



Legislative Report

Human Services Performance Management System

Office of Strategy and Performance

December 2020

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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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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 reported in 2020 about county performance in providing essential human services
- 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 (*timely SNAP and cash assistance*).
- Measure 3: Percent of open child support cases with an order established (*orders established*).
- Measure 4: Minnesota Family Investment Program (MFIP)/Diversionary Work Program (DWP) Self-Support Index (*Self-Support Index*).

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

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

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. The disparities for these communities are exacerbated by the COVID-19 pandemic. Counties are also experiencing challenges related to the COVID-19 pandemic. Though the full scope of the impact is not yet known, we do know there will be financial, program and staffing implications that will affect county performance on Management system measures.

Counties have noted performance challenges related to jurisdictional clarity and are requesting additional help when working across government organizations. Similarly, counties experience challenges related to accessing resources that provide guidance on best practices, policies and procedures; decentralized communications and systems can make it difficult to find current resources and ensure all workers have the information they need.

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, such as 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.
- 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.
- Research: The Performance Management team is working to create a process to review COVID-19 waivers to look for the changes that improved outcomes and identify opportunities to make long-term program changes.

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, service 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 with a substantiated or inconclusive maltreatment allegation who do not experience a subsequent substantiated or inconclusive maltreatment allegation within six months	80%	95%
Outcome 2: Children have stability in their living situation		
Percent of current child support paid	Unique to Each County	80%
Of all children who enter foster care in a 12-month period, the percent who are discharged to permanency within 12 months of entering foster care	40.5%	40.5%
Outcome 3: Children have the opportunity to develop to their fullest potential		
Percent of days children in family foster care spent with a relative	35.7%	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		
	-	-
	-	-

Due to the COVID-19 pandemic, in 2020 the Performance Management team postponed planned meetings to develop additional system measures for outcomes five and six. One virtual measures development meeting was held in late 2020, focusing on one revised and one new Adult Protection measure. Additional work on measures development will continue in 2021.

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 Council reviews extenuating circumstance claims and makes 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 April, July, and October of 2020, 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 2020.

April 2020 – Public Assistance

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

July 2020 – Child Safety and Permanency and MFIP/DWP Self-Support Index

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

October 2020 – 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 human services director. Counties have the right to file claims if they believe there are extenuating circumstances impacting performance. Of the 47 PIP notifications issued for new or renewing PIP requirements, there were nine claims filed for extenuating circumstances. Of the nine claims, five were approved and the PIPs were waived.

B. 2020 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 2020 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%	13 Counties	**	63 Counties
Adult repeat maltreatment	80%	95%	3 Counties	14 Counties	59 Counties
Outcome 2: Children have stability in their living situation					
Child support paid	Unique Five-Year Average	80%	14 Counties	49 Counties	16 Counties
Permanency	40.5%	40.5%	12 Counties	**	66 Counties
Outcome 3: Children have the opportunity to develop to their fullest potential					
Relative placement	35.7%	45.0%	7 County	10 Counties	61 Counties
Paternity established	90%	90%	1 County	**	77 Counties
Outcome 4: People are economically secure					
Expedited SNAP	55%	83%	1 Counties	59 Counties	18 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	7 Counties***	57 Counties	14 Counties

*This number includes all the counties below the threshold. Not all counties below the threshold 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.

*** In 2020, the Self-Support Index methodology was changed; due to the measure changes, existing Performance Management PIPs for the Self-Support Index were closed, the report provided baseline data and no new PIPs were issue

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.

2020 Reporting Period

Calendar years 2018 and 2019: This measure looks at cases with a report end date that occurred in calendar year 2018 with a 12-month look forward from the end date into 2019.

Minnesota Performance

The statewide average for this measure improved to 93.8%, the best statewide performance since 2015. Of the 13 counties that were below the threshold, three had denominators less than 20 and one county's PIP was waived in accordance with the small numbers policy. One had an approved extenuating circumstances claim.

Figure 1: child maltreatment recurrence

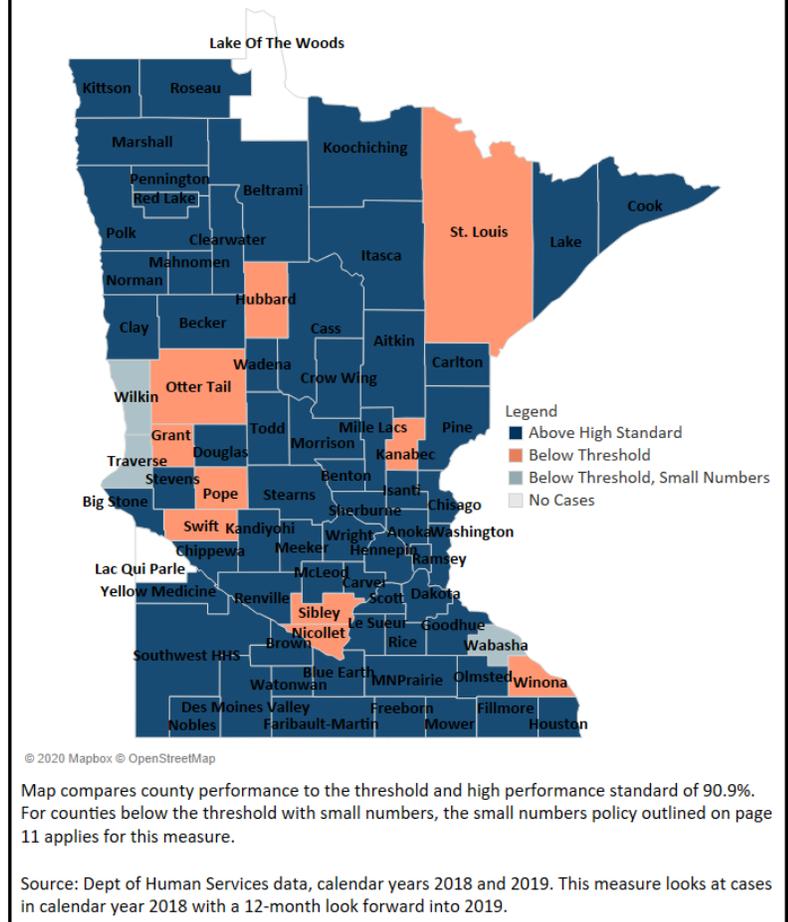


Figure 2: Statewide average performance for child maltreatment recurrence

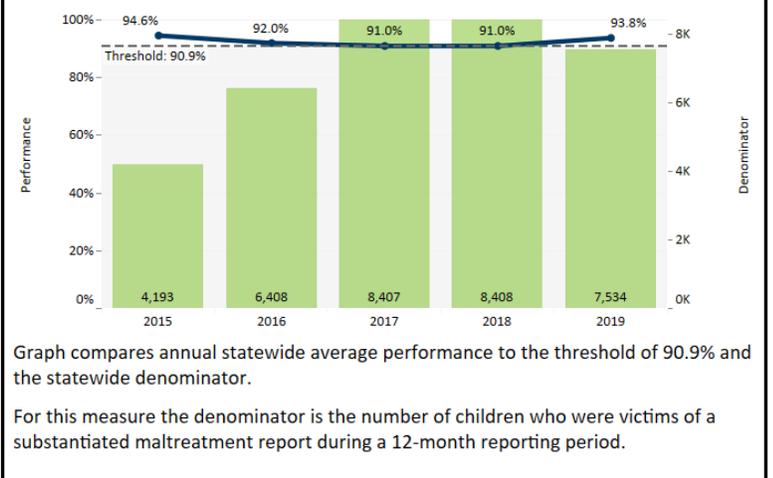


Table 3 - PIP overview – child maltreatment recurrence

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs	Fourth Year PIPs
2020	7	3	5	2	1
2019	4	7	5	3	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.

2020 Reporting Period

This measure uses the state fiscal year: July 1, 2019 – June 30, 2020, with a six month look-back into the first half of 2019.

Minnesota Performance

Statewide performance for this measure has consistently held near 96%. In 2020, only three counties were below the threshold of 80%; one PIP was waived due to an extenuating circumstances claim and two counties were required to complete PIPs.

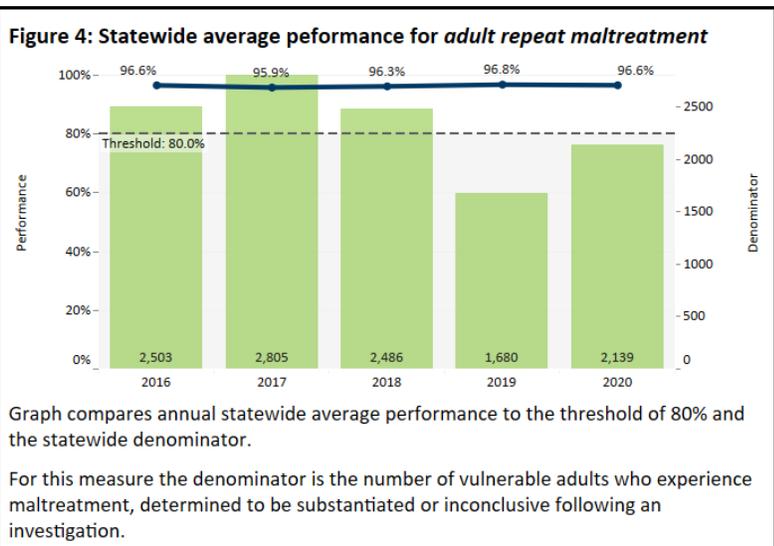
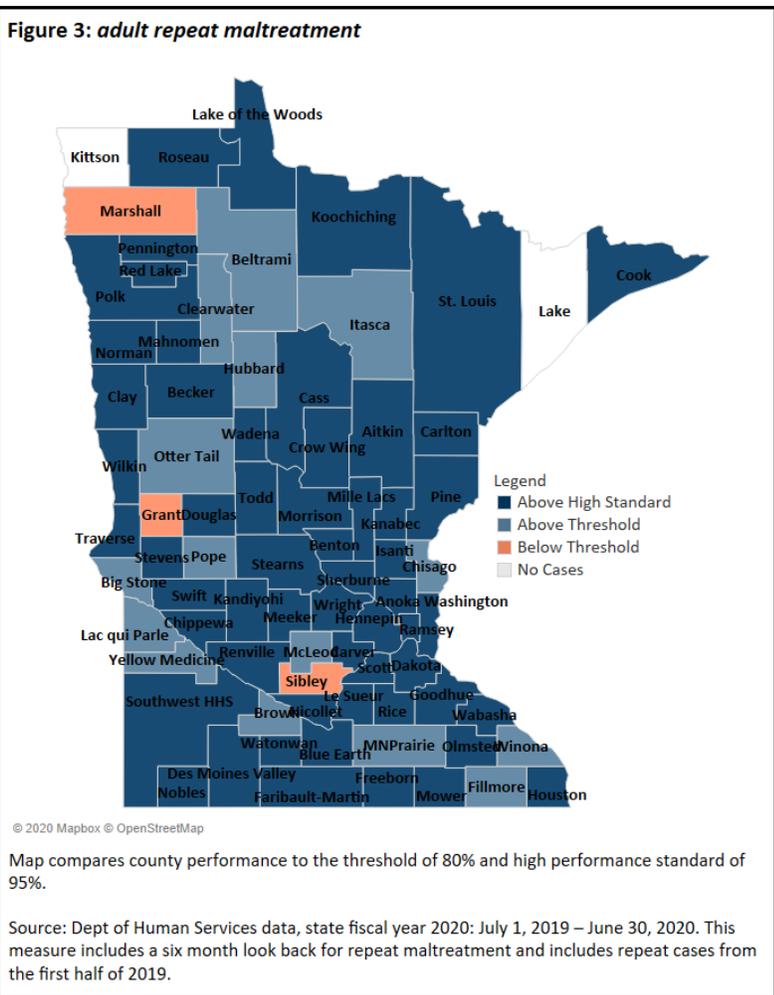


Table 4 - 2020 PIP overview – adult repeat maltreatment

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
2020	1	2	0	0
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.

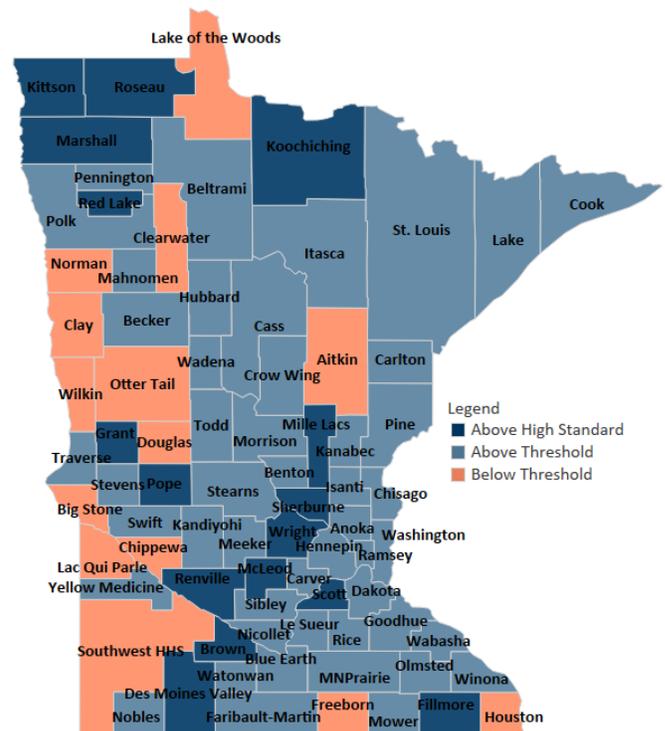
2020 Reporting Period

Federal Fiscal Year: Oct. 1, 2019 - Sept. 30, 2020

Minnesota Performance

Statewide performance on this measure has remained relatively flat. However, the number of counties with PIPs for this measure has decreased slightly.

Figure 5: child support paid

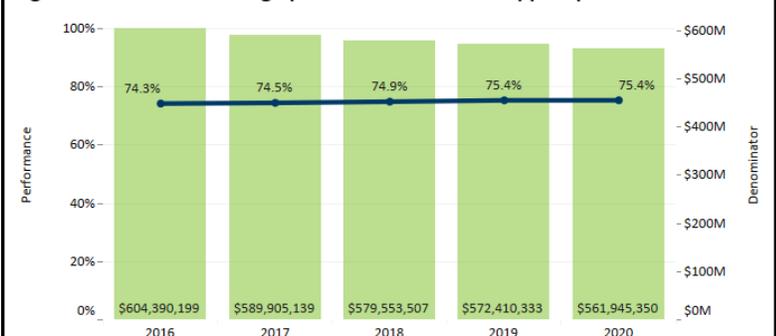


© 2020 Mapbox © OpenStreetMap

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 2020: Oct. 1, 2019 - Sept. 30, 2020.

Figure 6: Statewide average performance for child support paid



Graph shows the 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 - 2020 PIP Overview – child support paid.

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS	Fourth Year PIPS	Fifth Year PIPS
2020	6	4	2	2	4	2
2019	3	4	5	5	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.

2020 Reporting Period:

Calendar Years 2018 and 2019: This measure looks at cases in calendar year 2018 with a 12-month look forward into the reporting year, 2019.

Minnesota Performance

For the last two years, statewide performance on this measure has been trending up. This year, 12 counties were below the threshold of 40.5 percent, six of those counties had denominators less than 20, four PIP requirements were waived through the small numbers policy, and two counties had approved extenuating circumstances claims.

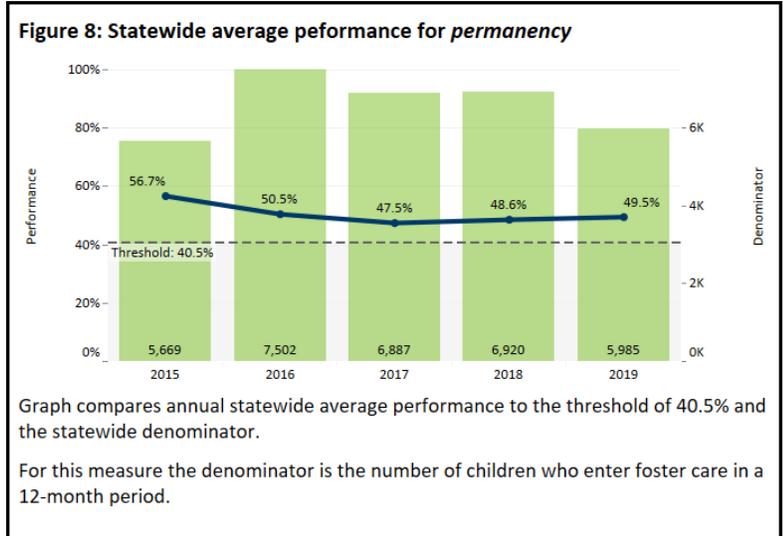
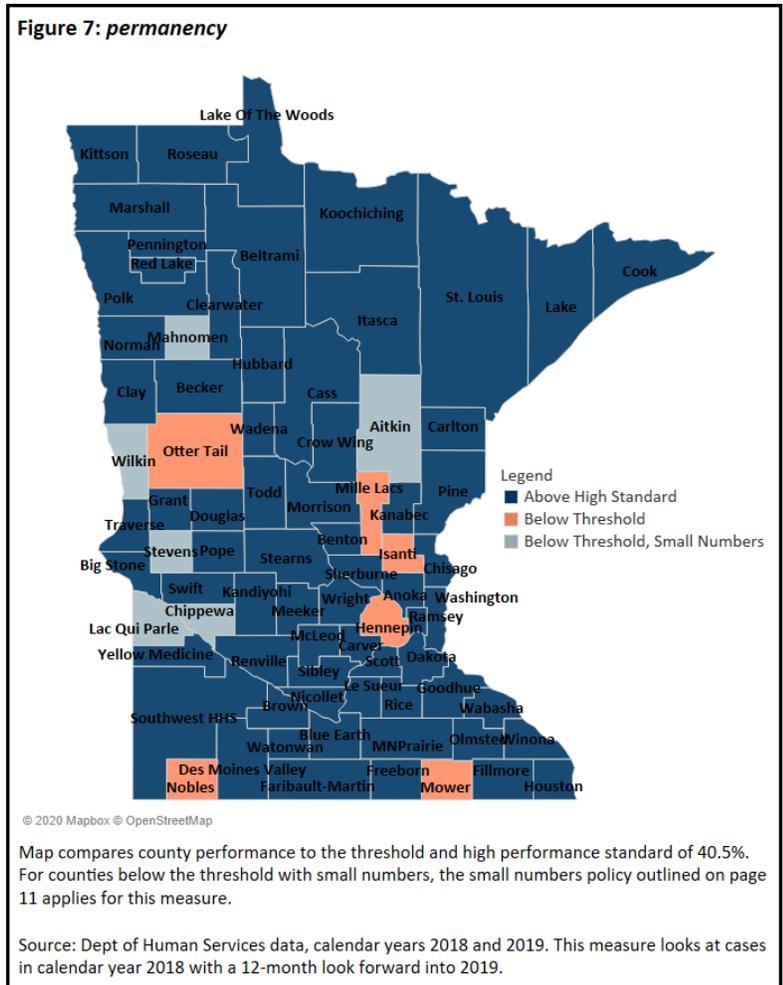


Table 6 - PIP overview – permanency

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs	Fourth Year PIP
2020	5	3	1	1	1
2019	4	4	2	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: 35.7% 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 35.7 percent of days with a relative.

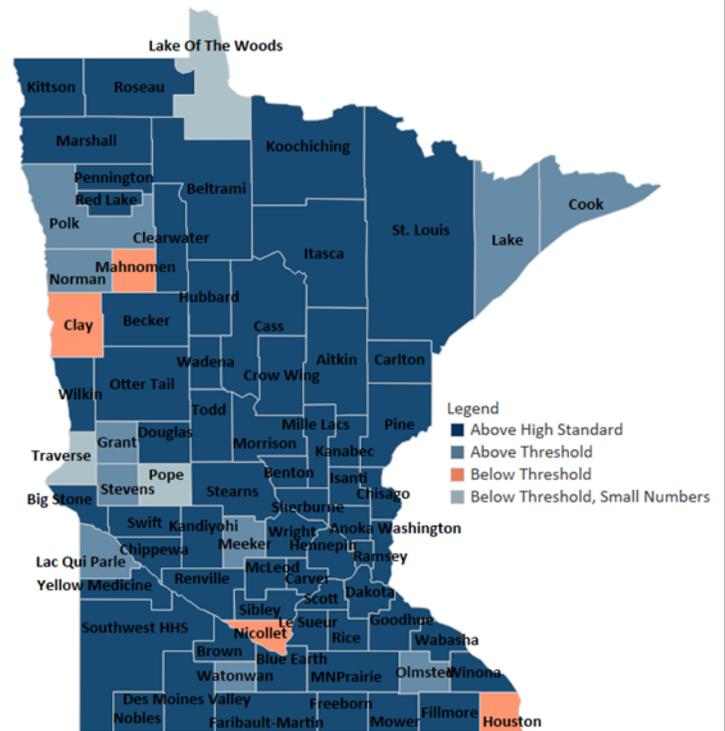
2020 Reporting Period

Calendar Year 2019

Minnesota Performance

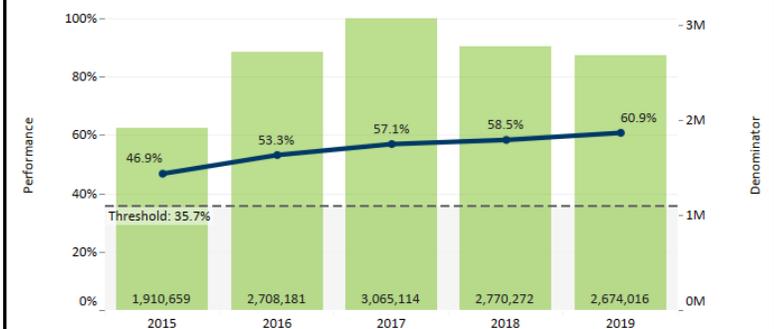
Statewide, performance on this measure is trending up. There were seven counties below the threshold of 35.7 percent; three counties had denominators less than 20, two had small numbers exemptions, and one county had an approved extenuating circumstances claim.

Figure 9: relative placement



Map compares county performance to the threshold of 35.7% and high performance standard of 45%. For counties below the threshold with small numbers, the small numbers policy outlined o...
Source: Dept of Human Services data, calendar year 2019.

Figure 10: Statewide average performance 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	Fourth Year PIPs
2020	2	0	3	0	1
2019	1	4	1	1	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.

2020 Reporting Period

Federal Fiscal Year 2020: Oct. 1, 2019 - Sept. 30, 2020

Minnesota Performance

Performance for this measure decreased slightly for Federal Fiscal Year 2020, but remains strong overall. Only one county was below the threshold and required a PIP for this measure.

Figure 11: paternity established

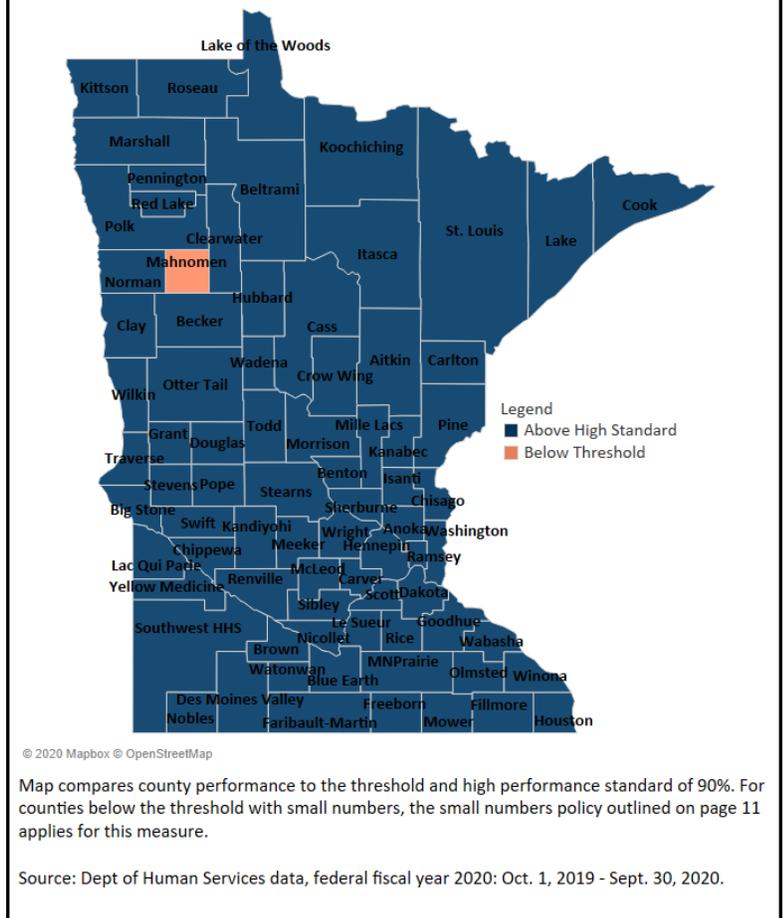


Figure 12: Statewide average performance for paternity established

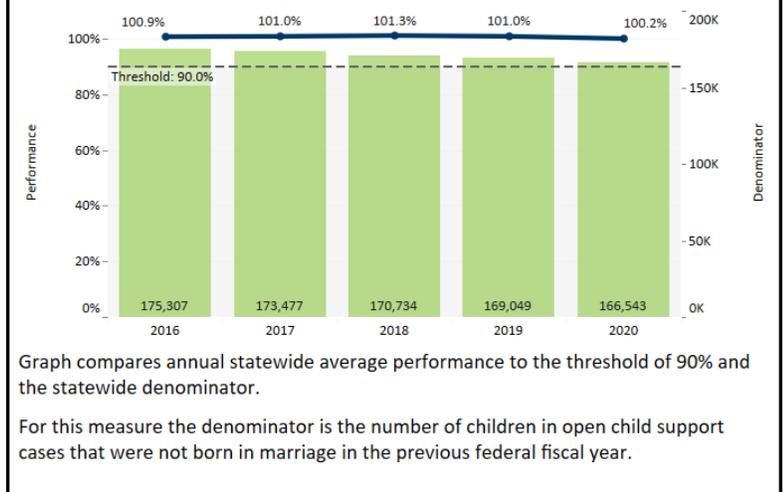


Table 8 - PIP overview – paternity established

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2020	0	1	0	0
2019	1	0	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.

2020 Reporting Period

Calendar Year 2019

Minnesota Performance

Statewide, county performance for the expedited SNAP measure increased slightly, continuing the upward trend. One county was below the threshold for this measure and 18 were above the high performance standard.

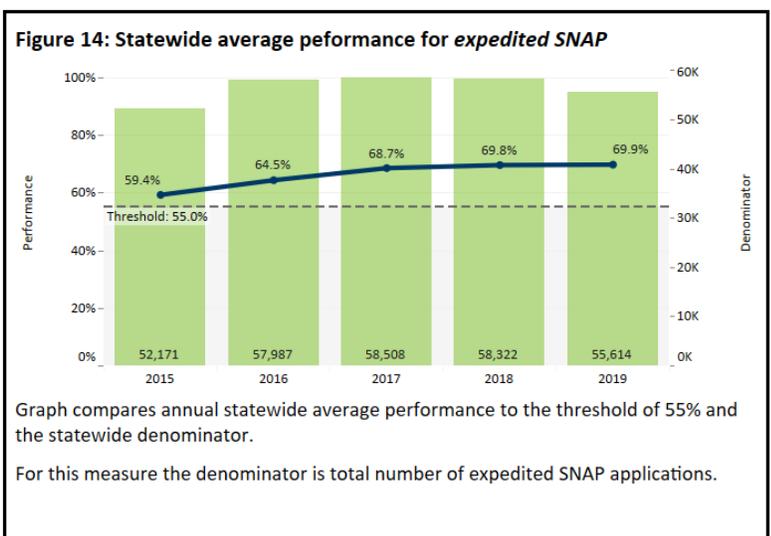
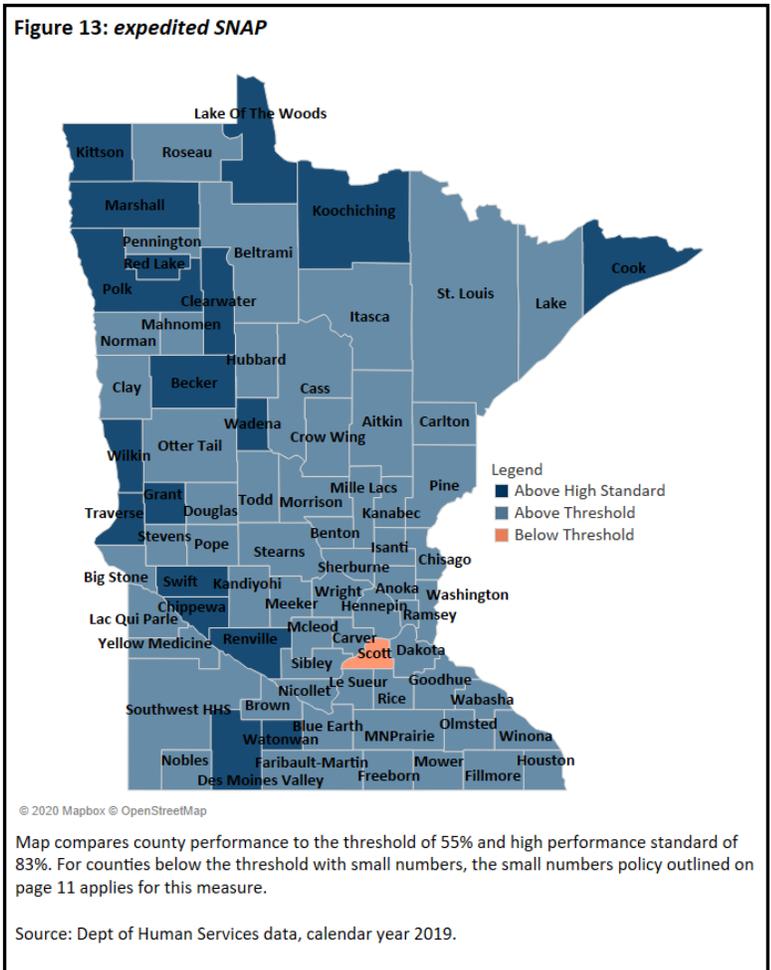


Table 9 - PIP overview – expedited SNAP.

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
2020	0	1	0	0
2019	1	0	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.

2020 Reporting Period

Calendar Year 2019

Minnesota Performance

Though down slightly from last year, performance statewide for this measure was significantly above the threshold of 75 percent. No counties were below the threshold and 76 were above the high performance standard.

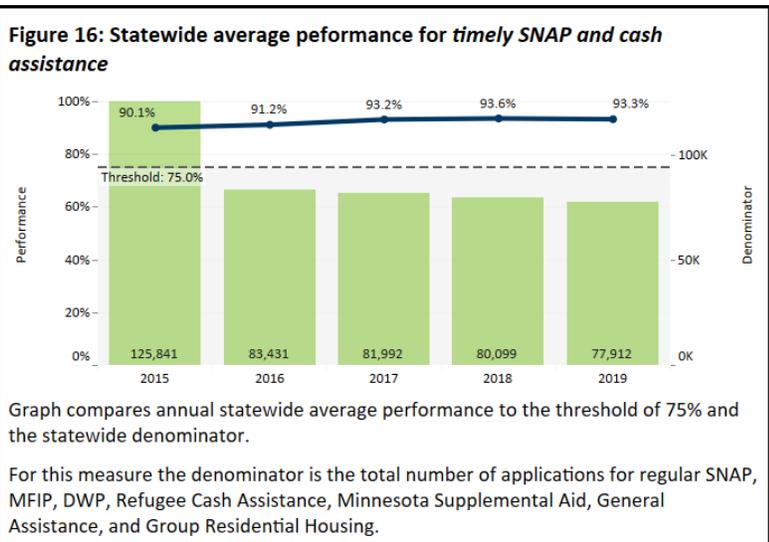
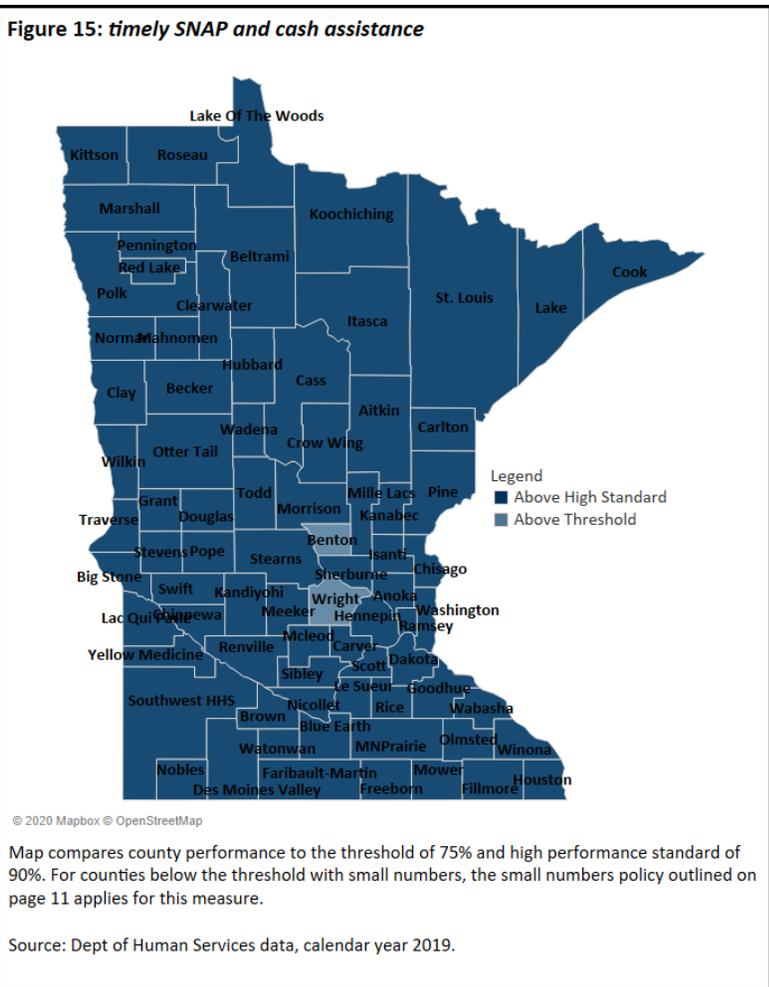


Table 10 - PIP overview – timely SNAP and cash assistance

Year	Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
2020	0	0	0	0
2019	0	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.

2020 Reporting Period

Federal Fiscal Year 2020:
Oct. 1, 2019 - Sept. 30, 2020

Minnesota Performance

The statewide average performance for this measure is trending slightly downward. Only one county’s performance continued below the federal standard of 80%.

Figure 17: paternity established

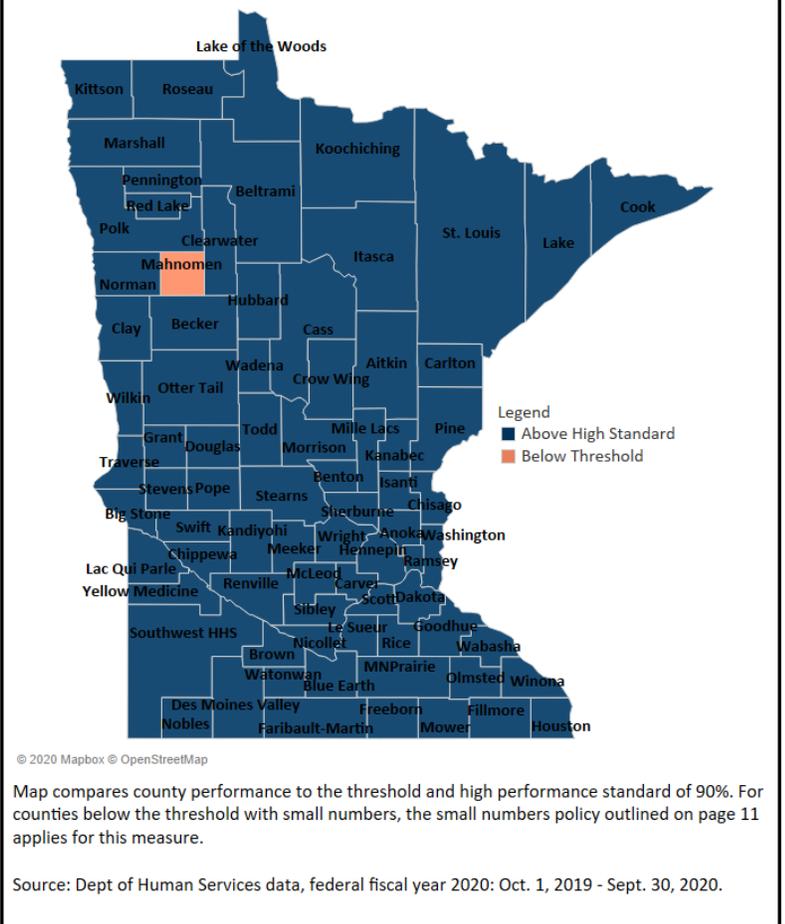


Figure 18: Statewide average performance for orders established

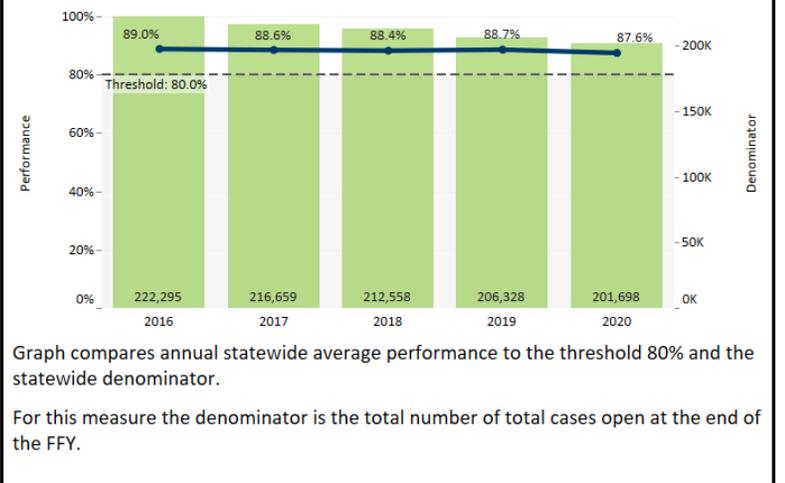


Table 11 - PIP overview – orders established

Year	Closed PIPs	New PIPS	Continued PIPS	Third Year PIPS
2020	0	0	0	1
2019	0	0	1	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.

2020 Reporting Period

April 1, 2019 - March 31, 2020

Minnesota Performance

This year, the methodology for calculating the Self-Support Index was updated. Due to the measure changes, existing PIPs for the Self-Support Index were closed, the report provided baseline data and no new PIPs were issued. The Performance Management team will resume the PIP requirement for counties performing below the range of expected performance in 2021.

Figure 19: Self-Support Index

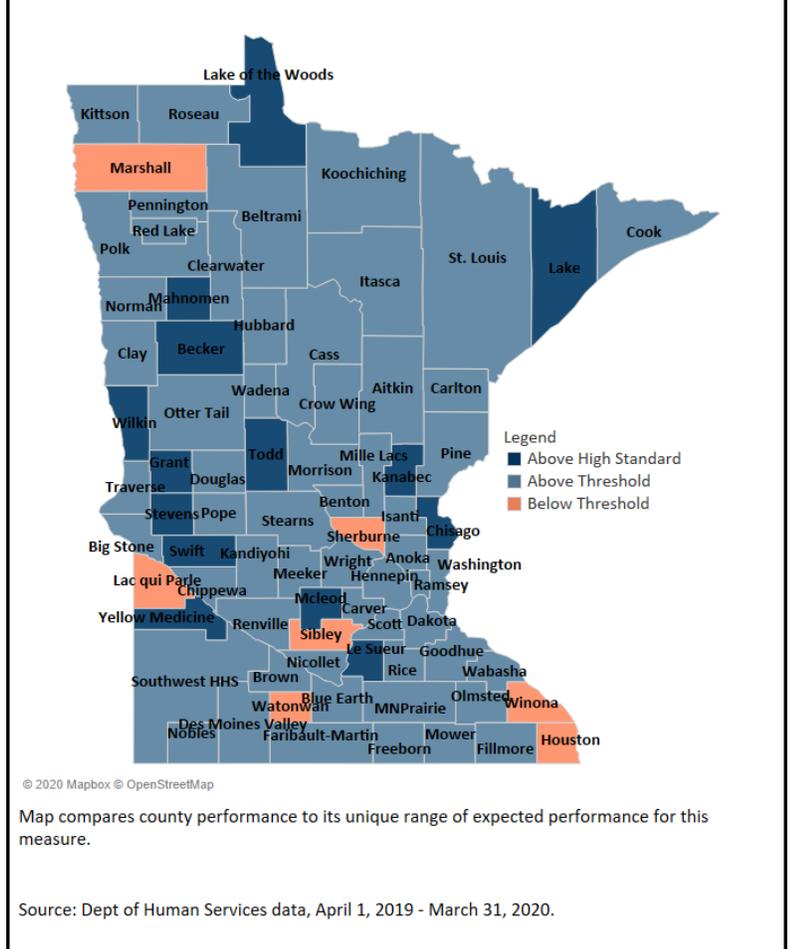


Figure 20: Statewide average performance for Self-Support Index

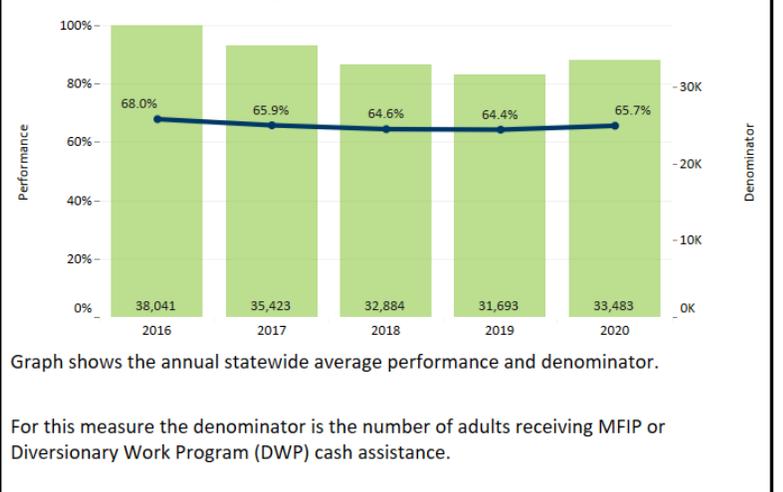


Table 12 - PIP overview – Self-Support Index

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs	Fourth Year PIPs	Fifth Year PIPs
2020	10	0	0	0	0	0
2019	4	4	3	2	0	1

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.

COVID-19 pandemic

We do not yet fully understand the way counties were impacted by the COVID-19 pandemic, but we have already observed major changes in the way our county partners work. Some of the changes included shutting down offices and asking employees to work remotely, thereby limiting access to office technology. Additionally, the pandemic has created or amplified budget and staffing issues for many counties. The Performance Management team expects to begin seeing the effects of COVID-19 on measure performance beginning in 2021.

DHS issued program waivers to lessen the burden of requirements such as in-person meetings and client signatures, allowing more work to occur electronically or virtually when possible. Ongoing work is taking place to evaluate if making some of these changes permanent will help counties better serve their communities.

Disproportionate effects of the pandemic on indigenous and communities of color

Indigenous and communities of color have higher COVID-19 infection and death rates than white communities in Minnesota. According to APM Research Lab, as of Nov. 10, 2019 deaths per 100,000 people stood at 48.1 for white Minnesotans, 58.8 for black Minnesotans, and 80 for indigenous Minnesotans. Additionally, these communities are experiencing greater economic impacts related to the pandemic.

Data systems and access

Ongoing challenges related to current DHS data systems continue to cause frustration for those looking for better performance data. Many of the legacy systems are outdated or difficult to use and are limited in their ability to interface with other DHS data systems, resulting in the need for double entry and other inefficient practices. It can be difficult for counties to get timely and accurate data in order to assess their performance, or data is not available because outdated information systems make it difficult to collect. Additionally, even internally DHS struggles to use and understand legacy systems as many have limited documentation and many experts who built the systems have left state service.

Informational resources and guidance

Counties' PIPs often include barriers related to accessing resources that provide guidance on best practices, policies and procedures. DHS often has guidance available, but it is not always easy for counties to find. No centralized system for accessing information, paired with an overwhelming amount of communication from DHS, can make it difficult for counties to find current information.

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 with 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.

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 for 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 more training opportunities be available outside of the Twin Cities or online.

VI. Improvement assistance

In 2020, 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. Due to the COVID-19 pandemic, improvement assistance was offered differently but the Performance Management team worked to continue this assistance throughout the year.

County improvement planning

County-specific improvement assistance

The Performance Management team continued offering improvement and PIP development assistance, working with 17 counties in 2020 to assist with improvement efforts. 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 eleven 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.

COVID-19 program waivers

The Performance Management team's partnership with MACSSA led to a proposal to evaluate the program waivers implemented during the COVID-19 pandemic to determine which changes might be beneficial to continue for the sake of efficiency and client convenience. Currently, team members are partnering with MACSAA to develop and recruit for a project steering committee to guide the work; their role could include determining waivers to evaluate, creation of criteria for success and design of evaluation processes.

Equity

Equity Partnership

The Performance Management team continued to work on developing the Equity Partnership in 2020. The group adopted online meetings due to COVID-19 and focused efforts on learning and planning. The group completed the YMCA Equity Innovation Center's, Transforming Systemic Culture Series. As pilot participants, Equity Partnership members were able to learn from the YMCA's curriculum, while offering feedback and advice on the content to improve the training for future participants.

The Equity Partnership is now working to turn learning into action. In the second half of 2020, the group refocused efforts by creating action teams to progress on the long-term objectives adopted mid-year "to

improve the lives of people of color and American Indians by advancing equity and eliminating racial and ethnic disparities in Minnesota.”

The Equity Partnership objectives:

- Grow and mature the Equity Partnership towards becoming an established organization, in which staff who are leading or participating in this work can share their wins, challenges and gain support as they do this work.
- Align equity initiatives, tools and trainings across the MN Human Services system and provide leaders and employees with the tools and skills to create a culture of equity.
- Develop a system to reinforce participation and use of tools and training resources.

VII. Report recommendations

A. Response to 2019 report recommendations for 2020

The Council made a number of recommendations in the 2019 report to the Legislature. A summary of the recommendations and the activities that took place in 2020 to address those recommendations are below.

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.
 - The Performance Management team’s communications strategies, designed around the reporting cycle, focused on electronic methods, pivoting away from in-person methods employed in the past.
- Build and maintain relationships with counties, tribes and DHS program areas to continue the collaborative development of the Performance Management system.
 - In 2020, many of the traditional meetings we used to connect with counties were cancelled due to COVID-19. Despite this change, team members attended several virtual regional meetings and a MACSSA monthly meeting. Additionally, prior to the pandemic, a team member visited Stearns County.
 - Internally, we increased collaboration with the DHS Child Support division to include them in the PIP review process and worked with the MFIP team on communications related to the updated Self-Support Index model.
 - The Performance Management manager met monthly with representatives from the AMC and the MACSSA to connect on current projects and stay aligned. The team is building additional connections with county directors and commissioners through the Minnesota Inter-County Association.

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.
 - In 2020, additional data was added to the existing draft of the dashboard to expand the number of measures that can be included.
- Revise and refine current Performance Management system policies and processes, including the small numbers policy and measure development process.
 - The small numbers project was delayed due to COVID-19 and the sudden shift to remote work. Before the project was delayed, initial research was undertaken to explore potential opportunities to improve the current small numbers policy. This work will resume using a virtual engagement format in 2021.

- A review of the measure development process was put on hold due to the COVID-19 pandemic. However, as a result of the pandemic, we focused on adapting the engagement component of our work to allow us to hold measure development sessions using remote meeting tools.
- Introduce additional Adult Protection measures and continue in-progress measures development work.
 - A virtual community engagement meeting was held on Nov. 9, 2020. Participants discussed one updated measure and one new measure, proposed thresholds and provided feedback. The meeting was attended by over 40 county staff, stakeholders and members of the provider community. The recommendations from the meeting will be brought to the Performance Council at their February 2021 meeting.
- Send performance reports to counties informing them of their progress on existing Performance Management measures and manage the remedies process.
 - The Performance Management team sent three reports in 2020: Cash Assistance and SNAP in April, Child Safety and Permanency and Self-Support Index in July, and Child Support and Adult Protection in October. All counties with performance that fell below measure thresholds and without a small number exemption were advised of Performance Improvement Plan requirements.

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.
 - The Performance Management team offered improvement assistance to counties who continue to have PIP requirements after three years.
 - The Performance Management team considered how COVID-19 may have impacted performance, worked with program area partners to gain greater understanding of potential challenges, and assisted counties with next steps with regards to filing extenuating circumstance claims or PIP development.
 - The Performance Management team worked with the DHS Child Support division to add racial data to the report for the child support paid measure.
 - The Performance Management team further incorporated policy and research staff from DHS program areas into our review and development of Performance Improvement Plans and Extenuating Circumstance claims.
 - In partnership with MACSSA, the team developed and gained support for a proposal to evaluate COVID-19 program waivers and worked with MACSSA and DHS to identify steering committee members to develop the program evaluation structure and selection criteria.

Advancing equity to reduce disparities

Promote an equitable and inclusive human services system.

- Continue developing the Equity Partnership.
 - The Equity Partnership entered its second year in 2020 and began meeting virtually in April with increased attendance and member engagement.
- Lead efforts to review and standardize how DHS collects demographic data, specifically for race, ethnicity and gender.

- Initial funding was identified for the project and the Performance Management team connected with the team leading the Blue Ribbon Commission for guidance on developing an RFP. The project was paused due to COVID-19 and George Floyd protests as well as the reduction in funding due to the expiration of the advanced planning document from the federal government. We are reevaluating how to move forward to include community input in the development of demographic data standards.
- Develop a stakeholder engagement process to include community members and people we serve in the measures development and program improvement processes.
 - The Performance Management team secured funding for the project and, in collaboration with the Economic Assistance and Employment Supports Division, developed and launched a request for proposal.
 - The Performance Management team reviewed proposals, conducted in-person interviews, selected and contracted with a community engagement consultant to partner with us on this project.
 - The Performance Management team held a kick-off meeting with the consultant, working together to develop the engagement process and meeting with counties and DHS staff to identify potential projects to implement the newly developed stakeholder engagement process.

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.
 - Counties working to get economic assistance benefits for individuals who are incarcerated or in other types of facilities pend benefit applications until their release date, which counts negatively against timeliness performance measures. It is a systems issue that needs to be remedied. In the meantime, we have instructed counties to do case reviews if they fall below on a measure to see if these pending applications had an impact on them. If so, they can file an extenuating circumstances claim to exempt them from the PIP requirement.
 - In 2019, we worked with the Economic Assistance and Employment Services Division to engage counties in generating potential ideas to improve the Self-Support Index measure. Based on that feedback and after testing different variables, 4 new variables concerning time on MFIP were added to the model. It was updated this year and more accurately predicts a range of expected county performance.
- Reach out to leaders in DHS to inform them about the Performance Management team and our vision for our work.
 - The Performance Management manager met with Commissioner Harpstead in October to provide an overview of the Performance Management system and project priorities.

B. Report recommendations for calendar year 2021

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 2021.

Building meaningful connections

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

- Develop and implement a 2021 strategic communications plan that reinforces the continuous improvement principles central to, and shares information about, the Performance Management system.
- Continue to strengthen 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.

- Launch the Tableau Server dashboard that will allow counties to access more timely performance data and assess their progress throughout the year.
- Review and revise the small numbers policy so that all measures have a policy that is clear and consistent.
- Introduce updated 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.
- Meet with counties to provide improvement assistance and learn about county concerns to identify systemic barriers.
- Coordinate efforts to evaluate COVID-19 program waivers.

Advancing equity to reduce disparities

Promote an equitable and inclusive human services system.

- Continue facilitating Equity Partnership meetings and leading the group's progress to strengthen members' cultural competency and begin develop a performance monitoring system to guide counties to become anti-racist, multicultural organizations.

- Support internal partners as they work to improve county-level ICWA compliance by meeting regularly with the ICWA compliance team to identify ways to assist their work.
- Continue to build the Performance Management team’s proficiency in diversity, equity and inclusion work.
- Begin building a process to address racial and ethnic disparities through improvement planning.
- Develop a stakeholder engagement process to include communities and people we serve in measures development and program improvement.

Advocating for system change

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

- Identify opportunities for strategic system change.
- Reach out to leaders in DHS to inform them about the Performance Management team and our vision for our work.
- Develop a survey to gain county feedback on the Performance Management system.

VIII. Commissioner response

Co-Chairs Debbie Goettel 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, tribes and communities of color is an important component of the work of the Human Services system. I recognize that 2020 and the COVID-19 pandemic presented unique challenges to the work you do and appreciate your ability to adapt and continue strong work through the pandemic.

In reviewing the data, I am pleased to see that the number of Performance Improvement Plans (PIPs) for many measures decreased even though statewide performance on most measures was relatively steady. I hope the generally strong performance for most counties will help stabilize the performance impacts we may see next year due to COVID-19 and the unprecedented demands it has put on the Human Services system.

A continued challenge for DHS and Minnesota reflected in the report is addressing racial and ethnic disparities. I am encouraged that the Human Services Performance Management Team has established a strong partnership with counties to collaborate on the work needed to improve equity in the human services system and develop anti-racist, multicultural organizations. The Equity Partnership's focus on providing tools to make systemic change and developing their membership's cultural competency will be critical to the work of developing community engagement guidelines and building a culture of equity self-assessment for counties. These efforts will lead to a reduction in racial and ethnic disparities.

The ability for the Performance Management Team to continue to partner with counties, advocates and service providers, tribes and DHS business areas to develop measures remotely is important. I was heartened to see that they have adapted and are continuing to develop measures for Adult Protection, Long-Term Services and Support and Child Support. As well as starting the process to develop housing placement measures for services that support people with disabilities.

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 2020. 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.

2020 PIPs

TABLE A1: 2020 PIPs for *child maltreatment recurrence*.

Counties with PIPs	Threshold	2019 Performance	2019 Denominator	2018 Performance
Grant County	90.9%	84.4%	32	94.1%
Hubbard County	90.9%	82.8%	29	84.6%
Kanabec County	90.9%	80.0%	35	88.6%
Nicollet County	90.9%	87.5%	24	93.3%
Otter Tail County	90.9%	90.7%	108	86.7%
Pope County	90.9%	77.8%	27	83.3%
St. Louis County	90.9%	86.7%	480	94.2%
Sibley County	90.9%	73.0%	37	85.7%
Swift County	90.9%	78.9%	38	79.2%
Traverse County*	90.9%	60.0%	<20	82.6%
Winona County	90.9%	82.9%	70	87.0%

**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 two of the three measures, and was required to complete a performance improvement plan for this measure.*

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	2015	2016	2017	2018	2019	2019
		Performance						Standard
State totals	90.9%	90.9%	94.6%	92.0%	91.0%	91.0%	93.8%	7,534
Aitkin	90.9%	90.9%	100.0%	91.7%	100.0%	95.8%	95.8%	24
Anoka	90.9%	90.9%	95.5%	94.7%	96.9%	94.5%	98.0%	298
Becker	90.9%	90.9%	92.0%	96.4%	95.7%	95.1%	96.6%	88
Beltrami	90.9%	90.9%	93.1%	97.6%	95.9%	95.5%	100.0%	246
Benton	90.9%	90.9%	100.0%	100.0%	97.5%	96.4%	100.0%	47
Big Stone	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Blue Earth	90.9%	90.9%	97.4%	94.2%	94.1%	100.0%	97.5%	40
Brown	90.9%	90.9%	88.2%	100.0%	100.0%	100.0%	95.2%	21
Carlton	90.9%	90.9%	100.0%	97.0%	96.3%	88.7%	91.4%	93
Carver	90.9%	90.9%	100.0%	97.9%	97.5%	98.0%	94.7%	38
Cass	90.9%	90.9%	100.0%	93.1%	93.3%	91.9%	97.1%	34
Chippewa	90.9%	90.9%	100.0%	100.0%	100.0%	95.0%	93.9%	33
Chisago	90.9%	90.9%	97.6%	100.0%	86.7%	91.2%	98.4%	63
Clay	90.9%	90.9%	94.1%	90.2%	98.2%	93.3%	95.6%	45
Clearwater	90.9%	90.9%	83.3%	78.3%	78.6%	79.5%	100.0%	<20
Cook	90.9%	90.9%		100.0%	100.0%	100.0%	100.0%	<20
Crow Wing	90.9%	90.9%	100.0%	100.0%	92.0%	93.5%	98.2%	57
Dakota	90.9%	90.9%	97.3%	94.1%	92.8%	95.7%	95.6%	387
Des Moines Valley	90.9%	90.9%	100.0%	95.0%	96.8%	100.0%	93.5%	31
Douglas	90.9%	90.9%	76.7%	94.6%	90.2%	88.1%	92.4%	118
Faribault & Martin	90.9%	90.9%	98.6%	97.7%	89.0%	88.9%	95.7%	70
Fillmore	90.9%	90.9%	100.0%		100.0%	100.0%	100.0%	<20
Freeborn	90.9%	90.9%	100.0%	88.2%	95.2%	94.0%	97.5%	40
Goodhue	90.9%	90.9%	100.0%	92.5%	95.8%	94.7%	93.0%	43
Grant	90.9%	90.9%	100.0%	100.0%	86.7%	94.1%	84.4%	32
Hennepin	90.9%	90.9%	91.6%	84.6%	86.3%	86.6%	93.0%	2,054
Houston	90.9%	90.9%		75.0%	100.0%	100.0%	100.0%	<20
Hubbard	90.9%	90.9%	100.0%	100.0%	95.8%	84.6%	82.8%	29
Isanti	90.9%	90.9%	100.0%	94.9%	91.9%	100.0%	98.4%	64
Itasca	90.9%	90.9%	100.0%	100.0%	100.0%	98.1%	100.0%	56

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						2019
		Standard	2015	2016	2017	2018	2019	Denominator
State totals	90.9%	90.9%	94.6%	92.0%	91.0%	91.0%	93.8%	7,534
Kanabec	90.9%	90.9%	100.0%	100.0%	93.3%	88.6%	80.0%	35
Kandiyohi	90.9%	90.9%	95.1%	89.2%	90.5%	98.7%	94.5%	91
Kittson	90.9%	90.9%	100.0%	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%	0.0%	<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%	0.0%	<20
Le Sueur	90.9%	90.9%	100.0%	100.0%	93.3%	100.0%	100.0%	<20
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%	94.1%	<20
McLeod	90.9%	90.9%	91.3%	97.7%	92.1%	96.7%	93.8%	64
Meeker	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Mille Lacs	90.9%	90.9%	100.0%	95.0%	93.6%	98.6%	94.7%	75
MNPrairie	90.9%	90.9%	96.6%	95.3%	95.7%	95.3%	100.0%	51
Morrison	90.9%	90.9%	92.6%	100.0%	97.1%	100.0%	100.0%	25
Mower	90.9%	90.9%	93.8%	92.9%	87.9%	100.0%	100.0%	29
Nicollet	90.9%	90.9%	100.0%	100.0%	92.9%	93.3%	87.5%	24
Nobles	90.9%	90.9%	100.0%	100.0%	92.3%	100.0%	96.2%	26
Norman	90.9%	90.9%	75.0%	80.0%	100.0%	100.0%	100.0%	<20
Olmsted	90.9%	90.9%	97.4%	91.8%	100.0%	100.0%	96.4%	55
Otter Tail	90.9%	90.9%	92.7%	91.9%	81.9%	86.7%	90.7%	108
Pennington	90.9%	90.9%		100.0%	100.0%	100.0%	100.0%	<20
Pine	90.9%	90.9%	88.9%	97.4%	94.9%	100.0%	94.1%	34
Polk	90.9%	90.9%	100.0%	95.7%	100.0%	97.7%	97.8%	46
Pope	90.9%	90.9%	100.0%	58.8%	83.9%	83.3%	77.8%	27
Ramsey	90.9%	90.9%	97.3%	94.3%	94.6%	93.2%	93.3%	1,057
Red Lake	90.9%	90.9%	100.0%	100.0%		100.0%	100.0%	<20
Renville	90.9%	90.9%	96.8%	100.0%	90.9%	100.0%	97.9%	48
Rice	90.9%	90.9%	92.3%	95.8%	89.5%	87.3%	95.7%	70
Roseau	90.9%	90.9%	100.0%	100.0%	80.0%	100.0%	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					2019	
		Standard	2015	2016	2017	2018	2019	Denominator
State totals	90.9%	90.9%	94.6%	92.0%	91.0%	91.0%	93.8%	7,534
St. Louis	90.9%	90.9%	96.6%	94.7%	92.8%	94.2%	86.7%	480
Scott	90.9%	90.9%	100.0%	100.0%	97.0%	96.3%	97.3%	75
Sherburne	90.9%	90.9%	88.7%	90.4%	86.8%	92.3%	96.0%	101
Sibley	90.9%	90.9%	90.9%	100.0%	100.0%	85.7%	73.0%	37
SWHHS	90.9%	90.9%	94.4%	93.3%	86.6%	87.6%	92.1%	178
Stearns	90.9%	90.9%	99.1%	91.8%	93.7%	92.4%	97.1%	172
Stevens	90.9%	90.9%	100.0%	100.0%	100.0%	94.4%	100.0%	<20
Swift	90.9%	90.9%	76.0%	92.6%	96.3%	79.2%	78.9%	38
Todd	90.9%	90.9%	100.0%	90.9%	100.0%	100.0%	100.0%	<20
Traverse	90.9%	90.9%	50.0%	100.0%	83.3%	82.6%	60.0%	<20
Wabasha	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	88.9%	<20
Wadena	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Washington	90.9%	90.9%	94.9%	96.5%	98.2%	96.8%	96.2%	133
Watonwan	90.9%	90.9%	100.0%	100.0%	92.3%	100.0%	90.9%	<20
Wilkin	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	75.0%	<20
Winona	90.9%	90.9%	97.2%	87.5%	82.6%	87.0%	82.9%	70
Wright	90.9%	90.9%	95.8%	95.9%	98.2%	100.0%	100.0%	121
Yellow Medicine	90.9%	90.9%	100.0%	100.0%	100.0%	84.6%	100.0%	<20

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*)

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.

2020 PIPs

TABLE A3: 2020 PIPs for *adult repeat maltreatment*.

Counties with PIPs	Threshold	2020 Performance	2020 Denominator	2019 Performance
Marshall County	80%	75.0%	<20	100%
Sibley County	80%	71.4%	<20	100%

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					2020	
		Standard	2016	2017	2018	2019	2020	Denominator
State totals	80%	80%	96.60%	95.86%	96.26%	96.85%	96.6%	2139
Aitkin	80%	80%	100.0%	100.0%	93.1%	100.0%	95.8%	24
Anoka	80%	80%	96.7%	93.0%	97.6%	98.9%	96.7%	90
Becker	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Beltrami	80%	80%	94.7%	97.6%	95.6%	80.0%	84.4%	32
Benton	80%	80%	100.0%	93.3%	100.0%	100.0%	100.0%	<20
Big Stone	80%	80%	100.0%	100.0%	100.0%	100.0%	80.0%	<20
Blue Earth	80%	80%	97.4%	97.1%	96.6%	93.3%	100.0%	37
Brown	80%	80%	100.0%	100.0%	100.0%	100.0%	88.9%	<20
Carlton	80%	80%	92.3%	96.2%	100.0%	100.0%	100.0%	<20
Carver	80%	80%	95.7%	92.0%	95.8%	96.4%	100.0%	<20
Cass	80%	80%	95.0%	97.8%	93.5%	100.0%	100.0%	<20
Chippewa	80%	80%	92.3%	100.0%	86.7%	92.3%	100.0%	<20
Chisago	80%	80%	100.0%	92.9%	91.4%	95.8%	92.7%	41
Clay	80%	80%	97.6%	90.7%	92.2%	100.0%	97.6%	42
Clearwater	80%	80%	81.8%	94.1%	83.3%	95.0%	90.9%	33
Cook	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Crow Wing	80%	80%	100.0%	97.4%	100.0%	100.0%	100.0%	<20
Dakota	80%	80%	96.7%	97.1%	98.2%	94.0%	98.0%	150
Des Moines Valley	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Douglas	80%	80%		95.7%	100.0%	95.0%	95.2%	21
Faribault-Martin	80%	80%	91.2%	95.7%	94.1%	100.0%	95.7%	47
Fillmore	80%	80%	100.0%	100.0%	88.9%	100.0%	94.1%	<20
Freeborn	80%	80%	85.7%	95.5%	100.0%	90.0%	100.0%	<20
Goodhue	80%	80%	100.0%	86.7%	100.0%	100.0%	100.0%	<20
Grant	80%	80%	100.0%	100.0%	100.0%	50.0%	71.4%	<20
Hennepin	80%	80%	98.5%	98.2%	98.4%	98.2%	98.0%	445
Houston	80%	80%	100.0%	100.0%		100.0%	100.0%	<20
Hubbard	80%	80%	100.0%	95.0%	100.0%	100.0%	93.8%	<20
Isanti	80%	80%	96.7%	87.5%	100.0%	100.0%	100.0%	<20
Itasca	80%	80%	100.0%	100.0%	92.5%	100.0%	93.8%	32

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					2020	
		Standard	2016	2017	2018	2019	2020	Denominator
State totals	80%	80%	96.60%	95.86%	96.26%	96.85%	96.6%	2139
Kanabec	80%	80%	100.0%	100.0%	80.0%	100.0%	100.0%	<20
Kandiyohi	80%	80%	95.8%	100.0%	100.0%	100.0%	97.0%	33
Kittson	80%	80%	100.0%					
Koochiching	80%	80%	100.0%	100.0%	100.0%		100.0%	<20
Lac Qui Parle	80%	80%	93.3%	100.0%	100.0%	100.0%	80.0%	<20
Lake	80%	80%	100.0%	100.0%	100.0%			
Lake Of The Woods	80%	80%		100.0%	100.0%	100.0%	100.0%	<20
Le Sueur	80%	80%	91.3%	100.0%	100.0%	100.0%	100.0%	<20
Mahnomen	80%	80%	100.0%	87.5%	100.0%	100.0%	100.0%	<20
Marshall	80%	80%	100.0%	100.0%	100.0%	100.0%	75.0%	<20
McLeod	80%	80%	100.0%	100.0%	100.0%	100.0%	92.9%	<20
Meeker	80%	80%	100.0%	100.0%	100.0%	75.0%	100.0%	<20
Mille Lacs	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
MNPrarie	80%	80%	92.7%	89.7%	100.0%	100.0%	90.0%	30
Morrison	80%	80%	77.8%	100.0%	100.0%	100.0%	100.0%	<20
Mower	80%	80%	93.3%	100.0%	91.1%	97.5%	98.1%	52
Nicollet	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Nobles	80%	80%	88.9%	100.0%	100.0%	100.0%	100.0%	<20
Norman	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Olmsted	80%	80%	98.1%	100.0%	100.0%	95.7%	100.0%	43
Otter Tail	80%	80%	98.9%	93.1%	93.7%	96.6%	91.5%	59
Pennington	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Pine	80%	80%	89.7%	91.2%	78.3%	92.9%	100.0%	<20
Polk	80%	80%	100.0%	90.0%	89.5%	100.0%	100.0%	<20
Pope	80%	80%					83.3%	<20
Ramsey	80%	80%	96.60%	95.86%	96.26%	96.85%	96.6%	59
Red Lake	80%	80%	100.0%	100.0%	80.0%	100.0%	100.0%	<20
Renville	80%	80%	95.8%	100.0%	100.0%	100.0%	100.0%	<20
Rice	80%	80%	100.0%				100.0%	23
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					2020	2020 Denominator
		2016	2017	2018	2019	2020		
State totals	80%	80%	96.60%	95.86%	96.26%	96.85%	96.6%	2139
St. Louis	80%	80%	90.8%	96.2%	100.0%	98.4%	100.0%	84
Scott	80%	80%	96.9%	100.0%	98.1%	96.2%	100.0%	<20
Sherburne	80%	80%	96.6%	95.7%	96.2%	100.0%	95.7%	46
Sibley	80%	80%	100.0%	81.8%	100.0%	100.0%	71.4%	<20
SWHHS	80%	80%	98.0%	96.2%	100.0%	100.0%	100.0%	23
Stearns	80%	80%	94.7%	91.0%	94.7%	94.9%	95.5%	88
Stevens	80%	80%	100.0%	87.5%	90.5%	100.0%	100.0%	<20
Swift	80%	80%	100.0%	100.0%	100.0%	85.7%	100.0%	<20
Todd	80%	80%	100.0%	91.7%	100.0%	100.0%	100.0%	<20
Traverse	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Wabasha	80%	80%	100.0%	97.5%	100.0%	75.0%	100.0%	<20
Wadena	80%	80%	100.0%	100.0%	93.8%	100.0%	96.2%	26
Washington	80%	80%	95.9%	98.4%	93.9%	97.8%	96.3%	108
Watonwan	80%	80%	100.0%	100.0%	100.0%	80.0%	100.0%	<20
Wilkin	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Winona	80%	80%	97.1%	96.4%	100.0%	100.0%	92.6%	27
Wright	80%	80%	94.9%	100.0%	92.3%	90.5%	97.2%	36
Yellow Medicine	80%	80%	94.4%	92.9%	94.7%	100.0%	94.1%	<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 2020 to prevent a PIP (through a positive five-year average change or by reaching the state median performance of 77.3%, 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.

2020 PIPs

TABLE A5: 2020 PIPS for *child support paid*, Federal Fiscal Year 2020 data.

Counties with PIPs	2020 Threshold	2020 Performance	2020 Denominator	2019 Performance
Aitkin	77.16%	72.50%	\$1,598,753	75.36%
Big Stone	77.30%	77.14%	\$543,953	75.27%
Chippewa	76.33%	75.52%	\$1,599,038	78.81%
Clay	74.47%	72.48%	\$8,355,447	73.51%
Clearwater	73.88%	68.24%	\$1,003,994	68.87%
Douglas	76.45%	75.41%	\$4,197,476	74.40%
Freeborn	73.07%	68.94%	\$4,885,284	69.35%
Houston	77.30%	76.65%	\$1,950,073	76.40%
Lac Qui Parle	77.30%	76.88%	\$715,929	81.37%
Lake of the Woods	76.98%	69.94%	\$309,970	73.50%
Norman	73.89%	71.61%	\$949,403	68.53%
Otter Tail	73.11%	72.60%	\$6,618,553	71.98%
SWHHS	77.30%	75.11%	\$9,474,978	77.10%
Wilkin	77.30%	75.21%	\$889,515	77.07%

All county performance – child support paid

TABLE A6: Performance for all counties on the *child support paid* measure. Reported in October (Federal Fiscal Year 2020).

County	2016	2017	2018	2019	2020	2020 Denominator	2020 Threshold
Statewide	74.29%	74.53%	74.94%	75.41%	75.41%	\$561,945,350	
Aitkin	75.09%	75.42%	76.20%	75.36%	72.50%	\$1,598,753	77.16%
Anoka	74.88%	75.87%	76.17%	76.46%	76.15%	\$37,443,226	74.46%
Becker	69.27%	68.31%	72.54%	75.73%	76.42%	\$3,698,221	69.71%
Beltrami	67.06%	69.23%	71.02%	72.78%	72.76%	\$4,317,392	66.38%
Benton	75.97%	76.25%	76.72%	76.68%	78.14%	\$5,107,737	75.42%
Big Stone	76.81%	73.10%	75.62%	75.27%	77.14%	\$543,953	77.30%
Blue Earth	71.14%	71.58%	72.10%	73.04%	73.97%	\$7,633,898	71.15%
Brown	81.79%	82.20%	82.86%	81.62%	81.36%	\$3,485,886	77.30%
Carlton	73.27%	74.52%	74.34%	74.57%	75.86%	\$4,579,428	74.77%
Carver	79.52%	79.42%	79.72%	79.75%	79.50%	\$7,696,981	77.30%
Cass	67.30%	67.88%	66.26%	67.63%	69.61%	\$2,335,723	66.35%
Chippewa	74.66%	78.32%	80.09%	78.81%	75.52%	\$1,599,038	76.33%
Chisago	80.51%	80.85%	80.00%	79.38%	79.65%	\$6,826,260	77.30%
Clay	72.67%	72.15%	73.31%	73.51%	72.48%	\$8,355,447	74.47%
Clearwater	70.28%	68.48%	70.32%	68.87%	68.24%	\$1,003,994	73.88%
Cook	70.61%	76.09%	72.93%	72.27%	73.39%	\$281,780	64.89%
Crow Wing	72.87%	73.92%	74.33%	75.63%	74.12%	\$9,010,572	72.08%
Dakota	72.72%	72.65%	72.76%	72.53%	72.74%	\$42,211,206	71.95%
Des Moines							
Valley	77.78%	78.33%	81.69%	79.76%	81.76%	\$2,916,058	76.83%
Douglas	76.03%	74.13%	73.65%	74.40%	75.41%	\$4,197,476	76.45%
Faribault &							
Martin	75.34%	76.14%	76.41%	77.45%	76.26%	\$5,405,713	74.43%
Fillmore	77.60%	78.77%	77.84%	79.94%	80.81%	\$2,152,420	77.30%
Freeborn	72.09%	71.32%	70.80%	69.35%	68.94%	\$4,885,284	73.07%
Goodhue	78.49%	77.09%	77.89%	78.40%	77.98%	\$5,512,708	76.67%
Grant	81.62%	82.60%	83.67%	82.71%	83.13%	\$814,046	77.30%
Hennepin	71.47%	71.58%	71.88%	72.48%	72.86%	\$97,313,544	69.44%
Houston	78.19%	77.94%	77.06%	76.40%	76.65%	\$1,950,073	77.30%
Hubbard	73.16%	74.75%	74.43%	72.32%	72.08%	\$1,849,272	69.56%
Isanti	77.68%	77.87%	78.19%	79.75%	79.75%	\$6,454,293	77.30%
Itasca	74.06%	74.91%	76.87%	78.40%	77.01%	\$5,361,347	74.58%

TABLE A6, PAGE 2: Performance for all counties on the *child support paid* measure. Reported in October (Federal Fiscal Year 2020).

County	2016	2017	2018	2019	2020	2020 Denominator	2020 Threshold
Statewide	74.29%	74.53%	74.94%	75.41%	75.41%	\$561,945,350	
Kanabec	76.53%	76.39%	74.94%	74.74%	75.15%	\$2,119,735	74.87%
Kandiyohi	75.79%	75.57%	77.75%	78.20%	77.92%	\$5,558,852	75.76%
Kittson	87.29%	84.25%	84.37%	83.08%	85.05%	\$349,760	77.30%
Koochiching	81.64%	82.77%	82.89%	82.93%	82.29%	\$1,746,852	77.30%
Lac Qui Parle	81.65%	78.61%	82.41%	81.37%	76.88%	\$715,929	77.30%
Lake Lake of the Woods	73.18%	74.83%	75.65%	75.37%	77.69%	\$1,151,780	74.46%
Le Sueur	76.45%	74.30%	75.77%	73.50%	69.94%	\$309,970	76.98%
Le Sueur	75.43%	75.60%	77.58%	76.15%	75.33%	\$3,557,754	74.94%
Mahnomen	59.05%	61.25%	67.37%	64.17%	62.36%	\$443,403	61.84%
Marshall	82.98%	83.13%	82.82%	82.40%	80.88%	\$1,205,363	77.30%
McLeod	79.48%	79.64%	81.40%	81.38%	81.75%	\$4,418,439	77.30%
Meeker	78.65%	77.52%	75.72%	77.99%	78.01%	\$2,702,433	76.41%
Mille Lacs	74.38%	75.63%	79.38%	82.37%	80.87%	\$3,584,295	75.38%
MNPrarie	77.41%	77.44%	77.20%	78.68%	77.89%	\$11,332,944	77.30%
Morrison	70.11%	70.72%	72.42%	73.57%	74.25%	\$4,186,260	68.12%
Mower	74.90%	74.95%	75.20%	77.69%	77.16%	\$5,866,369	73.72%
Nicollet	74.42%	75.30%	76.55%	77.76%	77.75%	\$4,343,562	73.50%
Nobles	73.96%	76.14%	80.45%	80.52%	78.11%	\$2,964,545	74.93%
Norman	71.81%	69.76%	72.57%	68.53%	71.61%	\$949,403	73.89%
Olmsted	78.26%	78.57%	77.95%	77.85%	78.61%	\$18,103,543	77.30%
Otter Tail	73.05%	72.94%	71.58%	71.98%	72.60%	\$6,618,553	73.11%
Pennington	74.87%	72.77%	77.93%	79.27%	77.47%	\$1,996,280	76.05%
Pine	75.41%	76.80%	78.66%	78.67%	77.55%	\$4,126,173	74.51%
Polk	80.39%	79.04%	78.73%	78.86%	78.69%	\$4,398,013	77.30%
Pope	79.85%	79.57%	79.37%	78.54%	80.76%	\$995,620	77.30%
Ramsey	67.59%	67.79%	68.49%	69.87%	70.39%	\$46,502,647	66.67%
Red Lake	79.65%	80.74%	79.64%	77.65%	80.27%	\$534,960	77.30%
Renville	79.27%	78.47%	78.81%	80.61%	80.56%	\$1,895,807	77.30%
Rice	76.20%	76.51%	78.19%	78.52%	78.66%	\$6,097,598	75.82%
Roseau	75.55%	77.84%	81.39%	81.37%	81.45%	\$1,770,211	77.30%

TABLE A6, PAGE 3: Performance for all counties on the *child support paid* measure. Reported in October (Federal Fiscal Year 2020).

County	2016	2017	2018	2019	2020	2020 Denominator	2020 Threshold
Statewide	74.29%	74.53%	74.94%	75.41%	75.41%	\$561,945,350	
St. Louis	71.86%	72.75%	73.65%	75.00%	75.59%	\$21,656,959	71.12%
Scott	79.92%	80.29%	80.19%	80.70%	80.92%	\$11,176,036	77.30%
Sherburne	81.52%	80.92%	81.17%	80.67%	80.71%	\$11,437,874	77.30%
Sibley	78.60%	78.41%	79.37%	78.22%	78.95%	\$1,843,998	77.30%
SWHHS	78.36%	77.31%	77.40%	77.10%	75.11%	\$9,474,978	77.30%
Stearns	78.76%	78.72%	77.33%	77.90%	77.51%	\$14,394,320	77.30%
Stevens	71.58%	70.74%	77.85%	76.08%	77.44%	\$721,580	72.13%
Swift	74.62%	75.22%	78.03%	77.19%	75.79%	\$1,383,640	73.89%
Todd	79.26%	77.59%	77.56%	76.96%	78.27%	\$2,959,847	77.30%
Traverse	71.20%	75.90%	77.46%	78.09%	73.97%	\$303,269	71.71%
Wabasha	81.31%	80.55%	79.50%	79.46%	78.17%	\$2,378,006	77.30%
Wadena	72.56%	73.02%	73.47%	74.03%	75.59%	\$2,432,089	71.90%
Washington	76.56%	77.23%	76.60%	76.11%	74.97%	\$22,296,966	74.70%
Watonwan	77.50%	77.50%	76.93%	76.93%	78.31%	\$2,019,889	77.30%
Wilkin	77.88%	77.63%	77.44%	77.07%	75.21%	\$889,515	77.30%
Winona	75.03%	75.59%	74.16%	74.09%	75.67%	\$4,141,599	74.97%
Wright	79.93%	79.50%	80.45%	81.03%	80.22%	\$14,219,963	77.30%
Yellow Medicine	80.81%	81.95%	81.59%	82.01%	77.97%	\$1,126,036	77.30%

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.

2020 PIPs

TABLE A7: 2020 PIPS for *permanency*.

Counties with PIPs	Threshold	2019 Performance	2019 Denominator	2018 Performance
Hennepin County	40.5%	40.2%	1047	41.9%
Isanti County	40.5%	23.3%	30	26.5%
Mille Lacs County	40.5%	40.0%	75	32.4%
Mower County	40.5%	30.6%	36	45.2%
Nobles County	40.5%	35.1%	37	78.6%
Otter Tail County	40.5%	33.0%	94	30.9%

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						2019
		Standard	2015	2016	2017	2018	2019	Denominator
Statewide	40.50%	40.50%	56.71%	50.49%	47.47%	48.61%	49.5%	5,985
Aitkin	40.50%	40.50%	50.00%	54.55%	62.96%	56.7%	37.5%	<20
Anoka	40.50%	40.50%	60.22%	53.59%	48.11%	53.7%	54.7%	201
Becker	40.50%	40.50%	65.12%	43.53%	43.02%	54.5%	52.9%	70
Beltrami	40.50%	40.50%	37.35%	37.31%	44.81%	44.9%	42.5%	320
Benton	40.50%	40.50%	50.82%	64.41%	57.89%	43.1%	48.1%	52
Big Stone	40.50%	40.50%	85.71%	53.33%	50.00%	0.0%	66.7%	<20
Blue Earth	40.50%	40.50%	36.36%	52.13%	58.57%	56.9%	45.6%	68
Brown	40.50%	40.50%	71.43%	60.00%	50.00%	58.1%	51.4%	37
Carlton	40.50%	40.50%	54.17%	55.56%	57.14%	34.9%	62.0%	71
Carver	40.50%	40.50%	61.82%	46.84%	38.16%	42.9%	55.7%	70
Cass	40.50%	40.50%	54.41%	55.41%	46.97%	41.5%	65.9%	44
Chippewa	40.50%	40.50%	57.14%	50.00%	0.00%	50.0%	33.3%	<20
Chisago	40.50%	40.50%	54.00%	66.67%	45.59%	43.5%	52.7%	55
Clay	40.50%	40.50%	60.00%	49.62%	48.35%	54.2%	52.7%	91
Clearwater	40.50%	40.50%	59.09%	63.64%	37.50%	60.0%	70.0%	10
Cook	40.50%	40.50%	33.33%	54.55%	62.50%	63.2%	75.0%	<20
Crow Wing	40.50%	40.50%	37.04%	38.10%	35.14%	27.4%	52.5%	118
Dakota	40.50%	40.50%	60.00%	54.82%	60.80%	57.1%	64.3%	252
DVHHS	40.50%	40.50%	58.33%	45.45%	43.75%	64.8%	42.0%	50
Douglas	40.50%	40.50%	77.27%	66.67%	65.91%	41.0%	62.8%	43
Faribault & Martin	40.50%	40.50%	65.91%	65.52%	55.26%	54.7%	73.3%	45
Fillmore	40.50%	40.50%	75.00%	75.00%	85.71%	70.0%	60.0%	<20
Freeborn	40.50%	40.50%	67.44%	62.07%	40.00%	41.9%	48.9%	45
Goodhue	40.50%	40.50%	72.00%	59.52%	37.50%	61.5%	50.0%	40
Grant	40.50%	40.50%	100.00%	83.33%	66.67%	62.5%	55.6%	<20
Hennepin	40.50%	40.50%	48.20%	42.92%	42.60%	41.9%	40.2%	1047
Houston	40.50%	40.50%	63.64%	50.00%	70.00%	71.4%	50.0%	<20
Hubbard	40.50%	40.50%	74.14%	56.36%	46.51%	40.0%	61.3%	31
Isanti	40.50%	40.50%	42.31%	39.02%	34.00%	26.5%	23.3%	30
Itasca	40.50%	40.50%	61.86%	60.77%	51.63%	56.8%	48.5%	136

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					2019	
		Standard	2015	2016	2017	2018	2019	Denominator
Statewide	40.50%	40.50%	56.71%	50.49%	47.47%	48.61%	49.5%	5,985
Kanabec	40.50%	40.50%	57.14%	82.35%	67.74%	61.3%	60.0%	<20
Kandiyohi	40.50%	40.50%	71.19%	59.68%	60.00%	58.5%	41.0%	61
Kittson	40.50%	40.50%	83.33%	33.33%	100.00%	100.0%	70.0%	<20
Koochiching	40.50%	40.50%	70.83%	66.67%	75.00%	61.3%	77.8%	36
Lac Qui Parle	40.50%	40.50%	100.00%	100.00%	85.71%	66.7%	0.0%	<20
Lake	40.50%	40.50%	44.44%	37.50%	25.00%	41.7%	43.8%	<20
Lake Of The Woods	40.50%	40.50%	100.00%	75.00%	77.78%	100.0%	80.0%	<20
Le Sueur	40.50%	40.50%	47.37%	54.55%	58.62%	48.4%	48.1%	27
Mahnomen	40.50%	40.50%	60.00%	40.00%	12.50%	40.0%	40.0%	<20
Marshall	40.50%	40.50%	87.50%	40.00%	70.00%	28.6%	87.5%	<20
McLeod	40.50%	40.50%	66.67%	67.44%	70.13%	61.9%	62.1%	58
Meeker	40.50%	40.50%	71.43%	64.71%	14.29%	66.7%	58.3%	24
Mille Lacs	40.50%	40.50%	50.98%	45.69%	39.09%	32.4%	40.0%	75
MNPrairie	40.50%	40.50%	61.11%	54.81%	43.06%	56.6%	54.1%	98
Morrison	40.50%	40.50%	41.67%	46.15%	39.53%	39.5%	58.8%	51
Mower	40.50%	40.50%	66.07%	70.83%	45.28%	45.2%	30.6%	36
Nicollet	40.50%	40.50%	70.00%	32.00%	55.00%	47.7%	65.6%	32
Nobles	40.50%	40.50%	63.89%	65.52%	65.85%	78.6%	35.1%	37
Norman	40.50%	40.50%	81.82%	80.00%	31.25%	100.0%	87.5%	<20
Olmsted	40.50%	40.50%	58.97%	35.05%	41.49%	49.4%	42.3%	71
Otter Tail	40.50%	40.50%	68.57%	45.76%	39.71%	30.9%	33.0%	94
Pennington	40.50%	40.50%	76.00%	86.96%	76.92%	72.2%	83.3%	<20
Pine	40.50%	40.50%	73.68%	34.88%	38.98%	60.9%	45.5%	55
Polk	40.50%	40.50%	63.04%	62.79%	71.43%	51.0%	78.9%	38
Pope	40.50%	40.50%	68.42%	46.15%	68.42%	54.5%	66.7%	<20
Ramsey	40.50%	40.50%	60.06%	52.01%	50.27%	46.7%	43.5%	579
Red Lake	40.50%	40.50%	66.67%	83.33%	90.00%	14.3%	100.0%	<20
Renville	40.50%	40.50%	81.82%	68.18%	37.04%	65.0%	73.9%	23
Rice	40.50%	40.50%	34.09%	63.25%	68.13%	72.0%	53.9%	102
Roseau	40.50%	40.50%	72.73%	85.71%	45.83%	75.0%	53.8%	<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					2019	
		Standard	2015	2016	2017	2018	2019	Denominator
Statewide	40.50%	40.50%	56.71%	50.49%	47.47%	48.61%	49.5%	5,985
St. Louis	40.50%	40.50%	54.22%	41.31%	42.57%	46.0%	59.1%	443
Scott	40.50%	40.50%	70.00%	60.87%	48.15%	65.9%	54.1%	85
Sherburne	40.50%	40.50%	76.27%	63.10%	45.24%	78.8%	63.8%	69
Sibley	40.50%	40.50%	54.55%	60.00%	50.00%	65.0%	60.0%	25
SWHHS	40.50%	40.50%	60.55%	46.67%	45.36%	50.4%	51.0%	104
Stearns	40.50%	40.50%	70.95%	61.22%	57.92%	63.4%	53.0%	202
Stevens	40.50%	40.50%	50.00%	55.56%	56.25%	10.5%	33.3%	<20
Swift	40.50%	40.50%	52.94%	65.00%	84.62%	55.6%	40.7%	27
Todd	40.50%	40.50%	66.67%	57.58%	51.85%	54.5%	68.9%	45
Traverse	40.50%	40.50%	80.00%	50.00%	50.00%	15.4%	100.0%	<20
Wabasha	40.50%	40.50%	42.86%	63.64%	60.00%	72.2%	44.4%	<20
Wadena	40.50%	40.50%	72.73%	53.33%	46.15%	54.3%	50.0%	46
Washington	40.50%	40.50%	60.24%	72.41%	48.57%	64.3%	57.5%	113
Watonwan	40.50%	40.50%	57.14%	100.00%	50.00%	66.7%	44.0%	25
Wilkin	40.50%	40.50%	100.00%	63.64%	25.00%	66.7%	40.0%	<20
Winona	40.50%	40.50%	77.78%	48.39%	42.00%	46.1%	45.6%	68
Wright	40.50%	40.50%	51.47%	41.77%	50.88%	42.5%	50.8%	65
Yellow Medicine	40.50%	40.50%	70.00%	80.00%	44.44%	64.0%	82.4%	<20

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 2020 threshold for this measure is 35.7 percent. The high performance standard is 45.0 percent, which is a state standard.

2020 PIPs

TABLE A9: 2020 PIPS for *relative placement*.

Counties with PIPs	Threshold	2019 Performance	2019 Number of Cases	2019 Denominator	2018 Performance
Clay County	35.7%	24.6%	166	33,325	26.1%
Houston County	35.7%	11.1%	38	6,929	8.2%
Nicollet County	35.7%	32.6%	41	6,698	28.2%
Traverse County*	35.7%	29.1%	<20	1,837	0.9%

**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 two of the 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	2015	2016	2017	2018	2019	2019	2019
		Performance						Standard	Number of Cases
Statewide	35.7%	45.0%	46.9%	53.3%	57.1%	58.5%	60.9%	13,373	2,674,016
Aitkin	35.7%	45.0%	63.3%	78.5%	75.5%	86.5%	75.8%	33	5,243
Anoka	35.7%	45.0%	39.5%	47.0%	55.9%	50.0%	53.6%	417	72,390
Becker	35.7%	45.0%	58.7%	61.0%	56.8%	50.7%	63.1%	169	29,855
Beltrami	35.7%	45.0%	48.1%	52.3%	52.9%	61.3%	74.5%	830	206,858
Benton	35.7%	45.0%	38.8%	19.1%	44.3%	57.3%	54.4%	98	16,345
Big Stone	35.7%	45.0%	60.7%	68.5%	17.2%	10.6%	74.4%	<20	720
Blue Earth	35.7%	45.0%	48.8%	57.9%	61.6%	44.4%	48.6%	155	28,296
Brown	35.7%	45.0%	49.1%	31.9%	36.6%	61.8%	48.6%	45	7,964
Carlton	35.7%	45.0%	52.1%	61.8%	59.4%	64.8%	64.5%	113	20,472
Carver	35.7%	45.0%	61.8%	69.7%	64.2%	61.3%	61.7%	119	19,334
Cass	35.7%	45.0%	36.7%	45.3%	45.4%	54.0%	55.4%	73	14,412
Chippewa	35.7%	45.0%	4.4%	0.0%	81.7%	84.2%	75.4%	28	4,994
Chisago	35.7%	45.0%	47.2%	56.6%	50.1%	47.4%	52.0%	108	20,590
Clay	35.7%	45.0%	26.4%	29.1%	27.3%	26.1%	24.6%	166	33,325
Clearwater	35.7%	45.0%	53.8%	56.6%	61.7%	81.3%	59.7%	24	5,599
Cook	35.7%	45.0%	65.7%	62.2%	74.9%	70.3%	35.9%	<20	1,014
Crow Wing	35.7%	45.0%	38.5%	43.1%	49.4%	54.8%	57.9%	205	42,209
Dakota	35.7%	45.0%	56.4%	55.4%	53.3%	54.2%	55.4%	381	74,491
DVHHS	35.7%	45.0%	11.6%	33.8%	51.7%	51.9%	57.0%	142	28,716
Douglas	35.7%	45.0%	32.7%	40.7%	29.0%	47.8%	53.6%	63	9,838
Faribault & Martin	35.7%	45.0%	56.8%	55.2%	46.3%	52.1%	54.1%	224	34,312
Fillmore	35.7%	45.0%	43.0%	47.7%	0.0%	74.1%	66.5%	<20	1,715
Freeborn	35.7%	45.0%	49.4%	52.4%	46.9%	54.4%	51.5%	103	22,544
Goodhue	35.7%	45.0%	34.7%	38.7%	48.0%	57.8%	52.3%	79	13,723
Grant	35.7%	45.0%	0.0%	5.5%	9.7%	16.9%	41.6%	20	3,492
Hennepin	35.7%	45.0%	43.7%	52.6%	59.2%	61.4%	64.2%	2297	515,426
Houston	35.7%	45.0%	43.5%	26.7%	27.3%	8.2%	11.1%	38	6,929
Hubbard	35.7%	45.0%	41.2%	49.4%	56.0%	59.8%	50.4%	75	12,402
Isanti	35.7%	45.0%	47.2%	52.9%	62.8%	69.7%	65.5%	88	17,062
Itasca	35.7%	45.0%	38.4%	49.4%	47.8%	45.4%	47.8%	209	38,573

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

County	Threshold	High	2015	2016	2017	2018	2019	2019	2019
		Performance						Standard	Number of Cases
Statewide	35.7%	45.0%	46.9%	53.3%	57.1%	58.5%	60.9%	13,373	2,674,016
Kanabec	35.7%	45.0%	45.2%	51.2%	60.2%	74.0%	69.7%	23	3,301
Kandiyohi	35.7%	45.0%	62.1%	75.9%	58.8%	45.2%	48.0%	116	21,584
Kittson	35.7%	45.0%	40.3%	56.9%	97.5%	45.9%	61.7%	<20	810
Koochiching	35.7%	45.0%	49.5%	54.1%	67.5%	77.8%	74.5%	61	6,156
Lac Qui Parle	35.7%	45.0%	15.0%	2.8%	25.9%	44.9%	41.4%	<20	1,429
Lake	35.7%	45.0%	32.3%	46.0%	58.4%	45.8%	37.6%	30	3,444
Lake Of The Woods	35.7%	45.0%	93.1%	99.5%	100.0%	100.0%	0.0%	<20	732
Le Sueur	35.7%	45.0%	59.9%	55.6%	46.9%	55.6%	60.6%	49	8,873
Mahnomen	35.7%	45.0%	12.0%	38.8%	47.5%	63.4%	30.7%	22	4,459
Marshall	35.7%	45.0%	37.4%	51.2%	74.8%	86.7%	97.3%	<20	1,585
McLeod	35.7%	45.0%	56.9%	68.4%	61.0%	52.9%	50.7%	105	17,912
Meeker	35.7%	45.0%	49.8%	54.7%	50.7%	63.5%	44.5%	53	7,899
Mille Lacs	35.7%	45.0%	59.3%	58.7%	58.8%	62.9%	56.9%	193	42,954
MNPrairie	35.7%	45.0%	43.7%	54.8%	63.9%	62.0%	61.9%	462	82,863
Morrison	35.7%	45.0%	43.1%	47.8%	45.8%	59.8%	45.2%	100	18,716
Mower	35.7%	45.0%	65.4%	45.9%	50.4%	30.8%	48.6%	76	13,841
Nicollet	35.7%	45.0%	25.8%	41.3%	41.9%	28.2%	32.6%	41	6,698
Nobles	35.7%	45.0%	48.7%	43.2%	32.0%	19.9%	59.4%	44	7,231
Norman	35.7%	45.0%	45.3%	93.7%	80.4%	53.9%	44.6%	17	1,276
Olmsted	35.7%	45.0%	49.1%	55.5%	57.6%	36.8%	44.0%	166	30,202
Otter Tail	35.7%	45.0%	35.0%	62.3%	61.8%	58.6%	53.3%	182	35,288
Pennington	35.7%	45.0%	50.6%	57.5%	63.6%	54.9%	56.0%	28	1,628
Pine	35.7%	45.0%	43.2%	40.8%	42.9%	55.8%	80.3%	95	23,608
Polk	35.7%	45.0%	30.8%	40.4%	23.8%	25.7%	42.8%	86	13,407
Pope	35.7%	45.0%	40.5%	56.1%	50.2%	45.9%	15.9%	<20	2,435
Ramsey	35.7%	45.0%	55.7%	64.6%	66.2%	66.6%	68.7%	1218	291,433
Red Lake	35.7%	45.0%	88.7%	99.5%	100.0%	91.7%	58.6%	<20	362
Renville	35.7%	45.0%	56.9%	58.9%	63.9%	80.7%	70.5%	42	4,823
Rice	35.7%	45.0%	50.0%	59.5%	55.7%	53.4%	52.1%	213	37,680
Roseau	35.7%	45.0%	77.4%	55.9%	44.5%	85.0%	67.0%	33	3,026

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

County	Threshold	High Performance Standard						2019	2019
			2015	2016	2017	2018	2019	Number of Cases	Denominator
Statewide	35.7%	45.0%	46.9%	53.3%	57.1%	58.5%	60.9%	13,373	2,674,016
St. Louis	35.7%	45.0%	45.9%	52.9%	56.9%	60.3%	57.2%	888	175,932
Scott	35.7%	45.0%	68.3%	64.4%	55.6%	59.3%	67.1%	120	19,889
Sherburne	35.7%	45.0%	47.4%	58.3%	53.0%	55.7%	56.5%	122	20,608
Sibley	35.7%	45.0%	39.5%	51.5%	47.7%	64.2%	79.8%	26	4,221
SWHHS	35.7%	45.0%	47.0%	60.4%	67.9%	69.6%	68.8%	1206	234,930
Stearns	35.7%	45.0%	47.5%	40.9%	49.1%	51.8%	57.6%	324	53,103
Stevens	35.7%	45.0%	67.8%	59.2%	78.2%	72.7%	39.6%	26	6,210
Swift	35.7%	45.0%	38.1%	28.5%	31.5%	47.6%	46.1%	52	10,204
Todd	35.7%	45.0%	24.7%	31.7%	46.4%	67.7%	69.8%	86	10,990
Traverse	35.7%	45.0%	36.2%	23.0%	0.0%	0.9%	29.1%	<20	1,837
Wabasha	35.7%	45.0%	18.6%	16.5%	27.6%	48.6%	81.3%	21	4,234
Wadena	35.7%	45.0%	62.9%	46.9%	72.2%	70.4%	67.3%	87	18,430
Washington	35.7%	45.0%	51.0%	60.9%	69.2%	68.6%	66.8%	170	31,625
Watonwan	35.7%	45.0%	4.7%	10.9%	23.9%	35.2%	38.5%	29	6,855
Wilkin	35.7%	45.0%	20.1%	31.4%	7.5%	6.6%	54.2%	22	4,526
Winona	35.7%	45.0%	45.7%	38.6%	52.8%	62.0%	53.9%	145	27,584
Wright	35.7%	45.0%	41.6%	46.5%	60.8%	62.2%	56.6%	186	35,132
Yellow Medicine	35.7%	45.0%	72.9%	98.9%	93.7%	93.9%	75.8%	27	3,208

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.

2020 PIPs

TABLE A11: 2020 PIPS for *paternity established*.

Counties with PIPs	Threshold	2020 Performance	2020 Denominator	2019 Performance
Mahnomen County	90%	68.8%	324	100.4%

All county performance – paternity established

TABLE A12: Performance for all counties on the *paternity established* measure. Reported for Federal Fiscal Year.

County	Threshold	High Performance					2020	
		Standard	2016	2017	2018	2019	2020	Denominator
Statewide			100.8%	101.0%	101.3%	101.0%	100.2%	166,543
Aitkin	90.0%	90.0%	106.7%	102.6%	100.9%	103.3%	100.6%	539
Anoka	90.0%	90.0%	103.1%	104.1%	104.3%	103.9%	104.4%	8,294
Becker	90.0%	90.0%	101.8%	93.0%	100.1%	102.6%	99.9%	1,167
Beltrami	90.0%	90.0%	98.4%	94.3%	95.9%	100.7%	103.7%	1,774
Benton	90.0%	90.0%	105.8%	105.2%	104.9%	100.4%	99.6%	1,572
Big Stone	90.0%	90.0%	109.0%	123.8%	107.8%	118.7%	101.5%	136
Blue Earth	90.0%	90.0%	103.6%	104.6%	103.6%	104.5%	102.2%	1,959
Brown	90.0%	90.0%	107.7%	103.8%	105.1%	102.3%	104.6%	765
Carlton	90.0%	90.0%	103.0%	105.1%	101.8%	100.2%	100.3%	1,303
Carver	90.0%	90.0%	107.1%	104.6%	104.3%	106.1%	100.4%	1,247
Cass	90.0%	90.0%	100.8%	99.9%	97.7%	100.2%	99.4%	1,373
Chippewa	90.0%	90.0%	105.6%	98.0%	98.8%	96.3%	99.7%	377
Chisago	90.0%	90.0%	105.7%	107.2%	105.8%	102.9%	102.3%	1,375
Clay	90.0%	90.0%	103.1%	99.9%	101.5%	100.7%	103.1%	2,054
Clearwater	90.0%	90.0%	104.9%	95.3%	103.3%	96.0%	102.6%	392
Cook	90.0%	90.0%	93.0%	104.1%	89.7%	100.8%	102.6%	116
Crow Wing	90.0%	90.0%	102.2%	104.4%	107.1%	104.7%	103.1%	2,460
Dakota	90.0%	90.0%	99.8%	99.6%	98.0%	98.1%	97.5%	9,899
Des Moines Valley	90.0%	90.0%	110.8%	102.9%	105.4%	105.4%	106.9%	802
Douglas	90.0%	90.0%	104.6%	104.0%	103.0%	104.4%	105.5%	992
Faribault & Martin	90.0%	90.0%	108.5%	108.6%	108.3%	105.7%	102.9%	1,331
Fillmore	90.0%	90.0%	102.7%	101.8%	101.0%	99.4%	99.6%	479
Freeborn	90.0%	90.0%	106.2%	104.0%	103.9%	102.6%	100.3%	1,326
Goodhue	90.0%	90.0%	107.8%	106.7%	104.7%	101.2%	98.5%	1,377
Grant	90.0%	90.0%	100.5%	95.7%	95.0%	107.1%	102.3%	171
Hennepin	90.0%	90.0%	97.2%	99.6%	101.0%	100.6%	99.4%	40,478
Houston	90.0%	90.0%	104.1%	112.0%	109.8%	104.7%	107.9%	482
Hubbard	90.0%	90.0%	107.1%	103.7%	100.5%	103.6%	97.7%	794
Isanti	90.0%	90.0%	100.8%	102.2%	104.5%	105.2%	105.5%	1,313
Itasca	90.0%	90.0%	103.3%	102.6%	106.6%	104.6%	104.1%	1,749

TABLE A12, PAGE 2: Performance for all counties on the *paternity established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance					2020	2020 Denominator
		Standard	2016	2017	2018	2019		
Statewide			100.8%	101.0%	101.3%	101.0%	100.2%	166,543
Kanabec	90.0%	90.0%	107.3%	104.7%	101.0%	103.1%	104.2%	590
Kandiyohi	90.0%	90.0%	99.0%	98.5%	101.3%	107.9%	109.4%	1,557
Kittson	90.0%	90.0%	113.2%	109.7%	109.7%	101.3%	105.6%	72
Koochiching	90.0%	90.0%	111.9%	112.7%	111.4%	113.2%	106.7%	523
Lac Qui Parle	90.0%	90.0%	101.3%	112.8%	114.3%	102.7%	110.9%	147
Lake	90.0%	90.0%	101.8%	108.2%	99.6%	104.6%	102.7%	263
Lake of the Woods	90.0%	90.0%	108.1%	101.9%	94.5%	90.4%	97.4%	116
Le Sueur	90.0%	90.0%	109.5%	109.4%	105.8%	109.4%	102.0%	770
Mahnomen	90.0%	90.0%	97.1%	71.5%	91.6%	100.4%	68.8%	324
Marshall	90.0%	90.0%	102.8%	109.3%	109.7%	104.5%	101.4%	221
McLeod	90.0%	90.0%	106.6%	105.2%	103.6%	105.3%	105.6%	1,109
Meeker	90.0%	90.0%	101.8%	113.0%	104.0%	102.4%	104.9%	573
Mille Lacs	90.0%	90.0%	105.1%	104.5%	107.1%	104.3%	103.0%	1,249
MNPrairie	90.0%	90.0%	106.4%	108.1%	106.8%	106.1%	102.1%	2,843
Morrison	90.0%	90.0%	101.6%	99.0%	100.3%	99.4%	98.5%	1,162
Mower	90.0%	90.0%	104.9%	104.9%	101.1%	102.2%	98.3%	1,662
Nicollet	90.0%	90.0%	103.2%	104.5%	102.3%	102.0%	99.6%	1,015
Nobles	90.0%	90.0%	106.4%	102.6%	107.0%	101.3%	106.7%	777
Norman	90.0%	90.0%	117.6%	110.3%	105.4%	113.1%	104.4%	203
Olmsted	90.0%	90.0%	98.5%	101.5%	101.2%	100.5%	98.4%	4,636
Otter Tail	90.0%	90.0%	105.1%	99.3%	99.4%	100.4%	100.8%	1,610
Pennington	90.0%	90.0%	102.4%	98.9%	99.1%	102.0%	97.9%	559
Pine	90.0%	90.0%	104.6%	107.8%	104.2%	103.7%	102.9%	1,144
Polk	90.0%	90.0%	106.9%	109.9%	108.4%	109.0%	103.1%	1,411
Pope	90.0%	90.0%	102.7%	99.2%	100.8%	99.6%	105.6%	233
Ramsey	90.0%	90.0%	95.2%	93.8%	95.1%	94.8%	94.4%	20,834
Red Lake	90.0%	90.0%	115.7%	109.7%	110.9%	120.2%	111.2%	116
Renville	90.0%	90.0%	104.6%	102.1%	97.8%	95.7%	103.6%	476
Rice	90.0%	90.0%	103.8%	98.6%	98.4%	100.9%	100.4%	1,393
Roseau	90.0%	90.0%	108.1%	112.9%	105.9%	106.3%	105.7%	425

TABLE A12, PAGE 3: Performance for all counties on the *paternity established* measure. Reported for Federal Fiscal Year.

County	Threshold	High Performance					2020	2020 Denominator
		Standard	2016	2017	2018	2019		
Statewide			100.8%	101.0%	101.3%	101.0%	100.2%	166,543
St. Louis	90.0%	90.0%	103.0%	101.6%	102.2%	102.3%	103.2%	6,988
Scott	90.0%	90.0%	104.9%	109.5%	103.7%	106.4%	101.4%	2,186
Sherburne	90.0%	90.0%	103.8%	106.5%	105.0%	102.0%	100.9%	2,482
Sibley	90.0%	90.0%	104.7%	103.0%	98.2%	100.4%	100.5%	414
SWHHS	90.0%	90.0%	106.3%	104.5%	106.5%	103.0%	100.2%	2,529
Stearns	90.0%	90.0%	105.9%	103.0%	100.2%	98.9%	100.2%	4,085
Stevens	90.0%	90.0%	101.6%	97.7%	106.4%	106.0%	106.8%	132
Swift	90.0%	90.0%	105.4%	103.9%	104.1%	107.0%	103.5%	348
Todd	90.0%	90.0%	103.7%	106.1%	111.1%	105.8%	102.2%	730
Traverse	90.0%	90.0%	116.3%	98.9%	138.7%	113.2%	121.5%	65
Wabasha	90.0%	90.0%	106.2%	103.7%	101.2%	105.6%	104.0%	501
Wadena	90.0%	90.0%	107.8%	101.6%	103.4%	104.1%	103.1%	580
Washington	90.0%	90.0%	106.1%	104.4%	102.8%	102.0%	101.6%	4,506
Watonwan	90.0%	90.0%	96.9%	101.4%	103.4%	98.6%	97.9%	483
Wilkin	90.0%	90.0%	100.9%	107.4%	104.7%	102.6%	121.2%	179
Winona	90.0%	90.0%	101.0%	99.0%	97.8%	97.3%	93.3%	1,424
Wright	90.0%	90.0%	104.6%	108.6%	105.0%	104.2%	105.3%	2,600
Yellow Medicine	90.0%	90.0%	99.2%	110.4%	102.6%	98.1%	105.9%	202

D. People are economically secure.

Percent of expedited SNAP applications processed within one business day

Measure Details

What is this measure?

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 processed within one business day. Applications submitted 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.

2020 PIPs

TABLE A13: 2020 PIPS for *expedited SNAP*.

Counties with PIPs	Threshold	2019 Performance	2019 Denominator	2018 Performance
Scott County	55%	50.2%	482	65.8%

All county performance – expedited SNAP

TABLE A14: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance					2019	2019 Denominator
		Standard	2015	2016	2017	2018		
State totals			59.4%	64.5%	68.7%	69.8%	69.9%	55,614
Aitkin	55.0%	83.0%	64.1%	69.7%	65.5%	61.3%	72.3%	155
Anoka	55.0%	83.0%	65.7%	68.4%	66.5%	68.4%	62.6%	2,680
Becker	55.0%	83.0%	78.2%	88.7%	88.2%	89.4%	93.0%	302
Beltrami	55.0%	83.0%	65.3%	59.7%	62.1%	66.5%	74.8%	670
Benton	55.0%	83.0%	52.0%	54.1%	63.2%	72.8%	67.7%	399
Big Stone	55.0%	83.0%	63.6%	74.2%	54.5%	56.7%	78.6%	28
Blue Earth	55.0%	83.0%	52.8%	66.6%	73.1%	72.5%	73.5%	688
Brown	55.0%	83.0%	75.9%	81.5%	74.5%	82.3%	82.9%	146
Carlton	55.0%	83.0%	78.6%	75.2%	77.3%	80.4%	80.3%	325
Carver	55.0%	83.0%	52.6%	64.8%	61.8%	76.9%	77.0%	269
Cass	55.0%	83.0%	71.2%	72.6%	76.6%	78.9%	76.4%	584
Chippewa	55.0%	83.0%	87.6%	86.4%	88.4%	87.4%	87.5%	88
Chisago	55.0%	83.0%	70.0%	69.3%	69.4%	72.1%	75.7%	243
Clay	55.0%	83.0%	58.0%	64.6%	74.8%	78.6%	74.9%	998
Clearwater	55.0%	83.0%	67.5%	76.7%	81.4%	78.4%	85.6%	97
Cook	55.0%	83.0%	75.0%	60.0%	75.8%	82.1%	83.7%	43
Crow Wing	55.0%	83.0%	68.4%	64.9%	71.9%	72.1%	77.5%	596
Dakota	55.0%	83.0%	49.1%	61.1%	62.0%	63.5%	64.2%	2,514
Des Moines Valley	55.0%	83.0%	78.4%	75.5%	83.2%	84.2%	86.3%	160
Douglas	55.0%	83.0%	55.8%	66.2%	69.2%	73.3%	72.3%	267
Faribault & Martin	55.0%	83.0%	85.1%	78.5%	69.1%	67.4%	71.9%	377
Fillmore	55.0%	83.0%	45.0%	69.5%	73.9%	69.9%	64.2%	95
Freeborn	55.0%	83.0%	70.7%	70.1%	71.4%	72.4%	75.6%	315
Goodhue	55.0%	83.0%	70.6%	68.5%	69.2%	78.0%	74.7%	316
Grant	55.0%	83.0%	84.2%	81.6%	95.6%	92.0%	91.4%	35
Hennepin	55.0%	83.0%	50.9%	59.3%	69.5%	69.8%	69.0%	17,419
Houston	55.0%	83.0%	71.4%	62.0%	59.2%	59.1%	61.4%	70
Hubbard	55.0%	83.0%	65.6%	76.8%	74.3%	80.8%	71.8%	188
Isanti	55.0%	83.0%	63.7%	62.3%	57.6%	65.5%	67.5%	305
Itasca	55.0%	83.0%	79.1%	82.4%	65.5%	82.0%	82.6%	655

TABLE A14, PAGE 2: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High	2015	2016	2017	2018	2019	2019
		Performance						Standard
State totals			59.4%	64.5%	68.7%	69.8%	69.9%	55,614
Kanabec	55.0%	83.0%	75.2%	74.1%	76.2%	79.5%	77.5%	218
Kandiyohi	55.0%	83.0%	64.6%	49.3%	61.5%	69.0%	65.6%	497
Kittson	55.0%	83.0%	78.9%	75.0%	77.8%	65.0%	84.2%	<20
Koochiching	55.0%	83.0%	64.9%	79.3%	74.0%	81.0%	86.1%	137
Lac Qui Parle	55.0%	83.0%	84.6%	88.2%	89.7%	87.2%	80.6%	36
Lake	55.0%	83.0%	66.6%	62.0%	70.0%	81.0%	75.3%	73
Lake Of The Woods	55.0%	83.0%	72.0%	52.9%	84.6%	94.4%	83.3%	<20
Le Sueur	55.0%	83.0%	82.5%	75.4%	83.9%	68.6%	76.3%	173
Mahnomen	55.0%	83.0%	80.3%	63.6%	85.2%	89.6%	76.4%	72
Marshall	55.0%	83.0%	69.6%	83.3%	82.2%	86.3%	94.1%	51
McLeod	55.0%	83.0%	74.3%	83.1%	79.2%	79.4%	82.2%	298
Meeker	55.0%	83.0%	61.4%	62.9%	74.1%	72.1%	62.5%	144
Mille Lacs	55.0%	83.0%	55.0%	62.8%	59.4%	65.0%	60.7%	191
MNPrarie	55.0%	83.0%	69.3%	70.1%	69.5%	74.0%	70.9%	749
Morrison	55.0%	83.0%	57.5%	51.4%	70.9%	72.5%	76.4%	229
Mower	55.0%	83.0%	61.2%	63.9%	61.4%	63.7%	68.3%	483
Nicollet	55.0%	83.0%	68.4%	65.8%	66.2%	57.7%	62.6%	195
Nobles	55.0%	83.0%	42.1%	61.6%	71.8%	65.1%	73.7%	274
Norman	55.0%	83.0%	75.0%	81.5%	79.7%	75.4%	81.6%	49
Olmsted	55.0%	83.0%	67.0%	65.3%	66.1%	63.1%	64.4%	1,540
Otter Tail	55.0%	83.0%	54.2%	72.6%	76.9%	72.8%	76.4%	437
Pennington	55.0%	83.0%	81.3%	81.5%	74.6%	81.4%	80.4%	199
Pine	55.0%	83.0%	73.7%	76.0%	77.1%	76.3%	70.8%	349
Polk	55.0%	83.0%	77.8%	81.4%	81.0%	87.2%	87.8%	458
Pope	55.0%	83.0%	75.3%	74.5%	81.3%	72.3%	81.4%	43
Ramsey	55.0%	83.0%	57.8%	61.3%	61.8%	62.6%	64.2%	7,836
Red Lake	55.0%	83.0%	84.3%	76.3%	76.9%	81.8%	87.5%	48
Renville	55.0%	83.0%	66.4%	75.1%	84.2%	82.1%	84.3%	140
Rice	55.0%	83.0%	63.4%	71.3%	80.8%	79.5%	79.2%	457
Roseau	55.0%	83.0%	76.4%	79.7%	72.2%	74.6%	80.4%	107

TABLE A14, PAGE 3: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance					2019	2019 Denominator
		Standard	2015	2016	2017	2018		
State totals			59.4%	64.5%	68.7%	69.8%	69.9%	55,614
St. Louis	55.0%	83.0%	64.8%	74.8%	72.8%	73.3%	75.5%	3,037
Scott	55.0%	83.0%	66.7%	63.6%	65.2%	65.8%	50.2%	482
Sherburne	55.0%	83.0%	70.0%	65.8%	73.5%	86.0%	82.1%	446
Sibley	55.0%	83.0%	80.1%	88.5%	75.5%	73.8%	77.6%	98
SWHHS	55.0%	83.0%	70.4%	72.4%	76.5%	81.3%	79.9%	557
Stearns	55.0%	83.0%	61.8%	63.5%	65.4%	64.7%	58.1%	1,581
Stevens	55.0%	83.0%	63.4%	83.0%	68.3%	71.8%	69.7%	66
Swift	55.0%	83.0%	94.9%	82.6%	85.7%	87.7%	91.5%	82
Todd	55.0%	83.0%	77.0%	67.9%	71.8%	76.2%	77.0%	165
Traverse	55.0%	83.0%	84.3%	75.6%	94.1%	91.2%	88.9%	36
Wabasha	55.0%	83.0%	65.2%	52.7%	64.8%	76.6%	78.4%	116
Wadena	55.0%	83.0%	70.1%	68.4%	78.7%	80.8%	84.0%	169
Washington	55.0%	83.0%	45.1%	59.8%	63.6%	61.8%	61.7%	1,117
Watonwan	55.0%	83.0%	52.4%	72.8%	88.9%	86.7%	88.2%	68
Wilkin	55.0%	83.0%	83.3%	85.4%	87.2%	91.9%	91.7%	72
Winona	55.0%	83.0%	63.4%	65.8%	65.0%	65.5%	65.9%	364
Wright	55.0%	83.0%	63.6%	54.7%	55.1%	56.7%	70.7%	563
Yellow Medicine	55.0%	83.0%	69.2%	76.7%	74.6%	85.7%	79.2%	48

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.

2020 PIPs

There were no PIPs for *timely SNAP and cash assistance* in 2020.

All County Performance – timely SNAP and cash assistance

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

County	Threshold	High Performance					2019	
		Standard	2015	2016	2017	2018	2019	Denominator
State totals			90.1%	91.2%	93.2%	93.6%	93.3%	77,912
Aitkin	75.0%	90.0%	94.2%	93.5%	94.8%	91.9%	93.7%	253
Anoka	75.0%	90.0%	94.8%	94.5%	94.8%	94.5%	91.8%	3,515
Becker	75.0%	90.0%	98.4%	98.5%	99.3%	99.1%	99.5%	377
Beltrami	75.0%	90.0%	77.7%	84.9%	84.8%	91.7%	94.1%	831
Benton	75.0%	90.0%	90.9%	90.6%	91.4%	86.7%	89.5%	656
Big Stone	75.0%	90.0%	94.2%	90.3%	92.8%	96.2%	95.0%	60
Blue Earth	75.0%	90.0%	93.6%	91.8%	95.8%	95.5%	94.2%	1,210
Brown	75.0%	90.0%	94.5%	94.3%	95.2%	95.5%	97.0%	264
Carlton	75.0%	90.0%	98.1%	96.4%	95.6%	96.1%	97.2%	506
Carver	75.0%	90.0%	88.4%	92.4%	94.1%	95.9%	96.1%	515
Cass	75.0%	90.0%	91.4%	95.0%	95.2%	96.2%	94.8%	705
Chippewa	75.0%	90.0%	93.6%	96.4%	95.6%	93.6%	98.3%	173
Chisago	75.0%	90.0%	88.4%	89.6%	93.0%	93.2%	93.6%	358
Clay	75.0%	90.0%	96.0%	94.6%	95.8%	95.6%	94.4%	1,199
Clearwater	75.0%	90.0%	96.2%	99.3%	99.2%	98.4%	100.0%	104
Cook	75.0%	90.0%	81.7%	73.6%	90.5%	95.1%	100.0%	59
Crow Wing	75.0%	90.0%	93.8%	92.1%	92.4%	92.2%	95.0%	961
Dakota	75.0%	90.0%	88.2%	88.4%	89.8%	90.5%	90.4%	3,485
Des Moines Valley	75.0%	90.0%	94.4%	95.3%	97.3%	97.8%	97.5%	244
Douglas	75.0%	90.0%	91.2%	90.0%	89.2%	92.0%	90.3%	404
Faribault & Martin	75.0%	90.0%	96.8%	96.5%	95.8%	94.7%	95.6%	527
Fillmore	75.0%	90.0%	99.1%	98.0%	98.0%	95.3%	96.1%	180
Freeborn	75.0%	90.0%	94.3%	96.6%	96.4%	97.2%	98.7%	543
Goodhue	75.0%	90.0%	95.1%	90.8%	94.3%	96.0%	93.8%	454
Grant	75.0%	90.0%	97.8%	100.0%	97.0%	95.3%	97.8%	91
Hennepin	75.0%	90.0%	85.1%	86.8%	91.9%	93.4%	93.0%	22,389
Houston	75.0%	90.0%	96.6%	98.1%	98.2%	94.9%	95.5%	133
Hubbard	75.0%	90.0%	91.5%	95.7%	91.6%	93.4%	97.9%	288
Isanti	75.0%	90.0%	94.0%	92.4%	94.6%	93.1%	90.9%	536
Itasca	75.0%	90.0%	93.4%	94.9%	94.3%	96.4%	95.3%	946

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

County	Threshold	High Performance					2019 Denominator	
		Standard	2015	2016	2017	2018		
State totals			90.1%	91.2%	93.2%	93.6%	93.3%	77,912
Kanabec	75.0%	90.0%	93.6%	94.3%	95.0%	93.0%	95.9%	315
Kandiyohi	75.0%	90.0%	95.9%	92.1%	92.4%	94.8%	95.3%	936
Kittson	75.0%	90.0%	92.5%	100.0%	95.1%	100.0%	100.0%	31
Koochiching	75.0%	90.0%	93.2%	95.4%	91.2%	94.8%	96.2%	186
Lac Qui Parle	75.0%	90.0%	98.7%	98.9%	100.0%	98.6%	98.6%	73
Lake	75.0%	90.0%	96.9%	97.5%	94.6%	96.6%	100.0%	116
Lake Of The Woods	75.0%	90.0%	90.0%	92.5%	97.4%	100.0%	100.0%	47
Le Sueur	75.0%	90.0%	92.0%	94.4%	95.2%	95.2%	95.8%	286
Mahnomen	75.0%	90.0%	94.7%	94.3%	97.4%	100.0%	97.2%	71
Marshall	75.0%	90.0%	97.8%	97.1%	96.2%	98.8%	95.9%	73
McLeod	75.0%	90.0%	95.0%	93.9%	97.7%	96.8%	98.0%	404
Meeker	75.0%	90.0%	95.9%	96.1%	98.7%	99.2%	98.2%	278
Mille Lacs	75.0%	90.0%	93.6%	95.4%	95.2%	94.9%	96.2%	371
MNPrarie	75.0%	90.0%	87.5%	92.6%	94.8%	95.0%	94.9%	1,128
Morrison	75.0%	90.0%	92.4%	92.8%	94.2%	94.8%	92.0%	388
Mower	75.0%	90.0%	95.6%	96.3%	95.4%	95.9%	95.8%	685
Nicollet	75.0%	90.0%	91.9%	95.3%	93.2%	94.5%	92.2%	397
Nobles	75.0%	90.0%	95.2%	96.5%	98.9%	97.1%	97.9%	335
Norman	75.0%	90.0%	94.7%	94.4%	97.2%	96.5%	93.9%	99
Olmsted	75.0%	90.0%	95.8%	95.3%	96.2%	94.4%	92.8%	2,397
Otter Tail	75.0%	90.0%	90.0%	92.3%	95.4%	94.9%	90.0%	702
Pennington	75.0%	90.0%	98.5%	99.2%	97.4%	98.8%	98.6%	217
Pine	75.0%	90.0%	95.6%	96.8%	96.2%	97.3%	96.7%	570
Polk	75.0%	90.0%	95.5%	96.8%	97.6%	98.5%	98.3%	596
Pope	75.0%	90.0%	96.0%	98.7%	97.5%	100.0%	97.8%	136
Ramsey	75.0%	90.0%	89.1%	92.2%	92.4%	90.9%	91.2%	10,564
Red Lake	75.0%	90.0%	97.4%	100.0%	94.6%	100.0%	100.0%	69
Renville	75.0%	90.0%	96.9%	95.6%	94.3%	95.0%	96.1%	255
Rice	75.0%	90.0%	91.0%	91.8%	92.5%	92.5%	94.9%	610
Roseau	75.0%	90.0%	97.5%	99.0%	98.1%	99.3%	98.6%	143

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

County	Threshold	High Performance						2019
		Standard	2015	2016	2017	2018	2019	Denominator
State totals			90.1%	91.2%	93.2%	93.6%	93.3%	77,912
St. Louis	75.0%	90.0%	92.3%	94.6%	95.1%	95.0%	95.2%	4,572
Scott	75.0%	90.0%	96.2%	95.7%	95.9%	94.8%	95.2%	768
Sherburne	75.0%	90.0%	94.4%	92.8%	93.7%	96.0%	93.2%	601
Sibley	75.0%	90.0%	96.5%	97.2%	95.5%	96.6%	99.4%	170
SWHHS	75.0%	90.0%	92.2%	90.4%	93.2%	93.9%	92.5%	978
Stearns	75.0%	90.0%	92.1%	88.8%	93.1%	93.1%	90.4%	2,115
Stevens	75.0%	90.0%	94.7%	96.1%	96.1%	93.3%	93.6%	110
Swift	75.0%	90.0%	99.4%	97.2%	99.3%	96.6%	99.0%	193
Todd	75.0%	90.0%	92.2%	91.7%	92.4%	92.1%	95.6%	250
Traverse	75.0%	90.0%	98.6%	98.7%	100.0%	100.0%	100.0%	76
Wabasha	75.0%	90.0%	92.3%	85.2%	96.7%	95.7%	97.5%	197
Wadena	75.0%	90.0%	96.8%	97.5%	97.6%	96.4%	98.4%	308
Washington	75.0%	90.0%	85.9%	87.7%	89.6%	93.1%	90.3%	1,541
Watonwan	75.0%	90.0%	88.5%	93.2%	95.2%	97.2%	95.3%	150
Wilkin	75.0%	90.0%	99.2%	93.2%	95.3%	98.4%	100.0%	113
Winona	75.0%	90.0%	96.3%	96.5%	97.2%	97.0%	96.0%	501
Wright	75.0%	90.0%	90.2%	86.3%	86.1%	81.6%	84.1%	728
Yellow Medicine	75.0%	90.0%	98.5%	96.6%	99.2%	99.0%	97.9%	97

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.

2020 PIPs

TABLE A16: 2020 PIPS for *orders established*.

Counties with PIPs	Threshold	2020 Performance	2020 Denominator	2019 Performance
Mahnomen County	80.0%	59.2%	299	52.9%

All county performance – orders established

TABLE A17: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High	2016	2017	2018	2019	2020	2020
		Performance						Standard
Statewide			88.9%	88.6%	88.4%	88.7%	87.6%	201,698
Aitkin	80.0%	80.0%	94.6%	92.4%	93.8%	93.1%	95.3%	679
Anoka	80.0%	80.0%	92.4%	91.4%	91.3%	90.1%	88.5%	11,058
Becker	80.0%	80.0%	90.9%	89.7%	90.9%	92.5%	93.0%	1,479
Beltrami	80.0%	80.0%	82.5%	84.0%	87.8%	86.3%	81.1%	2,253
Benton	80.0%	80.0%	93.3%	93.7%	93.0%	93.0%	92.9%	1,808
Big Stone	80.0%	80.0%	89.0%	86.4%	91.2%	87.3%	89.2%	148
Blue Earth	80.0%	80.0%	94.2%	92.6%	92.6%	91.4%	91.2%	2,544
Brown	80.0%	80.0%	95.5%	93.4%	91.9%	93.2%	91.4%	958
Carlton	80.0%	80.0%	94.4%	93.8%	93.0%	94.6%	94.5%	1,751
Carver	80.0%	80.0%	91.6%	92.0%	94.1%	92.7%	92.4%	1,719
Cass	80.0%	80.0%	86.7%	86.0%	83.3%	86.6%	85.5%	1,591
Chippewa	80.0%	80.0%	89.3%	91.8%	91.3%	93.3%	91.8%	500
Chisago	80.0%	80.0%	95.4%	95.4%	95.7%	95.4%	95.5%	1,837
Clay	80.0%	80.0%	87.0%	86.5%	86.8%	88.7%	87.1%	2,508
Clearwater	80.0%	80.0%	95.7%	94.6%	93.3%	89.2%	82.5%	600
Cook	80.0%	80.0%	84.2%	87.2%	92.6%	89.6%	90.1%	142
Crow Wing	80.0%	80.0%	94.2%	93.9%	92.1%	93.9%	94.4%	3,343
Dakota	80.0%	80.0%	90.4%	88.0%	86.4%	85.9%	83.7%	12,333
Des Moines Valley	80.0%	80.0%	94.8%	96.7%	95.8%	95.4%	95.4%	1,024
Douglas	80.0%	80.0%	93.6%	92.8%	94.3%	95.2%	94.5%	1,381
Faribault & Martin	80.0%	80.0%	94.7%	93.1%	93.1%	94.1%	94.9%	1,615
Fillmore	80.0%	80.0%	90.5%	90.6%	90.2%	93.9%	94.4%	586
Freeborn	80.0%	80.0%	95.7%	93.3%	92.8%	91.3%	89.0%	1,733
Goodhue	80.0%	80.0%	91.2%	88.8%	87.8%	90.3%	89.2%	1,819
Grant	80.0%	80.0%	93.1%	94.6%	95.3%	96.1%	88.2%	237
Hennepin	80.0%	80.0%	84.3%	83.7%	82.0%	83.7%	82.5%	46,739
Houston	80.0%	80.0%	94.7%	93.5%	93.0%	92.8%	92.4%	608
Hubbard	80.0%	80.0%	93.2%	91.8%	93.0%	87.3%	84.7%	1,019
Isanti	80.0%	80.0%	94.1%	94.0%	95.4%	95.2%	93.8%	1,815
Itasca	80.0%	80.0%	94.6%	94.3%	94.7%	94.6%	95.6%	2,335

TABLE A17, PAGE 2: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance					2020	
		Standard	2016	2017	2018	2019	2020	Denominator
Statewide			88.9%	88.6%	88.4%	88.7%	87.6%	201,698
Kanabec	80.0%	80.0%	94.1%	94.4%	94.1%	92.8%	94.0%	738
Kandiyohi	80.0%	80.0%	89.3%	89.6%	91.3%	90.7%	85.3%	2,062
Kittson	80.0%	80.0%	96.4%	99.0%	96.1%	96.0%	98.0%	101
Koochiching	80.0%	80.0%	97.5%	95.2%	97.5%	96.3%	98.5%	607
Lac Qui Parle	80.0%	80.0%	97.4%	95.8%	97.3%	95.4%	93.4%	182
Lake	80.0%	80.0%	91.2%	90.3%	93.9%	93.4%	93.8%	371
Lake of the Woods	80.0%	80.0%	92.4%	89.6%	89.0%	80.6%	80.1%	171
Le Sueur	80.0%	80.0%	93.3%	90.4%	94.1%	95.1%	95.6%	880
Mahnomen	80.0%	80.0%	91.7%	87.7%	76.0%	52.9%	59.2%	299
Marshall	80.0%	80.0%	95.4%	94.0%	95.1%	97.6%	97.5%	279
McLeod	80.0%	80.0%	92.9%	92.9%	92.2%	92.8%	91.6%	1,332
Meeker	80.0%	80.0%	94.2%	90.8%	92.4%	91.5%	91.2%	889
Mille Lacs	80.0%	80.0%	93.8%	94.3%	93.9%	93.3%	94.8%	1,836
MNPrairie	80.0%	80.0%	94.5%	93.2%	92.7%	93.0%	94.1%	3,469
Morrison	80.0%	80.0%	94.3%	95.3%	94.3%	93.8%	95.1%	1,610
Mower	80.0%	80.0%	91.9%	90.7%	91.3%	91.5%	90.4%	2,064
Nicollet	80.0%	80.0%	93.0%	93.1%	93.6%	93.0%	93.7%	1,196
Nobles	80.0%	80.0%	88.7%	91.0%	88.7%	92.1%	87.9%	858
Norman	80.0%	80.0%	93.0%	92.9%	90.9%	93.8%	92.8%	264
Olmsted	80.0%	80.0%	89.1%	87.3%	87.1%	86.8%	86.1%	5,090
Otter Tail	80.0%	80.0%	91.5%	89.6%	89.2%	90.5%	90.1%	2,140
Pennington	80.0%	80.0%	90.4%	89.7%	88.7%	88.2%	92.2%	656
Pine	80.0%	80.0%	94.6%	94.1%	95.3%	97.5%	95.2%	1,456
Polk	80.0%	80.0%	91.9%	93.8%	93.5%	93.3%	93.8%	1,671
Pope	80.0%	80.0%	93.1%	93.0%	95.8%	95.9%	93.4%	305
Ramsey	80.0%	80.0%	82.1%	83.4%	84.6%	85.0%	84.0%	21,201
Red Lake	80.0%	80.0%	93.7%	91.9%	92.8%	92.9%	95.0%	139
Renville	80.0%	80.0%	86.4%	81.7%	83.3%	87.5%	85.8%	607
Rice	80.0%	80.0%	86.6%	87.7%	89.1%	88.2%	90.2%	1,670
Roseau	80.0%	80.0%	89.7%	95.1%	96.0%	96.6%	96.8%	528

TABLE A17, PAGE 3: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance					2020 Denominator	
		Standard	2016	2017	2018	2019		2020
Statewide			88.9%	88.6%	88.4%	88.7%	87.6%	201,698
St. Louis	80.0%	80.0%	90.0%	91.4%	92.2%	91.7%	90.4%	8,607
Scott	80.0%	80.0%	90.6%	90.7%	91.3%	89.7%	88.4%	2,658
Sherburne	80.0%	80.0%	93.9%	93.2%	91.7%	92.9%	91.2%	3,305
Sibley	80.0%	80.0%	93.1%	90.6%	88.7%	92.7%	95.3%	531
SWHHS	80.0%	80.0%	92.2%	91.4%	91.5%	90.0%	88.6%	3,116
Stearns	80.0%	80.0%	88.9%	88.5%	88.0%	88.4%	82.6%	5,300
Stevens	80.0%	80.0%	95.6%	95.5%	91.0%	99.0%	94.2%	191
Swift	80.0%	80.0%	94.1%	90.6%	92.8%	95.8%	95.9%	441
Todd	80.0%	80.0%	93.3%	91.3%	89.7%	89.5%	90.8%	976
Traverse	80.0%	80.0%	83.8%	93.0%	91.4%	91.3%	88.8%	89
Wabasha	80.0%	80.0%	90.8%	89.6%	92.6%	91.4%	91.2%	692
Wadena	80.0%	80.0%	95.2%	95.1%	95.4%	96.3%	95.1%	778
Washington	80.0%	80.0%	93.2%	94.1%	95.0%	94.5%	94.4%	5,698
Watonwan	80.0%	80.0%	93.4%	90.3%	90.7%	91.3%	92.5%	637
Wilkin	80.0%	80.0%	86.8%	87.1%	91.1%	92.5%	92.9%	225
Winona	80.0%	80.0%	93.0%	91.2%	89.7%	88.3%	87.6%	1,897
Wright	80.0%	80.0%	94.0%	92.8%	93.8%	94.2%	93.0%	3,435
Yellow Medicine	80.0%	80.0%	91.9%	93.2%	94.2%	94.3%	92.7%	289

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.

2020 PIPs

There were no PIPs for the *Self-Support Index* in 2020. This year, the Self-Support Index methodology was updated; due to the measure changes, existing PIPs for the Self-Support Index were closed, the report provided baseline data and no new PIPs were issued.

All County Performance – Self-Support Index

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

County	2016-17 Performance		2017-18 Performance		2018-19 Performance		2019-20 Performance		2019-20 Range of Expected Performance	2019-20 Denominator
Statewide	65.9%		64.60%		64.40%		65.7%			33,483
Aitkin	81.4%	Within	75.9%	Within	62.0%	Within	74.8%	Within	65.4% - 77.2%	68
Anoka	67.3%	Within	65.4%	Within	66.3%	Within	69.3%	Within	63.8% - 71.9%	1,756
Becker	71.9%	Within	71.0%	Within	74.7%	Above	76.5%	Above	69.9% - 76%	138
Beltrami	69.0%	Above	63.7%	Within	64.4%	Within	67.6%	Within	54.3% - 68.8%	299
Benton	71.4%	Within	70.8%	Within	72.6%	Within	69.6%	Within	65.6% - 70.9%	278
Big Stone	81.6%	Within	78.3%	Within	61.1%	Within	61.8%	Within	55.4% - 73.6%	<20
Blue Earth	72.0%	Within	67.7%	Within	65.9%	Below	68.7%	Within	65.8% - 71.6%	376
Brown	78.9%	Within	81.1%	Above	78.5%	Above	72.0%	Within	70.3% - 77.4%	88
Carlton	80.1%	Within	72.9%	Within	75.7%	Within	77.3%	Within	70.8% - 86.9%	113
Carver	74.0%	Within	74.8%	Within	75.7%	Within	74.0%	Within	71.9% - 78.6%	158
Cass	68.3%	Within	66.6%	Within	66.8%	Within	66.5%	Within	60.1% - 70.9%	173
Chippewa	67.2%	Within	69.5%	Within	65.9%	Below	65.2%	Within	63.5% - 71.6%	69
Chisago	83.7%	Above	86.2%	Above	84.8%	Above	84.4%	Above	75.1% - 81.5%	116
Clay	73.3%	Within	75.1%	Within	77.2%	Above	76.1%	Within	72.1% - 76.2%	503
Clearwater	73.7%	Within	76.2%	Within	73.8%	Above	75.4%	Within	62.9% - 77.3%	36
Cook	81.3%	Above	74.7%	Within	71.2%	Within	82.2%	Within	70.1% - 83.1%	25
Crow Wing	80.8%	Above	75.3%	Above	70.5%	Above	73.1%	Within	62.4% - 73.4%	243
Dakota	69.8%	Within	66.4%	Within	66.8%	Within	65.8%	Within	63.8% - 72.6%	1,483
DVHHS	77.6%	Within	77.9%	Within	78.0%	Above	74.6%	Within	65% - 74.6%	106
Douglas	75.3%	Within	68.7%	Below	64.9%	Below	71.6%	Within	69.1% - 76.1%	117
Faribault & Martin	73.0%	Within	70.0%	Below	72.5%	Within	75.6%	Within	68.9% - 77.2%	153
Fillmore	83.0%	Within	76.7%	Within	80.9%	Within	80.1%	Within	76.3% - 82.1%	63
Freeborn	74.2%	Within	72.2%	Below	72.3%	Below	71.3%	Within	68.9% - 76.3%	199
Goodhue	72.3%	Within	71.8%	Within	63.7%	Within	65.5%	Within	61.7% - 70.4%	152
Grant	84.7%	Above	87.6%	Above	86.1%	Above	89.6%	Above	74.3% - 85.7%	29
Hennepin	59.0%	Within	59.2%	Within	59.2%	Within	60.6%	Within	51.6% - 65.7%	9,249
Houston	70.5%	Below	68.7%	Below	65.4%	Below	69.2%	Below	72.9% - 79%	63
Hubbard	73.1%	Within	65.2%	Within	68.6%	Within	68.9%	Within	60.5% - 70.1%	107
Isanti	82.6%	Above	75.8%	Within	74.6%	Within	78.1%	Within	75.7% - 81.8%	156
Itasca	72.6%	Within	65.4%	Within	60.6%	Below	63.8%	Within	62.9% - 73%	252

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

County	2016-17		2017-18		2018-19		2019-20		2019-20 Range of Expected Performance	2019-20 Denominator
	Performance		Performance		Performance		Performance			
Statewide	65.9%		64.6%		64.4%		65.7%			33,483
Kanabec	70.6%	Within	81.3%	Above	83.8%	Above	80.4%	Above	72.4% - 79.4%	79
Kandiyohi	75.3%	Within	75.1%	Within	77.8%	Within	75.7%	Within	73.3% - 79.4%	317
Kittson	76.5%	Within	94.7%	Above	95.2%	Above	78.1%	Within	66.1% - 86.4%	<20
Koochiching	72.8%	Within	66.9%	Within	70.0%	Within	75.8%	Within	66.5% - 80.6%	84
Lac qui Parle	64.9%	Within	57.1%	Below	64.9%	Within	63.9%	Below	66.5% - 82.6%	21
Lake	82.6%	Within	87.9%	Above	89.2%	Above	85.4%	Above	76% - 82%	24
Lake of the Woods	81.3%	Within	67.4%	Within	76.6%	Within	83.0%	Above	71.9% - 82.5%	<20
Le Sueur	75.9%	Within	72.2%	Within	83.7%	Above	80.6%	Above	73% - 80%	99
Mahnomen	75.4%	Within	57.6%	Within	64.1%	Within	78.7%	Above	57.4% - 77.5%	31
Marshall	85.7%	Within	72.7%	Within	72.2%	Within	63.6%	Below	69.3% - 83.9%	<20
McLeod	79.8%	Within	81.2%	Above	81.4%	Above	82.3%	Above	72.5% - 80.1%	92
Meeker	80.4%	Within	73.8%	Within	71.9%	Within	76.8%	Within	75% - 81.1%	68
Mille Lacs	72.6%	Within	67.4%	Within	68.7%	Within	75.4%	Within	69.8% - 78%	138
MNPrairie	71.6%	Within	73.2%	Above	72.5%	Within	72.2%	Within	59.9% - 86.5%	423
Morrison	73.6%	Within	72.4%	Above	74.0%	Above	74.9%	Within	72.5% - 78%	148
Mower	75.8%	Within	73.3%	Below	71.8%	Below	76.3%	Within	74.1% - 80.9%	306
Nicollet	70.4%	Within	71.5%	Below	74.2%	Within	73.3%	Within	72.3% - 79.8%	265
Nobles	78.7%	Below	79.1%	Below	76.0%	Below	78.6%	Within	77.6% - 84.2%	110
Norman	69.9%	Below	76.5%	Within	82.4%	Above	83.9%	Within	76.8% - 87.8%	39
Olmsted	72.0%	Below	70.2%	Below	69.6%	Below	72.3%	Within	71.5% - 77.8%	943
Otter Tail	69.1%	Below	69.9%	Within	71.9%	Within	77.3%	Within	74.2% - 79.4%	235
Pennington	72.0%	Within	71.2%	Within	78.6%	Above	78.5%	Within	76% - 81.9%	74
Pine	78.0%	Within	71.4%	Within	74.7%	Within	76.7%	Within	76.3% - 81.5%	214
Polk	75.2%	Within	68.8%	Within	69.3%	Within	71.3%	Within	68.2% - 74.3%	296
Pope	75.2%	Within	82.6%	Above	83.9%	Above	79.2%	Within	73.8% - 85.5%	31
Ramsey	62.1%	Within	61.3%	Within	61.0%	Within	61.7%	Within	57.7% - 65.9%	6195
Red Lake	74.5%	Within	89.1%	Above	76.0%	Within	82.6%	Within	76% - 86.8%	22
Renville	72.8%	Within	74.4%	Within	70.7%	Within	79.8%	Within	74.3% - 83.2%	66
Rice	76.1%	Within	76.7%	Within	77.5%	Above	78.3%	Within	72.1% - 79.6%	273
Roseau	74.0%	Within	77.6%	Within	74.8%	Within	73.9%	Within	68.7% - 75.8%	53

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

County	2016-17 Performance		2017-18 Performance		2018-19 Performance		2019-20 Performance		2019-20 Range of Expected Performance	2019-20 Denominator
Statewide	65.90%		64.60%		64.40%		65.70%			33,483
St. Louis	63.4%	Below	59.2%	Below	59.4%	Within	60.3%	Within	56.8% - 77.9%	1,350
Scott	75.4%	Above	78.0%	Above	76.0%	Within	80.4%	Within	74.4% - 80.7%	317
Sherburne	72.7%	Within	72.2%	Within	70.1%	Within	68.7%	Below	68.9% - 75.6%	256
Sibley	81.3%	Within	79.4%	Within	82.3%	Within	79.8%	Below	79.9% - 85.8%	68
SWHHS	79.8%	Within	78.6%	Above	77.8%	Above	76.3%	Within	72.7% - 77.8%	321
Stearns	73.3%	Within	72.2%	Within	71.4%	Within	72.3%	Within	65.8% - 74.1%	1,120
Stevens	75.6%	Within	65.2%	Within	73.0%	Within	72.4%	Above	62.2% - 70.7%	39
Swift	77.1%	Within	74.0%	Above	75.4%	Above	75.0%	Above	58.4% - 68.5%	45
Todd	77.8%	Within	70.1%	Within	76.8%	Within	81.4%	Above	67.8% - 75.1%	79
Traverse	72.5%	Within	76.1%	Within	85.4%	Above	68.6%	Within	61.8% - 77.7%	35
Wabasha	73.1%	Within	76.0%	Within	74.4%	Within	75.0%	Within	71% - 77%	52
Wadena	64.8%	Below	68.3%	Within	61.8%	Below	64.6%	Within	56.8% - 67.7%	92
Washington	70.2%	Within	69.2%	Within	65.3%	Within	68.3%	Within	65.5% - 71.3%	591
Watonwan	81.5%	Within	76.0%	Within	81.0%	Within	72.4%	Below	74% - 85.4%	48
Wilkin	85.3%	Within	79.0%	Within	83.5%	Within	91.9%	Above	80.5% - 86%	46
Winona	76.9%	Within	72.8%	Within	65.1%	Within	63.0%	Below	63.5% - 70.5%	189
Wright	79.8%	Above	73.8%	Within	71.9%	Above	73.4%	Within	70.9% - 78%	245
Yellow Medicine	76.0%	Within	75.5%	Within	71.9%	Within	82.1%	Above	62.5% - 77%	35

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, 2020 is as follows:

Representing advocates/services providers:

- Julie Bluhm, chief executive officer, Guild
- Alexa Dixson-Griggs, homeless outreach worker, Lakes & Prairies Community Action Partnership
- Michelle Ness, executive director, PRISM
- Ann Gaasch, executive director, FamilyWise

Representing AMC:

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

Representing DHS:

- Charles Johnson, deputy commissioner
- Shaneen Moore, director, Child Support
- Eric Ratzmann, director, County Relations
- Ashley Reisenauer, director, Continuing Care

Representing MACSSA:

- Linda Bixby, deputy director, Employment & Economic Assistance, Dakota County
- Stacy Hennen, Social Services director, Grant and Pope Counties
- Rae Ann Keeler-Aus, Family Services director, Yellow Medicine 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
- Joni Buffalohead, SVP Health Care Development & Tribal Relations, Indigenous Pact

- Noel Jagolino, management consultant
- Aaron Lee Wittnebel, representative, Red Lake Nation