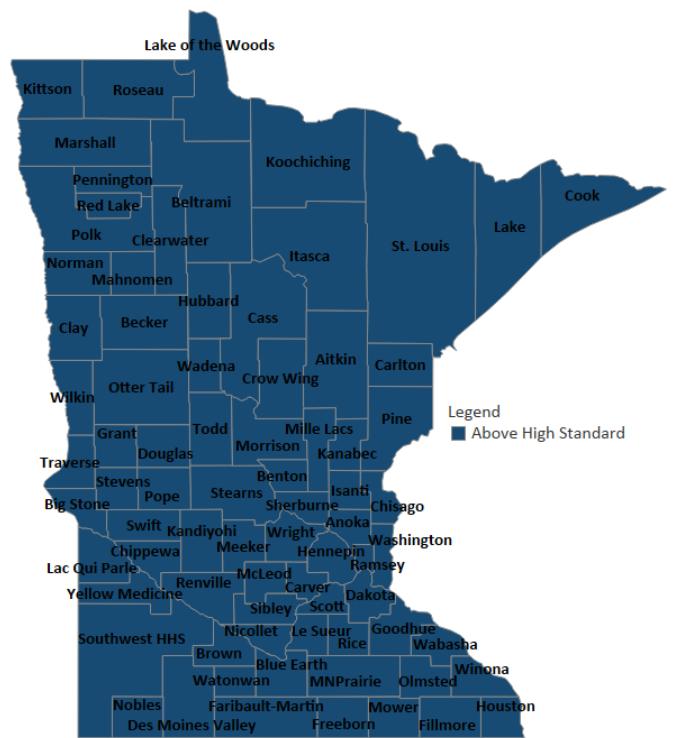
Map compares county performance to the threshold and high performance standard of 90%. For counties below the threshold with small numbers, the small numbers policy outlined on page 11 applies for this measure.

Source: Dept of Human Services data, federal fiscal year 2019: Oct. 1, 2018 - Sept. 30, 2019.

Figure 12: Statewide average peformance for *paternity established*
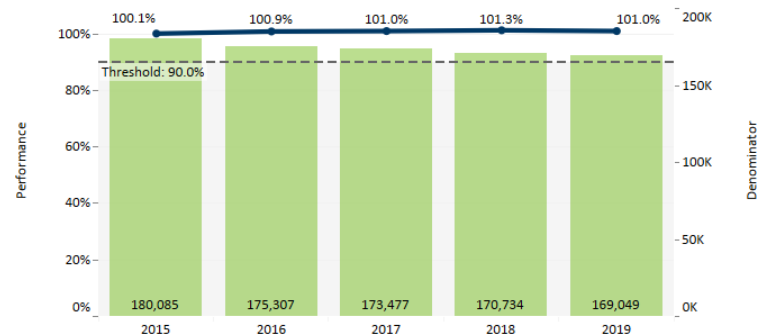
Graph compares annual statewide average performance to the threshold of 90% and the statewide denominator.

For this measure the denominator is the number of children in open child support cases that were not born in marriage in the previous federal fiscal year.

TABLE 8: PIP overview – *paternity established*

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2019	1	0	0	0
2018	1	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.

2019 Reporting Period

Calendar Year 2018

Minnesota Performance

Statewide, county performance for the expedited SNAP measure was up for the third year. No counties were below the threshold for this measure and 15 were above the high performance standard.

Figure 13: *expedited SNAP*

Map compares county performance to the threshold of 55% and high performance standard of 83%. For counties below the threshold with small numbers, the small numbers policy outlined on page 11 applies for this measure.

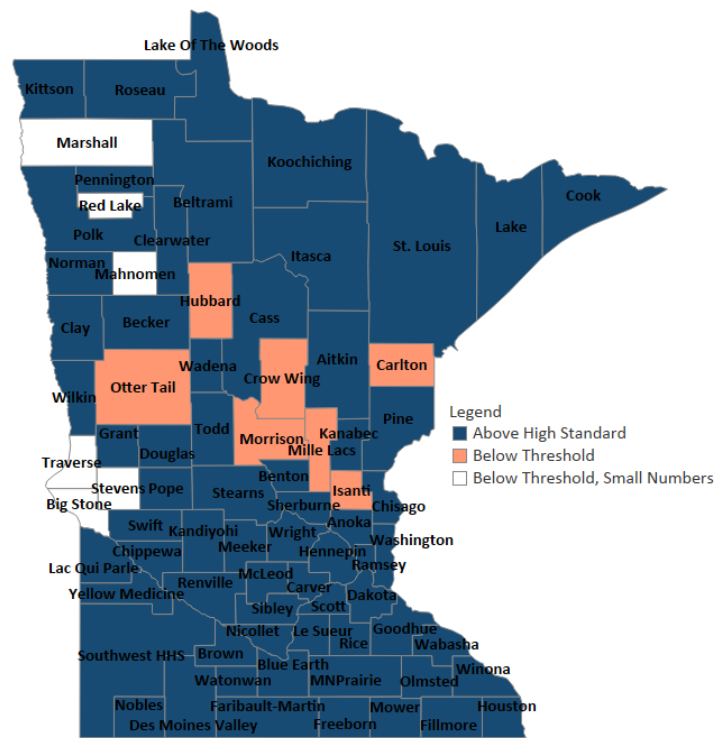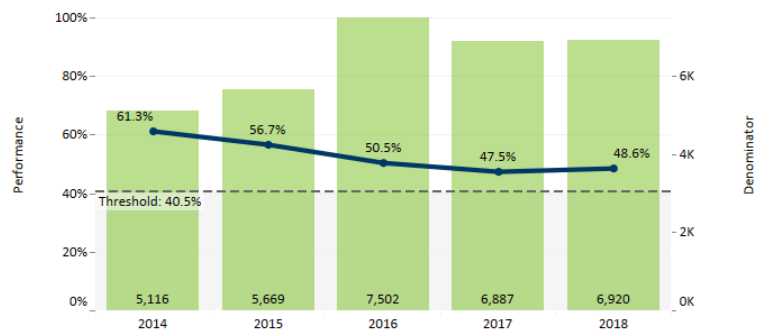Source: Dept of Human Services data, calendar year 2018.
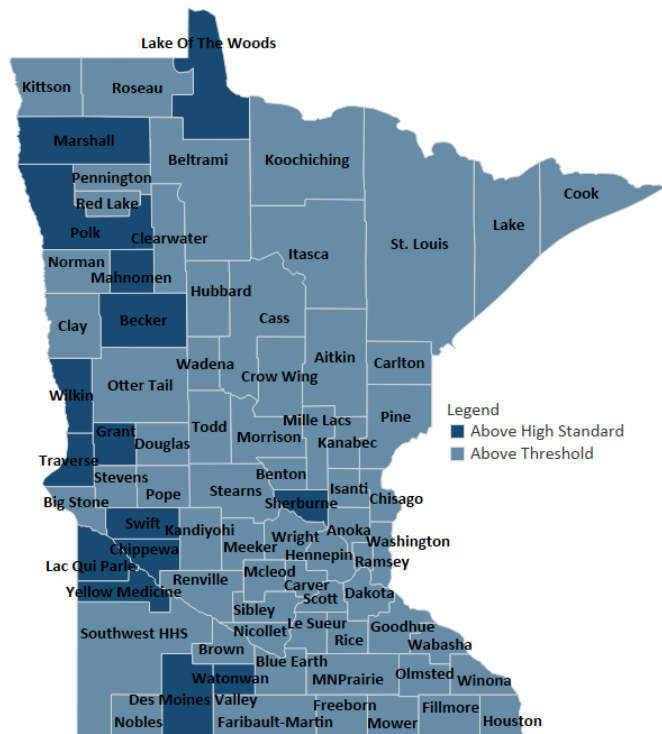
Figure 14: Statewide average peformance for *expedited SNAP*
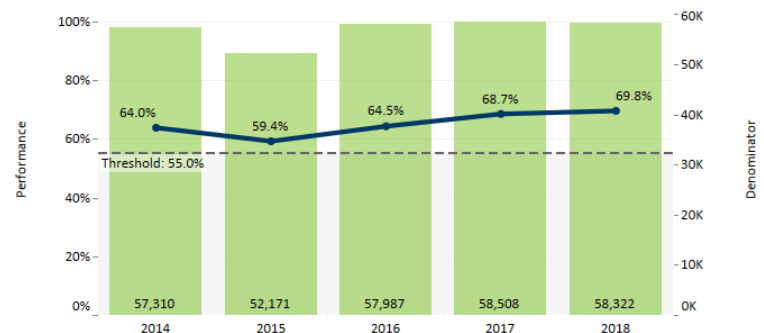
Graph compares annual statewide average performance to the threshold of 55% and the statewide denominator.

For this measure the denominator is total number of expedited SNAP applications.

TABLE 9: 2019 PIP overview – *expedited SNAP*.

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2019	1	0	0	0
2018	5	1	0	0

Outcome 4, 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.

2019 Reporting Period

Calendar Year 2018

Minnesota Performance

Performance statewide for this measure was 93.6 percent, significantly above the threshold of 75 percent. No counties were below the threshold and 76 were above the high performance standard.

Figure 15: *timely SNAP and cash assistance*
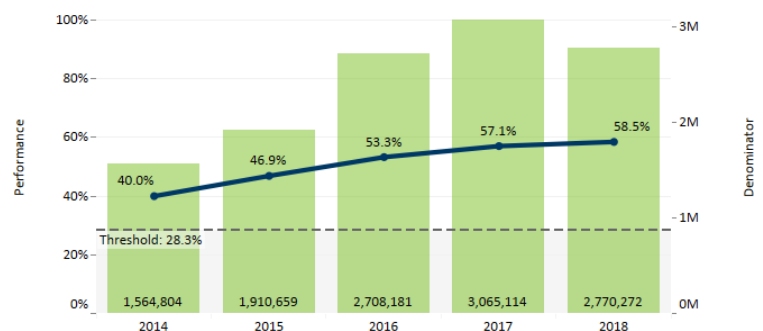
Map compares county performance to the threshold of 75% and high performance standard of 90%. For counties below the threshold with small numbers, the small numbers policy outlined on page 11 applies for this measure.

Source: Dept of Human Services data, calendar year 2018.
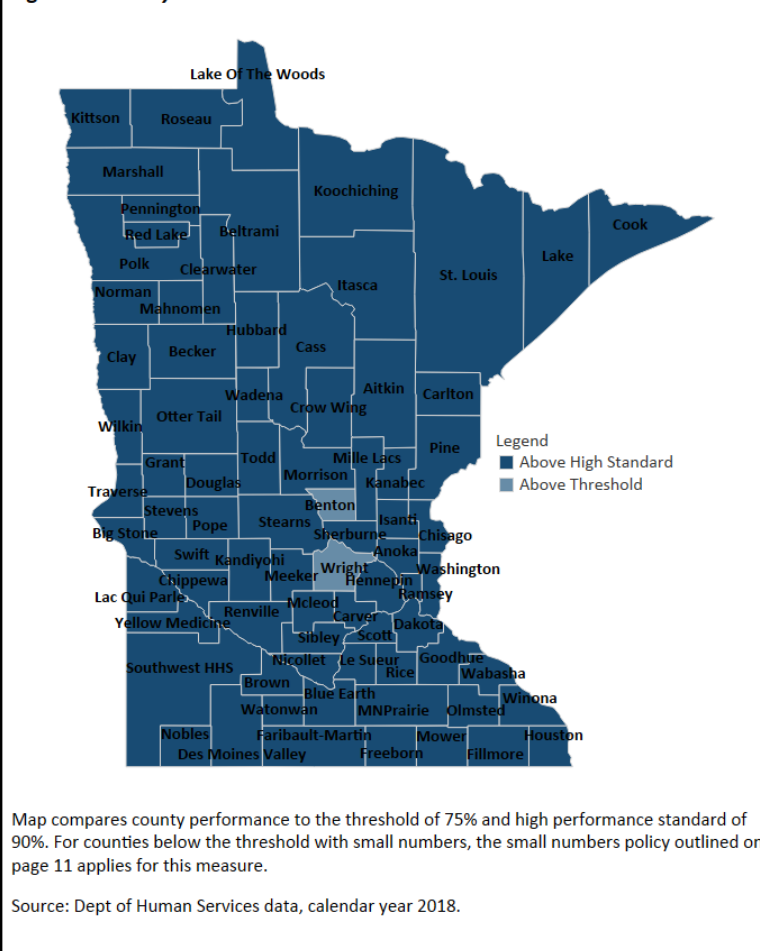
Figure 16: Statewide average peformance for *timely SNAP and cash assistance*

Graph compares annual statewide average performance to the threshold of 75% and the statewide denominator.

For this measure the denominator is the total number of applications for regular SNAP, MFIP, DWP, Refugee Cash Assistance, Minnesota Supplemental Aid, General Assistance, and Group Residential Housing.

TABLE 10: PIP overview – *timely SNAP and cash assistance*.

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2019	0	0	0	0
2018	1	0	0	0

Outcome 4, 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.

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.

2019 Reporting Period

Federal Fiscal Year 2019:
Oct. 1, 2018 - Sept. 30, 2019

Minnesota Performance

The statewide average performance for this measure has held near 89% for five years. Only one county's performance continued below the federal standard of 80%.


Figure 17: *orders established*
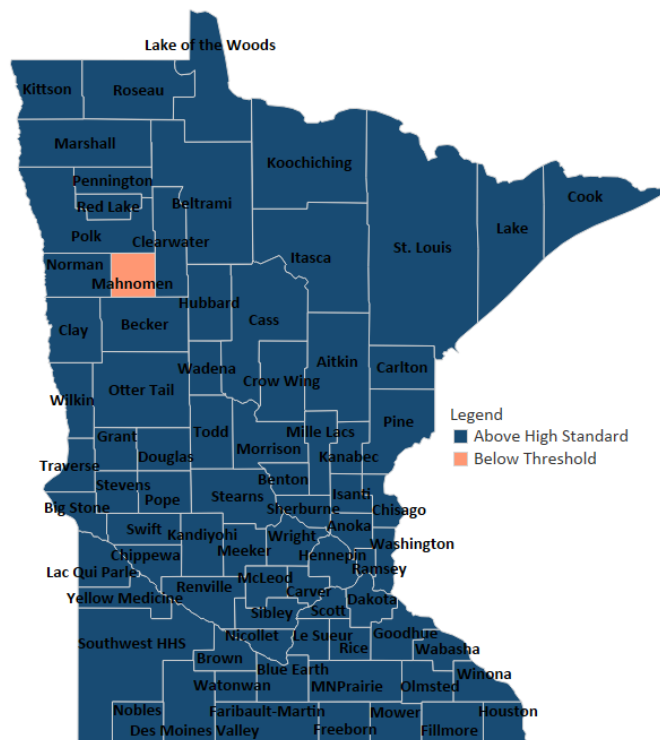
Map compares county performance to the threshold and high performance standard of 80%. For counties below the threshold with small numbers, the small numbers policy outlined on page 11 applies for this measure.

Source: Dept of Human Services data, federal fiscal year 2019: Oct. 1, 2018 - Sept. 30, 2019.

Figure 18: **Statewide average peformance for** *orders established*
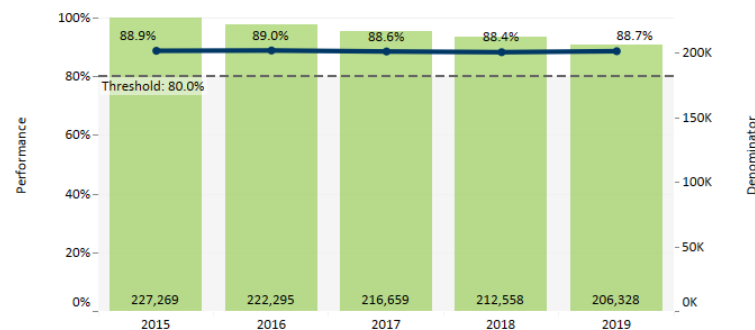
Graph compares annual statewide average performance to the threshold 80% and the statewide denominator.

For this measure the denominator is the total number of total cases open at the end of the FFY.

TABLE 11: PIP overview – *orders established*.

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2019	0	0	1	0
2018	0	1	0	0

Outcome 4, 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: 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.

2019 Reporting Period

April 1, 2018 - March 31, 2019

Minnesota Performance

On the Self-Support Index, 10 counties had performance below their range of expected performance and were required to complete new or continue existing PIPs. Statewide, performance on this measure is trending down.

TABLE 12: 2019 PIP overview – *Self-Support Index*.

Figure 19: *Self-Support Index*

Legend
- Above High Standard
- Above Threshold
- Below Threshold
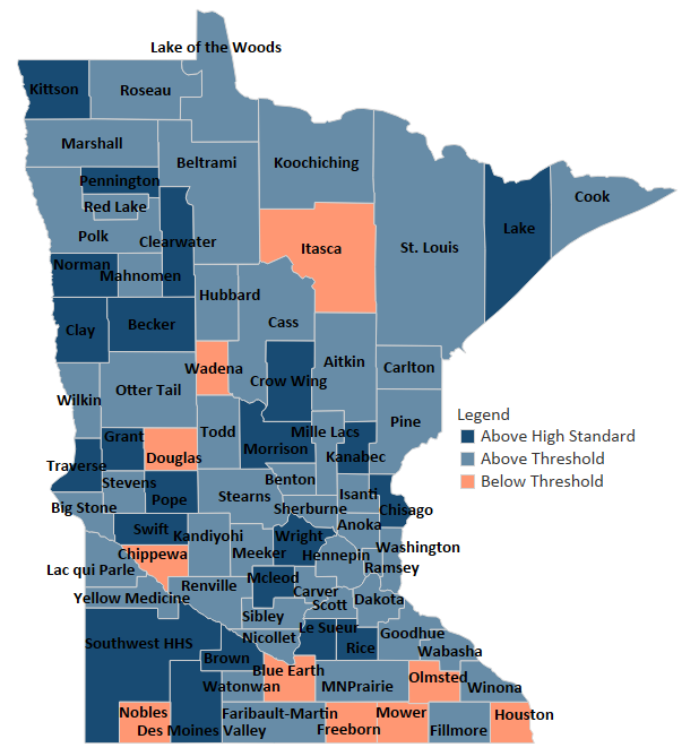
Map compares county performance to its unique range of expected performance for this measure.

Source: Dept of Human Services data, April 1, 2018 - March 31, 2019

Figure 20: **Statewide average peformance for *Self-Support Index***
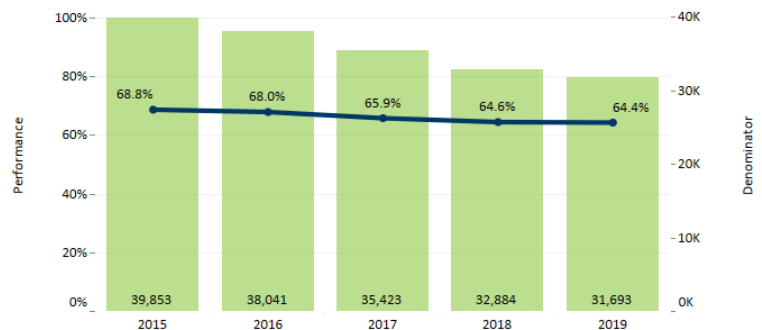
Graph shows the annual statewide average performance and denominator.

For this measure the denominator is the number of adults receiving MFIP or Diversionary Work Program (DWP) cash assistance.

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS	Fourth Year PIPs	Fifth Year PIPS
2019	4	4	3	2	0	1
2018	3	6	3	0	1	0

D. County Challenges

Through the Performance Management system, patterns emerge regarding challenges and barriers counties experience that stand in the way of improved performance. These challenges and barriers, listed in alphabetical order, are collected through conversations with counties, extenuating circumstance claim forms, and PIP forms.

Data systems and access

Counties shared challenges related to the current DHS data systems. Many of the legacy systems are difficult to use and are limited in their ability to interface with other data systems, resulting in the need for double entry and other inefficient practices. Counties also require improved access to data. As shared in past Legislative Reports, it can be difficult for counties to get timely and accurate data in order to assess their performance, or data is not available because information systems make it difficult to collect. Additionally, counties have expressed concern about difficulty sharing data between counties and tribes, especially case files for people who move between counties and request access to services.

Jurisdictional clarity

The Performance Management team continues to hear concerns about the need for greater clarity about jurisdiction and assistance navigating relationships with other government agencies.

Other government agencies

Human Services work does not take place in a vacuum and is heavily influenced by the work of other government agencies. The ability to improve performance may hinge on other agencies with differing priorities and timelines. For many measures, counties collaborate closely county attorney's offices; furthermore, judicial decisions can have strong impacts on human services delivery.

Other state governments

For some of the system measures, interstate cases can have profound impacts for county performance. Many counties, especially those that share a border with another state, highlight challenges when working across state borders, especially with child welfare or child support cases. Counties have requested assistance with best practices to navigating the policies and relationships between state governments.

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 capacity of tribal and county staff. 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.

Opioid epidemic

The ongoing abuse of opioids throughout the state has far-reaching impacts in the human services system and counties have shared its effect on their work and resources. Counties are seeing caseloads rise, especially child

welfare cases, and are experiencing additional challenges working those cases due to familial drug use and challenges accessing services.

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.

Workforce

Counties continue to share challenges related to their workforces.

Hiring and turnover

Counties have challenges attracting and retaining qualified staff, including staff who are representative of the diverse cultures and communities they serve. High turnover can have lasting impacts on performance due to the complexity of human services jobs. Onboarding a new employee takes time and the slow process can be exacerbated by delays in securing background checks and access to state data systems.

Training opportunities

Counties also have challenges related to providing adequate training to their staff. Minnesota counties requested additional training opportunities from DHS to ensure staff understand DHS data systems, policies and procedures as well as best practices for specific programs. However, even when training is available, the budgetary and time requirements necessary can be cumbersome, especially if travel is required. County staff outside of the metro area have requested training opportunities be offered outside of the Twin Cities or made available online.

VI. Improvement assistance

In 2019, the Performance Management team worked to provide strategic and targeted improvement assistance to counties, promoting improvement in performance and outcomes, and to build improvement resources for counties.

Performance improvement planning assistance

The Performance Management team expanded its PIP development assistance, working with 16 counties to assist with creating 15 improvement plans. The performance improvement planning assistance was customized to each county, but strategies included: facilitated conversations, research, and connecting them with DHS resources and contacts. Additionally, for some measures, we were able to collaborate with the DHS program area teams and host joint meetings at the counties to provide insight into specific strategies and help craft improvement plans. Finally, the Performance Management team assisted county improvement efforts by supplying case-level data, upon request, to 12 counties. Regardless of the customized approach, the

performance improvement planning encouraged each county to reexamine their plans in partnership with DHS, use data-informed decision-making, and employ additional improvement strategies.

Best Practice Research

In response to several counties being below the Self-Support Index threshold for two or more years, the Performance Management team researched both the challenges and opportunities associated with improving performance. Managers and staff from various counties were interviewed to get information on strategies and practices to share with other counties who may be uncertain how to positively impact their performance.

Tableau infrastructure

DHS has implemented a Tableau Server and is in the process of developing an online portal for counties, which will create better access to timely performance data. The Human Services Performance Management team revised the performance overview dashboard to combine data from multiple sources and scale as measures are added to the system. The updated version includes eight of the ten system measures.

VII. Report recommendations

A. Response to 2018 report recommendations for 2019

The Council made a number of recommendations in the 2018 report to the Legislature. A summary of the recommendations and the activities that took place in 2019 to address those recommendations are below.

Equity

- **Establish a partnership with MACSSA and Tribes to develop a Culture of Equity framework**
  In January 2019, County and DHS staff members formed an Equity Partnership with the purpose to improve the lives of people of color and American Indians by advancing equity and eliminating racial and ethnic disparities in Minnesota. The partnership held ten meetings throughout the year and developed four action teams to drive the work: Engagement and Inclusion, Learning Lab, Planning, and Policy. An RFP for a facilitator and someone to lead the Culture of Equity development work was created, but funding has not been secured.
- **Engage community partners in the development of standardized demographic categories**
  In partnership with the Business Solutions Office, a project charter was developed to guide the process of engaging community in the development of data standards for race, ethnicity and gender. Representatives from multiple state agencies (Department of Health, Department of Education, Department of Administration and State Demographer's Office) came together to learn about and align existing work, and establish a steering committee. A project plan will be developed by the steering committee. Additionally, funding was requested to support the community engagement activities.
- **Develop and provide assistance to strengthen county capacity to address racial and ethnic disparities**
  This project was put on hold while the Equity Partnership and Culture of Equity were established. In the meantime, collaborative relationships were fostered with the internal and statewide Intercultural Development Inventory (IDI) Community of Practice to share, learn and support the work that is occurring across all state agencies to advance equity.
- **Participate in cultural competency division training**
  The Performance Management team participated in training throughout the year to increase our cultural competency and prepare for the team's ongoing equity work.

Oversee and measure performance:

- **Hold four stakeholder meetings to continue developing measures for: Mental Health, Adult Protection, Healthcare and Long Term Services & Supports**
  During 2019, the Performance Management team collaborated with the DHS Continuing Care Administration, Adult Protection Division, and the Economic Assistance and Employment Services Division (EAESD) to engage county and community stakeholders through two measures development meetings focusing on the Self-Support Index and Long-term Services and Supports. The stakeholder groups gathered to share their experience, feedback and ideas related to measuring performance for county delivery of human services programs. Due to staff turnover, the Performance Management only held two stakeholder meetings.

- **Identify draft measures and develop implementation plans for three essential service areas: Mental Health, Adult Protection and Healthcare**
  Due to turnover on the Performance Management team, this task was delayed. A new performance coordinator was hired to focus on measures development. She has begun to reconnect with Healthcare, Mental Health, and Adult Protection to identify draft measures. Three new Adult Protection measures are drafted; the next step is a measures review and threshold setting meeting with DHS, counties and advocates.
- **Identify and catalog measures being collected and used across the Human Services system to create a foundation for measure development work**
  Partnered with Community Supports and Healthcare on the ongoing development of the DHS measure categorization project. Due to a shift in priorities, the measures have not be integrated together. This project is on hold pending capacity on the team to move it forward.
- **Further define the process steps to standardize measure development from initial meetings to delivery of measure reports**
  The Performance Management team partnered with EAESD and the Equity Leaders Action Network to develop a process for statewide community engagement that can be replicated across human services systems. A new performance coordinator was hired to focus on measures development and she is reviewing the existing process. In 2020, she will continue the work to further define our process.

Assure performance standards are met:

- **Create and send at least three performance reports to each county (SNAP & Cash, CSP & MFIP, and Child Support)**
  The Performance Management team sent four reports in 2019: Adult Protection baseline in January, Cash Assistance and SNAP in April, Child Safety and Permanency and Self-Support Index in July, and Child Support and Adult Protection in October.
- **Review and update the Performance Management system's small numbers policy**
  The team developed a project charter and started mapping project milestones. After mapping the project, it was put on hold due to higher priority projects.
- **Increase collaboration with and refine integration of program area teams into Performance Management reporting and EC/PIP management processes**
  The Performance Management team continued the partnership with the DHS MFIP team to align PIP management, creating a system where counties complete and submit only one PIP for the Self-Support Index measure that is used by both teams. The MFIP team was included in PIP review meetings, EC Claim discussions, and in assisting counties to develop PIPs. The Performance Management team is updating the reporting process to build in steps to include business partners in performance improvement plan development and assessment discussions.

Improve and support performance:

- **Complete out-of-home placement study and, in partnership with counties and DHS, develop program recommendations**
  The Performance Management team developed a draft report that is being reviewed by Ramsey County for accuracy. The report is currently on hold pending this review.

- **Hold a stakeholder meeting to continue discussion of the social determinants of health and how they can be used to improve performance**
  Need to regroup on the project due to employee turnover affecting key participants at Dakota County and on the Performance Management team.
- **Continue SNAP disparities analysis study**
  This initial data sets for this analysis have been pulled. The next steps are to continue the analysis, develop insights from the analysis, and share the insights with counties and other stakeholders.
- **Assist counties who are entering their third year of a PIP**
  Managers and staff from various counties were interviewed to get information on strategies and practices to share with other counties who may be uncertain how to positively impact their performance. The Performance Management team worked with three counties entering or beyond the third year of their PIPs for the Self-Support Index measure, six counties entering the third year of their PIPs for Child Safety and Permanency measures, and seven counties entering the third year of their PIPs for Child Support measures.
- **Tableau Server Implementation**
  DHS has implemented a Tableau Server and is in the process of developing an online portal for counties, which will create better access to timely performance data. The Human Services Performance Management team revised the performance overview dashboard to combine data from multiple sources and scale as measures are added to the system. The updated version includes eight of the ten system measures. Due to shifting priorities, the dashboard was not piloted nor rolled out to counties.
- **Build Strong Relationships**
  - Visit at least 15 counties.
    The team traveled to 20 counties: Anoka County, Becker County, Blue Earth County, Carver County, Chisago County, Dakota County, Houston County, Itasca County, Kandiyohi County, Kandiyohi County, MNPrairie, Nobles County, Olmsted County, Pine County, Polk County, Red Lake County, Scott County, Southwest Health and Human Services, Washington County, and Winona County. During these visits we assisted in PIP development, met with leaders and staff, and conducted interviews about barriers and best practices to improve performance.
  - Attend at least one meeting in each of the 11 MACSSA regions.
    The team attended meetings in five of the 11 MACSSA regions. Due to a shift in priorities, meeting cancellations, and a change in staff, the team was unable to attend all regional meetings.
  - Attend the 2019 MACSSA Spring and Fall Conferences
    The team attended the MACSSA Spring Conference, the fall conference was not offered this year.
  - Present at two MACSSA monthly meetings
    The team presented at the July and September MACSSA monthly meetings to give an update on the Equity Partnership and measures development.
  - Meet regularly with AMC Health and Human Services liaison
    The Performance Management system manager met monthly with AMC Health and Human Services policy representative. Additionally, he presented about the system to the Kandiyohi Board of Commissioners.

- o Meet regularly with MACSSA executive director
  The Performance Management system manager met monthly with the MACSSA executive director.
- o Distribute three e-Newsletters
  Four e-Newsletters were created and distributed to our email list in 2019. During this time, subscribers increased by 35 percent and open rates were typically 40 percent.
- **Foster collaborative relationships with Humans Services representatives from Minnesota tribes**
  The Performance Management team formalized the Council terms and created a process for recruiting and appointing members. Five new members were appointed and four existing members reappointed in early 2019. The team is working on the next round of recruitment and appointments for 2020.

Enhance Performance Management system / DHS

- **Expand the strategic communications plan to better integrate report releases, Performance Management system information, and improvement resources for counties into a timely information stream**
  The Performance Management team has a communications plan built around the reporting cycle. A comprehensive, strategic communications plan is on hold pending the finalization of the Performance Management five-year strategic plan.
- **Actively participate in DHS Strategic Plan action teams**
  Performance management team members continue to dedicate time to action teams addressing individual strategies for the DHS strategic plan.
- **Finalize the Performance Management system strategic plan and develop internal evaluations to measure success**
  The team developed a list of short, medium, and long-term outcomes as well as projects for five key initiative areas. The team is currently working to share the project with stakeholders to gain feedback and insights.
- **Evaluate Performance Council roles and recruit new members for Performance Council**
  The Performance Management team formalized the Council terms and created a process for recruiting and appointing members. Five new members were appointed and four existing members reappointed in early 2019. The team is working on the next round of recruitment and appointments for 2020.

B. Report recommendations for calendar year 2020

To strive toward the Human Services Performance Management vision of an equitable, effective and collaborative human services system that ensures positive outcomes for the people we serve, the Performance Management Council recommends the following activities for 2020.

- **Building meaningful connections**
  Foster relationships to increase collaboration, improve communication and reduce barriers throughout the human services system.
  - Develop and implement a strategic communications plan that reinforces the continuous improvement principles central to, and shares information about, the Performance Management system.
  - Build and maintain relationships with counties, tribes and DHS program areas to continue the collaborative development of the Performance Management system.
- **Measuring and reporting performance**
  Develop measures and reports that provide a holistic view of county service delivery and progress toward improving outcomes for the people we serve.
  - Continue development of a Tableau Server Dashboard that will allow counties to access more timely performance data and assess their progress throughout the year.
  - Revise and refine current Performance Management system policies and processes. Including: Small Numbers Policy and Measure Development process.
  - Introduce additional Adult Protection measures and continue in-progress measures development work.
  - Send performance reports to counties informing them of their progress on existing Performance Management measures and manage the remedies process.
- **Providing data-informed improvement assistance**
  Cultivate a culture of continuous improvement through strategic, targeted efforts focused on advancing performance outcomes.
  - Expand and enhance the improvement assistance offered to counties by the Performance Management team including assistance offered to counties in the third year of their PIPs as well as additional opportunities to support county improvement.
- **Advancing equity to reduce disparities**
  Promote an equitable and inclusive human services system.
  - Continue developing the Equity Partnership.
  - Lead efforts to review and standardized how DHS collects demographic data, specifically for race, ethnicity and gender.
  - Develop a Stakeholder engagement process to include community members and people we serve in the measures development and program improvement processes.
- **Advocating for system change**
  Collaborate with stakeholders to identify performance barriers, develop solutions, and champion policy and procedural improvements.
  - Work with counties to identify opportunities for strategic system change.
  - Reach out to leaders in DHS to inform them about the Performance Management team and our vison for our work.

VIII. Commissioner response

Co-Chairs Toni Carter and Charles Johnson
Human Services Performance Council
C/O Minnesota Department of Human Services
P.O. Box 65997
Saint Paul, MN 55164-0997

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

Thank you for your ongoing commitment to the people of Minnesota as members of the Human Services Performance Council. Your efforts to improve the delivery of services, in collaboration with counties and stakeholders, is an important component of the work of the Human Services system.

In reviewing the report, I am impressed by the overall strong performance statewide. Over the last five years, performance has trended up for six of the ten measures and three measures have no counties performing below the threshold.

Though no individual county is performing poorly on multiple measures, there are several counties that have been working to improve performance on a single measure for several years. I appreciate the focus from the Performance Management team to provide improvement assistance to those counties by connecting them with resources within DHS and continuous improvement consultation. The focus on state/county relationships and continuous improvement will result in better outcomes for Minnesotans.

A continued challenge reflected in the report is addressing racial and ethnic disparities. I am encouraged that the Human Services Performance Management Team has established a partnership with counties to build a culture of equity framework. I strongly support your efforts to engage community in the development of data standards for race, ethnicity and gender so that we can move forward in setting measures in this area.

I agree with the recommendation to focus on completing the in-progress measures development. I would like to see at least one measure for each of the six system outcomes implemented in 2020. Additionally, I agree with the recommendation to continue development of a collaborative process that includes more involvement from people receiving services.

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

Sincerely,

Jodi Harpstead
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 2019. 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. Currently, the Performance Management system monitors performance for 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)

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.

TABLE A1: 2019 PIPS for *child maltreatment recurrence*.

Counties with PIPs	Threshold	2018 Performance	2018 Denominator	2017 Performance
Carlton County	90.9%	88.7%	106	96.3%
Clearwater County	90.9%	79.5%	39	78.6%
Douglas County	90.9%	88.1%	135	90.2%
Faribault-Martin	90.9%	88.9%	72	89.0%
Hennepin County	90.9%	86.6%	3,186	86.3%
Hubbard County	90.9%	84.6%	39	95.8%
Kanabec County	90.9%	88.6%	44	93.3%
Otter Tail County	90.9%	86.7%	90	81.9%
Pope County	90.9%	83.3%	30	83.9%
Rice County	90.9%	87.3%	79	89.5%
Sibley County	90.9%	85.7%	42	100.0%
Southwest Health & Human Services	90.9%	87.6%	202	86.6%
Swift County	90.9%	79.2%	53	96.3%
Traverse County	90.9%	82.6%	23	83.3%
Winona County	90.9%	87.0%	77	84.0%

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 (includes cases with a report end date that occurred in the calendar year prior to the year listed below with a twelve-month look forward from the end date into the reporting year).

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
State totals	90.9%	90.9%	94.5%	94.6%	92.0%	91.0%	91.0%	8,408
Aitkin	90.9%	90.9%	95.8%	100.0%	91.7%	100.0%	95.8%	24
Anoka	90.9%	90.9%	97.5%	95.5%	94.7%	96.9%	94.5%	348
Becker	90.9%	90.9%	95.8%	92.0%	96.4%	95.7%	95.1%	123
Beltrami	90.9%	90.9%	100.0%	93.1%	97.6%	95.9%	95.5%	247
Benton	90.9%	90.9%	97.2%	100.0%	100.0%	97.5%	96.4%	56
Big Stone	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Blue Earth	90.9%	90.9%	100.0%	97.4%	94.2%	94.1%	100.0%	33
Brown	90.9%	90.9%	100.0%	88.2%	100.0%	100.0%	100.0%	<20
Carlton	90.9%	90.9%	100.0%	100.0%	97.0%	96.3%	88.7%	106
Carver	90.9%	90.9%	100.0%	100.0%	97.9%	97.5%	98.0%	50
Cass	90.9%	90.9%	63.6%	100.0%	93.1%	93.3%	91.9%	37
Chippewa	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	95.0%	20
Chisago	90.9%	90.9%	100.0%	97.6%	100.0%	86.7%	91.2%	68
Clay	90.9%	90.9%	98.2%	94.1%	90.2%	98.2%	93.3%	30
Clearwater	90.9%	90.9%	100.0%	83.3%	78.3%	78.6%	79.5%	39
Cook	90.9%	90.9%	100.0%		100.0%	100.0%	100.0%	<20
Crow Wing	90.9%	90.9%	82.4%	100.0%	100.0%	92.0%	93.5%	31
Dakota	90.9%	90.9%	96.9%	97.3%	94.1%	92.8%	95.7%	327
Des Moines Valley	90.9%	90.9%	92.9%	100.0%	95.0%	96.8%	100.0%	<20
Douglas	90.9%	90.9%	82.2%	76.7%	94.6%	90.2%	88.1%	135
Faribault & Martin	90.9%	90.9%	88.2%	98.6%	97.7%	89.0%	88.9%	72
Fillmore	90.9%	90.9%	100.0%	100.0%		100.0%	100.0%	<20
Freeborn	90.9%	90.9%	91.7%	100.0%	88.2%	95.2%	94.0%	50
Goodhue	90.9%	90.9%	92.9%	100.0%	92.5%	95.8%	94.7%	57
Grant	90.9%	90.9%	100.0%	100.0%	100.0%	86.7%	94.1%	<20
Hennepin	90.9%	90.9%	91.8%	91.6%	84.6%	86.3%	86.6%	3,186
Houston	90.9%	90.9%	100.0%		75.0%	100.0%	100.0%	<20
Hubbard	90.9%	90.9%	100.0%	100.0%	100.0%	95.8%	84.6%	39
Isanti	90.9%	90.9%	100.0%	100.0%	94.9%	91.9%	100.0%	44
Itasca	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	98.1%	54

TABLE A2, PAGE 2: Performance for all counties on the *child maltreatment recurrence* measure. This measure uses a calendar year reporting period (includes cases with a report end date that occurred in the calendar year prior to the year listed below with a twelve-month look forward from the end date into the reporting year).

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
State totals	90.9%	90.9%	94.5%	94.6%	92.0%	91.0%	91.0%	8,408
Kanabec	90.9%	90.9%	100.0%	100.0%	100.0%	93.3%	88.6%	44
Kandiyohi	90.9%	90.9%	89.2%	95.1%	89.2%	90.5%	98.7%	77
Kittson	90.9%	90.9%		100.0%	100.0%	100.0%	100.0%	<20
Koochiching	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Lac Qui Parle	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Lake	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Lake Of The Woods	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Le Sueur	90.9%	90.9%	100.0%	100.0%	100.0%	93.3%	100.0%	23
Mahnomen	90.9%	90.9%	100.0%	100.0%		100.0%	100.0%	<20
Marshall	90.9%	90.9%		100.0%	100.0%	100.0%	100.0%	<20
McLeod	90.9%	90.9%	94.1%	91.3%	97.7%	92.1%	96.7%	61
Meeker	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Mille Lacs	90.9%	90.9%	98.1%	100.0%	95.0%	93.6%	98.6%	70
MNPrairie	90.9%	90.9%	100.0%	96.6%	95.3%	95.7%	95.3%	43
Morrison	90.9%	90.9%	100.0%	92.6%	100.0%	97.1%	100.0%	53
Mower	90.9%	90.9%	100.0%	93.8%	92.9%	87.9%	100.0%	63
Nicollet	90.9%	90.9%	100.0%	100.0%	100.0%	92.9%	93.3%	<20
Nobles	90.9%	90.9%	100.0%	100.0%	100.0%	92.3%	100.0%	<20
Norman	90.9%	90.9%	100.0%	75.0%	80.0%	100.0%	100.0%	<20
Olmsted	90.9%	90.9%	96.7%	97.4%	91.8%	100.0%	100.0%	31
Otter Tail	90.9%	90.9%	97.6%	92.7%	91.9%	81.9%	86.7%	90
Pennington	90.9%	90.9%	100.0%		100.0%	100.0%	100.0%	18
Pine	90.9%	90.9%	100.0%	88.9%	97.4%	94.9%	100.0%	70
Polk	90.9%	90.9%	92.3%	100.0%	95.7%	100.0%	97.7%	44
Pope	90.9%	90.9%	90.0%	100.0%	58.8%	83.9%	83.3%	30
Ramsey	90.9%	90.9%	95.6%	97.3%	94.3%	94.6%	93.2%	810
Red Lake	90.9%	90.9%		100.0%	100.0%		100.0%	<20
Renville	90.9%	90.9%	100.0%	96.8%	100.0%	90.9%	100.0%	28
Rice	90.9%	90.9%	100.0%	92.3%	95.8%	89.5%	87.3%	79
Roseau	90.9%	90.9%	91.7%	100.0%	100.0%	80.0%	100.0%	<20

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 prior to the year listed below with a twelve-month look forward from the date of origination into the reporting year).

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
State totals	90.9%	90.9%	94.5%	94.6%	92.0%	91.0%	91.0%	8,408
St. Louis	90.9%	90.9%	93.2%	96.6%	94.7%	92.8%	94.2%	412
Scott	90.9%	90.9%	93.3%	100.0%	100.0%	97.0%	96.3%	81
Sherburne	90.9%	90.9%	93.2%	88.7%	90.4%	86.8%	92.3%	130
Sibley	90.9%	90.9%	94.1%	90.9%	100.0%	100.0%	85.7%	42
SWHHS	90.9%	90.9%	100.0%	94.4%	93.3%	86.6%	87.6%	202
Stearns	90.9%	90.9%	96.1%	99.1%	91.8%	93.7%	92.4%	158
Stevens	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	94.4%	<20
Swift	90.9%	90.9%	81.8%	76.0%	92.6%	96.3%	79.2%	53
Todd	90.9%	90.9%	100.0%	100.0%	90.9%	100.0%	100.0%	<20
Traverse	90.9%	90.9%	80.0%	50.0%	100.0%	83.3%	82.6%	23
Wabasha	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Wadena	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Washington	90.9%	90.9%	96.4%	94.9%	96.5%	98.2%	96.8%	94
Watonwan	90.9%	90.9%	83.3%	100.0%	100.0%	92.3%	100.0%	<20
Wilkin	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Winona	90.9%	90.9%	76.9%	97.2%	87.5%	82.6%	87.0%	77
Wright	90.9%	90.9%	100.0%	95.8%	95.9%	98.2%	100.0%	97
Yellow Medicine	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	84.6%	<20

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

Measure Details

What is this measure?

The percent of vulnerable adults who experience maltreatment, determined to be substantiated or inconclusive following investigation, who do not experience a repeat maltreatment of the same type, determined to be substantiated or inconclusive following investigation, within six months.

Why is this measure important?

County agencies are responsible to offer adult protective services as part of a maltreatment investigation to protect the vulnerable adult and prevent repeat maltreatment. County agencies have jurisdiction for maltreatment allegations of abuse, neglect or financial exploitation when the alleged perpetrator is not associated with a licensed provider, or when the vulnerable adult is alleged to be neglecting their own necessary needs. The Department of Human Services, or Department of Health, has jurisdiction for allegations associated with a licensed provider.

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.

2019 PIPs

TABLE A3: 2019 PIPS for *adult repeat maltreatment*.

Counties with PIPs	Threshold	2019 Performance	2019 Denominator	2018 Performance
Wabasha County	80%	75.00%	<20	100.00%

All county performance – adult repeat maltreatment

TABLE A4: Performance for all counties on the *adult repeat maltreatment* measure. This measure uses a state fiscal year reporting period, with a six month look-back.

County	Threshold	High Performance Standard	2015	2016	2017	2018	2019	2019 Denominator
State totals	80%	80%	97.59%	96.60%	95.86%	96.26%	96.85%	1,680
Aitkin	80%	80%	100.0%	100.0%	100.0%	93.1%	100.0%	<20
Anoka	80%	80%	95.7%	96.7%	93.0%	97.6%	98.9%	95
Becker	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Beltrami	80%	80%	100.0%	94.7%	97.6%	95.6%	80.0%	<20
Benton	80%	80%	100.0%	100.0%	93.3%	100.0%	100.0%	<20
Big Stone	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Blue Earth	80%	80%	100.0%	97.4%	97.1%	96.6%	93.3%	<20
Brown	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Carlton	80%	80%	100.0%	92.3%	96.2%	100.0%	100.0%	<20
Carver	80%	80%	87.5%	95.7%	92.0%	95.8%	96.4%	28
Cass	80%	80%	100.0%	95.0%	97.8%	93.5%	100.0%	<20
Chippewa	80%	80%	100.0%	92.3%	100.0%	86.7%	92.3%	<20
Chisago	80%	80%	100.0%	100.0%	92.9%	91.4%	95.8%	24
Clay	80%	80%	96.6%	97.6%	90.7%	92.2%	100.0%	24
Clearwater	80%	80%	75.0%	81.8%	94.1%	83.3%	95.0%	20
Cook	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Crow Wing	80%	80%	96.2%	100.0%	97.4%	100.0%	100.0%	<20
Dakota	80%	80%	100.0%	96.7%	97.1%	98.2%	94.0%	116
Des Moines Valley	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Douglas	80%	80%	100.0%		95.7%	100.0%	95.0%	20
Faribault-Martin	80%	80%	100.0%	91.2%	95.7%	94.1%	100.0%	36
Fillmore	80%	80%		100.0%	100.0%	88.9%	100.0%	<20
Freeborn	80%	80%	100.0%	85.7%	95.5%	100.0%	90.0%	<20
Goodhue	80%	80%	100.0%	100.0%	86.7%	100.0%	100.0%	<20
Grant	80%	80%	100.0%	100.0%	100.0%	100.0%	50.0%	<20
Hennepin	80%	80%	96.9%	98.5%	98.2%	98.4%	98.2%	394
Houston	80%	80%		100.0%	100.0%		100.0%	<20
Hubbard	80%	80%	100.0%	100.0%	95.0%	100.0%	100.0%	23
Isanti	80%	80%	100.0%	96.7%	87.5%	100.0%	100.0%	<20
Itasca	80%	80%	100.0%	100.0%	100.0%	92.5%	100.0%	<20

TABLE A4, PAGE 2: Performance for all counties on the *adult repeat maltreatment* measure. This measure uses a state fiscal year reporting period, with a six month look-back.

County	Threshold	High Performance Standard	2015	2016	2017	2018	2019	2019 Denominator
State totals	80%	80%	97.59%	96.60%	95.86%	96.26%	96.85%	1,680
Kanabec	80%	80%		100.0%	100.0%	80.0%	100.0%	<20
Kandiyohi	80%	80%	92.3%	95.8%	100.0%	100.0%	100.0%	<20
Kittson	80%	80%		100.0%				
Koochiching	80%	80%		100.0%	100.0%	100.0%		
Lac Qui Parle	80%	80%	100.0%	93.3%	100.0%	100.0%	100.0%	<20
Lake	80%	80%		100.0%	100.0%	100.0%		
Lake Of The Woods	80%	80%			100.0%	100.0%	100.0%	<20
Le Sueur	80%	80%	100.0%	91.3%	100.0%	100.0%	100.0%	<20
Mahnomen	80%	80%		100.0%	87.5%	100.0%	100.0%	<20
Marshall	80%	80%		100.0%	100.0%	100.0%	100.0%	<20
McLeod	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Meeker	80%	80%	100.0%	100.0%	100.0%	100.0%	75.0%	<20
Mille Lacs	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
MNPrairie	80%	80%	100.0%	92.7%	89.7%	100.0%	100.0%	<20
Morrison	80%	80%	100.0%	77.8%	100.0%	100.0%	100.0%	<20
Mower	80%	80%	100.0%	93.3%	100.0%	91.1%	97.5%	40
Nicollet	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Nobles	80%	80%	100.0%	88.9%	100.0%	100.0%	100.0%	<20
Norman	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Olmsted	80%	80%	94.6%	98.1%	100.0%	100.0%	95.7%	23
Otter Tail	80%	80%	92.3%	98.9%	93.1%	93.7%	96.6%	29
Pennington	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Pine	80%	80%	100.0%	89.7%	91.2%	78.3%	92.9%	<20
Polk	80%	80%	100.0%	100.0%	90.0%	89.5%	100.0%	<20
Pope	80%	80%	100.0%	100.0%	100.0%	88.9%	88.9%	<20
Ramsey	80%	80%	100.0%	99.4%	95.9%	94.8%	96.5%	86
Red Lake	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Renville	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Rice	80%	80%	100.0%	93.0%	92.7%	95.8%	90.0%	20
Roseau	80%	80%	100.0%	100.0%		100.0%	100.0%	<20

TABLE A4, PAGE 3: Performance for all counties on the *adult repeat maltreatment* measure. This measure uses a state fiscal year reporting period, with a six month look-back.

County	Threshold	High Performance Standard	2015	2016	2017	2018	2019	2019 Denominator
State totals	80%	80%	97.59%	96.60%	95.86%	96.26%	96.85%	1,680
St. Louis	80%	80%	94.1%	90.8%	96.2%	100.0%	98.4%	63
Scott	80%	80%	100.0%	96.9%	100.0%	98.1%	96.2%	53
Sherburne	80%	80%	100.0%	96.6%	95.7%	96.2%	100.0%	<20
Sibley	80%	80%	100.0%	100.0%	81.8%	100.0%	100.0%	<20
SWHHS	80%	80%	100.0%	98.0%	96.2%	100.0%	100.0%	<20
Stearns	80%	80%	100.0%	94.7%	91.0%	94.7%	94.9%	39
Stevens	80%	80%	100.0%	100.0%	87.5%	90.5%	100.0%	<20
Swift	80%	80%	100.0%	100.0%	100.0%	100.0%	85.7%	<20
Todd	80%	80%	87.5%	100.0%	91.7%	100.0%	100.0%	<20
Traverse	80%	80%		100.0%	100.0%	100.0%	100.0%	<20
Wabasha	80%	80%	100.0%	100.0%	97.5%	100.0%	75.0%	<20
Wadena	80%	80%	100.0%	100.0%	100.0%	93.8%	100.0%	<20
Washington	80%	80%	100.0%	95.9%	98.4%	93.9%	97.8%	45
Watonwan	80%	80%	100.0%	100.0%	100.0%	100.0%	80.0%	<20
Wilkin	80%	80%		100.0%	100.0%	100.0%	100.0%	<20
Winona	80%	80%	100.0%	97.1%	96.4%	100.0%	100.0%	<20
Wright	80%	80%	100.0%	94.9%	100.0%	92.3%	90.5%	42
Yellow Medicine	80%	80%	100.0%	94.4%	92.9%	94.7%	100.0%	<20

B. 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, and coordination with other county services.
- 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 based on a formula 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 threshold includes a cap on expected performance of 80%; regardless of year-over-year change, counties with performance of 80% or higher will not receive a Performance Improvement Plan (PIP). The number provided for the threshold below is the minimum performance needed in 2018 to prevent a PIP (through a positive five-year average change or by reaching the 80% high performance standard, whichever is lower).

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.

2019 PIPs

TABLE A5: 2019 PIPS for *child support paid*, Federal Fiscal Year 2019 data.

Counties with PIPs	2019 Threshold	2019 Performance	2019 Denominator	2018 Performance
Big Stone	78.92%	75.27%	$555,239	75.62%
Clay	74.16%	73.51%	$8,313,454	73.31%
Clearwater	71.60%	68.87%	$1,094,895	70.32%
Douglas	75.51%	74.40%	$4,332,561	73.65%
Freeborn	70.53%	69.35%	$4,914,813	70.80%
Houston	76.50%	76.40%	$1,916,494	77.06%
Kanabec	75.37%	74.74%	$2,182,093	74.94%
Lake of the Woods	76.49%	73.50%	$311,060	75.77%
Mahnomen	65.88%	64.17%	$449,953	67.37%
Norman	73.79%	68.53%	$921,734	72.57%
Olmsted	78.30%	77.85%	$18,330,232	77.95%
Polk	80.00%	78.86%	$4,421,163	78.73%
Red Lake	79.59%	77.65%	$580,587	79.64%
SWHHS	77.75%	77.10%	$9,526,960	77.40%
Wilkin	79.96%	77.07%	$903,724	77.44%
Winona	75.67%	74.09%	$4,227,893	74.16%

All county performance – child support paid

TABLE A6: Performance for all counties on the *child support paid* measure. Reported in October (Federal Fiscal Year 2019).

County	2015	2016	2017	2018	2019	2019 Denominator	2019 Threshold
Statewide	73.44%	74.29%	74.53%	74.94%	75.41%	$572,410,333	
Aitkin	77.13%	75.09%	75.42%	76.20%	75.36%	$1,512,780	74.19%
Anoka	74.43%	74.88%	75.87%	76.17%	76.46%	$38,011,039	73.42%
Becker	69.68%	69.27%	68.31%	72.54%	75.73%	$3,632,919	68.26%
Beltrami	66.35%	67.06%	69.23%	71.02%	72.78%	$4,449,786	64.72%
Benton	75.39%	75.97%	76.25%	76.72%	76.68%	$5,270,921	75.86%
Big Stone	82.28%	76.81%	73.10%	75.62%	75.27%	$555,239	78.92%
Blue Earth	71.12%	71.14%	71.58%	72.10%	73.04%	$7,645,803	69.05%
Brown	82.48%	81.79%	82.20%	82.86%	81.62%	$3,558,056	80.00%
Carlton	74.74%	73.27%	74.52%	74.34%	74.57%	$4,758,547	73.76%
Carver	79.45%	79.52%	79.42%	79.72%	79.75%	$8,098,479	78.75%
Cass	66.32%	67.30%	67.88%	66.26%	67.63%	$2,341,112	64.48%
Chippewa	76.30%	74.66%	78.32%	80.09%	78.81%	$1,616,357	75.97%
Chisago	79.00%	80.51%	80.85%	80.00%	79.38%	$6,927,527	78.28%
Clay	74.44%	72.67%	72.15%	73.31%	73.51%	$8,313,454	74.16%
Clearwater	73.85%	70.28%	68.48%	70.32%	68.87%	$1,094,895	71.60%
Cook	64.86%	70.61%	76.09%	72.93%	72.27%	$333,156	64.90%
Crow Wing	72.05%	72.87%	73.92%	74.33%	75.63%	$8,692,889	72.40%
Dakota	71.92%	72.72%	72.65%	72.76%	72.53%	$43,069,262	71.59%
Des Moines Valley	76.80%	77.78%	78.33%	81.69%	79.76%	$3,029,949	76.00%
Douglas	76.42%	76.03%	74.13%	73.65%	74.40%	$4,332,561	75.51%
Faribault & Martin	74.40%	75.34%	76.14%	76.41%	77.45%	$5,508,876	72.94%
Fillmore	78.38%	77.60%	78.77%	77.84%	79.94%	$2,238,010	78.18%
Freeborn	73.04%	72.09%	71.32%	70.80%	69.35%	$4,914,813	70.53%
Goodhue	76.64%	78.49%	77.09%	77.89%	78.40%	$5,659,120	75.96%
Grant	79.87%	81.62%	82.60%	83.67%	82.71%	$827,278	80.00%
Hennepin	69.41%	71.47%	71.58%	71.88%	72.48%	$99,608,476	68.29%
Houston	77.69%	78.19%	77.94%	77.06%	76.40%	$1,916,494	76.50%
Hubbard	69.53%	73.16%	74.75%	74.43%	72.32%	$1,873,689	64.46%
Isanti	78.05%	77.68%	77.87%	78.19%	79.75%	$6,424,063	76.03%
Itasca	74.55%	74.06%	74.91%	76.87%	78.40%	$5,382,518	71.75%

TABLE A6, PAGE 2: Performance for all counties on the *child support paid* measure. Reported in October (Federal Fiscal Year 2019).

County	2015	2016	2017	2018	2019	2019 Denominator	2019 Threshold
Statewide	73.44%	74.29%	74.53%	74.94%	75.41%	$572,410,333	
Kanabec	74.84%	76.53%	76.39%	74.94%	74.74%	$2,182,093	75.37%
Kandiyohi	75.73%	75.79%	75.57%	77.75%	78.20%	$5,543,314	76.39%
Kittson	85.84%	87.29%	84.25%	84.37%	83.08%	$319,233	80.00%
Koochiching	81.85%	81.64%	82.77%	82.89%	82.93%	$1,799,962	80.00%
Lac Qui Parle	80.18%	81.65%	78.61%	82.41%	81.37%	$691,267	80.00%
Lake	74.43%	73.18%	74.83%	75.65%	75.37%	$1,209,737	74.30%
Lake of the Woods	76.95%	76.45%	74.30%	75.77%	73.50%	$311,060	76.49%
Le Sueur	74.91%	75.43%	75.60%	77.58%	76.15%	$3,602,540	75.15%
Mahnomen	61.81%	59.05%	61.25%	67.37%	64.17%	$449,953	65.88%
Marshall	81.93%	82.98%	83.13%	82.82%	82.40%	$1,158,714	80.00%
McLeod	79.39%	79.48%	79.64%	81.40%	81.38%	$4,486,566	79.11%
Meeker	76.38%	78.65%	77.52%	75.72%	77.99%	$2,765,739	76.84%
Mille Lacs	75.35%	74.38%	75.63%	79.38%	82.37%	$3,510,721	73.47%
MNPrairie	77.86%	77.41%	77.44%	77.20%	78.68%	$11,448,686	76.88%
Morrison	68.09%	70.11%	70.72%	72.42%	73.57%	$4,292,490	66.92%
Mower	73.69%	74.90%	74.95%	75.20%	77.69%	$5,811,227	71.83%
Nicollet	73.47%	74.42%	75.30%	76.55%	77.76%	$4,452,387	72.16%
Nobles	74.90%	73.96%	76.14%	80.45%	80.52%	$3,009,002	74.01%
Norman	73.86%	71.81%	69.76%	72.57%	68.53%	$921,734	73.79%
Olmsted	78.16%	78.26%	78.57%	77.95%	77.85%	$18,330,232	78.30%
Otter Tail	73.08%	73.05%	72.94%	71.58%	71.98%	$6,577,592	71.91%
Pennington	76.02%	74.87%	72.77%	77.93%	79.27%	$1,984,214	75.65%
Pine	74.48%	75.41%	76.80%	78.66%	78.67%	$4,290,906	73.77%
Polk	78.94%	80.39%	79.04%	78.73%	78.86%	$4,421,163	80.00%
Pope	78.35%	79.85%	79.57%	79.37%	78.54%	$1,037,432	78.32%
Ramsey	66.64%	67.59%	67.79%	68.49%	69.87%	$48,156,759	64.64%
Red Lake	78.79%	79.65%	80.74%	79.64%	77.65%	$580,587	79.59%
Renville	79.60%	79.27%	78.47%	78.81%	80.61%	$1,920,104	78.91%
Rice	75.79%	76.20%	76.51%	78.19%	78.52%	$6,278,377	75.48%
Roseau	78.60%	75.55%	77.84%	81.39%	81.37%	$1,796,443	78.07%

TABLE A6, PAGE 3: Performance for all counties on the *child support paid* measure. Reported in October (Federal Fiscal Year 2019).

County	2015	2016	2017	2018	2018	2018 Denominator	2018 Threshold
Statewide	73.44%	74.29%	74.53%	74.94%	75.41%	$572,410,333	
St. Louis	71.09%	71.86%	72.75%	73.65%	75.00%	$22,480,133	70.73%
Scott	79.08%	79.92%	80.29%	80.19%	80.70%	$11,396,528	78.44%
Sherburne	80.17%	81.52%	80.92%	81.17%	80.67%	$11,754,323	79.21%
Sibley	77.62%	78.60%	78.41%	79.37%	78.22%	$1,830,916	77.33%
SWHHS	78.91%	78.36%	77.31%	77.40%	77.10%	$9,526,960	77.75%
Stearns	77.53%	78.76%	78.72%	77.33%	77.90%	$14,817,099	77.25%
Stevens	72.10%	71.58%	70.74%	77.85%	76.08%	$703,191	75.77%
Swift	73.86%	74.62%	75.22%	78.03%	77.19%	$1,367,467	76.62%
Todd	77.44%	79.26%	77.59%	77.56%	76.96%	$2,858,937	75.14%
Traverse	71.68%	71.20%	75.90%	77.46%	78.09%	$340,785	74.79%
Wabasha	79.75%	81.31%	80.55%	79.50%	79.46%	$2,375,844	78.90%
Wadena	71.87%	72.56%	73.02%	73.47%	74.03%	$2,430,234	69.08%
Washington	74.67%	76.56%	77.23%	76.60%	76.11%	$22,930,055	73.89%
Watonwan	78.18%	77.50%	77.50%	76.93%	76.93%	$2,070,108	75.56%
Wilkin	79.19%	77.88%	77.63%	77.44%	77.07%	$903,724	79.96%
Winona	74.94%	75.03%	75.59%	74.16%	74.09%	$4,227,893	75.67%
Wright	78.59%	79.93%	79.50%	80.45%	81.03%	$14,353,349	77.26%
Yellow Medicine	78.54%	80.81%	81.95%	81.59%	82.01%	$1,104,484	77.24%

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.

TABLE A7: 2019 PIPS for *permanency*.

Counties with PIPs	Threshold	2018 Performance	2018 Denominator	2017 Performance
Carlton	40.5%	34.9%	83	57.1%
Crow Wing	40.5%	27.4%	95	35.1%
Hubbard	40.5%	40.0%	30	46.5%
Isanti	40.5%	26.5%	49	34.0%
Mille Lacs	40.5%	32.4%	74	39.1%
Morrison	40.5%	39.5%	43	39.5%
Otter Tail	40.5%	30.9%	81	39.7%
Traverse*	40.5%	15.4%	<20	50.0%

Traverse County had fewer than 20 cases, but in accordance with the Performance Management System's small numbers policy, performance was assessed across the three Child Safety and Permanency measures. Traverse County was below the threshold for all three measures, and was required to complete a performance improvement plan for this measure.

All county performance – permanency

TABLE A8: Performance for all counties on the *permanency* measure. This measure uses a calendar year reporting period (begins with cases from the calendar year prior to the year listed below with a twelve-month look forward into the reporting year).

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
Statewide	40.50%	40.50%	61.29%	56.71%	50.49%	47.47%	48.61%	6,920
Aitkin	40.50%	40.50%	80.00%	50.00%	54.55%	62.96%	56.7%	30
Anoka	40.50%	40.50%	68.39%	60.22%	53.59%	48.11%	53.7%	231
Becker	40.50%	40.50%	58.90%	65.12%	43.53%	43.02%	54.5%	101
Beltrami	40.50%	40.50%	40.80%	37.35%	37.31%	44.81%	44.9%	392
Benton	40.50%	40.50%	78.72%	50.82%	64.41%	57.89%	43.1%	58
Big Stone	40.50%	40.50%	33.33%	85.71%	53.33%	50.00%	0.0%	<20
Blue Earth	40.50%	40.50%	63.89%	36.36%	52.13%	58.57%	56.9%	58
Brown	40.50%	40.50%	66.67%	71.43%	60.00%	50.00%	58.1%	31
Carlton	40.50%	40.50%	55.81%	54.17%	55.56%	57.14%	34.9%	83
Carver	40.50%	40.50%	66.67%	61.82%	46.84%	38.16%	42.9%	63
Cass	40.50%	40.50%	65.31%	54.41%	55.41%	46.97%	41.5%	41
Chippewa	40.50%	40.50%	100.00%	57.14%	50.00%	0.00%	50.0%	<20
Chisago	40.50%	40.50%	69.57%	54.00%	66.67%	45.59%	43.5%	69
Clay	40.50%	40.50%	56.76%	60.00%	49.62%	48.35%	54.2%	48
Clearwater	40.50%	40.50%	60.00%	59.09%	63.64%	37.50%	60.0%	<20
Cook	40.50%	40.50%	83.33%	33.33%	54.55%	62.50%	63.2%	<20
Crow Wing	40.50%	40.50%	50.00%	37.04%	38.10%	35.14%	27.4%	95
Dakota	40.50%	40.50%	73.50%	60.00%	54.82%	60.80%	57.1%	238
DVHHS	40.50%	40.50%	48.15%	58.33%	45.45%	43.75%	64.8%	54
Douglas	40.50%	40.50%	76.92%	77.27%	66.67%	65.91%	41.0%	39
Faribault & Martin	40.50%	40.50%	69.23%	65.91%	65.52%	55.26%	54.7%	75
Fillmore	40.50%	40.50%	69.23%	75.00%	75.00%	85.71%	70.0%	<20
Freeborn	40.50%	40.50%	71.43%	67.44%	62.07%	40.00%	41.9%	43
Goodhue	40.50%	40.50%	50.00%	72.00%	59.52%	37.50%	61.5%	52
Grant	40.50%	40.50%	60.00%	100.00%	83.33%	66.67%	62.5%	<20
Hennepin	40.50%	40.50%	57.10%	48.20%	42.92%	42.60%	41.9%	1,273
Houston	40.50%	40.50%	80.00%	63.64%	50.00%	70.00%	71.4%	21
Hubbard	40.50%	40.50%	45.24%	74.14%	56.36%	46.51%	40.0%	30
Isanti	40.50%	40.50%	60.53%	42.31%	39.02%	34.00%	26.5%	49
Itasca	40.50%	40.50%	75.73%	61.86%	60.77%	51.63%	56.8%	139

TABLE A8, PAGE 2: Performance for all counties on the *permanency* measure. This measure uses a calendar year reporting period (begins with cases from the calendar year prior to the year listed below with a twelve-month look forward into the reporting year).

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
Statewide	40.50%	40.50%	61.29%	56.71%	50.49%	47.47%	48.61%	6,920
Kanabec	40.50%	40.50%	54.55%	57.14%	82.35%	67.74%	61.3%	31
Kandiyohi	40.50%	40.50%	68.33%	71.19%	59.68%	60.00%	58.5%	53
Kittson	40.50%	40.50%	50.00%	83.33%	33.33%	100.00%	100.0%	<20
Koochiching	40.50%	40.50%	68.75%	70.83%	66.67%	75.00%	61.3%	31
Lac Qui Parle	40.50%	40.50%	30.77%	100.00%	100.00%	85.71%	66.7%	<20
Lake	40.50%	40.50%	62.50%	44.44%	37.50%	25.00%	41.7%	<20
Lake Of The Woods	40.50%	40.50%	80.00%	100.00%	75.00%	77.78%	100.0%	<20
Le Sueur	40.50%	40.50%	29.41%	47.37%	54.55%	58.62%	48.4%	31
Mahnomen	40.50%	40.50%	22.22%	60.00%	40.00%	12.50%	40.0%	<20
Marshall	40.50%	40.50%	70.00%	87.50%	40.00%	70.00%	28.6%	<20
McLeod	40.50%	40.50%	76.32%	66.67%	67.44%	70.13%	61.9%	63
Meeker	40.50%	40.50%	75.00%	71.43%	64.71%	14.29%	66.7%	<20
Mille Lacs	40.50%	40.50%	42.47%	50.98%	45.69%	39.09%	32.4%	74
MNPrairie	40.50%	40.50%	68.06%	61.11%	54.81%	43.06%	56.6%	113
Morrison	40.50%	40.50%	22.22%	41.67%	46.15%	39.53%	39.5%	43
Mower	40.50%	40.50%	72.73%	66.07%	70.83%	45.28%	45.2%	31
Nicollet	40.50%	40.50%	60.00%	70.00%	32.00%	55.00%	47.7%	44
Nobles	40.50%	40.50%	61.54%	63.89%	65.52%	65.85%	78.6%	28
Norman	40.50%	40.50%	88.89%	81.82%	80.00%	31.25%	100.0%	<20
Olmsted	40.50%	40.50%	57.26%	58.97%	35.05%	41.49%	49.4%	81
Otter Tail	40.50%	40.50%	58.06%	68.57%	45.76%	39.71%	30.9%	81
Pennington	40.50%	40.50%	26.32%	76.00%	86.96%	76.92%	72.2%	36
Pine	40.50%	40.50%	44.90%	73.68%	34.88%	38.98%	60.9%	64
Polk	40.50%	40.50%	76.92%	63.04%	62.79%	71.43%	51.0%	49
Pope	40.50%	40.50%	91.67%	68.42%	46.15%	68.42%	54.5%	<20
Ramsey	40.50%	40.50%	65.14%	60.06%	52.01%	50.27%	46.7%	741
Red Lake	40.50%	40.50%	66.67%	66.67%	83.33%	90.00%	14.3%	<20
Renville	40.50%	40.50%	76.00%	81.82%	68.18%	37.04%	65.0%	20
Rice	40.50%	40.50%	54.05%	34.09%	63.25%	68.13%	72.0%	93
Roseau	40.50%	40.50%	100.00%	72.73%	85.71%	45.83%	75.0%	<20

TABLE A8, PAGE 3: Performance for all counties on the *permanency* measure. This measure uses a calendar year reporting period (begins with cases from the calendar year prior to the year listed below with a twelve-month look forward into the reporting year).

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
Statewide	40.50%	40.50%	61.29%	56.71%	50.49%	47.47%	48.61%	6,920
St. Louis	40.50%	40.50%	57.36%	54.22%	41.31%	42.57%	46.0%	494
Scott	40.50%	40.50%	63.33%	70.00%	60.87%	48.15%	65.9%	82
Sherburne	40.50%	40.50%	63.27%	76.27%	63.10%	45.24%	78.8%	52
Sibley	40.50%	40.50%	53.33%	54.55%	60.00%	50.00%	65.0%	20
SWHHS	40.50%	40.50%	73.86%	60.55%	46.67%	45.36%	50.4%	113
Stearns	40.50%	40.50%	65.64%	70.95%	61.22%	57.92%	63.4%	202
Stevens	40.50%	40.50%	40.00%	50.00%	55.56%	56.25%	10.5%	<20
Swift	40.50%	40.50%	86.67%	52.94%	65.00%	84.62%	55.6%	36
Todd	40.50%	40.50%	52.50%	66.67%	57.58%	51.85%	54.5%	44
Traverse	40.50%	40.50%	0.00%	80.00%	50.00%	50.00%	15.4%	<20
Wabasha	40.50%	40.50%	76.92%	42.86%	63.64%	60.00%	72.2%	<20
Wadena	40.50%	40.50%	100.00%	72.73%	53.33%	46.15%	54.3%	46
Washington	40.50%	40.50%	69.70%	60.24%	72.41%	48.57%	64.3%	112
Watonwan	40.50%	40.50%	88.89%	57.14%	100.00%	50.00%	66.7%	<20
Wilkin	40.50%	40.50%	50.00%	100.00%	63.64%	25.00%	66.7%	<20
Winona	40.50%	40.50%	63.64%	77.78%	48.39%	42.00%	46.1%	76
Wright	40.50%	40.50%	57.33%	51.47%	41.77%	50.88%	42.5%	113
Yellow Medicine	40.50%	40.50%	47.37%	70.00%	80.00%	44.44%	64.0%	25

C. 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 2019 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. In 2020, Performance Management will adopt the CSP threshold for of 35.7% for this measure. The high performance standard is 45.0 percent, which is a state standard.

TABLE A9: 2019 PIPS for *relative placement*.

Counties with PIPs	Threshold	2018 Performance	2018 Number of Cases	2018 Denominator	2017 Performance
Clay	28.3%	26.1%	102	26,597	27.3%
Houston	28.3%	8.2%	25	7,556	27.3%
Nicollet	28.3%	28.2%	44	9,632	41.9%
Nobles	28.3%	19.9%	22	6,439	32.0%
Polk	28.3%	25.7%	38	11,382	23.8%
Traverse*	28.3%	0.9%	<20	2,889	0.0%

*Traverse County had fewer than 20 cases, but in accordance with the Performance Management System's small numbers policy, performance was assessed across the three Child Safety and Permanency measures. Traverse County was below the threshold for all three measures, and was required to complete a performance improvement plan for this measure.

All county performance – relative placement

TABLE A10: Performance for all counties on the *relative placement* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Number of Cases	2018 Denominator
Statewide	28.3%	45.0%	40.0%	46.9%	53.3%	57.1%	58.5%	11,423	2,770,272
Aitkin	28.3%	45.0%	36.4%	63.3%	78.5%	75.5%	86.5%	29	7,522
Anoka	28.3%	45.0%	31.8%	39.5%	47.0%	55.9%	50.0%	309	80,939
Becker	28.3%	45.0%	49.9%	58.7%	61.0%	56.8%	50.7%	112	31,123
Beltrami	28.3%	45.0%	37.6%	48.1%	52.3%	52.9%	61.3%	799	241,614
Benton	28.3%	45.0%	28.2%	38.8%	19.1%	44.3%	57.3%	77	18,933
Big Stone	28.3%	45.0%	22.4%	60.7%	68.5%	17.2%	10.6%	<20	1,127
Blue Earth	28.3%	45.0%	42.6%	48.8%	57.9%	61.6%	44.4%	102	27,415
Brown	28.3%	45.0%	26.8%	49.1%	31.9%	36.6%	61.8%	31	8,171
Carlton	28.3%	45.0%	37.6%	52.1%	61.8%	59.4%	64.8%	94	24,759
Carver	28.3%	45.0%	49.6%	61.8%	69.7%	64.2%	61.3%	92	24,630
Cass	28.3%	45.0%	42.2%	36.7%	45.3%	45.4%	54.0%	59	15,042
Chippewa	28.3%	45.0%	0.0%	4.4%	0.0%	81.7%	84.2%	<20	1,912
Chisago	28.3%	45.0%	41.9%	47.2%	56.6%	50.1%	47.4%	102	26,640
Clay	28.3%	45.0%	27.8%	26.4%	29.1%	27.3%	26.1%	102	26,597
Clearwater	28.3%	45.0%	38.3%	53.8%	56.6%	61.7%	81.3%	<20	4,278
Cook	28.3%	45.0%	85.9%	65.7%	62.2%	74.9%	70.3%	<20	3,091
Crow Wing	28.3%	45.0%	30.8%	38.5%	43.1%	49.4%	54.8%	182	51,488
Dakota	28.3%	45.0%	45.8%	56.4%	55.4%	53.3%	54.2%	312	78,721
DVHHS	28.3%	45.0%	23.4%	11.6%	33.8%	51.7%	51.9%	86	13,149
Douglas	28.3%	45.0%	24.5%	32.7%	40.7%	29.0%	47.8%	51	12,057
Faribault & Martin	28.3%	45.0%	56.3%	56.8%	55.2%	46.3%	52.1%	178	23,261
Fillmore	28.3%	45.0%	34.3%	43.0%	47.7%	0.0%	74.1%	<20	1,483
Freeborn	28.3%	45.0%	28.3%	49.4%	52.4%	46.9%	54.4%	69	20,828
Goodhue	28.3%	45.0%	26.7%	34.7%	38.7%	48.0%	57.8%	55	14,360
Grant	28.3%	45.0%	16.3%	0.0%	5.5%	9.7%	16.9%	<20	2,451
Hennepin	28.3%	45.0%	41.4%	43.7%	52.6%	59.2%	61.4%	1988	564,113
Houston	28.3%	45.0%	27.0%	43.5%	26.7%	27.3%	8.2%	25	7,556
Hubbard	28.3%	45.0%	35.8%	41.2%	49.4%	56.0%	59.8%	58	12,582
Isanti	28.3%	45.0%	42.6%	47.2%	52.9%	62.8%	69.7%	72	18,247
Itasca	28.3%	45.0%	41.5%	38.4%	49.4%	47.8%	45.4%	161	38,040

TABLE A10, PAGE 2: Performance for all counties on the *relative placement* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Number of Cases	2018 Denominator
Statewide	28.3%	45.0%	40.0%	46.9%	53.3%	57.1%	58.5%	11,423	2,770,272
Kanabec	28.3%	45.0%	48.8%	45.2%	51.2%	60.2%	74.0%	30	6,669
Kandiyohi	28.3%	45.0%	38.8%	62.1%	75.9%	58.8%	45.2%	54	13,780
Kittson	28.3%	45.0%	15.2%	40.3%	56.9%	97.5%	45.9%	<20	907
Koochiching	28.3%	45.0%	39.8%	49.5%	54.1%	67.5%	77.8%	36	9,298
Lac Qui Parle	28.3%	45.0%	1.3%	15.0%	2.8%	25.9%	44.9%	<20	1,090
Lake	28.3%	45.0%	36.0%	32.3%	46.0%	58.4%	45.8%	24	5,322
Lake Of The Woods	28.3%	45.0%	32.8%	93.1%	99.5%	100.0%	100.0%	<20	336
Le Sueur	28.3%	45.0%	40.1%	59.9%	55.6%	46.9%	55.6%	40	8,973
Mahnomen	28.3%	45.0%	19.1%	12.0%	38.8%	47.5%	63.4%	<20	2,688
Marshall	28.3%	45.0%	57.1%	37.4%	51.2%	74.8%	86.7%	<20	1,133
McLeod	28.3%	45.0%	49.2%	56.9%	68.4%	61.0%	52.9%	82	21,301
Meeker	28.3%	45.0%	20.0%	49.8%	54.7%	50.7%	63.5%	<20	4,864
Mille Lacs	28.3%	45.0%	59.8%	59.3%	58.7%	58.8%	62.9%	174	50,440
MNPrairie	28.3%	45.0%	32.4%	43.7%	54.8%	63.9%	62.0%	441	35,990
Morrison	28.3%	45.0%	24.0%	43.1%	47.8%	45.8%	59.8%	66	18,017
Mower	28.3%	45.0%	43.0%	65.4%	45.9%	50.4%	30.8%	52	11,938
Nicollet	28.3%	45.0%	49.8%	25.8%	41.3%	41.9%	28.2%	44	9,632
Nobles	28.3%	45.0%	50.4%	48.7%	43.2%	32.0%	19.9%	22	6,439
Norman	28.3%	45.0%	46.5%	45.3%	93.7%	80.4%	53.9%	<20	1,268
Olmsted	28.3%	45.0%	33.9%	49.1%	55.5%	57.6%	36.8%	119	30,423
Otter Tail	28.3%	45.0%	27.9%	35.0%	62.3%	61.8%	58.6%	109	32,768
Pennington	28.3%	45.0%	44.2%	50.6%	57.5%	63.6%	54.9%	27	4,549
Pine	28.3%	45.0%	50.0%	43.2%	40.8%	42.9%	55.8%	88	26,006
Polk	28.3%	45.0%	16.4%	30.8%	40.4%	23.8%	25.7%	38	11,382
Pope	28.3%	45.0%	36.6%	40.5%	56.1%	50.2%	45.9%	<20	2,247
Ramsey	28.3%	45.0%	44.9%	55.7%	64.6%	66.2%	66.6%	1085	305,011
Red Lake	28.3%	45.0%	0.0%	88.7%	99.5%	100.0%	91.7%	<20	1,397
Renville	28.3%	45.0%	71.8%	56.9%	58.9%	63.9%	80.7%	<20	5,037
Rice	28.3%	45.0%	40.4%	50.0%	59.5%	55.7%	53.4%	111	25,768
Roseau	28.3%	45.0%	100.0%	77.4%	55.9%	44.5%	85.0%	<20	1,651

TABLE A10, PAGE 3: Performance for all counties on the *relative placement* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Number of Cases	2018 Denominator
Statewide	28.3%	45.0%	40.0%	46.9%	53.3%	57.1%	58.5%	11,423	2,770,272
St. Louis	28.3%	45.0%	39.9%	45.9%	52.9%	56.9%	60.3%	807	214,098
Scott	28.3%	45.0%	51.5%	68.3%	64.4%	55.6%	59.3%	100	28,377
Sherburne	28.3%	45.0%	26.4%	47.4%	58.3%	53.0%	55.7%	82	19,988
Sibley	28.3%	45.0%	45.2%	39.5%	51.5%	47.7%	64.2%	27	6,116
SWHHS	28.3%	45.0%	33.3%	47.0%	60.4%	67.9%	69.6%	1002	41,297
Stearns	28.3%	45.0%	42.2%	47.5%	40.9%	49.1%	51.8%	241	56,609
Stevens	28.3%	45.0%	74.7%	67.8%	59.2%	78.2%	72.7%	<20	6,329
Swift	28.3%	45.0%	28.4%	38.1%	28.5%	31.5%	47.6%	40	10,143
Todd	28.3%	45.0%	49.3%	24.7%	31.7%	46.4%	67.7%	72	19,463
Traverse	28.3%	45.0%	5.5%	36.2%	23.0%	0.0%	0.9%	<20	2,889
Wabasha	28.3%	45.0%	29.8%	18.6%	16.5%	27.6%	48.6%	25	5,580
Wadena	28.3%	45.0%	63.1%	62.9%	46.9%	72.2%	70.4%	57	15,252
Washington	28.3%	45.0%	49.0%	51.0%	60.9%	69.2%	68.6%	134	31,973
Watonwan	28.3%	45.0%	15.5%	4.7%	10.9%	23.9%	35.2%	<20	3,720
Wilkin	28.3%	45.0%	0.0%	20.1%	31.4%	7.5%	6.6%	<20	2,346
Winona	28.3%	45.0%	47.6%	45.7%	38.6%	52.8%	62.0%	100	28,102
Wright	28.3%	45.0%	40.1%	41.6%	46.5%	60.8%	62.2%	163	46,966
Yellow Medicine	28.3%	45.0%	13.6%	72.9%	98.9%	93.7%	93.9%	25	5,451

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.

2019 PIPs

There were no PIPs for *paternity established* in 2019.

All county performance – paternity established

TABLE A11: Performance for all counties on the *paternity established* measure. Reported for Federal Fiscal Year.

County	Threshold	High Performance Standard	2015	2016	2017	2018	2019	2019 Denominator
Statewide			99.0%	100.8%	101.0%	101.3%	101.0%	169,049
Aitkin	90.0%	90.0%	101.9%	106.7%	102.6%	100.9%	103.3%	544
Anoka	90.0%	90.0%	102.9%	103.1%	104.1%	104.3%	103.9%	8,379
Becker	90.0%	90.0%	97.4%	101.8%	93.0%	100.1%	102.6%	1,155
Beltrami	90.0%	90.0%	92.8%	98.4%	94.3%	95.9%	100.7%	1,841
Benton	90.0%	90.0%	105.6%	105.8%	105.2%	104.9%	100.4%	1,599
Big Stone	90.0%	90.0%	97.7%	109.0%	123.8%	107.8%	118.7%	123
Blue Earth	90.0%	90.0%	100.7%	103.6%	104.6%	103.6%	104.5%	1,877
Brown	90.0%	90.0%	102.7%	107.7%	103.8%	105.1%	102.3%	786
Carlton	90.0%	90.0%	99.7%	103.0%	105.1%	101.8%	100.2%	1,347
Carver	90.0%	90.0%	104.2%	107.1%	104.6%	104.3%	106.1%	1,236
Cass	90.0%	90.0%	99.6%	100.8%	99.9%	97.7%	100.2%	1,458
Chippewa	90.0%	90.0%	108.0%	105.6%	98.0%	98.8%	96.3%	407
Chisago	90.0%	90.0%	104.9%	105.7%	107.2%	105.8%	102.9%	1,432
Clay	90.0%	90.0%	101.6%	103.1%	99.9%	101.5%	100.7%	2,077
Clearwater	90.0%	90.0%	104.7%	104.9%	95.3%	103.3%	96.0%	396
Cook	90.0%	90.0%	95.5%	93.0%	104.1%	89.7%	100.8%	122
Crow Wing	90.0%	90.0%	102.2%	102.2%	104.4%	107.1%	104.7%	2,451
Dakota	90.0%	90.0%	97.3%	99.8%	99.6%	98.0%	98.1%	9,869
Des Moines Valley	90.0%	90.0%	105.6%	110.8%	102.9%	105.4%	105.4%	782
Douglas	90.0%	90.0%	102.6%	104.6%	104.0%	103.0%	104.4%	999
Faribault & Martin	90.0%	90.0%	107.5%	108.5%	108.6%	108.3%	105.7%	1,343
Fillmore	90.0%	90.0%	104.9%	102.7%	101.8%	101.0%	99.4%	525
Freeborn	90.0%	90.0%	102.7%	106.2%	104.0%	103.9%	102.6%	1,331
Goodhue	90.0%	90.0%	102.2%	107.8%	106.7%	104.7%	101.2%	1,451
Grant	90.0%	90.0%	97.4%	100.5%	95.7%	95.0%	107.1%	168
Hennepin	90.0%	90.0%	98.2%	97.2%	99.6%	101.0%	100.6%	40,838
Houston	90.0%	90.0%	106.7%	104.1%	112.0%	109.8%	104.7%	470
Hubbard	90.0%	90.0%	103.7%	107.1%	103.7%	100.5%	103.6%	759
Isanti	90.0%	90.0%	101.7%	100.8%	102.2%	104.5%	105.2%	1,298
Itasca	90.0%	90.0%	102.9%	103.3%	102.6%	106.6%	104.6%	1,723

TABLE A11, PAGE 2: Performance for all counties on the *paternity established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard	2015	2016	2017	2018	2019	2019 Denominator
Statewide			99.0%	100.8%	101.0%	101.3%	101.0%	169,049
Kanabec	90.0%	90.0%	102.6%	107.3%	104.7%	101.0%	103.1%	641
Kandiyohi	90.0%	90.0%	102.5%	99.0%	98.5%	101.3%	107.9%	1,792
Kittson	90.0%	90.0%	105.6%	113.2%	109.7%	109.7%	101.3%	73
Koochiching	90.0%	90.0%	109.0%	111.9%	112.7%	111.4%	113.2%	513
Lac Qui Parle	90.0%	90.0%	99.4%	101.3%	112.8%	114.3%	102.7%	168
Lake	90.0%	90.0%	99.3%	101.8%	108.2%	99.6%	104.6%	309
Lake of the Woods	90.0%	90.0%	111.0%	108.1%	101.9%	94.5%	90.4%	110
Le Sueur	90.0%	90.0%	103.2%	109.5%	109.4%	105.8%	109.4%	793
Mahnomen	90.0%	90.0%	114.2%	97.1%	71.5%	91.6%	100.4%	574
Marshall	90.0%	90.0%	110.2%	102.8%	109.3%	109.7%	104.5%	207
McLeod	90.0%	90.0%	104.1%	106.6%	105.2%	103.6%	105.3%	1,145
Meeker	90.0%	90.0%	101.2%	101.8%	113.0%	104.0%	102.4%	630
Mille Lacs	90.0%	90.0%	106.0%	105.1%	104.5%	107.1%	104.3%	1,155
MNPrairie	90.0%	90.0%	105.2%	106.4%	108.1%	106.8%	106.1%	2,871
Morrison	90.0%	90.0%	100.0%	101.6%	99.0%	100.3%	99.4%	1,279
Mower	90.0%	90.0%	103.9%	104.9%	104.9%	101.1%	102.2%	2,065
Nicollet	90.0%	90.0%	102.8%	103.2%	104.5%	102.3%	102.0%	1,101
Nobles	90.0%	90.0%	101.1%	106.4%	102.6%	107.0%	101.3%	887
Norman	90.0%	90.0%	107.1%	117.6%	110.3%	105.4%	113.1%	208
Olmsted	90.0%	90.0%	100.7%	98.5%	101.5%	101.2%	100.5%	4,658
Otter Tail	90.0%	90.0%	101.1%	105.1%	99.3%	99.4%	100.4%	1,620
Pennington	90.0%	90.0%	97.7%	102.4%	98.9%	99.1%	102.0%	630
Pine	90.0%	90.0%	102.1%	104.6%	107.8%	104.2%	103.7%	1,410
Polk	90.0%	90.0%	109.1%	106.9%	109.9%	108.4%	109.0%	1,426
Pope	90.0%	90.0%	106.0%	102.7%	99.2%	100.8%	99.6%	265
Ramsey	90.0%	90.0%	94.8%	95.2%	93.8%	95.1%	94.8%	26,199
Red Lake	90.0%	90.0%	115.9%	115.7%	109.7%	110.9%	120.2%	117
Renville	90.0%	90.0%	105.2%	104.6%	102.1%	97.8%	95.7%	484
Rice	90.0%	90.0%	99.2%	103.8%	98.6%	98.4%	100.9%	1,618
Roseau	90.0%	90.0%	99.8%	108.1%	112.9%	105.9%	106.3%	458

TABLE A11, PAGE 3: Performance for all counties on the *paternity established* measure. Reported for Federal Fiscal Year.

County	Threshold	High Performance Standard	2015	2016	2017	2018	2019	2019 Denominator
Statewide			99.0%	100.8%	101.0%	101.3%	101.0%	169,049
St. Louis	90.0%	90.0%	102.1%	103.0%	101.6%	102.2%	102.3%	8,650
Scott	90.0%	90.0%	107.6%	104.9%	109.5%	103.7%	106.4%	2,203
Sherburne	90.0%	90.0%	101.3%	103.8%	106.5%	105.0%	102.0%	2,338
Sibley	90.0%	90.0%	102.8%	104.7%	103.0%	98.2%	100.4%	432
SWHHS	90.0%	90.0%	101.5%	106.3%	104.5%	106.5%	103.0%	2,556
Stearns	90.0%	90.0%	103.2%	105.9%	103.0%	100.2%	98.9%	3,977
Stevens	90.0%	90.0%	105.4%	101.6%	97.7%	106.4%	106.0%	181
Swift	90.0%	90.0%	103.1%	105.4%	103.9%	104.1%	107.0%	363
Todd	90.0%	90.0%	102.1%	103.7%	106.1%	111.1%	105.8%	755
Traverse	90.0%	90.0%	98.9%	116.3%	98.9%	138.7%	113.2%	99
Wabasha	90.0%	90.0%	99.8%	106.2%	103.7%	101.2%	105.6%	509
Wadena	90.0%	90.0%	106.0%	107.8%	101.6%	103.4%	104.1%	609
Washington	90.0%	90.0%	103.7%	106.1%	104.4%	102.8%	102.0%	5,039
Watonwan	90.0%	90.0%	100.2%	96.9%	101.4%	103.4%	98.6%	574
Wilkin	90.0%	90.0%	102.9%	100.9%	107.4%	104.7%	102.6%	191
Winona	90.0%	90.0%	100.1%	101.0%	99.0%	97.8%	97.3%	1,499
Wright	90.0%	90.0%	103.6%	104.6%	108.6%	105.0%	104.2%	2,933
Yellow Medicine	90.0%	90.0%	105.3%	99.2%	110.4%	102.6%	98.1%	235

D. People are economically secure.

Percent of expedited 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 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.

2019 PIPs

There were no PIPs for *expedited SNAP* in 2019.

All county performance – expedited SNAP

TABLE A12: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
State totals			64.0%	59.4%	64.5%	68.7%	69.8%	58,322
Aitkin	55.0%	83.0%	61.7%	64.1%	69.7%	65.5%	61.3%	150
Anoka	55.0%	83.0%	57.6%	65.7%	68.4%	66.5%	68.4%	2,791
Becker	55.0%	83.0%	76.7%	78.2%	88.7%	88.2%	89.4%	320
Beltrami	55.0%	83.0%	72.8%	65.3%	59.7%	62.1%	66.5%	1,021
Benton	55.0%	83.0%	61.6%	52.0%	54.1%	63.2%	72.8%	397
Big Stone	55.0%	83.0%	57.6%	63.6%	74.2%	54.5%	56.7%	30
Blue Earth	55.0%	83.0%	56.0%	52.8%	66.6%	73.1%	72.5%	586
Brown	55.0%	83.0%	64.9%	75.9%	81.5%	74.5%	82.3%	164
Carlton	55.0%	83.0%	80.6%	78.6%	75.2%	77.3%	80.4%	342
Carver	55.0%	83.0%	47.4%	52.6%	64.8%	61.8%	76.9%	303
Cass	55.0%	83.0%	61.9%	71.2%	72.6%	76.6%	78.9%	603
Chippewa	55.0%	83.0%	54.1%	87.6%	86.4%	88.4%	87.4%	87
Chisago	55.0%	83.0%	77.9%	70.0%	69.3%	69.4%	72.1%	283
Clay	55.0%	83.0%	61.2%	58.0%	64.6%	74.8%	78.6%	984
Clearwater	55.0%	83.0%	86.0%	67.5%	76.7%	81.4%	78.4%	88
Cook	55.0%	83.0%	72.0%	75.0%	60.0%	75.8%	82.1%	39
Crow Wing	55.0%	83.0%	69.7%	68.4%	64.9%	71.9%	72.1%	603
Dakota	55.0%	83.0%	45.0%	49.1%	61.1%	62.0%	63.5%	2,599
Des Moines Valley	55.0%	83.0%	80.2%	78.4%	75.5%	83.2%	84.2%	158
Douglas	55.0%	83.0%	66.0%	55.8%	66.2%	69.2%	73.3%	266
Faribault & Martin	55.0%	83.0%	82.3%	85.1%	78.5%	69.1%	67.4%	426
Fillmore	55.0%	83.0%	60.9%	45.0%	69.5%	73.9%	69.9%	103
Freeborn	55.0%	83.0%	73.3%	70.7%	70.1%	71.4%	72.4%	297
Goodhue	55.0%	83.0%	68.4%	70.6%	68.5%	69.2%	78.0%	273
Grant	55.0%	83.0%	87.2%	84.2%	81.6%	95.6%	92.0%	50
Hennepin	55.0%	83.0%	66.4%	50.9%	59.3%	69.5%	69.8%	18,242
Houston	55.0%	83.0%	71.7%	71.4%	62.0%	59.2%	59.1%	93
Hubbard	55.0%	83.0%	73.7%	65.6%	76.8%	74.3%	80.8%	203
Isanti	55.0%	83.0%	67.2%	63.7%	62.3%	57.6%	65.5%	278
Itasca	55.0%	83.0%	84.6%	79.1%	82.4%	65.5%	82.0%	687

TABLE A12, PAGE 2: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
State totals			64.0%	59.4%	64.5%	68.7%	69.8%	58,322
Kanabec	55.0%	83.0%	76.8%	75.2%	74.1%	76.2%	79.5%	224
Kandiyohi	55.0%	83.0%	63.8%	64.6%	49.3%	61.5%	69.0%	497
Kittson	55.0%	83.0%	66.6%	78.9%	75.0%	77.8%	65.0%	20
Koochiching	55.0%	83.0%	58.1%	64.9%	79.3%	74.0%	81.0%	189
Lac Qui Parle	55.0%	83.0%	66.6%	84.6%	88.2%	89.7%	87.2%	39
Lake	55.0%	83.0%	71.6%	66.6%	62.0%	70.0%	81.0%	58
Lake Of The Woods	55.0%	83.0%	81.4%	72.0%	52.9%	84.6%	94.4%	<20
Le Sueur	55.0%	83.0%	59.5%	82.5%	75.4%	83.9%	68.6%	207
Mahnomen	55.0%	83.0%	79.3%	80.3%	63.6%	85.2%	89.6%	77
Marshall	55.0%	83.0%	75.0%	69.6%	83.3%	82.2%	86.3%	51
McLeod	55.0%	83.0%	64.0%	74.3%	83.1%	79.2%	79.4%	301
Meeker	55.0%	83.0%	73.6%	61.4%	62.9%	74.1%	72.1%	154
Mille Lacs	55.0%	83.0%	53.0%	55.0%	62.8%	59.4%	65.0%	197
MNPrairie	55.0%	83.0%		69.3%	70.1%	69.5%	74.0%	728
Morrison	55.0%	83.0%	58.3%	57.5%	51.4%	70.9%	72.5%	236
Mower	55.0%	83.0%	69.4%	61.2%	63.9%	61.4%	63.7%	479
Nicollet	55.0%	83.0%	72.6%	68.4%	65.8%	66.2%	57.7%	175
Nobles	55.0%	83.0%	61.8%	42.1%	61.6%	71.8%	65.1%	278
Norman	55.0%	83.0%	80.5%	75.0%	81.5%	79.7%	75.4%	61
Olmsted	55.0%	83.0%	67.0%	67.0%	65.3%	66.1%	63.1%	1,577
Otter Tail	55.0%	83.0%	50.8%	54.2%	72.6%	76.9%	72.8%	448
Pennington	55.0%	83.0%	81.0%	81.3%	81.5%	74.6%	81.4%	188
Pine	55.0%	83.0%	79.7%	73.7%	76.0%	77.1%	76.3%	320
Polk	55.0%	83.0%	86.0%	77.8%	81.4%	81.0%	87.2%	532
Pope	55.0%	83.0%	58.6%	75.3%	74.5%	81.3%	72.3%	65
Ramsey	55.0%	83.0%	57.0%	57.8%	61.3%	61.8%	62.6%	7,713
Red Lake	55.0%	83.0%	64.0%	84.3%	76.3%	76.9%	81.8%	33
Renville	55.0%	83.0%	72.2%	66.4%	75.1%	84.2%	82.1%	156
Rice	55.0%	83.0%	71.8%	63.4%	71.3%	80.8%	79.5%	492
Roseau	55.0%	83.0%	81.0%	76.4%	79.7%	72.2%	74.6%	114

TABLE A12, PAGE 3: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
State totals			64.0%	59.4%	64.5%	68.7%	69.8%	58,322
St. Louis	55.0%	83.0%	65.5%	64.8%	74.8%	72.8%	73.3%	3,138
Scott	55.0%	83.0%	64.6%	66.7%	63.6%	65.2%	65.8%	517
Sherburne	55.0%	83.0%	72.3%	70.0%	65.8%	73.5%	86.0%	479
Sibley	55.0%	83.0%	53.4%	80.1%	88.5%	75.5%	73.8%	107
SWHHS	55.0%	83.0%	74.2%	70.4%	72.4%	76.5%	81.3%	572
Stearns	55.0%	83.0%	57.4%	61.8%	63.5%	65.4%	64.7%	1,563
Stevens	55.0%	83.0%	62.2%	63.4%	83.0%	68.3%	71.8%	71
Swift	55.0%	83.0%	76.4%	94.9%	82.6%	85.7%	87.7%	65
Todd	55.0%	83.0%	69.1%	77.0%	67.9%	71.8%	76.2%	147
Traverse	55.0%	83.0%	85.0%	84.3%	75.6%	94.1%	91.2%	34
Wabasha	55.0%	83.0%	65.1%	65.2%	52.7%	64.8%	76.6%	107
Wadena	55.0%	83.0%	74.0%	70.1%	68.4%	78.7%	80.8%	193
Washington	55.0%	83.0%	42.6%	45.1%	59.8%	63.6%	61.8%	1,091
Watonwan	55.0%	83.0%	69.5%	52.4%	72.8%	88.9%	86.7%	75
Wilkin	55.0%	83.0%	91.7%	83.3%	85.4%	87.2%	91.9%	86
Winona	55.0%	83.0%	60.0%	63.4%	65.8%	65.0%	65.5%	357
Wright	55.0%	83.0%	62.7%	63.6%	54.7%	55.1%	56.7%	571
Yellow Medicine	55.0%	83.0%	58.0%	69.2%	76.7%	74.6%	85.7%	56

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.

2019 PIPs

There were no PIPs for *timely SNAP and cash assistance* in 2019.

All County Performance – timely SNAP and cash assistance

TABLE 13: Performance for all counties on the *timely SNAP and cash assistance* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
State totals			89.6%	90.1%	91.2%	93.2%	93.6%	80,099
Aitkin	75.0%	90.0%	98.4%	94.2%	93.5%	94.8%	91.9%	234
Anoka	75.0%	90.0%	93.2%	94.8%	94.5%	94.8%	94.5%	3,841
Becker	75.0%	90.0%	98.1%	98.4%	98.5%	99.3%	99.1%	431
Beltrami	75.0%	90.0%	77.2%	77.7%	84.9%	84.8%	91.7%	1,004
Benton	75.0%	90.0%	92.4%	90.9%	90.6%	91.4%	86.7%	632
Big Stone	75.0%	90.0%	93.0%	94.2%	90.3%	92.8%	96.2%	78
Blue Earth	75.0%	90.0%	93.5%	93.6%	91.8%	95.8%	95.5%	1,095
Brown	75.0%	90.0%	93.6%	94.5%	94.3%	95.2%	95.5%	311
Carlton	75.0%	90.0%	95.4%	98.1%	96.4%	95.6%	96.1%	558
Carver	75.0%	90.0%	89.8%	88.4%	92.4%	94.1%	95.9%	490
Cass	75.0%	90.0%	93.9%	91.4%	95.0%	95.2%	96.2%	772
Chippewa	75.0%	90.0%	86.2%	93.6%	96.4%	95.6%	93.6%	173
Chisago	75.0%	90.0%	90.0%	88.4%	89.6%	93.0%	93.2%	384
Clay	75.0%	90.0%	97.1%	96.0%	94.6%	95.8%	95.6%	1,273
Clearwater	75.0%	90.0%	98.6%	96.2%	99.3%	99.2%	98.4%	124
Cook	75.0%	90.0%	89.4%	81.7%	73.6%	90.5%	95.1%	61
Crow Wing	75.0%	90.0%	95.2%	93.8%	92.1%	92.4%	92.2%	959
Dakota	75.0%	90.0%	89.5%	88.2%	88.4%	89.8%	90.5%	3,680
Des Moines Valley	75.0%	90.0%	95.7%	94.4%	95.3%	97.3%	97.8%	271
Douglas	75.0%	90.0%	89.1%	91.2%	90.0%	89.2%	92.0%	435
Faribault & Martin	75.0%	90.0%	96.0%	96.8%	96.5%	95.8%	94.7%	565
Fillmore	75.0%	90.0%	96.6%	99.1%	98.0%	98.0%	95.3%	171
Freeborn	75.0%	90.0%	96.1%	94.3%	96.6%	96.4%	97.2%	509
Goodhue	75.0%	90.0%	93.1%	95.1%	90.8%	94.3%	96.0%	426
Grant	75.0%	90.0%	95.9%	97.8%	100.0%	97.0%	95.3%	85
Hennepin	75.0%	90.0%	86.0%	85.1%	86.8%	91.9%	93.4%	23,116
Houston	75.0%	90.0%	95.4%	96.6%	98.1%	98.2%	94.9%	158
Hubbard	75.0%	90.0%	97.2%	91.5%	95.7%	91.6%	93.4%	316
Isanti	75.0%	90.0%	94.4%	94.0%	92.4%	94.6%	93.1%	496
Itasca	75.0%	90.0%	93.7%	93.4%	94.9%	94.3%	96.4%	934

TABLE 13, 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	2014	2015	2016	2017	2018	2018 Denominator
State totals			89.6%	90.1%	91.2%	93.2%	93.6%	80,099
Kanabec	75.0%	90.0%	90.6%	93.6%	94.3%	95.0%	93.0%	313
Kandiyohi	75.0%	90.0%	96.4%	95.9%	92.1%	92.4%	94.8%	910
Kittson	75.0%	90.0%	90.2%	92.5%	100.0%	95.1%	100.0%	47
Koochiching	75.0%	90.0%	92.0%	93.2%	95.4%	91.2%	94.8%	213
Lac Qui Parle	75.0%	90.0%	98.7%	98.7%	98.9%	100.0%	98.6%	70
Lake	75.0%	90.0%	93.9%	96.9%	97.5%	94.6%	96.6%	118
Lake Of The Woods	75.0%	90.0%	98.2%	90.0%	92.5%	97.4%	100.0%	40
Le Sueur	75.0%	90.0%	90.9%	92.0%	94.4%	95.2%	95.2%	290
Mahnomen	75.0%	90.0%	92.2%	94.7%	94.3%	97.4%	100.0%	72
Marshall	75.0%	90.0%	98.9%	97.8%	97.1%	96.2%	98.8%	85
McLeod	75.0%	90.0%	95.9%	95.0%	93.9%	97.7%	96.8%	380
Meeker	75.0%	90.0%	94.8%	95.9%	96.1%	98.7%	99.2%	255
Mille Lacs	75.0%	90.0%	92.0%	93.6%	95.4%	95.2%	94.9%	375
MNPrairie	75.0%	90.0%	88.3%	87.5%	92.6%	94.8%	95.0%	1,192
Morrison	75.0%	90.0%	90.8%	92.4%	92.8%	94.2%	94.8%	402
Mower	75.0%	90.0%	93.0%	95.6%	96.3%	95.4%	95.9%	700
Nicollet	75.0%	90.0%	92.5%	91.9%	95.3%	93.2%	94.5%	399
Nobles	75.0%	90.0%	93.8%	95.2%	96.5%	98.9%	97.1%	343
Norman	75.0%	90.0%	97.8%	94.7%	94.4%	97.2%	96.5%	85
Olmsted	75.0%	90.0%	92.8%	95.8%	95.3%	96.2%	94.4%	2,329
Otter Tail	75.0%	90.0%	87.0%	90.0%	92.3%	95.4%	94.9%	782
Pennington	75.0%	90.0%	100.0%	98.5%	99.2%	97.4%	98.8%	258
Pine	75.0%	90.0%	96.0%	95.6%	96.8%	96.2%	97.3%	524
Polk	75.0%	90.0%	96.2%	95.5%	96.8%	97.6%	98.5%	671
Pope	75.0%	90.0%	95.5%	96.0%	98.7%	97.5%	100.0%	144
Ramsey	75.0%	90.0%	87.2%	89.1%	92.2%	92.4%	90.9%	10,492
Red Lake	75.0%	90.0%	98.7%	97.4%	100.0%	94.6%	100.0%	52
Renville	75.0%	90.0%	94.1%	96.9%	95.6%	94.3%	95.0%	299
Rice	75.0%	90.0%	89.8%	91.0%	91.8%	92.5%	92.5%	638
Roseau	75.0%	90.0%	96.3%	97.5%	99.0%	98.1%	99.3%	148

TABLE 13, 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	2014	2015	2016	2017	2018	2018 Denominator
State totals			89.6%	90.1%	91.2%	93.2%	93.6%	80,099
St. Louis	75.0%	90.0%	91.8%	92.3%	94.6%	95.1%	95.0%	4,771
Scott	75.0%	90.0%	95.9%	96.2%	95.7%	95.9%	94.8%	834
Sherburne	75.0%	90.0%	94.7%	94.4%	92.8%	93.7%	96.0%	627
Sibley	75.0%	90.0%	94.4%	96.5%	97.2%	95.5%	96.6%	174
SWHHS	75.0%	90.0%	94.2%	92.2%	90.4%	93.2%	93.9%	969
Stearns	75.0%	90.0%	84.8%	92.1%	88.8%	93.1%	93.1%	2,233
Stevens	75.0%	90.0%	98.1%	94.7%	96.1%	96.1%	93.3%	105
Swift	75.0%	90.0%	97.9%	99.4%	97.2%	99.3%	96.6%	176
Todd	75.0%	90.0%	96.1%	92.2%	91.7%	92.4%	92.1%	302
Traverse	75.0%	90.0%	98.4%	98.6%	98.7%	100.0%	100.0%	101
Wabasha	75.0%	90.0%	94.0%	92.3%	85.2%	96.7%	95.7%	188
Wadena	75.0%	90.0%	96.0%	96.8%	97.5%	97.6%	96.4%	334
Washington	75.0%	90.0%	80.6%	85.9%	87.7%	89.6%	93.1%	1,447
Watonwan	75.0%	90.0%	93.7%	88.5%	93.2%	95.2%	97.2%	145
Wilkin	75.0%	90.0%	99.3%	99.2%	93.2%	95.3%	98.4%	125
Winona	75.0%	90.0%	95.9%	96.3%	96.5%	97.2%	97.0%	507
Wright	75.0%	90.0%	86.3%	90.2%	86.3%	86.1%	81.6%	752
Yellow Medicine	75.0%	90.0%	98.6%	98.5%	96.6%	99.2%	99.0%	101

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.

2019 PIPs

TABLE A14: 2019 PIPS for *orders established*.

Counties with PIPs	Threshold	2019 Performance	2019 Denominator	2018 Performance
Mahnomen County	80.0%	52.9%	342	76.0%

All county performance – orders established

TABLE A15: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard	2015	2016	2017	2018	2019	2019 Denominator
Statewide			88.7%	88.9%	88.6%	88.4%	88.7%	206,328
Aitkin	80.0%	80.0%	94.6%	94.6%	92.4%	93.8%	93.1%	756
Anoka	80.0%	80.0%	92.4%	92.4%	91.4%	91.3%	90.1%	11,333
Becker	80.0%	80.0%	92.9%	90.9%	89.7%	90.9%	92.5%	1,537
Beltrami	80.0%	80.0%	77.0%	82.5%	84.0%	87.8%	86.3%	2,248
Benton	80.0%	80.0%	94.3%	93.3%	93.7%	93.0%	93.0%	1,884
Big Stone	80.0%	80.0%	95.1%	89.0%	86.4%	91.2%	87.3%	165
Blue Earth	80.0%	80.0%	94.0%	94.2%	92.6%	92.6%	91.4%	2,550
Brown	80.0%	80.0%	93.6%	95.5%	93.4%	91.9%	93.2%	960
Carlton	80.0%	80.0%	93.6%	94.4%	93.8%	93.0%	94.6%	1,829
Carver	80.0%	80.0%	93.7%	91.6%	92.0%	94.1%	92.7%	1,718
Cass	80.0%	80.0%	87.2%	86.7%	86.0%	83.3%	86.6%	1,608
Chippewa	80.0%	80.0%	90.2%	89.3%	91.8%	91.3%	93.3%	507
Chisago	80.0%	80.0%	95.5%	95.4%	95.4%	95.7%	95.4%	1,960
Clay	80.0%	80.0%	87.0%	87.0%	86.5%	86.8%	88.7%	2,465
Clearwater	80.0%	80.0%	97.7%	95.7%	94.6%	93.3%	89.2%	572
Cook	80.0%	80.0%	86.6%	84.2%	87.2%	92.6%	89.6%	154
Crow Wing	80.0%	80.0%	94.1%	94.2%	93.9%	92.1%	93.9%	3,409
Dakota	80.0%	80.0%	90.6%	90.4%	88.0%	86.4%	85.9%	12,350
Des Moines Valley	80.0%	80.0%	96.9%	94.8%	96.7%	95.8%	95.4%	1,052
Douglas	80.0%	80.0%	93.6%	93.6%	92.8%	94.3%	95.2%	1,451
Faribault & Martin	80.0%	80.0%	95.2%	94.7%	93.1%	93.1%	94.1%	1,657
Fillmore	80.0%	80.0%	92.4%	90.5%	90.6%	90.2%	93.9%	624
Freeborn	80.0%	80.0%	95.0%	95.7%	93.3%	92.8%	91.3%	1,615
Goodhue	80.0%	80.0%	94.2%	91.2%	88.8%	87.8%	90.3%	1,880
Grant	80.0%	80.0%	95.6%	93.1%	94.6%	95.3%	96.1%	230
Hennepin	80.0%	80.0%	83.7%	84.3%	83.7%	82.0%	83.7%	47,250
Houston	80.0%	80.0%	96.2%	94.7%	93.5%	93.0%	92.8%	625
Hubbard	80.0%	80.0%	93.0%	93.2%	91.8%	93.0%	87.3%	1,024
Isanti	80.0%	80.0%	93.0%	94.1%	94.0%	95.4%	95.2%	1,828
Itasca	80.0%	80.0%	93.2%	94.6%	94.3%	94.7%	94.6%	2,390

TABLE A15, PAGE 2: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard	2015	2016	2017	2018	2019	2019 Denominator
Statewide			88.7%	88.9%	88.6%	88.4%	88.7%	206,328
Kanabec	80.0%	80.0%	94.9%	94.1%	94.4%	94.1%	92.8%	782
Kandiyohi	80.0%	80.0%	88.7%	89.3%	89.6%	91.3%	90.7%	1,968
Kittson	80.0%	80.0%	92.5%	96.4%	99.0%	96.1%	96.0%	99
Koochiching	80.0%	80.0%	96.1%	97.5%	95.2%	97.5%	96.3%	628
Lac Qui Parle	80.0%	80.0%	96.1%	97.4%	95.8%	97.3%	95.4%	175
Lake	80.0%	80.0%	93.8%	91.2%	90.3%	93.9%	93.4%	424
Lake of the Woods	80.0%	80.0%	94.7%	92.4%	89.6%	89.0%	80.6%	160
Le Sueur	80.0%	80.0%	95.6%	93.3%	90.4%	94.1%	95.1%	926
Mahnomen	80.0%	80.0%	89.0%	91.7%	87.7%	76.0%	52.9%	342
Marshall	80.0%	80.0%	95.2%	95.4%	94.0%	95.1%	97.6%	287
McLeod	80.0%	80.0%	93.7%	92.9%	92.9%	92.2%	92.8%	1,375
Meeker	80.0%	80.0%	93.3%	94.2%	90.8%	92.4%	91.5%	914
Mille Lacs	80.0%	80.0%	94.6%	93.8%	94.3%	93.9%	93.3%	1,878
MNPrairie			93.9%	94.5%	93.2%	92.7%	93.0%	3,565
Morrison	80.0%	80.0%	93.8%	94.3%	95.3%	94.3%	93.8%	1,721
Mower	80.0%	80.0%	91.7%	91.9%	90.7%	91.3%	91.5%	2,117
Nicollet	80.0%	80.0%	94.1%	93.0%	93.1%	93.6%	93.0%	1,280
Nobles	80.0%	80.0%	88.3%	88.7%	91.0%	88.7%	92.1%	833
Norman	80.0%	80.0%	91.5%	93.0%	92.9%	90.9%	93.8%	274
Olmsted	80.0%	80.0%	87.3%	89.1%	87.3%	87.1%	86.8%	5,342
Otter Tail	80.0%	80.0%	93.0%	91.5%	89.6%	89.2%	90.5%	2,177
Pennington	80.0%	80.0%	92.1%	90.4%	89.7%	88.7%	88.2%	688
Pine	80.0%	80.0%	96.3%	94.6%	94.1%	95.3%	97.5%	1,534
Polk	80.0%	80.0%	93.5%	91.9%	93.8%	93.5%	93.3%	1,721
Pope	80.0%	80.0%	91.5%	93.1%	93.0%	95.8%	95.9%	314
Ramsey	80.0%	80.0%	81.3%	82.1%	83.4%	84.6%	85.0%	22,138
Red Lake	80.0%	80.0%	94.2%	93.7%	91.9%	92.8%	92.9%	141
Renville	80.0%	80.0%	83.6%	86.4%	81.7%	83.3%	87.5%	594
Rice	80.0%	80.0%	86.3%	86.6%	87.7%	89.1%	88.2%	1,804
Roseau	80.0%	80.0%	90.3%	89.7%	95.1%	96.0%	96.6%	556

TABLE A15, PAGE 3: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard	2015	2016	2017	2018	2019	2018 Denominator
Statewide			88.7%	88.9%	88.6%	88.4%	88.7%	206,328
St. Louis	80.0%	80.0%	90.7%	90.0%	91.4%	92.2%	91.7%	8,903
Scott	80.0%	80.0%	90.7%	90.6%	90.7%	91.3%	89.7%	2,771
Sherburne	80.0%	80.0%	95.8%	93.9%	93.2%	91.7%	92.9%	3,418
Sibley	80.0%	80.0%	95.4%	93.1%	90.6%	88.7%	92.7%	572
SWHHS	80.0%	80.0%	92.9%	92.2%	91.4%	91.5%	90.0%	3,194
Stearns	80.0%	80.0%	90.9%	88.9%	88.5%	88.0%	88.4%	5,057
Stevens	80.0%	80.0%	94.6%	95.6%	95.5%	91.0%	99.0%	191
Swift	80.0%	80.0%	94.4%	94.1%	90.6%	92.8%	95.8%	475
Todd	80.0%	80.0%	95.9%	93.3%	91.3%	89.7%	89.5%	1,009
Traverse	80.0%	80.0%	83.1%	83.8%	93.0%	91.4%	91.3%	80
Wabasha	80.0%	80.0%	88.5%	90.8%	89.6%	92.6%	91.4%	696
Wadena	80.0%	80.0%	96.1%	95.2%	95.1%	95.4%	96.3%	812
Washington	80.0%	80.0%	95.6%	93.2%	94.1%	95.0%	94.5%	5,982
Watonwan	80.0%	80.0%	93.4%	93.4%	90.3%	90.7%	91.3%	690
Wilkin	80.0%	80.0%	86.0%	86.8%	87.1%	91.1%	92.5%	228
Winona	80.0%	80.0%	93.3%	93.0%	91.2%	89.7%	88.3%	1,987
Wright	80.0%	80.0%	94.5%	94.0%	92.8%	93.8%	94.2%	3,579
Yellow Medicine	80.0%	80.0%	85.6%	91.9%	93.2%	94.2%	94.3%	296

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.

2019 PIPs

TABLE A16: 2019 PIPs for the Self-Support Index.

Counties with PIPs	Range of Expected Performance	2018-19 Performance	2018-19 Denominator	2017-18 Performance
Blue Earth	66.22% - 72.27%	65.9%	307	67.7%
Chippewa	66.25% - 75.39%	65.9%	72	69.5%
Douglas	67.63% - 76.18%	64.9%	103	68.7%
Freeborn	72.36% - 78.51%	72.3%	209	72.2%
Houston	70.09% - 79.56%	65.4%	58	68.7%
Itasca	62.21% - 74.12%	60.6%	221	65.4%
Mower	72.53% - 78.18%	71.8%	278	73.3%
Nobles	79.64% - 86.26%	76.0%	100	79.1%
Olmsted	70.19% - 74.96%	69.6%	832	70.2%
Wadena	62.52% - 72.15%	61.8%	88	68.3%

All County Performance – Self-Support Index

TABLE A17: Performance for all counties on the *Self-Support Index* measure. Report period is April 1 – March 30.

County	2015-16 Performance		2016-17 Performance		2017-18 Performance		2018-19 Performance		2018-19 Range of Expected Performance	2018-19 Denominator
Statewide	68.0%		65.9%		64.6%		64.4%			31,693
Aitkin	88.8%	Above	81.4%	Within	75.9%	Within	62.0%	Within	51.58% - 69.58%	51
Anoka	68.6%	Below	67.3%	Within	65.4%	Within	66.3%	Within	63.44% - 69.11%	1,634
Becker	76.5%	Within	71.9%	Within	71.0%	Within	74.7%	Above	66.84% - 74.37%	122
Beltrami	69.9%	Within	69.0%	Above	63.7%	Within	64.4%	Within	58.21% - 65.62%	340
Benton	71.9%	Within	71.4%	Within	70.8%	Within	72.6%	Within	67.18% - 74.38%	279
Big Stone	73.4%	Within	81.6%	Within	78.3%	Within	61.1%	Within	56.28% - 78.57%	<20
Blue Earth	76.0%	Within	72.0%	Within	67.7%	Within	65.9%	Below	66.22% - 72.27%	307
Brown	78.9%	Within	78.9%	Within	81.1%	Above	78.5%	Above	69.14% - 77.81%	92
Carlton	79.9%	Above	80.1%	Within	72.9%	Within	75.7%	Within	69.12% - 83.14%	112
Carver	73.6%	Within	74.0%	Within	74.8%	Within	75.7%	Within	69.22% - 78.09%	143
Cass	72.6%	Within	68.3%	Within	66.6%	Within	66.8%	Within	60.53% - 70.96%	185
Chippewa	73.8%	Within	67.2%	Within	69.5%	Within	65.9%	Below	66.25% - 75.39%	72
Chisago	79.9%	Above	83.7%	Above	86.2%	Above	84.8%	Above	72.83% - 79.2%	114
Clay	75.9%	Within	73.3%	Within	75.1%	Within	77.2%	Above	70.87% - 76.59%	449
Clearwater	76.9%	Within	73.7%	Within	76.2%	Within	73.8%	Above	57.66% - 72.78%	46
Cook	77.8%	Within	81.3%	Above	74.7%	Within	71.2%	Within	67.95% - 82.64%	<20
Crow Wing	80.5%	Within	80.8%	Above	75.3%	Above	70.5%	Above	63.1% - 70.24%	208
Dakota	72.8%	Above	69.8%	Within	66.4%	Within	66.8%	Within	64.42% - 69.6%	1,427
DVHHS	79.9%	Within	77.6%	Within	77.9%	Within	78.0%	Above	67.24% - 77.27%	108
Douglas	72.8%	Within	75.3%	Within	68.7%	Below	64.9%	Below	67.63% - 76.18%	103
Faribault & Martin	77.2%	Within	73.0%	Within	70.0%	Below	72.5%	Within	70.95% - 77.01%	135
Fillmore	87.8%	Above	83.0%	Within	76.7%	Within	80.9%	Within	71.13% - 81.12%	48
Freeborn	75.5%	Within	74.2%	Within	72.2%	Below	72.3%	Below	72.36% - 78.51%	209
Goodhue	71.6%	Within	72.3%	Within	71.8%	Within	63.7%	Within	59.22% - 68.7%	126
Grant	90.6%	Above	84.7%	Above	87.6%	Above	86.1%	Above	65.75% - 80.27%	25
Hennepin	60.4%	Below	59.0%	Within	59.2%	Within	59.2%	Within	57.91% - 60.45%	9,028
Houston	76.6%	Within	70.5%	Below	68.7%	Below	65.4%	Below	70.09% - 79.56%	58
Hubbard	68.3%	Below	73.1%	Within	65.2%	Within	68.6%	Within	61.54% - 71.1%	100
Isanti	86.4%	Above	82.6%	Above	75.8%	Within	74.6%	Within	71.87% - 78.26%	139
Itasca	74.6%	Below	72.6%	Within	65.4%	Within	60.6%	Below	62.21% - 74.12%	221

TABLE A17, PAGE 2: Performance for all counties on the *Self-Support Index* measure. Report period is April 1 – March 30.

County	2015-16 Performance		2016-17 Performance		2017-18 Performance		2018-19 Performance		2018-19 Range of Expected Performance	2018-19 Denominator
Statewide	68.0%		65.9%		64.6%		64.4%			31,693
Kanabec	79.3%	Within	70.6%	Within	81.3%	Above	83.8%	Above	70.08% - 78.24%	78
Kandiyohi	75.3%	Below	75.3%	Within	75.1%	Within	77.8%	Within	75.13% - 80.48%	330
Kittson	82.9%	Within	76.5%	Within	94.7%	Above	95.2%	Above	66.96% - 88.49%	<20
Koochiching	76.1%	Within	72.8%	Within	66.9%	Within	70.0%	Within	58.22% - 75.85%	68
Lac qui Parle	68.0%	Within	64.9%	Within	57.1%	Below	64.9%	Within	59.13% - 76.73%	<20
Lake	93.4%	Above	82.6%	Within	87.9%	Above	89.2%	Above	67.38% - 84.52%	<20
Lake of the Woods	84.1%	Within	81.3%	Within	67.4%	Within	76.6%	Within	53.99% - 86.55%	<20
Le Sueur	77.2%	Above	75.9%	Within	72.2%	Within	83.7%	Above	70.38% - 77.83%	98
Mahnomen	69.4%	Within	75.4%	Within	57.6%	Within	64.1%	Within	61.72% - 75.72%	29
Marshall	91.1%	Above	85.7%	Within	72.7%	Within	72.2%	Within	55.89% - 76.4%	<20
McLeod	85.6%	Within	79.8%	Within	81.2%	Above	81.4%	Above	65.49% - 74.84%	84
Meeker	83.1%	Within	80.4%	Within	73.8%	Within	71.9%	Within	70.76% - 78.61%	73
Mille Lacs	81.5%	Above	72.6%	Within	67.4%	Within	68.7%	Within	66.63% - 75.86%	125
MNPrairie	76.2%	Within	71.6%	Within	73.2%	Above	72.5%	Within	66.1% - 74.65%	385
Morrison	75.1%	Within	73.6%	Within	72.4%	Above	74.0%	Above	66.85% - 73.76%	130
Mower	76.0%	Within	75.8%	Within	73.3%	Below	71.8%	Below	72.53% - 78.18%	278
Nicollet	73.8%	Within	70.4%	Within	71.5%	Below	74.2%	Within	73.52% - 79.64%	212
Nobles	84.9%	Within	78.7%	Below	79.1%	Below	76.0%	Below	79.64% - 86.26%	100
Norman	80.6%	Within	69.9%	Below	76.5%	Within	82.4%	Above	68.81% - 81.79%	38
Olmsted	76.4%	Below	72.0%	Below	70.2%	Below	69.6%	Below	70.19% - 74.96%	832
Otter Tail	76.9%	Within	69.1%	Below	69.9%	Within	71.9%	Within	68.58% - 76.25%	190
Pennington	84.1%	Within	72.0%	Within	71.2%	Within	78.6%	Above	65.1% - 77.89%	50
Pine	78.4%	Within	78.0%	Within	71.4%	Within	74.7%	Within	72% - 80.28%	189
Polk	78.0%	Above	75.2%	Within	68.8%	Within	69.3%	Within	65.07% - 75.43%	240
Pope	73.1%	Within	75.2%	Within	82.6%	Above	83.9%	Above	64.16% - 77.61%	37
Ramsey	63.9%	Above	62.1%	Within	61.3%	Within	61.0%	Within	59.45% - 62.31%	6,139
Red Lake	85.5%	Within	74.5%	Within	89.1%	Above	76.0%	Within	62.1% - 84.36%	<20
Renville	78.1%	Within	72.8%	Within	74.4%	Within	70.7%	Within	63.55% - 76.67%	56
Rice	80.6%	Within	76.1%	Within	76.7%	Within	77.5%	Above	70.72% - 77.1%	249
Roseau	81.7%	Within	74.0%	Within	77.6%	Within	74.8%	Within	66.4% - 79.14%	40

TABLE A17, PAGE 3: Performance for all counties on the *Self-Support Index* measure. Report period is April 1 – March 30.

County	2015-16 Performance		2016-17 Performance		2017-18 Performance		2018-19 Performance		2018-19 Range of Expected Performance	2018-19 Denominator
Statewide	68.0%		65.9%		64.6%		64.4%			31,693
St. Louis	65.6%	Within	63.4%	Below	59.2%	Below	59.4%	Within	58.5% - 64.45%	1,243
Scott	79.3%	Above	75.4%	Above	78.0%	Above	76.0%	Within	71.29% - 76.96%	290
Sherburne	78.5%	Above	72.7%	Within	72.2%	Within	70.1%	Within	69.07% - 75.85%	224
Sibley	85.4%	Above	81.3%	Within	79.4%	Within	82.3%	Within	70.44% - 85.87%	45
SWHHS	80.9%	Within	79.8%	Within	78.6%	Above	77.8%	Above	72.54% - 77.62%	287
Stearns	74.4%	Within	73.3%	Within	72.2%	Within	71.4%	Within	66.23% - 71.48%	956
Stevens	85.6%	Above	75.6%	Within	65.2%	Within	73.0%	Within	59.92% - 75.37%	32
Swift	77.9%	Within	77.1%	Within	74.0%	Above	75.4%	Above	55.67% - 72.4%	50
Todd	78.0%	Within	77.8%	Within	70.1%	Within	76.8%	Within	68.54% - 77.24%	71
Traverse	85.7%	Above	72.5%	Within	76.1%	Within	85.4%	Above	62.74% - 77.33%	26
Wabasha	80.8%	Within	73.1%	Within	76.0%	Within	74.4%	Within	64.79% - 75.78%	58
Wadena	67.1%	Below	64.8%	Below	68.3%	Within	61.8%	Below	62.52% - 72.15%	88
Washington	70.1%	Within	70.2%	Within	69.2%	Within	65.3%	Within	62.37% - 68.02%	600
Watonwan	79.7%	Within	81.5%	Within	76.0%	Within	81.0%	Within	75.35% - 84.47%	37
Wilkin	87.9%	Above	85.3%	Within	79.0%	Within	83.5%	Within	70.64% - 85.62%	29
Winona	74.8%	Within	76.9%	Within	72.8%	Within	65.1%	Within	61.75% - 70.37%	178
Wright	82.4%	Above	79.8%	Above	73.8%	Within	71.9%	Above	63.9% - 69.21%	219
Yellow Medicine	73.5%	Within	76.0%	Within	75.5%	Within	71.9%	Within	55.43% - 75.41%	32

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, effective and collaborative human services system that ensures positive outcomes for the people we serve.

B. Mission

We work to improve performance in the MN human services system by building meaningful connections, measuring and reporting performance, providing data-informed improvement assistance, advancing equity to reduce disparities, and advocating for system change.

C. Values

The values of the Performance Management system are:

- **Collaboration** – DHS, counties, service delivery authorities, and communities work together — using inclusive processes and building strong relationships — to improve the lives of people served.
- **Continuous improvement** – Performance improvement is achieved through ongoing, incremental and targeted change, leading to meaningful results for people served.
- **Equity** – Equity and culturally appropriate strategies are deliberate, intentional and at the core of our work.
- **Flexibility** – Flexibility and creativity are used to adapt to the changing needs of those served.
- **Reliance on data** – Use data-driven measures, thresholds and improvement strategies to provide counties with meaningful information about their work.
- **Responsibility** – DHS and counties are responsible for actions, decisions, results and improvement efforts and are committed to striving for the best services for all Minnesotans.
- **Sustainability** – The Performance Management system and improvement methods are designed to be effective, efficient, and manageable.
- **Transparency** – Transparency and open dialogue with partners are central to the design, implementation, and monitoring of essential services being delivered.

D. Key initiatives

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:

Building meaningful connections

Foster relationships to increase collaboration, improve communication and reduce barriers throughout the human services system.

Measuring and reporting performance

Develop measures and reports that provide a holistic view of county service delivery and progress toward improving outcomes for the people we serve.

Providing data-informed improvement assistance

Cultivate a culture of continuous improvement through strategic, targeted efforts focused on advancing performance outcomes.

Advancing equity to reduce disparities

Promote an equitable and inclusive human services system.

Advocating for system change

Collaborate with stakeholders to identify performance barriers, develop solutions, and champion policy and procedural improvements.

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 Nov. 1, 2019 is as follows:

Representing advocates/services providers:

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

Representing AMC:

- Toni Carter, county commissioner, Ramsey County
- Debbie Goettel, county commissioner, Hennepin County
- Rodney Peterson, county commissioner, Dodge County

Representing DHS:

- Charles Johnson, deputy commissioner
- Eric Ratzmann, director of County Relations
- Stacy Twite, assistant commissioner, Community Supports

Representing MACSSA:

- Linda Bixby, Economic Support Division manager, Washington County
- Stacy Hennen, Social Services director, Grant County
- Pam Selvig, Health and Human Services director, Scott County

Representing tribal governments/communities of color:

- Ben Bement, director of Human Services, White Earth Tribal Council
- Vacant
- Vacant