



Human Services Performance Management System

Office of Strategy and Performance

December 2021

For more information contact:

Minnesota Department of Human Services
Office of Strategy and Performance
P.O. Box 64997
St. Paul, MN 55164-0997

651-431-5780



For accessible formats of this information or assistance with additional equal access to human services, write to dhs.hspm@state.mn.us, call 651-431-5780, or use your preferred relay service. ADA1 (2-18)

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.

Contents

Human Services Performance Management System	1
Office of Strategy and Performance	1
I. Executive summary.....	4
A. Overview of report	4
B. History and purpose	4
C. Outcomes, measures and performance	5
D. Challenges to improved performance.....	6
E. Improvement assistance.....	6
II. Legislation	7
III. Introduction	8
IV. History and context	9
A. Overview	9
B. Outcomes, measures and thresholds.....	10
C. Remedies process.....	11
V. Minnesota performance	12
A. Report and PIP schedule	12
B. 2021 performance summary.....	13
C. Performance by measure	14
D. County challenges	25
VI. Improvement assistance	27
VII. Report recommendations	29
A. Response to 2020 report recommendations for 2021.....	29
B. Report recommendations for calendar year 2022	33
VIII. Commissioner response	35
IX. Appendix A: Performance by outcome and measure	36
A. Adults and children are safe and secure	37
B. Children have stability in their living situation.....	50
C. Children have the opportunity to develop to their fullest potential	60
D. People are economically secure.....	69
X. Appendix B: Steering Committee on Performance and Outcome Reforms.....	86
XI. Appendix C: Vision, Mission, Values, and Strategies Statements	87
XII. Appendix D: Human Services Performance Council.....	89

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 2021 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 eleven 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*).
- Measure 3: Percent of vulnerable adults reported as maltreated with initial disposition for response made within five working days (*initial disposition*).*

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

*The *adult initial disposition* measure was added and an initial baseline report was issued this year. Due to the timing of this measure, a second baseline report will be issued in 2022.

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 continue to be exacerbated by the COVID-19 pandemic. Counties are facing on-going challenges related to the COVID-19 pandemic such as having to deliver services in new ways and increased staffing shortages for key positions. Counties throughout the state are facing increased challenges in terms of staffing because of the pandemic, including recruiting new staff, gaining the training the staff needs and retaining staff through the impacts of the pandemic. All of these issues are affecting county performance on Performance 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.
- Client insights: Partnering with county partners and a community engagement consultant to co-design an engagement process to integrate community input and experiences into improving delivery of services.

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 eleven 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%
Percent of vulnerable adults reported as maltreated with initial disposition for response made within five working days.*	90%	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	-	-

*The *Adult Protection Initial Disposition* measure was added and an initial baseline report was issued this year. Due to the timing of this measure, a second baseline report will be issued in 2022.

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 2021, 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 2021.

April 2021 – Public Assistance

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

July 2021 – Child Safety and Permanency and MFIP/DWP Self-Support Index

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

October 2021 – Child Support and Adult Protection

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

Counties requiring PIPs are notified via email and a phone 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 68 PIP notifications issued for new or renewing PIP requirements, there were 38 claims filed for extenuating circumstances. Of the 38 claims, 27 were approved and the PIPs were waived.

B. 2021 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 2021 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%	10 Counties	**	67 Counties
Adult repeat maltreatment	80%	95%	2 Counties	13 Counties	62 Counties
Adult initial disposition	90%	95%	5 Counties***	5 Counties	68 Counties
Outcome 2: Children have stability in their living situation					
Child support paid	Unique Five-Year Average	80%	15 Counties	48 Counties	15 Counties
Permanency	40.5%	40.5%	19 Counties	**	58 Counties
Outcome 3: Children have the opportunity to develop to their fullest potential					
Relative placement	35.7%	45.0%	9 Counties	5 Counties	63 Counties
Paternity established	90%	90%	2 Counties	**	76 Counties
Outcome 4: People are economically secure					
Expedited SNAP	55%	83%	10 Counties	58 Counties	10 Counties
Timely SNAP and cash assistance	75%	90%	0 Counties	1 County	77 Counties
Orders established	80%	80%	5 Counties	**	73 Counties
Self-Support Index	Within Range of Expected Performance	Above Range of Expected Performance	7 Counties	59 Counties	12 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.

***An initial baseline report was issued this year; no PIPs were required for counties below the threshold.

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.

2021 Reporting Period

Calendar years 2019 and 2020: This measure looks at cases with a report end date that occurred in calendar year 2019 with a 12-month look forward from the end date into 2020.

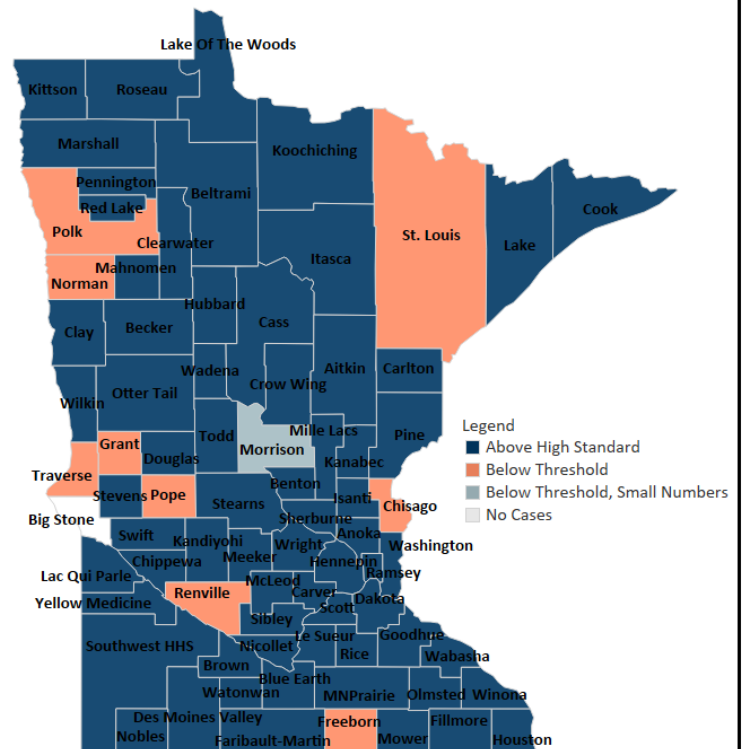
Minnesota Performance

The statewide average for this measure improved to 94.4% and the number of maltreatment cases decreased. Of the 10 counties that were below the threshold, two had approved extenuating circumstances claims.

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

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs	Fourth Year PIPs
2021	7	4	2	1	1
2020	7	3	5	2	1

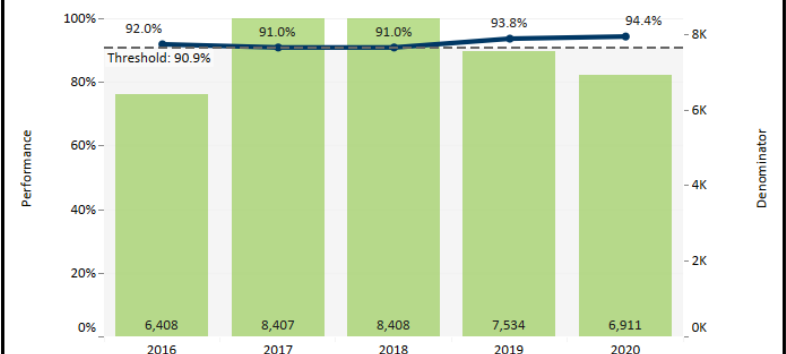
Figure 1: child maltreatment recurrence



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

Source: Dept of Human Services data, calendar years 2019 and 2020. This measure looks at cases in calendar year 2019 with a 12-month look forward into 2020.

Figure 2: Statewide average performance for child maltreatment recurrence



Graph compares annual statewide average performance to the threshold of 90.9% and the statewide denominator.

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

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.

2021 Reporting Period

This measure uses the state fiscal year: July 1, 2020 – June 30, 2021, with a six month look-back into the first half of 2020.

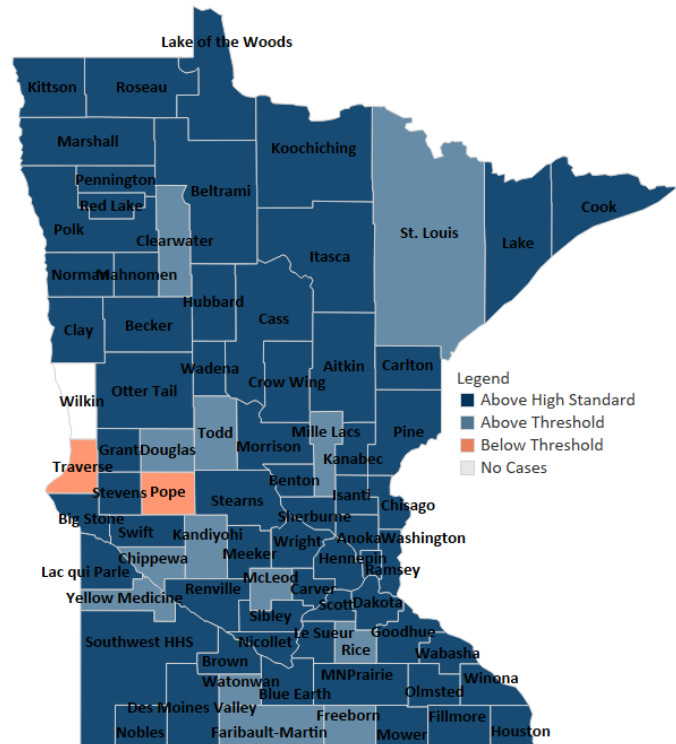
Minnesota Performance

Statewide performance for this measure has been consistently high. In 2021, only two counties were below the threshold of 80%; both PIPs were waived due to extenuating circumstances claims.

TABLE 4: 2021 PIP overview – *adult repeat maltreatment*

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
2021	2	0	0	0
2020	1	2	0	0

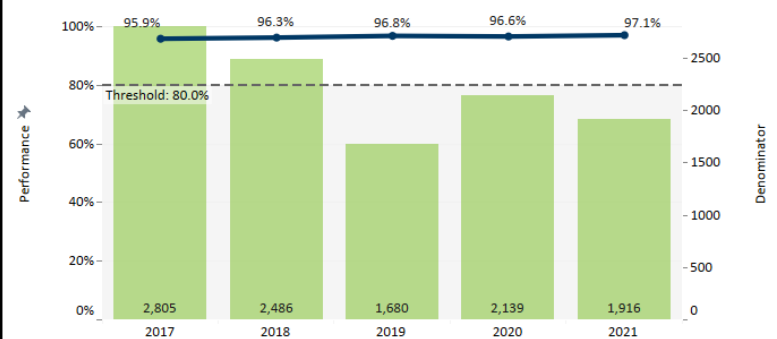
Figure 3: adult repeat maltreatment



Map compares county performance to the threshold of 80% and high performance standard of 95%.

Source: Dept of Human Services data, state fiscal year 2021: July 1, 2020 – June 30, 2021. This measure includes a six month look back for repeat maltreatment and includes repeat cases from the first half of 2020.

Figure 4: Statewide average performance for adult repeat maltreatment



Graph compares annual statewide average performance to the threshold of 80% and the statewide denominator.

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

Outcome 1, Measure 3: Initial disposition

Percent of vulnerable adults reported as maltreated with initial disposition for response made within five working days.

Threshold: 90%

Why is this measure important?

This measure supports timely response for vulnerable adults that may be experiencing maltreatment. Additionally, it promotes statutory compliance for initial disposition being made within five business days. A timely response is important to safeguard vulnerable adults.

2021 Reporting Period

This measure uses the state fiscal year: July 1, 2020 – June 30, 2021.

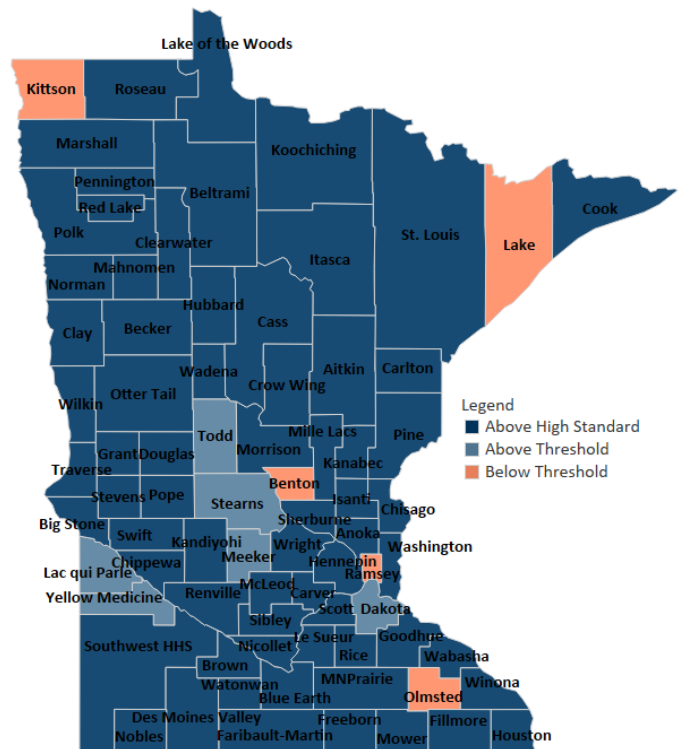
Minnesota Performance

Statewide performance for this measure is strong with the majority of counties performing above the high standard.

2021 PIP overview – initial disposition

The *Adult Protection Initial Disposition* measure was added and an initial baseline report was issued this year. Due to the timing of this measure, a second baseline report will be issued in 2022.

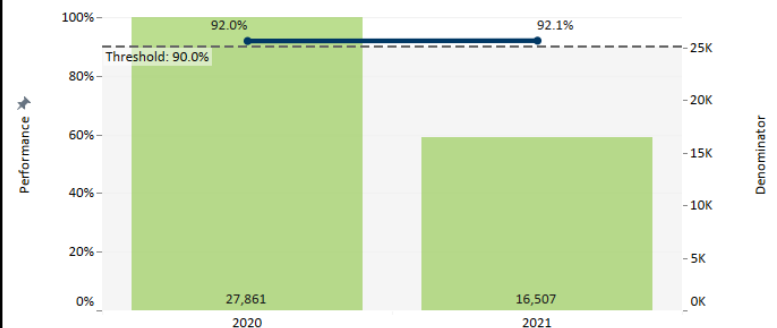
Figure 5: initial disposition



Map compares county performance to the threshold of 90% and high performance standard of 95%.

Source: Dept of Human Services data, state fiscal year 2021: July 1, 2020 – June 30, 2021.

Figure 6: Statewide average performance for initial disposition



Graph compares annual statewide average performance to the threshold of 90% and the statewide denominator.

For this measure the denominator is the total number of reports received that a vulnerable adult was suspected of experiencing maltreatment during the state fiscal year.

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.

2021 Reporting Period

Federal Fiscal Year: Oct. 1, 2020 - Sept. 30, 2021

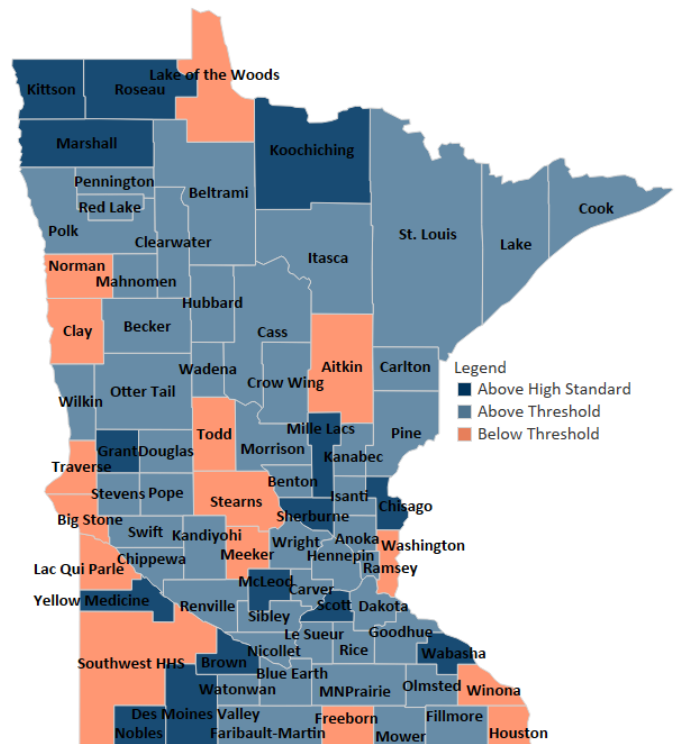
Minnesota Performance

Statewide performance on this measure has remained relatively flat. Of the 14 counties that were below the threshold, one had an approved extenuating circumstances claim.

TABLE 5: 2021 PIP Overview – child support paid.

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs	Fourth Year PIPs	Fifth Year PIPs	Sixth Year PIPs
2021	6	5	1	1	2	2	2
2020	6	4	2	2	4	2	0

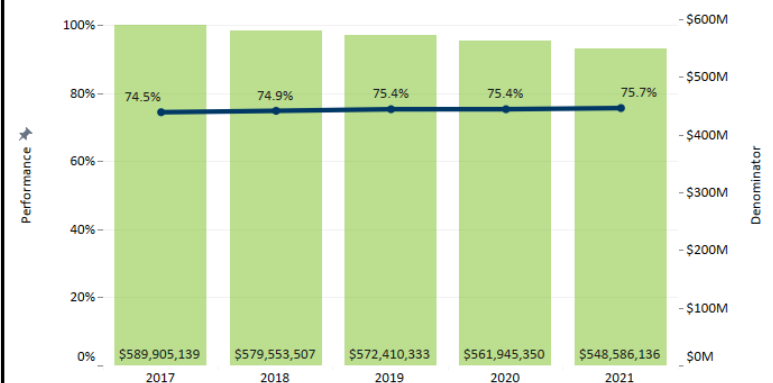
Figure 7: child support paid



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

Source: Dept of Human Services data, federal fiscal year 2021: Oct. 1, 2020 - Sept. 30, 2021.

Figure 8: 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.

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.

2021 Reporting Period:

Calendar Years 2019 and 2020: This measure looks at cases in calendar year 2019 with a 12-month look forward into the reporting year, 2020.

Minnesota Performance

Statewide performance for this measure decreased by more than three percentage points to the lowest reported by the Performance Management system. Performance on this measure was likely impacted by COVID-19. This year, 19 counties were below the threshold of 40.5 percent, nine of those counties had denominators less than 20, seven PIP requirements were waived through the small numbers policy, and six counties had approved extenuating circumstances claims.

TABLE 6: PIP overview – *permanency*

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs	Fourth Year PIPs	Fifth Year PIPs
2021	4	4	1	0	0	1
2020	5	3	1	1	1	0

Figure 9: permanency

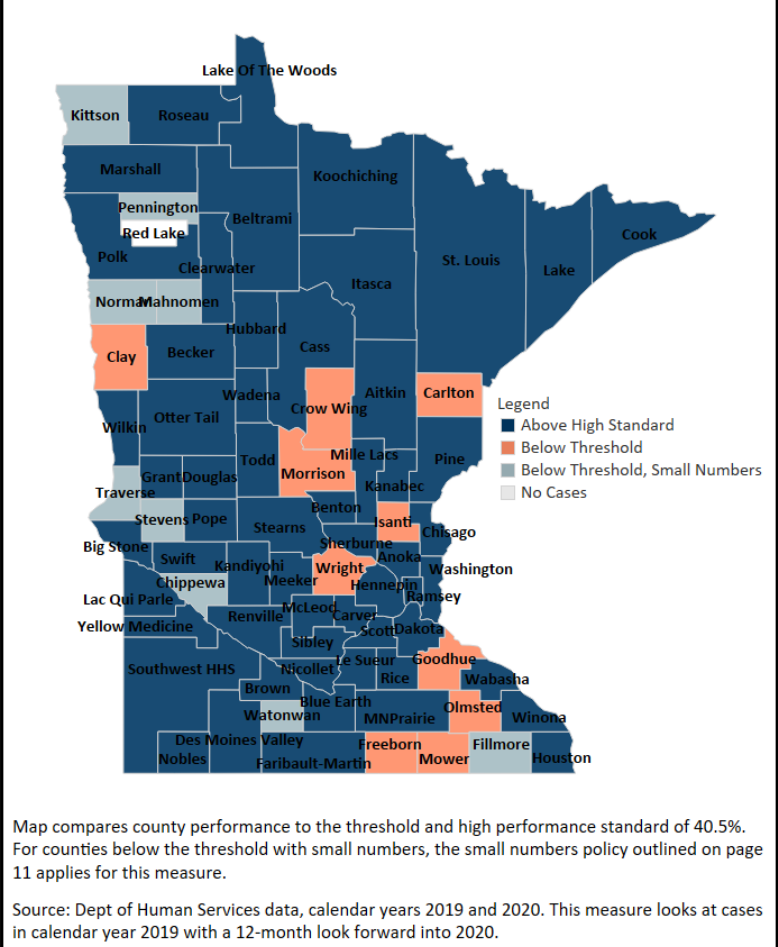
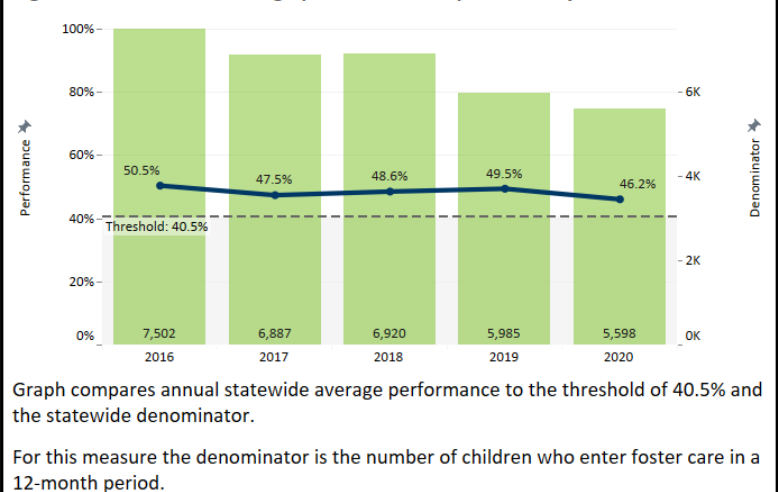


Figure 10: Statewide average performance for permanency



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.

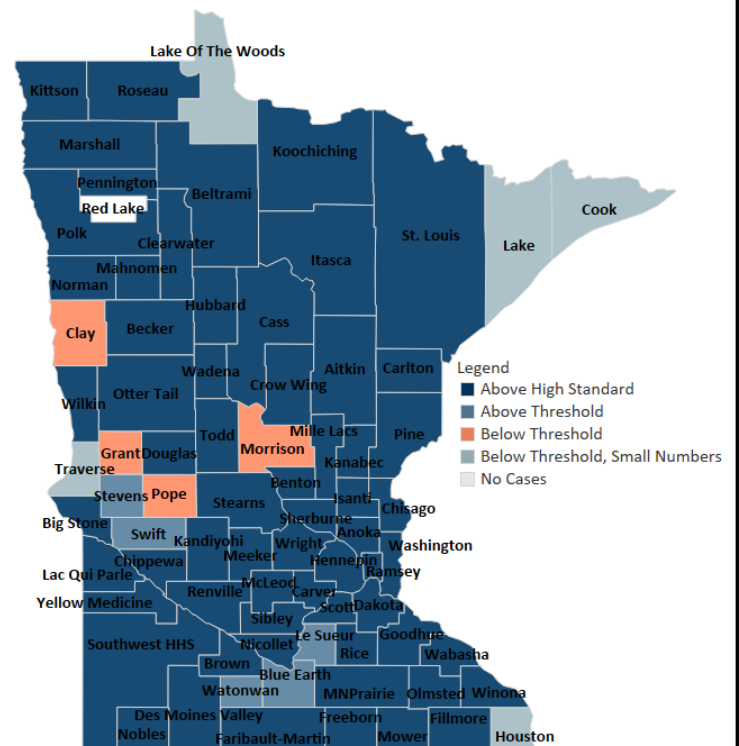
2021 Reporting Period

Calendar Year 2020

Minnesota Performance

Statewide, performance on this measure continues to trend upward, increasing nearly ten percentage points in the last five years. There were nine counties below the threshold of 35.7 percent; five counties had fewer than 20 cases, three had small numbers exemptions; and one county had an approved extenuating circumstances claim.

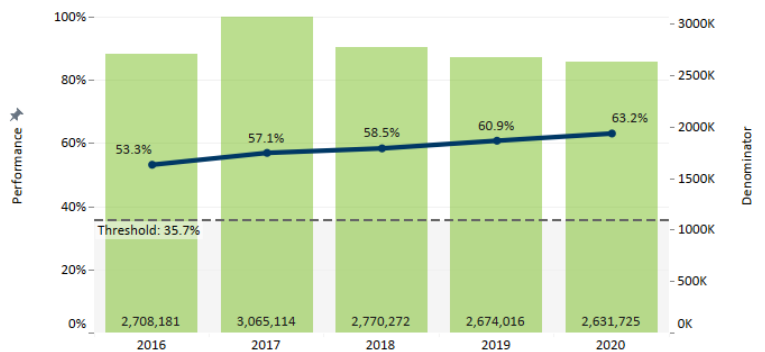
Figure 11: *relative placement*



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 on page 11 applies for this measure.

Source: Dept of Human Services data, calendar year 2020.

Figure 12: *Statewide average performance for relative placement*



Graph compares annual statewide average performance to the threshold of 35.7% 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	Fifth Year PIPs
2021	1	2	0	2	0	1
2020	2	0	3	0	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.

2021 Reporting Period

Federal Fiscal Year 2021: Oct. 1, 2020 - Sept. 30, 2021

Minnesota Performance

Performance for this measure decreased slightly for Federal Fiscal Year 2020, but remains strong overall. Only two counties were below the threshold and required PIPs for this measure.

TABLE 8: PIP overview – *paternity established*

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
2021	0	1	1	0
2020	0	1	0	0

Figure 13: paternity established

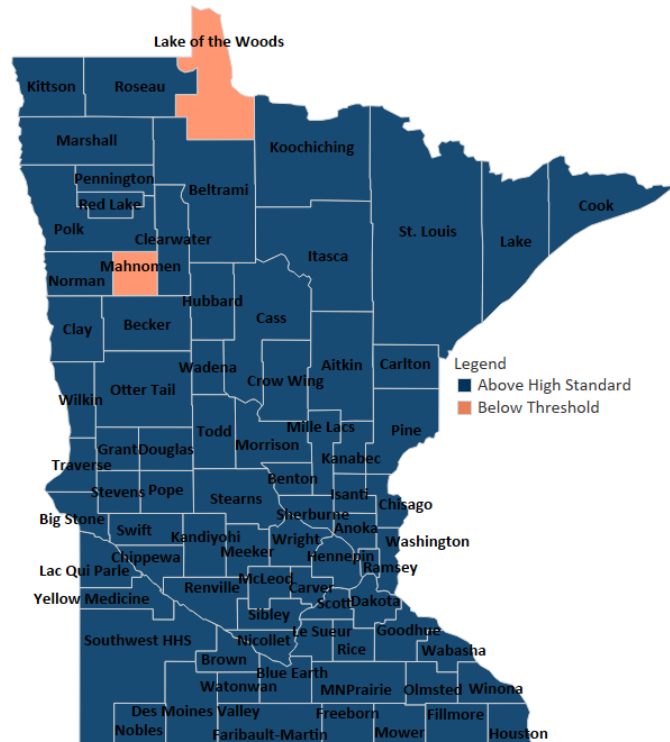
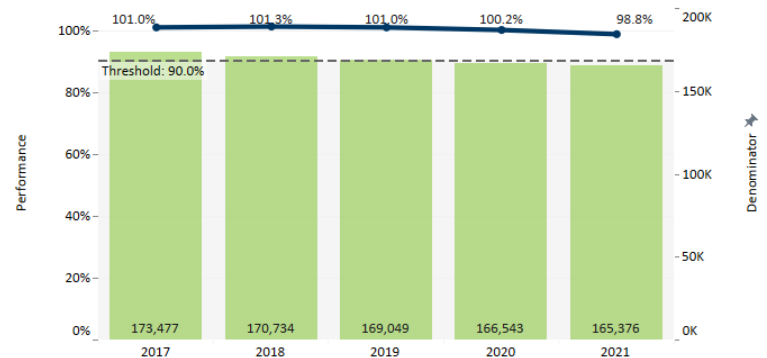


Figure 14: Statewide average performance for paternity established



Graph compares annual statewide average performance to the threshold of 90% and the statewide denominator.

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

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.

2021 Reporting Period

Calendar Year 2020

Minnesota Performance

Statewide, county performance for the expedited SNAP measure decreased drastically during calendar year 2020. Ten counties were below the threshold, but all PIPs were waived due to extenuating circumstances claims related to the COVID-19 pandemic.

Figure 15: expedited SNAP

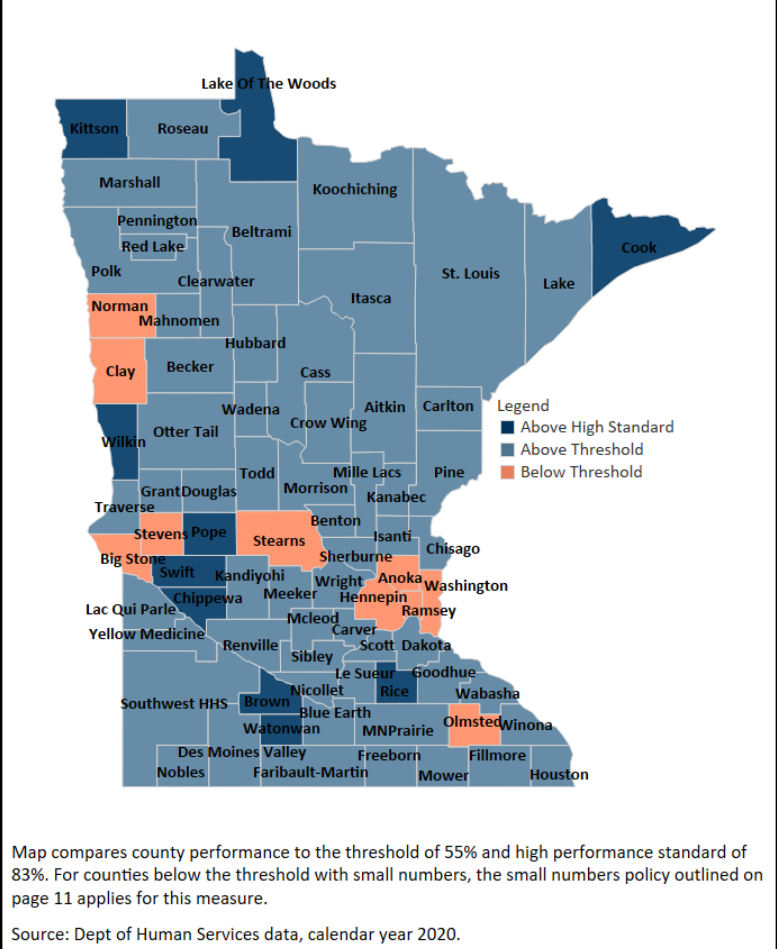


Figure 16: Statewide average performance for expedited SNAP

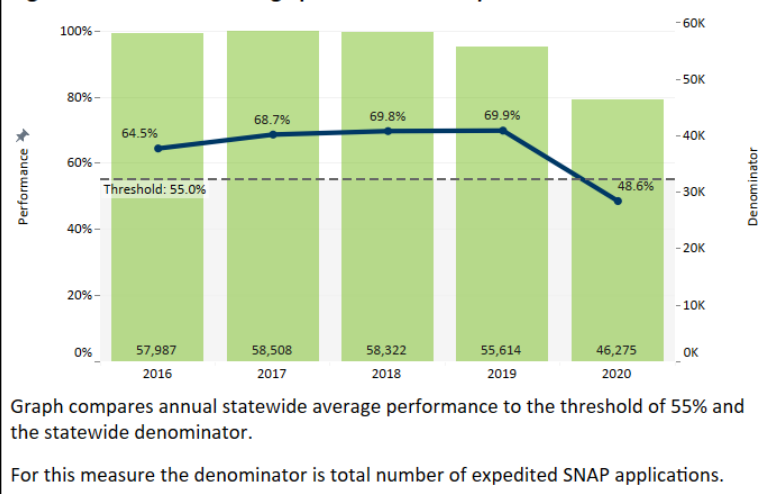


TABLE 9: PIP overview – expedited SNAP.

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
2021	1	0	0	0
2020	0	1	0	0

Outcome 4, Measure 2: Timely SNAP and cash assistance

The difference between the application date and the date of the first issuance made for each program approved on the application. The included programs are regular SNAP, MFIP, DWP, Refugee Cash Assistance, Minnesota Supplemental Aid, General Assistance, and Group Residential Housing. Applications made the day before a weekend or state-recognized holiday take into account the non-working days.

Threshold: 75 percent

Why is this measure important?

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

2021 Reporting Period

Calendar Year 2020

Minnesota Performance

Up slightly from last year, performance statewide for this measure was significantly above the threshold of 75 percent. Despite the pandemic and changes to the way counties work in 2020, no counties were below the threshold and 77 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
2021	0	0	0	0
2020	0	0	0	0

Figure 17: timely SNAP and cash assistance

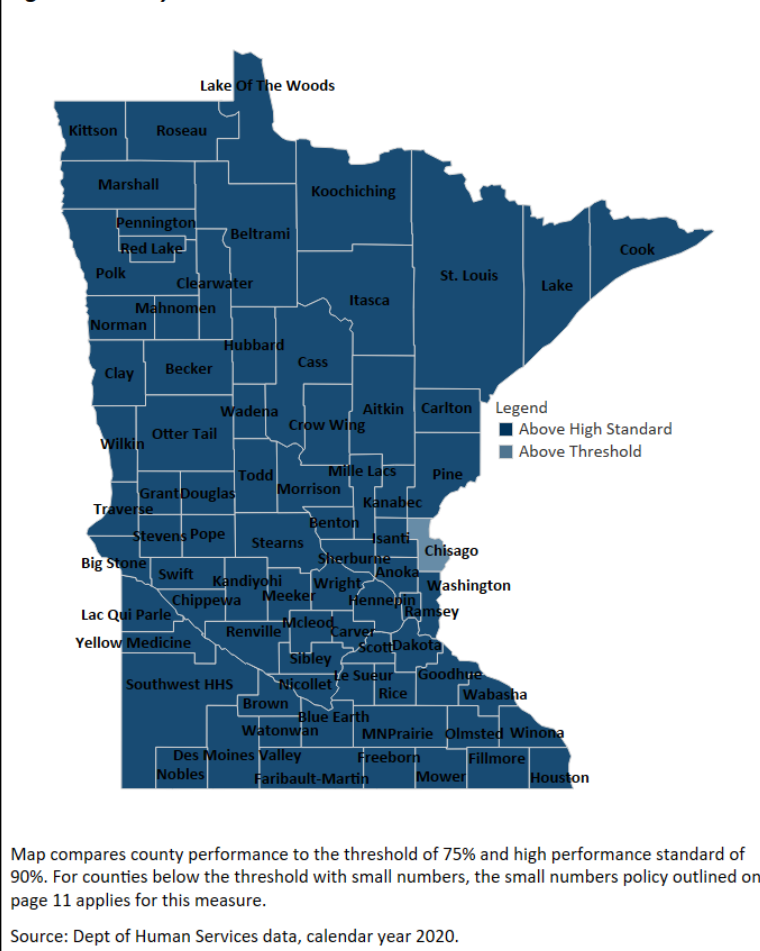
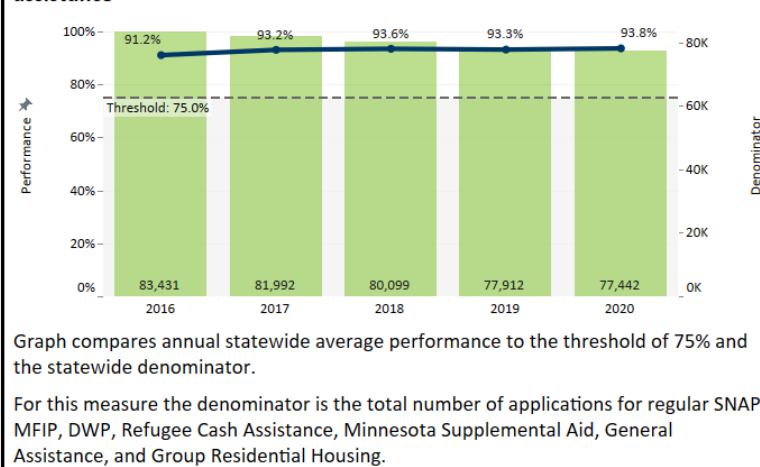


Figure 18: Statewide average performance for timely SNAP and cash assistance



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.

2021 Reporting Period

Federal Fiscal Year 2021:
Oct. 1, 2020 - Sept. 30, 2021

Minnesota Performance

The statewide average performance for this measure continues to trend down. Five counties performed below the federal standard of 80%.

Figure 19: orders established

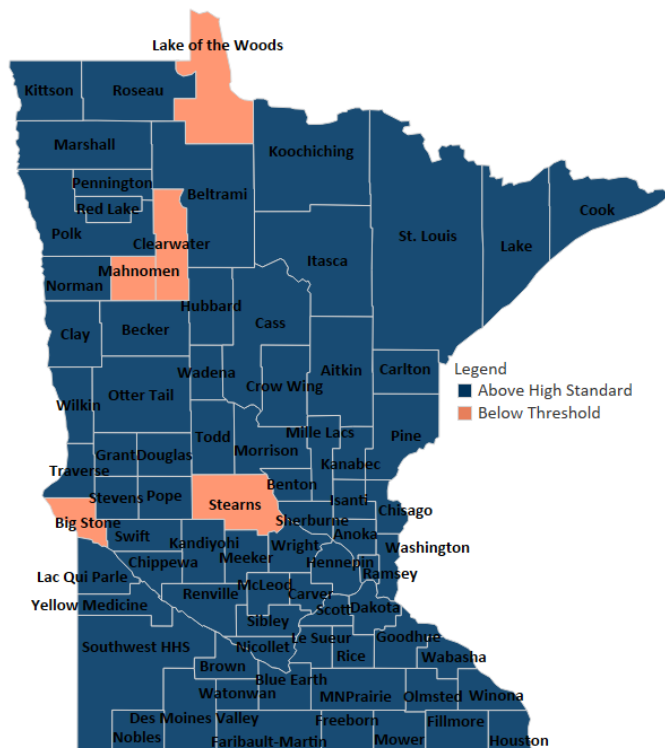
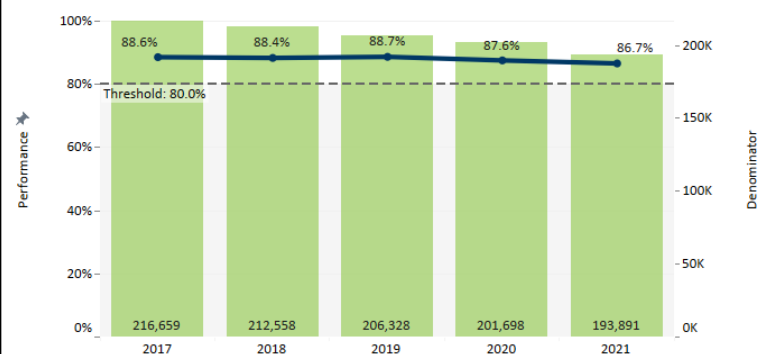


Figure 20: Statewide average performance for orders established



Graph compares annual statewide average performance to the threshold 80% and the statewide denominator.

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

TABLE 11: PIP overview – orders established.

Year	Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs	Fourth Year PIPs
2021	0	4	0	0	1
2020	0	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.

2021 Reporting Period

April 1, 2020 - March 31, 2021

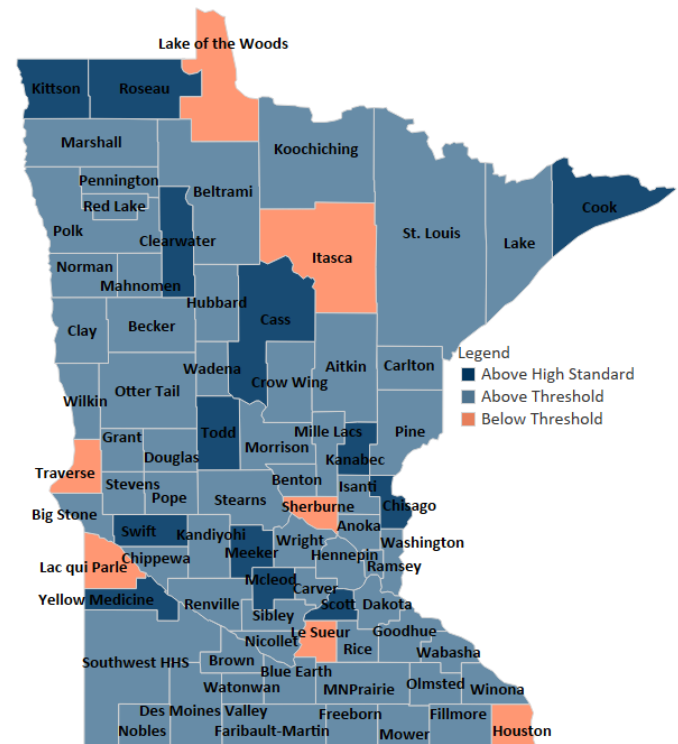
Minnesota Performance

The methodology for calculating the Self-Support Index was updated in 2020, a baseline report was issued and all existing PIPs were closed. This year marks the reimplementation of PIP requirements for the Self-Support Index and seven counties had performance below their range of expected performance. Five of those counties had approved extenuating circumstances related to COVID-19.

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

Year	Closed PIPs	New PIPs	Continued PIPs
2021	0	2	0
2020	10	0	0

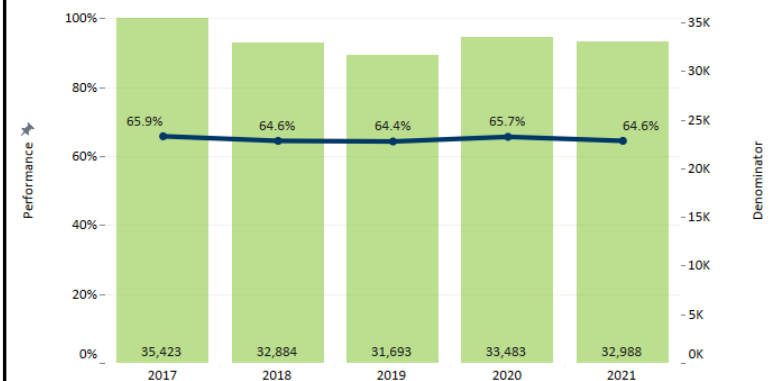
Figure 21: Self-Support Index



Map compares county performance to its unique range of expected performance for this measure.

Source: Dept of Human Services data, April 1, 2020 - March 31, 2021.

Figure 22: Statewide average performance for Self-Support Index



Graph shows the annual statewide average performance and denominator.

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

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

As the pandemic continued into a second year, the effects of COVID-19 on counties are still emerging, but we have 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 created or amplified budget and staffing issues for many counties. The Performance Management team began to see the effects of COVID-19 on measure performance beginning in 2021.

In 2020, 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. The program waivers expired in the fall and counties are working through the transition and evaluating to see if making some of these changes permanent will help counties better serve their communities.

There is growing concern among county leaders about the impact of the pandemic on the mental health of children and families, clients of the Human Services system, and county staff. There are further concerns about the disparities in access to mental health treatment services exacerbating the impact of the pandemic on people of color and indigenous communities in Minnesota. Additionally, the mental health implications for county staff is leading to burnout and intensifying the staffing issues already challenging counties.

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 the State of Minnesota's COVID-19 Dashboard, as of Dec. 29, 2021 age adjusted deaths per 100,000 people stood at 135 for white Minnesotans, 243 for Asian Minnesotans, 295 for black Minnesotans, 290 for Latinx Minnesotans and 413 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 improve their relationships and 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.

Creating a culture of equity in counties is one of the first steps to identifying and beginning to addressing racial and ethnic disparities. This is difficult work that requires commitment, resources and knowledgeable staff to begin to internal conversations and put in place structures for change. Counties will need assistance from DHS to get this work started and support them throughout their journey.

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.

The impacts of COVID-19, especially in the Health and Human services area has made it even more difficult for counties in finding, hiring and retaining staff.

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.

Due to the pandemic many courses offered by DHS have been moved to an online platform, which has helped counties to have their staff attend trainings and increase their program knowledge. However, due to high turnover and the complicated nature of the work additional assistance is needed.

VI. Improvement assistance

In 2021, 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-specific improvement assistance

The Performance Management team continued offering improvement and PIP development assistance, working with over 30 counties in 2021 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 with the counties to provide insight into specific strategies and help craft improvement strategies. Finally, the Performance Management team assisted county improvement efforts by supplying case-level data, upon request, to 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, the Performance Management team is leading a steering team composed of county Human Services directors, county commissioners and DHS staff that developed criteria to select waivers to evaluate, engaged with the Impact Evaluation Team from Minnesota Management and Budget (MMB) to potentially evaluate program waivers and are working to decide how best to share learnings among different agencies impacted by the waivers.

Equity Partnership

The Equity Partnership entered into its third year of hosting monthly, large group, professional learning and development sessions and weekly planning team meetings to guide the group towards its vision and goals. Over the course of the year the group partnered with the YMCA to participate in human-centered design trainings and as an Equity Partnership developed a training curriculum around the characteristics of White Supremacy Culture and spent several meetings exploring these characteristics. The partnership has continued to engage and onboard new members from DHS, MACSSA and counties. The Performance Management team continued to work on developing the Equity Partnership in 2021. The group continued to hold online meetings due to COVID-19 and focused efforts on learning and planning.

Additionally, the Equity Partnership developed and submitted a legislative proposal to build the capacity of the Equity Partnership to assist counties in assessing their cultural competency, developing equity plans and accessing resources to improve their culture of equity. The proposal was co-developed with our county partners and was built to include their perspectives and needs to improve their organizations' cultures of equity.

VII. Report recommendations

A. Response to 2020 report recommendations for 2021

The Council made a number of recommendations in the 2020 report to the Legislature. A summary of the recommendations and the activities that took place in 2021 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 2021 strategic communications plan that reinforces the continuous improvement principles central to, and shares information about, the Performance Management system.
 - Strategic communication priorities and high-level messaging were developed as well as a team-wide presentation template for informing partners about the Performance Management system. The plan and templates created this year will serve as a basis for future communications plans.
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.
- Continue to strengthen and maintain relationships with counties, tribes and DHS program areas to continue the collaborative development of the Performance Management system.
 - Due to the continuation of the pandemic, many of the traditional meetings we used to connect with counties were shifted to online platforms. Team members attended MACSSA monthly meetings.
 - Internally, we increased collaboration with the DHS Child Support, Adult Protection and Child Safety and Permanency divisions to include them in the PIP and EC Claim review processes. The team also worked with the Adult Protection team on communications related to the roll out of the Initial Disposition measure.
 - The Performance Management manager met monthly with representatives from the Association of Minnesota Counties and MACSSA to connect on current projects and stay aligned. The team developed and led a discussion at the MACSSA Fall Conference on issues counties face when implementing Equity initiatives.

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.
 - The focus of the project has shifted from an external to an internal dashboard to be used by performance coordinators when working with counties to improve performance. This shift was the result of challenges in providing counties secure access to the Tableau dashboard. A team of

analysts within DHS have been meeting to determine the best and most secure way to share the data.

- Review and revise the small numbers policy so that all measures have a policy that is clear and consistent.

The Performance Management team held a workgroup meeting with county and DHS data staff to generate and review new policy ideas. A draft proposal was developed and is being shared with stakeholders to gather input.

- Introduce updated Adult Protection measures and continue in-progress measures development work.
 - A new Initial Disposition measure was fully implemented and included in the October Adult Protection report. The 2021 report featured baseline data. Counties will be required to develop PIPs if their performance is below the threshold for the 2023 Adult Protection report.
 - Working with Disability Services, Long Term Services & Supports and Housing partners to identify and assess the validity of potential measures.
- 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 2021: 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 PIP requirements. As part of the reporting process the Performance Management team assisted counties in developing their PIPs and provided technical assistance when requested.

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 continued to take into consideration 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 further incorporated policy and research staff from DHS program areas into our review and development of PIPs and Extenuating Circumstance claims.
 - In 2021, a project charter and project plan were developed to improve assistance offered to counties in third year of their PIPs. A pilot run with a volunteer county and the learnings will be incorporated into the second phase of this project.
- Meet with counties to provide improvement assistance and learn about county concerns to identify systemic barriers.
 - The Performance Management team offered improvement assistance to counties who continue to have PIP requirements after three years.
- Coordinate efforts to evaluate COVID-19 program waivers.
 - 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 convene a steering

committee. The steering committee developed criteria for selecting COVID-19 program waivers to evaluate, partnered with the Impact Evaluation team at Minnesota Management and Budget to begin researching potential waivers to evaluate.

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 development of a performance monitoring system to guide counties to become anti-racist, multicultural organizations.
 - The Equity Partnership continued to meet bi-monthly over the past year and focused on developing the competency of the group, learning about Human Centered Design and White Supremacy Culture Characteristics. The partnership has continued to engage and onboard new members from DHS, MACSSA and counties.
 - The Equity Partnership developed and submitted a legislative proposal to build the capacity of the Equity Partnership to assist counties in assessing their cultural competency, developing equity plans and accessing resources to improve their cultures of equity.
- Support internal partners as they work to improve county-level Indian Child Welfare Act (ICWA) compliance by meeting regularly with the ICWA compliance team to identify ways to assist their work.
 - Co-drafted a legislative proposal with the ICWA team to build and develop a team that would assist counties in improving their ICWA compliance by conducting cultural audits and process mapping to identify gaps counties should address.
- Continue to build the Performance Management team's proficiency in diversity, equity and inclusion work.
 - The Equity Committee coordinated the administering of the Intercultural Development inventory for the Office of Strategy and Performance, incorporating new division team members. The Equity Committee also facilitated the participation of the division in a multiple-session course delivered by the Twin Cities YMCA on Transforming Systemic Culture.
- Begin building a process to address racial and ethnic disparities through improvement planning.
 - Exploring adding a section to the PIP document to include guided questions requiring counties to review their performance by race and ethnicity and develop strategies to improve any existing disparities.
- Develop a stakeholder engagement process to include communities and people we serve in measures development and program improvement.
 - Partnering with Dakota and Stearns Counties to improve services provided to the African American communities in their counties. Dakota County is focused on their Child Protection process and Stearns County would like to better understand how to reduce disparities in their economic assistance programs. In 2021, we focused on co-designing the process for engaging with community members.

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.
 - Piloted a process with county Human Service Directors to gather their input on potential barriers to performance on measures in the Performance Management system.
- Reach out to leaders in DHS to inform them about the Performance Management team and our vision for our work.
 - Developed a presentation to give an overview of the Performance Management system. Began meeting with leaders to give an overview of Performance Management priorities.
- Develop a survey to gain county feedback on the Performance Management system.
 - Developed survey questionnaire and statistical model to gather and evaluate the effectiveness of the Performance Measurement system. Partnered with the MACSSA Policy Committee to review and gather feedback on the survey design. The survey was launched to a pilot group of counties to test the survey design and programming.

B. Report recommendations for calendar year 2022

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 2022.

Building meaningful connections

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

- Implement our strategic communications plan that reinforces the continuous improvement principles central to, and shares information about, the Performance Management system.
- Build upon existing initiatives to strengthen and maintain relationships with counties, tribes and DHS program areas and 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.

- Incorporate the Tableau Server dashboard data into internal process for providing performance improvement assistance to counties. This will help the team to identify trends and potential areas of improvement.
- Incorporate the feedback from the small numbers workgroup to update and formalize our small numbers policy so that all measures have a policy that is clear and consistent.
- Partner with DHS business areas and counties to 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 and other opportunities to support county improvement.
- Continue to connect and partner 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 development of a performance monitoring system to guide counties to become anti-racist, multicultural organizations.

- Continue to build the Performance Management team’s proficiency in diversity, equity and inclusion work.
- Incorporate processes in our performance improvement work to address racial and ethnic disparities.
- Continue to partner with pilot counties to create a stakeholder engagement process that integrates 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 and the counties to inform them about the Performance Management team and our vision for our work.
- Implement feedback from counties to enhance 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 service to the people of Minnesota as members of the Human Services Performance Council. As the COVID-19 pandemic continued to present unique challenges for Minnesotans and the delivery of Human Services, the work of the Performance Management system is critically important to monitor the impacts of the pandemic and identify opportunities for improvement. I appreciate your work to adapt and promote flexibility as we all work through the pandemic.

Upon review of the data, it is clear the pandemic has impacted county performance. Though the number of Performance Improvement Plans (PIPs) held steady, the steep increase in the number of approved Extenuating Circumstance (EC) claims highlights the challenges the pandemic created. I am hopeful that we may see performance stabilize next year as counties deploy more strategies to combat the unprecedented demands COVID-19 has put on the Human Services system.

Addressing racial and ethnic disparities remains a challenge for DHS and Minnesota and is critical to ensuring our services improve the lives of all of the people of Minnesota. The work of Human Services Performance Management Team to establish the Equity Partnership as a strong collaborative partnership between counties and DHS to improve equity in the human services system is critical to these efforts.

The continued effort to develop new measures is important to the continued growth of the system. I support the efforts of the Performance Management Team to partner with counties, advocates and service providers, tribes and DHS business areas to develop measures is important. Continued collaboration on this work will help create a more robust Performance Management system that works for all stakeholders.

Thank you for your ongoing commitment 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 2021. 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.

2021 PIPs

TABLE A1: 2021 PIPs for *child maltreatment recurrence*.

Counties with PIPs	Threshold	2020 Performance	2020 Denominator	2019 Performance
Chisago County	90.9%	87.9%	33	98.4%
Freeborn County	90.9%	81.8%	77	97.5%
Grant County	90.9%	62.9%	35	84.4%
Morrison County*	90.9%	89.5%	<20	100.0%
Pope County	90.9%	89.7%	39	77.8%
Renville County	90.9%	84.6%	78	97.9%
St. Louis County	90.9%	89.0%	590	86.7%
Traverse County	90.9%	80.0%	30	60.0%

**Morrison 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. Morrison County was below the threshold for all three measures, and was required to complete a PIP 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 Performance Standard	2016	2017	2018	2019	2020	2020 Denominator
State totals	90.9%	90.9%	92.0%	91.0%	91.0%	93.8%	94.4%	6911
Aitkin	90.9%	90.9%	91.7%	100.0%	95.8%	95.8%	100.0%	27
Anoka	90.9%	90.9%	94.7%	96.9%	94.5%	98.0%	97.7%	309
Becker	90.9%	90.9%	96.4%	95.7%	95.1%	96.6%	94.7%	76
Beltrami	90.9%	90.9%	97.6%	95.9%	95.5%	100.0%	100.0%	101
Benton	90.9%	90.9%	100.0%	97.5%	96.4%	100.0%	95.9%	49
Big Stone	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	0.0%	<20
Blue Earth	90.9%	90.9%	94.2%	94.1%	100.0%	97.5%	100.0%	43
Brown	90.9%	90.9%	100.0%	100.0%	100.0%	95.2%	100.0%	25
Carlton	90.9%	90.9%	97.0%	96.3%	88.7%	91.4%	93.3%	89
Carver	90.9%	90.9%	97.9%	97.5%	98.0%	94.7%	100.0%	35
Cass	90.9%	90.9%	93.1%	93.3%	91.9%	97.1%	96.8%	31
Chippewa	90.9%	90.9%	100.0%	100.0%	95.0%	93.9%	100.0%	25
Chisago	90.9%	90.9%	100.0%	86.7%	91.2%	98.4%	87.9%	33
Clay	90.9%	90.9%	90.2%	98.2%	93.3%	95.6%	96.2%	52
Clearwater	90.9%	90.9%	78.3%	78.6%	79.5%	100.0%	95.7%	23
Cook	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Crow Wing	90.9%	90.9%	100.0%	92.0%	93.5%	98.2%	100.0%	21
Dakota	90.9%	90.9%	94.1%	92.8%	95.7%	95.6%	97.8%	270
Des Moines Valley	90.9%	90.9%	95.0%	96.8%	100.0%	93.5%	92.9%	28
Douglas	90.9%	90.9%	94.6%	90.2%	88.1%	92.4%	92.9%	98
Faribault-Martin	90.9%	90.9%	97.7%	89.0%	88.9%	95.7%	97.1%	35
Fillmore	90.9%	90.9%		100.0%	100.0%	100.0%	100.0%	<20
Freeborn	90.9%	90.9%	88.2%	95.2%	94.0%	97.5%	81.8%	77
Goodhue	90.9%	90.9%	92.5%	95.8%	94.7%	93.0%	97.8%	45
Grant	90.9%	90.9%	100.0%	86.7%	94.1%	84.4%	62.9%	35
Hennepin	90.9%	90.9%	84.6%	86.3%	86.6%	93.0%	93.7%	1615
Houston	90.9%	90.9%	75.0%	100.0%	100.0%	100.0%	100.0%	<20
Hubbard	90.9%	90.9%	100.0%	95.8%	84.6%	82.8%	100.0%	40
Isanti	90.9%	90.9%	94.9%	91.9%	100.0%	98.4%	96.3%	54
Itasca	90.9%	90.9%	100.0%	100.0%	98.1%	100.0%	100.0%	32

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	2016	2017	2018	2019	2020	2020
		Performance						Standard
State totals	90.9%	90.9%	92.0%	91.0%	91.0%	93.8%	94.4%	6911
Kanabec	90.9%	90.9%	100.0%	93.3%	88.6%	80.0%	97.1%	35
Kandiyohi	90.9%	90.9%	89.2%	90.5%	98.7%	94.5%	92.5%	106
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%	<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%	<20
Le Sueur	90.9%	90.9%	100.0%	93.3%	100.0%	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%	94.1%	100.0%	<20
McLeod	90.9%	90.9%	97.7%	92.1%	96.7%	93.8%	93.4%	76
Meeker	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	29
Mille Lacs	90.9%	90.9%	95.0%	93.6%	98.6%	94.7%	96.6%	88
MNPrairie	90.9%	90.9%	95.3%	95.7%	95.3%	100.0%	100.0%	54
Morrison	90.9%	90.9%	100.0%	97.1%	100.0%	100.0%	89.5%	<20
Mower	90.9%	90.9%	92.9%	87.9%	100.0%	100.0%	92.3%	39
Nicollet	90.9%	90.9%	100.0%	92.9%	93.3%	87.5%	100.0%	<20
Nobles	90.9%	90.9%	100.0%	92.3%	100.0%	96.2%	100.0%	26
Norman	90.9%	90.9%	80.0%	100.0%	100.0%	100.0%	65.0%	20
Olmsted	90.9%	90.9%	91.8%	100.0%	100.0%	96.4%	100.0%	70
Otter Tail	90.9%	90.9%	91.9%	81.9%	86.7%	90.7%	94.8%	96
Pennington	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Pine	90.9%	90.9%	97.4%	94.9%	100.0%	94.1%	100.0%	53
Polk	90.9%	90.9%	95.7%	100.0%	97.7%	97.8%	90.7%	54
Pope	90.9%	90.9%	58.8%	83.9%	83.3%	77.8%	89.7%	39
Ramsey	90.9%	90.9%	94.3%	94.6%	93.2%	93.3%	97.7%	700
Red Lake	90.9%	90.9%	100.0%		100.0%	100.0%	100.0%	<20
Renville	90.9%	90.9%	100.0%	90.9%	100.0%	97.9%	84.6%	78
Rice	90.9%	90.9%	95.8%	89.5%	87.3%	95.7%	97.4%	114
Roseau	90.9%	90.9%	100.0%	80.0%	100.0%	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 Standard	2016	2017	2018	2019	2020	2020 Denominator
State totals	90.9%	90.9%	92.0%	91.0%	91.0%	93.8%	94.4%	6911
St. Louis	90.9%	90.9%	94.7%	92.8%	94.2%	86.7%	89.0%	590
Scott	90.9%	90.9%	100.0%	97.0%	96.3%	97.3%	98.6%	73
Sherburne	90.9%	90.9%	90.4%	86.8%	92.3%	96.0%	95.9%	122
Sibley	90.9%	90.9%	100.0%	100.0%	85.7%	73.0%	92.6%	27
SWHHS	90.9%	90.9%	93.3%	86.6%	87.6%	92.1%	91.7%	144
Stearns	90.9%	90.9%	91.8%	93.7%	92.4%	97.1%	94.8%	306
Stevens	90.9%	90.9%	100.0%	100.0%	94.4%	100.0%	95.0%	20
Swift	90.9%	90.9%	92.6%	96.3%	79.2%	78.9%	96.2%	26
Todd	90.9%	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	<20
Traverse	90.9%	90.9%	100.0%	83.3%	82.6%	60.0%	80.0%	30
Wabasha	90.9%	90.9%	100.0%	100.0%	100.0%	88.9%	100.0%	21
Wadena	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Washington	90.9%	90.9%	96.5%	98.2%	96.8%	96.2%	93.8%	178
Watonwan	90.9%	90.9%	100.0%	92.3%	100.0%	90.9%	100.0%	<20
Wilkin	90.9%	90.9%	100.0%	100.0%	100.0%	75.0%	100.0%	<20
Winona	90.9%	90.9%	87.5%	82.6%	87.0%	82.9%	95.8%	71
Wright	90.9%	90.9%	95.9%	98.2%	100.0%	100.0%	92.9%	141
Yellow Medicine	90.9%	90.9%	100.0%	100.0%	84.6%	100.0%	90.9%	22

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.

2021 PIPs

There were no PIPs for *initial disposition* in 2021.

All county performance – adult repeat maltreatment

TABLE A3: 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	2017	2018	2019	2020	2021	2021 Denominator
State totals	80%	80%	95.86%	96.26%	96.85%	96.6%	97.1%	1,916
Aitkin	80%	80%	100.0%	93.1%	100.0%	95.8%	96.2%	26
Anoka	80%	80%	93.0%	97.6%	98.9%	96.7%	96.6%	87
Becker	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Beltrami	80%	80%	97.6%	95.6%	80.0%	84.4%	100.0%	26
Benton	80%	80%	93.3%	100.0%	100.0%	100.0%	100.0%	<20
Big Stone	80%	80%	100.0%	100.0%	100.0%	80.0%	100.0%	<20
Blue Earth	80%	80%	97.1%	96.6%	93.3%	100.0%	100.0%	43
Brown	80%	80%	100.0%	100.0%	100.0%	88.9%	100.0%	<20
Carlton	80%	80%	96.2%	100.0%	100.0%	100.0%	100.0%	<20
Carver	80%	80%	92.0%	95.8%	96.4%	100.0%	100.0%	<20
Cass	80%	80%	97.8%	93.5%	100.0%	100.0%	100.0%	<20
Chippewa	80%	80%	100.0%	86.7%	92.3%	100.0%	87.5%	24
Chisago	80%	80%	92.9%	91.4%	95.8%	92.7%	100.0%	20
Clay	80%	80%	90.7%	92.2%	100.0%	97.6%	100.0%	<20
Clearwater	80%	80%	94.1%	83.3%	95.0%	90.9%	87.0%	23
Cook	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Crow Wing	80%	80%	97.4%	100.0%	100.0%	100.0%	100.0%	<20
Dakota	80%	80%	97.1%	98.2%	94.0%	98.0%	97.4%	228
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%	94.4%	36
Faribault-Martin	80%	80%	95.7%	94.1%	100.0%	95.7%	92.1%	38
Fillmore	80%	80%	100.0%	88.9%	100.0%	94.1%	100.0%	<20
Freeborn	80%	80%	95.5%	100.0%	90.0%	100.0%	91.7%	<20
Goodhue	80%	80%	86.7%	100.0%	100.0%	100.0%	100.0%	<20
Grant	80%	80%	100.0%	100.0%	50.0%	71.4%	100.0%	<20
Hennepin	80%	80%	98.2%	98.4%	98.2%	98.0%	98.0%	357
Houston	80%	80%	100.0%		100.0%	100.0%	100.0%	<20
Hubbard	80%	80%	95.0%	100.0%	100.0%	93.8%	100.0%	<20
Isanti	80%	80%	87.5%	100.0%	100.0%	100.0%	100.0%	<20
Itasca	80%	80%	100.0%	92.5%	100.0%	93.8%	100.0%	24

TABLE A3, 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		2017	2018	2019	2020	2021	2021 Denominator
		Standard							
State totals	80%	80%	95.86%	96.26%	96.85%	96.6%	97.1%		1,916
Kanabec	80%	80%	100.0%	80.0%	100.0%	100.0%	100.0%		<20
Kandiyohi	80%	80%	100.0%	100.0%	100.0%	97.0%	93.9%		33
Kittson	80%	80%						100.0%	<20
Koochiching	80%	80%	100.0%	100.0%		100.0%	100.0%		<20
Lac Qui Parle	80%	80%	100.0%	100.0%	100.0%	80.0%	100.0%		<20
Lake	80%	80%	100.0%	100.0%			100.0%		<20
Lake Of The Woods	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%		<20
Le Sueur	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%		<20
Mahnomen	80%	80%	87.5%	100.0%	100.0%	100.0%	100.0%		<20
Marshall	80%	80%	100.0%	100.0%	100.0%	75.0%	100.0%		<20
McLeod	80%	80%	100.0%	100.0%	100.0%	92.9%	93.8%		<20
Meeker	80%	80%	100.0%	100.0%	75.0%	100.0%	100.0%		<20
Mille Lacs	80%	80%	100.0%	100.0%	100.0%	100.0%	86.7%		<20
MNPrairie	80%	80%	89.7%	100.0%	100.0%	90.0%	100.0%		26
Morrison	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%		<20
Mower	80%	80%	100.0%	91.1%	97.5%	98.1%	95.2%		42
Nicollet	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%		<20
Nobles	80%	80%	100.0%	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%	100.0%	100.0%	95.7%	100.0%	97.1%		35
Otter Tail	80%	80%	93.1%	93.7%	96.6%	91.5%	96.7%		60
Pennington	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%		<20
Pine	80%	80%	91.2%	78.3%	92.9%	100.0%	100.0%		<20
Polk	80%	80%	90.0%	89.5%	100.0%	100.0%	100.0%		<20
Pope	80%	80%	100.0%	88.9%	88.9%	83.3%	75.0%		<20
Ramsey	80%	80%	95.86%	96.26%	96.85%	96.6%	100.0%		57
Red Lake	80%	80%	100.0%	80.0%	100.0%	100.0%	100.0%		<20
Renville	80%	80%	100.0%	100.0%	100.0%	100.0%	100.0%		<20
Rice	80%	80%				100.0%	94.1%		34
Roseau	80%	80%	100.0%	100.0%		100.0%	100.0%		<20

TABLE A3, 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	2017	2018	2019	2020	2021	2021 Denominator
State totals	80%	80%	95.86%	96.26%	96.85%	96.6%	97.1%	1,916
St. Louis	80%	80%	96.2%	100.0%	98.4%	100.0%	93.7%	63
Scott	80%	80%	100.0%	98.1%	96.2%	100.0%	100.0%	<20
Sherburne	80%	80%	95.7%	96.2%	100.0%	95.7%	96.3%	27
Sibley	80%	80%	81.8%	100.0%	100.0%	71.4%	100.0%	<20
SWHHS	80%	80%	96.2%	100.0%	100.0%	100.0%	100.0%	32
Stearns	80%	80%	91.0%	94.7%	94.9%	95.5%	96.6%	58
Stevens	80%	80%	87.5%	90.5%	100.0%	100.0%	100.0%	20
Swift	80%	80%	100.0%	100.0%	85.7%	100.0%	100.0%	<20
Todd	80%	80%	91.7%	100.0%	100.0%	100.0%	87.5%	<20
Traverse	80%	80%	100.0%	100.0%	100.0%	100.0%	66.7%	<20
Wabasha	80%	80%	97.5%	100.0%	75.0%	100.0%	100.0%	<20
Wadena	80%	80%	100.0%	93.8%	100.0%	96.2%	100.0%	<20
Washington	80%	80%	98.4%	93.9%	97.8%	96.3%	100.0%	62
Watonwan	80%	80%	100.0%	100.0%	80.0%	100.0%	91.7%	<20
Wilkin	80%	80%	100.0%	100.0%	100.0%	100.0%		
Winona	80%	80%	96.4%	100.0%	100.0%	92.6%	95.5%	22
Wright	80%	80%	100.0%	92.3%	90.5%	97.2%	100.0%	36
Yellow Medicine	80%	80%	92.9%	94.7%	100.0%	94.1%	90.0%	20

Percent of vulnerable adults reported as maltreated with initial disposition for response made within five working days (initial disposition)

Measure Details

What is this measure?

The measure is calculated based upon the difference between the date a report was received by a county that a vulnerable adult was suspected of experiencing maltreatment and the date of the county's decision to offer adult protective services to the vulnerable adult. The measure compares the total number of reports received during the state fiscal year with an initial disposition date within five business days.

Why is this measure important?

This measure supports timely response for vulnerable adults that may be experiencing maltreatment. Additionally, it promotes statutory compliance for initial disposition being made within five business days. A timely response is important to safeguard vulnerable adults.

What affects performance on this measure?

- System factors that influence this measure are the number of reports received.
- Staff factors that influence this measure include lack of staff, lack of knowledge and training, level of supervision, staff have many different roles and work many programs at once, and inconsistent interpretation of policy.
- Documentation factors that influence this measure include accuracy of data and timeliness of data entry.
- Environmental or external factors that influence this measure include delay in return response from reporter or others.

2021 PIPs

There were no PIPs for *initial disposition* in 2021. The *Adult Protection Initial Disposition* measure was added and an initial baseline report was issued this year. Due to the timing of this measure, a second baseline report will be issued in 2022.

All county performance – initial disposition

TABLE A4: Performance for all counties on the *adult repeat maltreatment* measure. This measure uses a state fiscal year reporting period. This measure is being reported for the first time in 2021 and historical data is limited.

County	Threshold	High Performance Standard	2020	2021	2021 Denominator
State totals	90%	95%	92.0%	92.1%	16,507
Aitkin	90%	95%	100.0%	100.0%	94
Anoka	90%	95%	97.9%	97.0%	1,005
Becker	90%	95%	98.1%	95.7%	92
Beltrami	90%	95%	100.0%	100.0%	209
Benton	90%	95%	82.4%	82.1%	134
Big Stone	90%	95%	100.0%	100.0%	23
Blue Earth	90%	95%	100.0%	100.0%	204
Brown	90%	95%	99.0%	100.0%	60
Carlton	90%	95%	99.5%	99.1%	115
Carver	90%	95%	99.5%	99.1%	113
Cass	90%	95%	98.6%	96.4%	112
Chippewa	90%	95%	95.3%	98.0%	49
Chisago	90%	95%	97.7%	97.7%	170
Clay	90%	95%	100.0%	100.0%	218
Clearwater	90%	95%	100.0%	100.0%	37
Cook	90%	95%	100.0%	100.0%	<20
Crow Wing	90%	95%	98.1%	100.0%	216
Dakota	90%	95%	94.6%	94.4%	1,012
Des Moines Valley	90%	95%	100.0%	100.0%	58
Douglas	90%	95%	99.6%	99.3%	136
Faribault-Martin	90%	95%	99.6%	100.0%	151
Fillmore	90%	95%	100.0%	100.0%	39
Freeborn	90%	95%	99.5%	99.0%	95
Goodhue	90%	95%	99.2%	99.3%	135
Grant	90%	95%	100.0%	100.0%	30
Hennepin	90%	95%	96.0%	96.3%	3,918
Houston	90%	95%	100.0%	100.0%	74
Hubbard	90%	95%	100.0%	100.0%	45
Isanti	90%	95%	98.0%	98.0%	100
Itasca	90%	95%	99.7%	99.5%	187

TABLE A4, PAGE 2: Performance for all counties on the *adult repeat maltreatment* measure. This measure uses a state fiscal year reporting period. This measure is being reported for the first time in 2021 and historical data is limited.

County	Threshold	High Performance Standard	2020	2021	2021 Denominator
State totals	90%	95%	92.0%	92.1%	16,507
Kanabec	90%	95%	99.0%	98.7%	74
Kandiyohi	90%	95%	98.8%	98.0%	148
Kittson	90%	95%	75.0%	85.7%	<20
Koochiching	90%	95%	100.0%	100.0%	39
Lac Qui Parle	90%	95%	92.9%	93.8%	32
Lake	90%	95%	85.7%	72.7%	<20
Lake Of The Woods	90%	95%	100.0%	100.0%	<20
Le Sueur	90%	95%	98.9%	98.4%	61
Mahnomen	90%	95%	96.3%	100.0%	27
Marshall	90%	95%	100.0%	100.0%	<20
McLeod	90%	95%	97.3%	99.1%	116
Meeker	90%	95%	95.1%	95.0%	80
Mille Lacs	90%	95%	98.7%	98.8%	166
MNPrairie	90%	95%	99.7%	100.0%	171
Morrison	90%	95%	100.0%	100.0%	116
Mower	90%	95%	100.0%	100.0%	155
Nicollet	90%	95%	100.0%	100.0%	101
Nobles	90%	95%	100.0%	100.0%	33
Norman	90%	95%	100.0%	100.0%	31
Olmsted	90%	95%	88.7%	89.9%	335
Otter Tail	90%	95%	99.5%	100.0%	225
Pennington	90%	95%	100.0%	100.0%	33
Pine	90%	95%	99.6%	100.0%	141
Polk	90%	95%	100.0%	100.0%	92
Pope	90%	95%	100.0%	100.0%	39
Ramsey	90%	95%	47.4%	45.7%	1,642
Red Lake	90%	95%	100.0%	100.0%	<20
Renville	90%	95%	100.0%	100.0%	52
Rice	90%	95%	99.6%	99.4%	167
Roseau	90%	95%	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. This measure is being reported for the first time in 2021 and historical data is limited.

County	Threshold	High Performance Standard	2020	2021	2021 Denominator
State totals	90%	95%	92.0%	92.1%	16,507
St. Louis	90%	95%	97.7%	97.9%	915
Scott	90%	95%	99.7%	99.6%	233
Sherburne	90%	95%	100.0%	100.0%	196
Sibley	90%	95%	98.3%	97.6%	41
SWHHS	90%	95%	100.0%	100.0%	260
Stearns	90%	95%	90.4%	92.1%	430
Stevens	90%	95%	100.0%	97.2%	36
Swift	90%	95%	100.0%	100.0%	24
Todd	90%	95%	97.3%	93.5%	77
Traverse	90%	95%	100.0%	100.0%	<20
Wabasha	90%	95%	100.0%	100.0%	42
Wadena	90%	95%	98.4%	98.7%	78
Washington	90%	95%	98.6%	98.1%	564
Watonwan	90%	95%	100.0%	100.0%	44
Wilkin	90%	95%	100.0%	100.0%	28
Winona	90%	95%	100.0%	100.0%	131
Wright	90%	95%	99.5%	99.5%	380
Yellow Medicine	90%	95%	96.9%	94.7%	38

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 77.16%, 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.

2021 PIPs

TABLE A5: 2021 PIPS for *child support paid*, Federal Fiscal Year 2021 data.

Counties with PIPs	2021 Threshold	2021 Performance	2021 Denominator	2020 Performance
Aitkin County	75.11%	71.83%	\$1,608,521.53	72.50%
Big Stone County	76.83%	75.26%	\$534,269.57	77.14%
Clay County	72.70%	71.40%	\$8,100,215.67	72.48%
Freeborn County	72.12%	71.25%	\$4,827,390.91	68.94%
Houston County	77.16%	74.85%	\$1,924,451.92	76.65%
Lake of the Woods County	76.47%	69.58%	\$324,344.56	69.94%
Meeker County	77.16%	75.65%	\$2,762,576.11	78.01%
Norman County	71.84%	71.05%	\$905,531.29	71.61%
Southwest Health & Human Services	77.16%	76.69%	\$9,139,239.68	75.11%
Stearns County	77.16%	76.12%	\$14,385,649.69	77.51%
Todd County	77.16%	76.93%	\$2,954,686.64	78.27%
Washington County	76.59%	74.69%	\$21,937,708.54	74.97%
Winona County	75.05%	73.81%	\$4,104,647.76	75.67%

All county performance – child support paid

TABLE A6: Performance for all counties on the *child support paid* measure. Reporting period is the Federal Fiscal Year.

County	2017	2018	2019	2020	2021	2021 Denominator	2021 Threshold
Statewide	74.53%	74.94%	75.41%	75.41%	75.75%	\$548,586,135.82	
Aitkin	75.42%	76.20%	75.36%	72.50%	71.83%	\$1,608,521.53	75.11%
Anoka	75.87%	76.17%	76.46%	76.15%	75.86%	\$37,140,460.17	74.90%
Becker	68.31%	72.54%	75.73%	76.42%	73.81%	\$3,666,008.10	69.29%
Beltrami	69.23%	71.02%	72.78%	72.76%	75.57%	\$4,121,556.59	67.09%
Benton	76.25%	76.72%	76.68%	78.14%	77.71%	\$4,885,006.22	76.00%
Big Stone	73.10%	75.62%	75.27%	77.14%	75.26%	\$534,269.57	76.83%
Blue Earth	71.58%	72.10%	73.04%	73.97%	75.01%	\$7,736,091.59	71.17%
Brown	82.20%	82.86%	81.62%	81.36%	81.78%	\$3,416,044.46	77.16%
Carlton	74.52%	74.34%	74.57%	75.86%	75.51%	\$4,453,570.94	73.29%
Carver	79.42%	79.72%	79.75%	79.50%	78.08%	\$7,311,752.02	77.16%
Cass	67.88%	66.26%	67.63%	69.61%	70.02%	\$2,374,172.65	67.33%
Chippewa	78.32%	80.09%	78.81%	75.52%	76.16%	\$1,585,664.93	74.69%
Chisago	80.85%	80.00%	79.38%	79.65%	80.22%	\$6,636,144.14	77.16%
Clay	72.15%	73.31%	73.51%	72.48%	71.40%	\$8,100,215.67	72.70%
Clearwater	68.48%	70.32%	68.87%	68.24%	70.49%	\$931,124.18	70.30%
Cook	76.09%	72.93%	72.27%	73.39%	73.61%	\$266,098.21	70.64%
Crow Wing	73.92%	74.33%	75.63%	74.12%	73.81%	\$8,919,008.99	72.90%
Dakota	72.65%	72.76%	72.53%	72.74%	73.58%	\$40,644,576.56	72.75%
Des Moines							
Valley	78.33%	81.69%	79.76%	81.76%	82.15%	\$2,873,752.70	77.16%
Douglas	74.13%	73.65%	74.40%	75.41%	76.74%	\$4,131,167.87	76.05%
Faribault-							
Martin	76.14%	76.41%	77.45%	76.26%	77.41%	\$5,241,969.09	75.37%
Fillmore	78.77%	77.84%	79.94%	80.81%	79.34%	\$2,102,087.99	77.16%
Freeborn	71.32%	70.80%	69.35%	68.94%	71.25%	\$4,827,390.91	72.12%
Goodhue	77.09%	77.89%	78.40%	77.98%	77.32%	\$5,174,205.20	77.16%
Grant	82.60%	83.67%	82.71%	83.13%	80.67%	\$803,575.57	77.16%
Hennepin	71.58%	71.88%	72.48%	72.86%	74.08%	\$95,011,476.50	71.50%
Houston	77.94%	77.06%	76.40%	76.65%	74.85%	\$1,924,451.92	77.16%
Hubbard	74.75%	74.43%	72.32%	72.08%	74.03%	\$1,755,778.02	73.18%
Isanti	77.87%	78.19%	79.75%	79.75%	79.33%	\$6,368,389.37	77.16%
Itasca	74.91%	76.87%	78.40%	77.01%	79.21%	\$5,020,332.04	74.08%

TABLE A6, PAGE 2: Performance for all counties on the *child support paid* measure. Reporting period is the Federal Fiscal Year.

County	2017	2018	2019	2020	2021	2021 Denominator	2021 Threshold
Statewide	74.53%	74.94%	75.41%	75.41%	75.75%	\$548,586,135.82	
Kanabec	76.39%	74.94%	74.74%	75.15%	77.14%	\$2,020,708.71	76.56%
Kandiyohi	75.57%	77.75%	78.20%	77.92%	75.87%	\$5,552,323.71	75.81%
Kittson	84.25%	84.37%	83.08%	85.05%	90.74%	\$333,672.47	77.16%
Koochiching	82.77%	82.89%	82.93%	82.29%	83.08%	\$1,611,976.11	77.16%
Lac Qui Parle	78.61%	82.41%	81.37%	76.88%	77.16%	\$703,790.51	77.16%
Lake	74.83%	75.65%	75.37%	77.69%	79.72%	\$1,127,379.64	73.21%
Lake of the							
Woods	74.30%	75.77%	73.50%	69.94%	69.58%	\$324,344.56	76.47%
Le Sueur	75.60%	77.58%	76.15%	75.33%	76.66%	\$3,533,226.22	75.45%
Mahnomen	61.25%	67.37%	64.17%	62.36%	62.06%	\$410,090.56	59.07%
Marshall	83.13%	82.82%	82.40%	80.88%	82.29%	\$1,180,952.27	77.16%
McLeod	79.64%	81.40%	81.38%	81.75%	83.10%	\$4,255,490.45	77.16%
Meeker	77.52%	75.72%	77.99%	78.01%	75.65%	\$2,762,576.11	77.16%
Mille Lacs	75.63%	79.38%	82.37%	80.87%	80.06%	\$3,541,542.67	74.40%
MNPrairie	77.44%	77.20%	78.68%	77.89%	77.67%	\$10,931,146.66	77.16%
Morrison	70.72%	72.42%	73.57%	74.25%	73.53%	\$4,198,338.53	70.14%
Mower	74.95%	75.20%	77.69%	77.16%	77.43%	\$5,824,500.80	74.92%
Nicollet	75.30%	76.55%	77.76%	77.75%	78.39%	\$4,133,314.43	74.45%
Nobles	76.14%	80.45%	80.52%	78.11%	80.00%	\$2,935,970.64	73.98%
Norman	69.76%	72.57%	68.53%	71.61%	71.05%	\$905,531.29	71.84%
Olmsted	78.57%	77.95%	77.85%	78.61%	78.10%	\$18,089,465.35	77.16%
Otter Tail	72.94%	71.58%	71.98%	72.60%	73.39%	\$6,448,559.83	73.07%
Pennington	72.77%	77.93%	79.27%	77.47%	78.90%	\$1,998,288.54	74.89%
Pine	76.80%	78.66%	78.67%	77.55%	79.68%	\$3,875,214.18	75.44%
Polk	79.04%	78.73%	78.86%	78.69%	79.12%	\$4,122,955.90	77.16%
Pope	79.57%	79.37%	78.54%	80.76%	77.69%	\$950,344.57	77.16%
Ramsey	67.79%	68.49%	69.87%	70.39%	71.14%	\$44,604,009.63	67.62%
Red Lake	80.74%	79.64%	77.65%	80.27%	79.09%	\$511,273.70	77.16%
Renville	78.47%	78.81%	80.61%	80.56%	77.16%	\$1,894,559.64	77.16%
Rice	76.51%	78.19%	78.52%	78.66%	78.11%	\$6,142,640.09	76.23%
Roseau	77.84%	81.39%	81.37%	81.45%	82.13%	\$1,741,568.72	75.57%

TABLE A6, PAGE 3: Performance for all counties on the *child support paid* measure. Reporting period is the Federal Fiscal Year.

County	2017	2018	2019	2020	2021	2021 Denominator	2021 Threshold
Statewide	74.53%	74.94%	75.41%	75.41%	75.75%	\$548,586,135.82	
St. Louis	72.75%	73.65%	75.00%	75.59%	76.23%	\$20,713,274.64	71.89%
Scott	80.29%	80.19%	80.70%	80.92%	81.29%	\$10,835,992.68	77.16%
Sherburne	80.92%	81.17%	80.67%	80.71%	80.50%	\$11,261,446.00	77.16%
Sibley	78.41%	79.37%	78.22%	78.95%	78.82%	\$1,816,196.20	77.16%
SWHHS	77.31%	77.40%	77.10%	75.11%	76.69%	\$9,139,239.68	77.16%
Stearns	78.72%	77.33%	77.90%	77.51%	76.12%	\$14,385,649.69	77.16%
Stevens	70.74%	77.85%	76.08%	77.44%	79.26%	\$742,299.60	71.60%
Swift	75.22%	78.03%	77.19%	75.79%	75.23%	\$1,359,568.66	74.65%
Todd	77.59%	77.56%	76.96%	78.27%	76.93%	\$2,954,686.64	77.16%
Traverse	75.90%	77.46%	78.09%	73.97%	71.16%	\$296,719.75	71.22%
Wabasha	80.55%	79.50%	79.46%	78.17%	80.50%	\$2,277,607.06	77.16%
Wadena	73.02%	73.47%	74.03%	75.59%	76.50%	\$2,472,025.77	72.59%
Washington	77.23%	76.60%	76.11%	74.97%	74.69%	\$21,937,708.54	76.59%
Watonwan	77.50%	76.93%	76.93%	78.31%	78.16%	\$1,970,053.69	77.16%
Wilkin	77.63%	77.44%	77.07%	75.21%	78.23%	\$867,517.97	77.16%
Winona	75.59%	74.16%	74.09%	75.67%	73.81%	\$4,104,647.76	75.05%
Wright	79.50%	80.45%	81.03%	80.22%	79.21%	\$14,113,299.17	77.16%
Yellow Medicine	81.95%	81.59%	82.01%	77.97%	80.09%	\$1,107,582.13	77.16%

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.

2021 PIPs

TABLE A7: 2021 PIPS for *permanency*.

Counties with PIPs	Threshold	2020 Performance	2020 Denominator	2019 Performance
Carlton County	40.5%	37.8%	74	62.0%
Freeborn County	40.5%	13.8%	58	48.9%
Isanti County	40.5%	31.4%	35	23.3%
Morrison County	40.5%	35.6%	45	58.8%
Mower County	40.5%	32.4%	37	30.6%
Traverse County*	40.5%	30.0%	<20	100.0%

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

All county performance – permanency

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

County	Threshold	High	2016	2017	2018	2019	2020	2020
		Performance Standard						Denominator
Statewide	40.50%	40.50%	50.49%	47.47%	48.61%	49.5%	46.2%	5598
Aitkin	40.50%	40.50%	54.55%	62.96%	56.7%	37.5%	52.0%	25
Anoka	40.50%	40.50%	53.59%	48.11%	53.7%	54.7%	44.3%	201
Becker	40.50%	40.50%	43.53%	43.02%	54.5%	52.9%	53.5%	101
Beltrami	40.50%	40.50%	37.31%	44.81%	44.9%	42.5%	44.7%	197
Benton	40.50%	40.50%	64.41%	57.89%	43.1%	48.1%	50.9%	55
Big Stone	40.50%	40.50%	53.33%	50.00%	0.0%	66.7%	50.0%	<20
Blue Earth	40.50%	40.50%	52.13%	58.57%	56.9%	45.6%	43.1%	72
Brown	40.50%	40.50%	60.00%	50.00%	58.1%	51.4%	46.2%	26
Carlton	40.50%	40.50%	55.56%	57.14%	34.9%	62.0%	37.8%	74
Carver	40.50%	40.50%	46.84%	38.16%	42.9%	55.7%	57.5%	73
Cass	40.50%	40.50%	55.41%	46.97%	41.5%	65.9%	40.9%	44
Chippewa	40.50%	40.50%	50.00%	0.00%	50.0%	33.3%	35.3%	<20
Chisago	40.50%	40.50%	66.67%	45.59%	43.5%	52.7%	52.8%	53
Clay	40.50%	40.50%	49.62%	48.35%	54.2%	52.7%	35.8%	106
Clearwater	40.50%	40.50%	63.64%	37.50%	60.0%	70.0%	53.3%	<20
Cook	40.50%	40.50%	54.55%	62.50%	63.2%	75.0%	50.0%	<20
Crow Wing	40.50%	40.50%	38.10%	35.14%	27.4%	52.5%	22.1%	77
Dakota	40.50%	40.50%	54.82%	60.80%	57.1%	64.3%	41.7%	175
DVHHS	40.50%	40.50%	45.45%	43.75%	64.8%	42.0%	43.8%	32
Douglas	40.50%	40.50%	66.67%	65.91%	41.0%	62.8%	66.7%	27
Faribault-Martin	40.50%	40.50%	65.52%	55.26%	54.7%	73.3%	49.2%	59
Fillmore	40.50%	40.50%	75.00%	85.71%	70.0%	60.0%	30.0%	<20
Freeborn	40.50%	40.50%	62.07%	40.00%	41.9%	48.9%	13.8%	58
Goodhue	40.50%	40.50%	59.52%	37.50%	61.5%	50.0%	32.4%	34
Grant	40.50%	40.50%	83.33%	66.67%	62.5%	55.6%	50.0%	<20
Hennepin	40.50%	40.50%	42.92%	42.60%	41.9%	40.2%	40.5%	945
Houston	40.50%	40.50%	50.00%	70.00%	71.4%	50.0%	66.7%	<20
Hubbard	40.50%	40.50%	56.36%	46.51%	40.0%	61.3%	62.7%	51
Isanti	40.50%	40.50%	39.02%	34.00%	26.5%	23.3%	31.4%	35
Itasca	40.50%	40.50%	60.77%	51.63%	56.8%	48.5%	66.2%	139

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

County	High Performance		2016	2017	2018	2019	2020	2020 Denominator
	Threshold	Standard						
Statewide	40.50%	40.50%	50.49%	47.47%	48.61%	49.5%	46.2%	5598
Kanabec	40.50%	40.50%	82.35%	67.74%	61.3%	60.0%	78.6%	<20
Kandiyohi	40.50%	40.50%	59.68%	60.00%	58.5%	41.0%	51.9%	79
Kittson	40.50%	40.50%	33.33%	100.00%	100.0%	70.0%	40.0%	<20
Koochiching	40.50%	40.50%	66.67%	75.00%	61.3%	77.8%	63.6%	44
Lac Qui Parle	40.50%	40.50%	100.00%	85.71%	66.7%	0.0%	71.4%	<20
Lake	40.50%	40.50%	37.50%	25.00%	41.7%	43.8%	60.0%	<20
Lake Of The Woods	40.50%	40.50%	75.00%	77.78%	100.0%	80.0%	77.8%	<20
Le Sueur	40.50%	40.50%	54.55%	58.62%	48.4%	48.1%	50.0%	28
Mahnomen	40.50%	40.50%	40.00%	12.50%	40.0%	40.0%	31.3%	<20
Marshall	40.50%	40.50%	40.00%	70.00%	28.6%	87.5%	42.9%	<20
McLeod	40.50%	40.50%	67.44%	70.13%	61.9%	62.1%	59.2%	49
Meeker	40.50%	40.50%	64.71%	14.29%	66.7%	58.3%	46.2%	39
Mille Lacs	40.50%	40.50%	45.69%	39.09%	32.4%	40.0%	40.5%	79
MNPrairie	40.50%	40.50%	54.81%	43.06%	56.6%	54.1%	57.1%	84
Morrison	40.50%	40.50%	46.15%	39.53%	39.5%	58.8%	35.6%	45
Mower	40.50%	40.50%	70.83%	45.28%	45.2%	30.6%	32.4%	37
Nicollet	40.50%	40.50%	32.00%	55.00%	47.7%	65.6%	65.4%	26
Nobles	40.50%	40.50%	65.52%	65.85%	78.6%	35.1%	66.7%	33
Norman	40.50%	40.50%	80.00%	31.25%	100.0%	87.5%	14.3%	<20
Olmsted	40.50%	40.50%	35.05%	41.49%	49.4%	42.3%	34.7%	95
Otter Tail	40.50%	40.50%	45.76%	39.71%	30.9%	33.0%	45.8%	83
Pennington	40.50%	40.50%	86.96%	76.92%	72.2%	83.3%	0.0%	<20
Pine	40.50%	40.50%	34.88%	38.98%	60.9%	45.5%	50.0%	22
Polk	40.50%	40.50%	62.79%	71.43%	51.0%	78.9%	62.9%	70
Pope	40.50%	40.50%	46.15%	68.42%	54.5%	66.7%	50.0%	<20
Ramsey	40.50%	40.50%	52.01%	50.27%	46.7%	43.5%	40.8%	434
Red Lake	40.50%	40.50%	83.33%	90.00%	14.3%	100.0%		0
Renville	40.50%	40.50%	68.18%	37.04%	65.0%	73.9%	53.1%	32
Rice	40.50%	40.50%	63.25%	68.13%	72.0%	53.9%	67.6%	111
Roseau	40.50%	40.50%	85.71%	45.83%	75.0%	53.8%	58.8%	34

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	High Performance							2020
	Threshold	Standard	2016	2017	2018	2019	2020	Denominator
Statewide	40.50%	40.50%	50.49%	47.47%	48.61%	49.5%	46.2%	5598
St. Louis	40.50%	40.50%	41.31%	42.57%	46.0%	59.1%	43.8%	411
Scott	40.50%	40.50%	60.87%	48.15%	65.9%	54.1%	58.6%	58
Sherburne	40.50%	40.50%	63.10%	45.24%	78.8%	63.8%	64.8%	71
Sibley	40.50%	40.50%	60.00%	50.00%	65.0%	60.0%	50.0%	<20
SWHHS	40.50%	40.50%	46.67%	45.36%	50.4%	51.0%	44.8%	96
Stearns	40.50%	40.50%	61.22%	57.92%	63.4%	53.0%	49.1%	161
Stevens	40.50%	40.50%	55.56%	56.25%	10.5%	33.3%	40.0%	<20
Swift	40.50%	40.50%	65.00%	84.62%	55.6%	40.7%	73.3%	30
Todd	40.50%	40.50%	57.58%	51.85%	54.5%	68.9%	51.5%	33
Traverse	40.50%	40.50%	50.00%	50.00%	15.4%	100.0%	30.0%	<20
Wabasha	40.50%	40.50%	63.64%	60.00%	72.2%	44.4%	75.0%	<20
Wadena	40.50%	40.50%	53.33%	46.15%	54.3%	50.0%	76.7%	43
Washington	40.50%	40.50%	72.41%	48.57%	64.3%	57.5%	42.9%	98
Watonwan	40.50%	40.50%	100.00%	50.00%	66.7%	44.0%	30.8%	<20
Wilkin	40.50%	40.50%	63.64%	25.00%	66.7%	40.0%	70.6%	<20
Winona	40.50%	40.50%	48.39%	42.00%	46.1%	45.6%	53.2%	62
Wright	40.50%	40.50%	41.77%	50.88%	42.5%	50.8%	35.9%	78
Yellow Medicine	40.50%	40.50%	80.00%	44.44%	64.0%	82.4%	57.9%	<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 2021 threshold for this measure is 35.7 percent. The high performance standard is 45.0 percent, which is a state standard.

2021 PIPs

TABLE A9: 2021 PIPs for *relative placement*.

Counties with PIPs	Threshold	2020 Performance	2020 Number of Cases	2020 Denominator	2019 Performance
Clay County	35.7%	30.5%	40,850	164	24.6%
Houston County*	35.7%	31.2%	3,194	<20	11.1%
Morrison County	35.7%	31.6%	14,779	82	45.2%
Pope County	35.7%	34.5%	3,298	21	15.9%
Traverse County**	35.7%	25.1%	1,320	<20	29.1%

**Houston County had fewer than 20 cases, but was below the performance threshold for the fifth consecutive year. Their PIP requirement will not close through the small numbers policy, but will remain in effect until their performance is above the threshold.*

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

All county performance – relative placement

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

County	Threshold	High Performance Standard	2016	2017	2018	2019	2020	2020 Number of Cases	2020 Denominator
Statewide	35.7%	45.0%	53.3%	57.1%	58.5%	60.9%	63.2%	12,173	2,631,725
Aitkin	35.7%	45.0%	78.5%	75.5%	86.5%	75.8%	57.2%	47	8,968
Anoka	35.7%	45.0%	47.0%	55.9%	50.0%	53.6%	57.0%	366	77,631
Becker	35.7%	45.0%	61.0%	56.8%	50.7%	63.1%	48.0%	142	31,121
Beltrami	35.7%	45.0%	52.3%	52.9%	61.3%	74.5%	81.5%	671	164,600
Benton	35.7%	45.0%	19.1%	44.3%	57.3%	54.4%	57.7%	76	12,698
Big Stone	35.7%	45.0%	68.5%	17.2%	10.6%	74.4%	63.9%	<20	776
Blue Earth	35.7%	45.0%	57.9%	61.6%	44.4%	48.6%	37.1%	152	26,700
Brown	35.7%	45.0%	31.9%	36.6%	61.8%	48.6%	56.2%	53	7,219
Carlton	35.7%	45.0%	61.8%	59.4%	64.8%	64.5%	63.1%	89	22,853
Carver	35.7%	45.0%	69.7%	64.2%	61.3%	61.7%	65.1%	118	20,693
Cass	35.7%	45.0%	45.3%	45.4%	54.0%	55.4%	56.6%	94	17,526
Chippewa	35.7%	45.0%	0.0%	81.7%	84.2%	75.4%	65.7%	43	8,756
Chisago	35.7%	45.0%	56.6%	50.1%	47.4%	52.0%	61.5%	86	13,551
Clay	35.7%	45.0%	29.1%	27.3%	26.1%	24.6%	30.5%	164	40,850
Clearwater	35.7%	45.0%	56.6%	61.7%	81.3%	59.7%	71.5%	39	6,464
Cook	35.7%	45.0%	62.2%	74.9%	70.3%	35.9%	34.7%	<20	822
Crow Wing	35.7%	45.0%	43.1%	49.4%	54.8%	57.9%	51.7%	170	33,366
Dakota	35.7%	45.0%	55.4%	53.3%	54.2%	55.4%	52.0%	271	55,596
DVHHS	35.7%	45.0%	33.8%	51.7%	51.9%	57.0%	53.3%	102	18,296
Douglas	35.7%	45.0%	40.7%	29.0%	47.8%	53.6%	68.4%	63	9,616
Faribault-Martin	35.7%	45.0%	55.2%	46.3%	52.1%	54.1%	73.7%	268	52,402
Fillmore	35.7%	45.0%	47.7%	0.0%	74.1%	66.5%	47.6%	<20	3,120
Freeborn	35.7%	45.0%	52.4%	46.9%	54.4%	51.5%	49.4%	104	25,268
Goodhue	35.7%	45.0%	38.7%	48.0%	57.8%	52.3%	50.7%	72	12,790
Grant	35.7%	45.0%	5.5%	9.7%	16.9%	41.6%	29.1%	21	4,665
Hennepin	35.7%	45.0%	52.6%	59.2%	61.4%	64.2%	67.9%	2,064	489,860
Houston	35.7%	45.0%	26.7%	27.3%	8.2%	11.1%	31.2%	<20	3,194
Hubbard	35.7%	45.0%	49.4%	56.0%	59.8%	50.4%	50.2%	81	13,288
Isanti	35.7%	45.0%	52.9%	62.8%	69.7%	65.5%	59.6%	75	14,382
Itasca	35.7%	45.0%	49.4%	47.8%	45.4%	47.8%	51.0%	168	29,091

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

County	Threshold	High Performance						2020 Number of Cases	2020 Denominator
		Standard	2016	2017	2018	2019	2020		
Statewide	35.7%	45.0%	53.3%	57.1%	58.5%	60.9%	63.2%	12,173	2,631,725
Kanabec	35.7%	45.0%	51.2%	60.2%	74.0%	69.7%	52.8%	<20	3,002
Kandiyohi	35.7%	45.0%	75.9%	58.8%	45.2%	48.0%	58.6%	154	25,737
Kittson	35.7%	45.0%	56.9%	97.5%	45.9%	61.7%	100.0%	<20	413
Koochiching	35.7%	45.0%	54.1%	67.5%	77.8%	74.5%	78.0%	58	10,553
Lac Qui Parle	35.7%	45.0%	2.8%	25.9%	44.9%	41.4%	71.4%	<20	1,753
Lake	35.7%	45.0%	46.0%	58.4%	45.8%	37.6%	32.3%	<20	2,731
Lake Of The Woods	35.7%	45.0%	99.5%	100.0%	100.0%	0.0%	0.0%	<20	730
Le Sueur	35.7%	45.0%	55.6%	46.9%	55.6%	60.6%	43.1%	37	6,022
Mahnomen	35.7%	45.0%	38.8%	47.5%	63.4%	30.7%	82.0%	<20	5,037
Marshall	35.7%	45.0%	51.2%	74.8%	86.7%	97.3%	87.7%	<20	627
McLeod	35.7%	45.0%	68.4%	61.0%	52.9%	50.7%	79.0%	81	15,175
Meeker	35.7%	45.0%	54.7%	50.7%	63.5%	44.5%	55.4%	53	9,561
Mille Lacs	35.7%	45.0%	58.7%	58.8%	62.9%	56.9%	56.9%	172	41,857
MNPrairie	35.7%	45.0%	54.8%	63.9%	62.0%	61.9%	62.2%	420	84,693
Morrison	35.7%	45.0%	47.8%	45.8%	59.8%	45.2%	31.6%	82	14,779
Mower	35.7%	45.0%	45.9%	50.4%	30.8%	48.6%	66.7%	78	16,817
Nicollet	35.7%	45.0%	41.3%	41.9%	28.2%	32.6%	64.6%	36	4,994
Nobles	35.7%	45.0%	43.2%	32.0%	19.9%	59.4%	57.3%	40	5,993
Norman	35.7%	45.0%	93.7%	80.4%	53.9%	44.6%	74.0%	<20	2,794
Olmsted	35.7%	45.0%	55.5%	57.6%	36.8%	44.0%	56.8%	171	38,263
Otter Tail	35.7%	45.0%	62.3%	61.8%	58.6%	53.3%	49.1%	148	30,503
Pennington	35.7%	45.0%	57.5%	63.6%	54.9%	56.0%	88.9%	<20	2,329
Pine	35.7%	45.0%	40.8%	42.9%	55.8%	80.3%	74.4%	78	19,686
Polk	35.7%	45.0%	40.4%	23.8%	25.7%	42.8%	53.9%	82	16,572
Pope	35.7%	45.0%	56.1%	50.2%	45.9%	15.9%	34.5%	21	3,298
Ramsey	35.7%	45.0%	64.6%	66.2%	66.6%	68.7%	70.0%	998	252,199
Red Lake	35.7%	45.0%	99.5%	100.0%	91.7%	58.6%		0	0
Renville	35.7%	45.0%	58.9%	63.9%	80.7%	70.5%	68.9%	50	10,810
Rice	35.7%	45.0%	59.5%	55.7%	53.4%	52.1%	57.1%	190	29,977
Roseau	35.7%	45.0%	55.9%	44.5%	85.0%	67.0%	66.0%	23	3,820

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

County	Threshold	High Performance Standard	2016	2017	2018	2019	2020	2020 Number of Cases	2020 Denominator
Statewide	35.7%	45.0%	53.3%	57.1%	58.5%	60.9%	63.2%	12,173	2,631,725
St. Louis	35.7%	45.0%	52.9%	56.9%	60.3%	57.2%	60.9%	773	163,014
Scott	35.7%	45.0%	64.4%	55.6%	59.3%	67.1%	71.8%	91	16,566
Sherburne	35.7%	45.0%	58.3%	53.0%	55.7%	56.5%	69.3%	104	15,495
Sibley	35.7%	45.0%	51.5%	47.7%	64.2%	79.8%	68.2%	20	3,425
SWHHS	35.7%	45.0%	60.4%	67.9%	69.6%	68.8%	68.3%	996	233,406
Stearns	35.7%	45.0%	40.9%	49.1%	51.8%	57.6%	55.6%	289	54,878
Stevens	35.7%	45.0%	59.2%	78.2%	72.7%	39.6%	42.2%	27	4,724
Swift	35.7%	45.0%	28.5%	31.5%	47.6%	46.1%	38.6%	43	8,497
Todd	35.7%	45.0%	31.7%	46.4%	67.7%	69.8%	79.0%	46	10,569
Traverse	35.7%	45.0%	23.0%	0.0%	0.9%	29.1%	25.1%	<20	1,320
Wabasha	35.7%	45.0%	16.5%	27.6%	48.6%	81.3%	89.7%	27	4,599
Wadena	35.7%	45.0%	46.9%	72.2%	70.4%	67.3%	65.7%	71	13,138
Washington	35.7%	45.0%	60.9%	69.2%	68.6%	66.8%	74.4%	164	32,970
Watonwan	35.7%	45.0%	10.9%	23.9%	35.2%	38.5%	42.8%	36	7,438
Wilkin	35.7%	45.0%	31.4%	7.5%	6.6%	54.2%	69.2%	27	5,424
Winona	35.7%	45.0%	38.6%	52.8%	62.0%	53.9%	47.1%	126	27,257
Wright	35.7%	45.0%	46.5%	60.8%	62.2%	56.6%	66.7%	163	37,244
Yellow Medicine	35.7%	45.0%	98.9%	93.7%	93.9%	75.8%	72.1%	30	4,735

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.

2021 PIPs

TABLE A11: 2021 PIPS for *paternity established*.

Counties with PIPs	Threshold	2021 Performance	2021 Denominator	2020 Performance
Lake of the Woods County	90%	89.68%	126	97.4%
Mahnomen County	90%	79.28%	251	68.8%

All county performance – paternity established

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

County	Threshold	High Performance Standard	2017	2018	2019	2020	2021	2021 Denominator
Statewide			101.0%	101.3%	101.0%	100.2%	98.8%	165,376
Aitkin	90.0%	90.0%	102.6%	100.9%	103.3%	100.6%	101.6%	506
Anoka	90.0%	90.0%	104.1%	104.3%	103.9%	104.4%	101.5%	8,272
Becker	90.0%	90.0%	93.0%	100.1%	102.6%	99.9%	97.6%	1,147
Beltrami	90.0%	90.0%	94.3%	95.9%	100.7%	103.7%	97.7%	1,852
Benton	90.0%	90.0%	105.2%	104.9%	100.4%	99.6%	99.7%	1,509
Big Stone	90.0%	90.0%	123.8%	107.8%	118.7%	101.5%	102.9%	136
Blue Earth	90.0%	90.0%	104.6%	103.6%	104.5%	102.2%	101.0%	1,979
Brown	90.0%	90.0%	103.8%	105.1%	102.3%	104.6%	103.4%	759
Carlton	90.0%	90.0%	105.1%	101.8%	100.2%	100.3%	99.7%	1,260
Carver	90.0%	90.0%	104.6%	104.3%	106.1%	100.4%	101.5%	1,228
Cass	90.0%	90.0%	99.9%	97.7%	100.2%	99.4%	96.5%	1,362
Chippewa	90.0%	90.0%	98.0%	98.8%	96.3%	99.7%	98.4%	373
Chisago	90.0%	90.0%	107.2%	105.8%	102.9%	102.3%	105.2%	1,318
Clay	90.0%	90.0%	99.9%	101.5%	100.7%	103.1%	103.3%	2,112
Clearwater	90.0%	90.0%	95.3%	103.3%	96.0%	102.6%	93.5%	398
Cook	90.0%	90.0%	104.1%	89.7%	100.8%	102.6%	98.1%	106
Crow Wing	90.0%	90.0%	104.4%	107.1%	104.7%	103.1%	102.4%	2,444
Dakota	90.0%	90.0%	99.6%	98.0%	98.1%	97.5%	95.1%	10,069
Des Moines Valley	90.0%	90.0%	102.9%	105.4%	105.4%	106.9%	105.6%	800
Douglas	90.0%	90.0%	104.0%	103.0%	104.4%	105.5%	102.8%	989
Faribault-Martin	90.0%	90.0%	108.6%	108.3%	105.7%	102.9%	105.7%	1,307
Fillmore	90.0%	90.0%	101.8%	101.0%	99.4%	99.6%	100.0%	452
Freeborn	90.0%	90.0%	104.0%	103.9%	102.6%	100.3%	99.7%	1,393
Goodhue	90.0%	90.0%	106.7%	104.7%	101.2%	98.5%	100.4%	1,323
Grant	90.0%	90.0%	95.7%	95.0%	107.1%	102.3%	91.7%	181
Hennepin	90.0%	90.0%	99.6%	101.0%	100.6%	99.4%	97.3%	40,625
Houston	90.0%	90.0%	112.0%	109.8%	104.7%	107.9%	104.0%	477
Hubbard	90.0%	90.0%	103.7%	100.5%	103.6%	97.7%	94.6%	800
Isanti	90.0%	90.0%	102.2%	104.5%	105.2%	105.5%	101.8%	1,354
Itasca	90.0%	90.0%	102.6%	106.6%	104.6%	104.1%	103.1%	1,762

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

County	Threshold	High Performance Standard						2021 Denominator
			2017	2018	2019	2020	2021	
Statewide			101.0%	101.3%	101.0%	100.2%	98.8%	165,376
Kanabec	90.0%	90.0%	104.7%	101.0%	103.1%	104.2%	98.6%	574
Kandiyohi	90.0%	90.0%	98.5%	101.3%	107.9%	109.4%	104.1%	1,696
Kittson	90.0%	90.0%	109.7%	109.7%	101.3%	105.6%	104.1%	74
Koochiching	90.0%	90.0%	112.7%	111.4%	113.2%	106.7%	103.9%	511
Lac Qui Parle	90.0%	90.0%	112.8%	114.3%	102.7%	110.9%	110.6%	151
Lake	90.0%	90.0%	108.2%	99.6%	104.6%	102.7%	100.0%	250
Lake of the Woods	90.0%	90.0%	101.9%	94.5%	90.4%	97.4%	89.7%	126
Le Sueur	90.0%	90.0%	109.4%	105.8%	109.4%	102.0%	102.0%	749
Mahnomen	90.0%	90.0%	71.5%	91.6%	100.4%	68.8%	79.3%	251
Marshall	90.0%	90.0%	109.3%	109.7%	104.5%	101.4%	100.0%	212
McLeod	90.0%	90.0%	105.2%	103.6%	105.3%	105.6%	101.2%	1,099
Meeker	90.0%	90.0%	113.0%	104.0%	102.4%	104.9%	103.0%	571
Mille Lacs	90.0%	90.0%	104.5%	107.1%	104.3%	103.0%	100.3%	1,245
MNPrarie	90.0%	90.0%	108.1%	106.8%	106.1%	102.1%	101.0%	2,752
Morrison	90.0%	90.0%	99.0%	100.3%	99.4%	98.5%	99.7%	1,102
Mower	90.0%	90.0%	104.9%	101.1%	102.2%	98.3%	103.6%	1,624
Nicollet	90.0%	90.0%	104.5%	102.3%	102.0%	99.6%	99.5%	971
Nobles	90.0%	90.0%	102.6%	107.0%	101.3%	106.7%	100.7%	820
Norman	90.0%	90.0%	110.3%	105.4%	113.1%	104.4%	96.0%	199
Olmsted	90.0%	90.0%	101.5%	101.2%	100.5%	98.4%	99.1%	4,455
Otter Tail	90.0%	90.0%	99.3%	99.4%	100.4%	100.8%	99.1%	1,603
Pennington	90.0%	90.0%	98.9%	99.1%	102.0%	97.9%	100.9%	533
Pine	90.0%	90.0%	107.8%	104.2%	103.7%	102.9%	100.5%	1,111
Polk	90.0%	90.0%	109.9%	108.4%	109.0%	103.1%	102.5%	1,400
Pope	90.0%	90.0%	99.2%	100.8%	99.6%	105.6%	100.8%	236
Ramsey	90.0%	90.0%	93.8%	95.1%	94.8%	94.4%	92.5%	20,228
Red Lake	90.0%	90.0%	109.7%	110.9%	120.2%	111.2%	108.8%	114
Renville	90.0%	90.0%	102.1%	97.8%	95.7%	103.6%	101.8%	499
Rice	90.0%	90.0%	98.6%	98.4%	100.9%	100.4%	108.2%	1,334
Roseau	90.0%	90.0%	112.9%	105.9%	106.3%	105.7%	110.8%	417

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

County	Threshold	High Performance Standard	2017	2018	2019	2020	2021	2021 Denominator
Statewide			101.0%	101.3%	101.0%	100.2%	98.8%	165,376
St. Louis	90.0%	90.0%	101.6%	102.2%	102.3%	103.2%	101.8%	6,831
Scott	90.0%	90.0%	109.5%	103.7%	106.4%	101.4%	103.5%	2,143
Sherburne	90.0%	90.0%	106.5%	105.0%	102.0%	100.9%	100.6%	2,476
Sibley	90.0%	90.0%	103.0%	98.2%	100.4%	100.5%	104.3%	392
SWHHS	90.0%	90.0%	104.5%	106.5%	103.0%	100.2%	99.4%	2,483
Stearns	90.0%	90.0%	103.0%	100.2%	98.9%	100.2%	96.3%	4,374
Stevens	90.0%	90.0%	97.7%	106.4%	106.0%	106.8%	108.8%	136
Swift	90.0%	90.0%	103.9%	104.1%	107.0%	103.5%	101.4%	346
Todd	90.0%	90.0%	106.1%	111.1%	105.8%	102.2%	102.5%	723
Traverse	90.0%	90.0%	98.9%	138.7%	113.2%	121.5%	91.4%	81
Wabasha	90.0%	90.0%	103.7%	101.2%	105.6%	104.0%	103.5%	510
Wadena	90.0%	90.0%	101.6%	103.4%	104.1%	103.1%	103.1%	577
Washington	90.0%	90.0%	104.4%	102.8%	102.0%	101.6%	103.9%	4,339
Watonwan	90.0%	90.0%	101.4%	103.4%	98.6%	97.9%	101.8%	447
Wilkin	90.0%	90.0%	107.4%	104.7%	102.6%	121.2%	109.7%	186
Winona	90.0%	90.0%	99.0%	97.8%	97.3%	93.3%	93.6%	1,382
Wright	90.0%	90.0%	108.6%	105.0%	104.2%	105.3%	107.2%	2,540
Yellow Medicine	90.0%	90.0%	110.4%	102.6%	98.1%	105.9%	102.9%	210

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.

2021 PIPs

Ten counties were below the threshold for this measure, but all ten PIPs were waived due to extenuating circumstances claims related to the COVID-19 pandemic.

All county performance – expedited SNAP

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

County	Threshold	High Performance Standard	2016	2017	2018	2019	2020	2020 Denominator
State totals			64.5%	68.7%	69.8%	69.9%	48.6%	46,275
Aitkin	55.0%	83.0%	69.7%	65.5%	61.3%	72.3%	68.9%	151
Anoka	55.0%	83.0%	68.4%	66.5%	68.4%	62.6%	36.2%	1,982
Becker	55.0%	83.0%	88.7%	88.2%	89.4%	93.0%	81.8%	275
Beltrami	55.0%	83.0%	59.7%	62.1%	66.5%	74.8%	64.7%	479
Benton	55.0%	83.0%	54.1%	63.2%	72.8%	67.7%	66.7%	403
Big Stone	55.0%	83.0%	74.2%	54.5%	56.7%	78.6%	52.2%	23
Blue Earth	55.0%	83.0%	66.6%	73.1%	72.5%	73.5%	67.9%	599
Brown	55.0%	83.0%	81.5%	74.5%	82.3%	82.9%	88.3%	120
Carlton	55.0%	83.0%	75.2%	77.3%	80.4%	80.3%	73.3%	277
Carver	55.0%	83.0%	64.8%	61.8%	76.9%	77.0%	63.8%	271
Cass	55.0%	83.0%	72.6%	76.6%	78.9%	76.4%	57.0%	423
Chippewa	55.0%	83.0%	86.4%	88.4%	87.4%	87.5%	85.9%	71
Chisago	55.0%	83.0%	69.3%	69.4%	72.1%	75.7%	59.2%	211
Clay	55.0%	83.0%	64.6%	74.8%	78.6%	74.9%	52.2%	747
Clearwater	55.0%	83.0%	76.7%	81.4%	78.4%	85.6%	82.1%	67
Cook	55.0%	83.0%	60.0%	75.8%	82.1%	83.7%	84.0%	25
Crow Wing	55.0%	83.0%	64.9%	71.9%	72.1%	77.5%	70.2%	503
Dakota	55.0%	83.0%	61.1%	62.0%	63.5%	64.2%	57.3%	2,296
Des Moines Valley	55.0%	83.0%	75.5%	83.2%	84.2%	86.3%	80.0%	135
Douglas	55.0%	83.0%	66.2%	69.2%	73.3%	72.3%	63.2%	242
Faribault-Martin	55.0%	83.0%	78.5%	69.1%	67.4%	71.9%	59.5%	257
Fillmore	55.0%	83.0%	69.5%	73.9%	69.9%	64.2%	59.1%	66
Freeborn	55.0%	83.0%	70.1%	71.4%	72.4%	75.6%	55.6%	216
Goodhue	55.0%	83.0%	68.5%	69.2%	78.0%	74.7%	64.8%	253
Grant	55.0%	83.0%	81.6%	95.6%	92.0%	91.4%	74.4%	39
Hennepin	55.0%	83.0%	59.3%	69.5%	69.8%	69.0%	35.8%	13,918
Houston	55.0%	83.0%	62.0%	59.2%	59.1%	61.4%	59.3%	59
Hubbard	55.0%	83.0%	76.8%	74.3%	80.8%	71.8%	71.5%	172
Isanti	55.0%	83.0%	62.3%	57.6%	65.5%	67.5%	68.7%	249
Itasca	55.0%	83.0%	82.4%	65.5%	82.0%	82.6%	78.2%	522

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

County	Threshold	High Performance Standard	2016	2017	2018	2019	2020	2020 Denominator
State totals			64.5%	68.7%	69.8%	69.9%	48.6%	46,275
Kanabec	55.0%	83.0%	74.1%	76.2%	79.5%	77.5%	74.7%	158
Kandiyohi	55.0%	83.0%	49.3%	61.5%	69.0%	65.6%	67.2%	381
Kittson	55.0%	83.0%	75.0%	77.8%	65.0%	84.2%	86.7%	<20
Koochiching	55.0%	83.0%	79.3%	74.0%	81.0%	86.1%	73.3%	116
Lac Qui Parle	55.0%	83.0%	88.2%	89.7%	87.2%	80.6%	82.4%	34
Lake	55.0%	83.0%	62.0%	70.0%	81.0%	75.3%	68.8%	48
Lake Of The Woods	55.0%	83.0%	52.9%	84.6%	94.4%	83.3%	85.7%	21
Le Sueur	55.0%	83.0%	75.4%	83.9%	68.6%	76.3%	67.4%	129
Mahnomen	55.0%	83.0%	63.6%	85.2%	89.6%	76.4%	81.5%	65
Marshall	55.0%	83.0%	83.3%	82.2%	86.3%	94.1%	72.2%	36
McLeod	55.0%	83.0%	83.1%	79.2%	79.4%	82.2%	66.7%	171
Meeker	55.0%	83.0%	62.9%	74.1%	72.1%	62.5%	56.6%	129
Mille Lacs	55.0%	83.0%	62.8%	59.4%	65.0%	60.7%	59.7%	196
MNPrarie	55.0%	83.0%	70.1%	69.5%	74.0%	70.9%	58.0%	566
Morrison	55.0%	83.0%	51.4%	70.9%	72.5%	76.4%	63.8%	177
Mower	55.0%	83.0%	63.9%	61.4%	63.7%	68.3%	58.8%	379
Nicollet	55.0%	83.0%	65.8%	66.2%	57.7%	62.6%	62.9%	167
Nobles	55.0%	83.0%	61.6%	71.8%	65.1%	73.7%	65.7%	166
Norman	55.0%	83.0%	81.5%	79.7%	75.4%	81.6%	52.1%	48
Olmsted	55.0%	83.0%	65.3%	66.1%	63.1%	64.4%	47.3%	1,462
Otter Tail	55.0%	83.0%	72.6%	76.9%	72.8%	76.4%	79.9%	378
Pennington	55.0%	83.0%	81.5%	74.6%	81.4%	80.4%	78.5%	144
Pine	55.0%	83.0%	76.0%	77.1%	76.3%	70.8%	65.2%	279
Polk	55.0%	83.0%	81.4%	81.0%	87.2%	87.8%	78.6%	332
Pope	55.0%	83.0%	74.5%	81.3%	72.3%	81.4%	86.3%	51
Ramsey	55.0%	83.0%	61.3%	61.8%	62.6%	64.2%	25.8%	6,536
Red Lake	55.0%	83.0%	76.3%	76.9%	81.8%	87.5%	74.3%	35
Renville	55.0%	83.0%	75.1%	84.2%	82.1%	84.3%	79.2%	144
Rice	55.0%	83.0%	71.3%	80.8%	79.5%	79.2%	85.8%	344
Roseau	55.0%	83.0%	79.7%	72.2%	74.6%	80.4%	81.1%	95

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

County	Threshold	High Performance Standard	2016	2017	2018	2019	2020	2020 Denominator
State totals			64.5%	68.7%	69.8%	69.9%	48.6%	46,275
St. Louis	55.0%	83.0%	74.8%	72.8%	73.3%	75.5%	57.5%	2,396
Scott	55.0%	83.0%	63.6%	65.2%	65.8%	50.2%	63.8%	580
Sherburne	55.0%	83.0%	65.8%	73.5%	86.0%	82.1%	78.1%	415
Sibley	55.0%	83.0%	88.5%	75.5%	73.8%	77.6%	75.4%	69
SWHHS	55.0%	83.0%	72.4%	76.5%	81.3%	79.9%	70.0%	494
Stearns	55.0%	83.0%	63.5%	65.4%	64.7%	58.1%	54.5%	1,324
Stevens	55.0%	83.0%	83.0%	68.3%	71.8%	69.7%	48.4%	62
Swift	55.0%	83.0%	82.6%	85.7%	87.7%	91.5%	90.4%	73
Todd	55.0%	83.0%	67.9%	71.8%	76.2%	77.0%	72.6%	135
Traverse	55.0%	83.0%	75.6%	94.1%	91.2%	88.9%	81.3%	32
Wabasha	55.0%	83.0%	52.7%	64.8%	76.6%	78.4%	76.2%	130
Wadena	55.0%	83.0%	68.4%	78.7%	80.8%	84.0%	73.9%	119
Washington	55.0%	83.0%	59.8%	63.6%	61.8%	61.7%	45.9%	941
Watonwan	55.0%	83.0%	72.8%	88.9%	86.7%	88.2%	85.7%	63
Wilkin	55.0%	83.0%	85.4%	87.2%	91.9%	91.7%	93.8%	80
Winona	55.0%	83.0%	65.8%	65.0%	65.5%	65.9%	63.2%	337
Wright	55.0%	83.0%	54.7%	55.1%	56.7%	70.7%	78.6%	529
Yellow Medicine	55.0%	83.0%	76.7%	74.6%	85.7%	79.2%	69.8%	53

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.

2021 PIPs

There were no PIPs for *timely SNAP and cash assistance* in 2021.

All County Performance – timely SNAP and cash assistance

TABLE 14: Performance for all counties on the *timely SNAP and cash assistance* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2016	2017	2018	2019	2020	2020 Denominator
State totals			91.2%	93.2%	93.6%	93.3%	93.8%	77,442
Aitkin	75.0%	90.0%	93.5%	94.8%	91.9%	93.7%	92.4%	224
Anoka	75.0%	90.0%	94.5%	94.8%	94.5%	91.8%	91.3%	3,540
Becker	75.0%	90.0%	98.5%	99.3%	99.1%	99.5%	98.4%	315
Beltrami	75.0%	90.0%	84.9%	84.8%	91.7%	94.1%	94.1%	768
Benton	75.0%	90.0%	90.6%	91.4%	86.7%	89.5%	92.5%	724
Big Stone	75.0%	90.0%	90.3%	92.8%	96.2%	95.0%	96.6%	58
Blue Earth	75.0%	90.0%	91.8%	95.8%	95.5%	94.2%	96.3%	1,116
Brown	75.0%	90.0%	94.3%	95.2%	95.5%	97.0%	98.1%	310
Carlton	75.0%	90.0%	96.4%	95.6%	96.1%	97.2%	94.2%	549
Carver	75.0%	90.0%	92.4%	94.1%	95.9%	96.1%	97.7%	649
Cass	75.0%	90.0%	95.0%	95.2%	96.2%	94.8%	93.3%	578
Chippewa	75.0%	90.0%	96.4%	95.6%	93.6%	98.3%	96.4%	168
Chisago	75.0%	90.0%	89.6%	93.0%	93.2%	93.6%	89.1%	387
Clay	75.0%	90.0%	94.6%	95.8%	95.6%	94.4%	96.6%	1,174
Clearwater	75.0%	90.0%	99.3%	99.2%	98.4%	100.0%	100.0%	105
Cook	75.0%	90.0%	73.6%	90.5%	95.1%	100.0%	100.0%	51
Crow Wing	75.0%	90.0%	92.1%	92.4%	92.2%	95.0%	92.8%	887
Dakota	75.0%	90.0%	88.4%	89.8%	90.5%	90.4%	93.4%	3,555
Des Moines Valley	75.0%	90.0%	95.3%	97.3%	97.8%	97.5%	99.3%	287
Douglas	75.0%	90.0%	90.0%	89.2%	92.0%	90.3%	93.8%	403
Faribault-Martin	75.0%	90.0%	96.5%	95.8%	94.7%	95.6%	96.6%	529
Fillmore	75.0%	90.0%	98.0%	98.0%	95.3%	96.1%	97.2%	181
Freeborn	75.0%	90.0%	96.6%	96.4%	97.2%	98.7%	98.7%	526
Goodhue	75.0%	90.0%	90.8%	94.3%	96.0%	93.8%	98.4%	493
Grant	75.0%	90.0%	100.0%	97.0%	95.3%	97.8%	100.0%	107
Hennepin	75.0%	90.0%	86.8%	91.9%	93.4%	93.0%	91.6%	21,326
Houston	75.0%	90.0%	98.1%	98.2%	94.9%	95.5%	98.2%	169
Hubbard	75.0%	90.0%	95.7%	91.6%	93.4%	97.9%	96.4%	332
Isanti	75.0%	90.0%	92.4%	94.6%	93.1%	90.9%	95.2%	483
Itasca	75.0%	90.0%	94.9%	94.3%	96.4%	95.3%	96.1%	891

TABLE 14, PAGE 2: Performance for all counties on the *timely SNAP and cash assistance* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2016	2017	2018	2019	2020	2020 Denominator
State totals			91.2%	93.2%	93.6%	93.3%	93.8%	77,442
Kanabec	75.0%	90.0%	94.3%	95.0%	93.0%	95.9%	97.4%	308
Kandiyohi	75.0%	90.0%	92.1%	92.4%	94.8%	95.3%	95.7%	916
Kittson	75.0%	90.0%	100.0%	95.1%	100.0%	100.0%	97.0%	33
Koochiching	75.0%	90.0%	95.4%	91.2%	94.8%	96.2%	96.4%	195
Lac Qui Parle	75.0%	90.0%	98.9%	100.0%	98.6%	98.6%	100.0%	83
Lake	75.0%	90.0%	97.5%	94.6%	96.6%	100.0%	100.0%	125
Lake Of The Woods	75.0%	90.0%	92.5%	97.4%	100.0%	100.0%	100.0%	39
Le Sueur	75.0%	90.0%	94.4%	95.2%	95.2%	95.8%	96.7%	239
Mahnomen	75.0%	90.0%	94.3%	97.4%	100.0%	97.2%	98.5%	65
Marshall	75.0%	90.0%	97.1%	96.2%	98.8%	95.9%	97.3%	75
McLeod	75.0%	90.0%	93.9%	97.7%	96.8%	98.0%	96.6%	325
Meeker	75.0%	90.0%	96.1%	98.7%	99.2%	98.2%	98.2%	226
Mille Lacs	75.0%	90.0%	95.4%	95.2%	94.9%	96.2%	93.2%	385
MNPrairie	75.0%	90.0%	92.6%	94.8%	95.0%	94.9%	96.5%	1,087
Morrison	75.0%	90.0%	92.8%	94.2%	94.8%	92.0%	95.3%	339
Mower	75.0%	90.0%	96.3%	95.4%	95.9%	95.8%	94.6%	652
Nicollet	75.0%	90.0%	95.3%	93.2%	94.5%	92.2%	97.6%	368
Nobles	75.0%	90.0%	96.5%	98.9%	97.1%	97.9%	98.7%	307
Norman	75.0%	90.0%	94.4%	97.2%	96.5%	93.9%	97.6%	84
Olmsted	75.0%	90.0%	95.3%	96.2%	94.4%	92.8%	95.7%	2,516
Otter Tail	75.0%	90.0%	92.3%	95.4%	94.9%	90.0%	92.5%	597
Pennington	75.0%	90.0%	99.2%	97.4%	98.8%	98.6%	100.0%	219
Pine	75.0%	90.0%	96.8%	96.2%	97.3%	96.7%	93.9%	528
Polk	75.0%	90.0%	96.8%	97.6%	98.5%	98.3%	98.6%	590
Pope	75.0%	90.0%	98.7%	97.5%	100.0%	97.8%	97.6%	127
Ramsey	75.0%	90.0%	92.2%	92.4%	90.9%	91.2%	92.3%	10,629
Red Lake	75.0%	90.0%	100.0%	94.6%	100.0%	100.0%	98.4%	64
Renville	75.0%	90.0%	95.6%	94.3%	95.0%	96.1%	96.9%	254
Rice	75.0%	90.0%	91.8%	92.5%	92.5%	94.9%	97.4%	699
Roseau	75.0%	90.0%	99.0%	98.1%	99.3%	98.6%	100.0%	144

TABLE 14, PAGE 3: Performance for all counties on the *timely SNAP and cash assistance* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2016	2017	2018	2019	2020	2020 Denominator
State totals			91.2%	93.2%	93.6%	93.3%	93.8%	77,442
St. Louis	75.0%	90.0%	94.6%	95.1%	95.0%	95.2%	95.7%	4,246
Scott	75.0%	90.0%	95.7%	95.9%	94.8%	95.2%	96.1%	839
Sherburne	75.0%	90.0%	92.8%	93.7%	96.0%	93.2%	96.3%	729
Sibley	75.0%	90.0%	97.2%	95.5%	96.6%	99.4%	90.9%	132
SWHHS	75.0%	90.0%	90.4%	93.2%	93.9%	92.5%	94.4%	906
Stearns	75.0%	90.0%	88.8%	93.1%	93.1%	90.4%	95.3%	2,460
Stevens	75.0%	90.0%	96.1%	96.1%	93.3%	93.6%	92.6%	94
Swift	75.0%	90.0%	97.2%	99.3%	96.6%	99.0%	97.9%	140
Todd	75.0%	90.0%	91.7%	92.4%	92.1%	95.6%	93.1%	262
Traverse	75.0%	90.0%	98.7%	100.0%	100.0%	100.0%	97.4%	77
Wabasha	75.0%	90.0%	85.2%	96.7%	95.7%	97.5%	97.6%	209
Wadena	75.0%	90.0%	97.5%	97.6%	96.4%	98.4%	95.1%	265
Washington	75.0%	90.0%	87.7%	89.6%	93.1%	90.3%	91.8%	1,595
Watsonwan	75.0%	90.0%	93.2%	95.2%	97.2%	95.3%	96.4%	112
Wilkin	75.0%	90.0%	93.2%	95.3%	98.4%	100.0%	97.4%	116
Winona	75.0%	90.0%	96.5%	97.2%	97.0%	96.0%	98.4%	508
Wright	75.0%	90.0%	86.3%	86.1%	81.6%	84.1%	94.2%	830
Yellow Medicine	75.0%	90.0%	96.6%	99.2%	99.0%	97.9%	93.3%	105

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.

2021 PIPs

TABLE A15: 2021 PIPs for *orders established*.

Counties with PIPs	Threshold	2021 Performance	2021 Denominator	2020 Performance
Big Stone County	80.0%	78.6%	168	89.2%
Clearwater County	80.0%	79.8%	534	82.5%
Lake of the Woods County	80.0%	79.5%	156	80.1%
Mahnomen County	80.0%	61.5%	273	59.2%
Stearns County	80.0%	79.4%	5,390	82.6%

All county performance – orders established

TABLE A16: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard	2017	2018	2019	2020	2021	2021 Denominator
Statewide			88.6%	88.4%	88.7%	87.6%	86.7%	193,891
Aitkin	80.0%	80.0%	92.4%	93.8%	93.1%	95.3%	93.5%	598
Anoka	80.0%	80.0%	91.4%	91.3%	90.1%	88.5%	88.4%	10,743
Becker	80.0%	80.0%	89.7%	90.9%	92.5%	93.0%	92.5%	1,445
Beltrami	80.0%	80.0%	84.0%	87.8%	86.3%	81.1%	82.2%	2,107
Benton	80.0%	80.0%	93.7%	93.0%	93.0%	92.9%	91.7%	1,792
Big Stone	80.0%	80.0%	86.4%	91.2%	87.3%	89.2%	78.6%	168
Blue Earth	80.0%	80.0%	92.6%	92.6%	91.4%	91.2%	91.7%	2,485
Brown	80.0%	80.0%	93.4%	91.9%	93.2%	91.4%	92.9%	883
Carlton	80.0%	80.0%	93.8%	93.0%	94.6%	94.5%	95.9%	1,650
Carver	80.0%	80.0%	92.0%	94.1%	92.7%	92.4%	91.1%	1,690
Cass	80.0%	80.0%	86.0%	83.3%	86.6%	85.5%	82.9%	1,598
Chippewa	80.0%	80.0%	91.8%	91.3%	93.3%	91.8%	90.2%	500
Chisago	80.0%	80.0%	95.4%	95.7%	95.4%	95.5%	95.4%	1,722
Clay	80.0%	80.0%	86.5%	86.8%	88.7%	87.1%	87.6%	2,507
Clearwater	80.0%	80.0%	94.6%	93.3%	89.2%	82.5%	79.8%	534
Cook	80.0%	80.0%	87.2%	92.6%	89.6%	90.1%	91.2%	136
Crow Wing	80.0%	80.0%	93.9%	92.1%	93.9%	94.4%	93.5%	3,114
Dakota	80.0%	80.0%	88.0%	86.4%	85.9%	83.7%	83.3%	11,969
Des Moines Valley	80.0%	80.0%	96.7%	95.8%	95.4%	95.4%	93.7%	970
Douglas	80.0%	80.0%	92.8%	94.3%	95.2%	94.5%	95.8%	1,270
Faribault-Martin	80.0%	80.0%	93.1%	93.1%	94.1%	94.9%	94.2%	1,580
Fillmore	80.0%	80.0%	90.6%	90.2%	93.9%	94.4%	93.8%	560
Freeborn	80.0%	80.0%	93.3%	92.8%	91.3%	89.0%	85.1%	1,661
Goodhue	80.0%	80.0%	88.8%	87.8%	90.3%	89.2%	86.5%	1,759
Grant	80.0%	80.0%	94.6%	95.3%	96.1%	88.2%	93.9%	212
Hennepin	80.0%	80.0%	83.7%	82.0%	83.7%	82.5%	80.6%	44,369
Houston	80.0%	80.0%	93.5%	93.0%	92.8%	92.4%	92.4%	589
Hubbard	80.0%	80.0%	91.8%	93.0%	87.3%	84.7%	83.1%	1,005
Isanti	80.0%	80.0%	94.0%	95.4%	95.2%	93.8%	94.5%	1,741
Itasca	80.0%	80.0%	94.3%	94.7%	94.6%	95.6%	95.3%	2,216

TABLE A16, PAGE 2: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard	2017	2018	2019	2020	2021	2021 Denominator
Statewide			88.6%	88.4%	88.7%	87.6%	86.7%	193,891
Kanabec	80.0%	80.0%	94.4%	94.1%	92.8%	94.0%	93.9%	722
Kandiyohi	80.0%	80.0%	89.6%	91.3%	90.7%	85.3%	88.4%	1,939
Kittson	80.0%	80.0%	99.0%	96.1%	96.0%	98.0%	97.9%	96
Koochiching	80.0%	80.0%	95.2%	97.5%	96.3%	98.5%	96.1%	545
Lac Qui Parle	80.0%	80.0%	95.8%	97.3%	95.4%	93.4%	95.1%	183
Lake	80.0%	80.0%	90.3%	93.9%	93.4%	93.8%	94.7%	359
Lake of the Woods	80.0%	80.0%	89.6%	89.0%	80.6%	80.1%	79.5%	156
Le Sueur	80.0%	80.0%	90.4%	94.1%	95.1%	95.6%	94.2%	868
Mahnomen	80.0%	80.0%	87.7%	76.0%	52.9%	59.2%	61.5%	273
Marshall	80.0%	80.0%	94.0%	95.1%	97.6%	97.5%	95.8%	286
McLeod	80.0%	80.0%	92.9%	92.2%	92.8%	91.6%	93.2%	1,277
Meeker	80.0%	80.0%	90.8%	92.4%	91.5%	91.2%	94.6%	839
Mille Lacs	80.0%	80.0%	94.3%	93.9%	93.3%	94.8%	93.1%	1,789
MNPrarie	80.0%	80.0%	93.2%	92.7%	93.0%	94.1%	94.2%	3,289
Morrison	80.0%	80.0%	95.3%	94.3%	93.8%	95.1%	94.0%	1,485
Mower	80.0%	80.0%	90.7%	91.3%	91.5%	90.4%	89.4%	2,017
Nicollet	80.0%	80.0%	93.1%	93.6%	93.0%	93.7%	93.3%	1,104
Nobles	80.0%	80.0%	91.0%	88.7%	92.1%	87.9%	86.2%	882
Norman	80.0%	80.0%	92.9%	90.9%	93.8%	92.8%	96.3%	242
Olmsted	80.0%	80.0%	87.3%	87.1%	86.8%	86.1%	87.0%	4,819
Otter Tail	80.0%	80.0%	89.6%	89.2%	90.5%	90.1%	89.5%	2,098
Pennington	80.0%	80.0%	89.7%	88.7%	88.2%	92.2%	94.0%	612
Pine	80.0%	80.0%	94.1%	95.3%	97.5%	95.2%	96.3%	1,306
Polk	80.0%	80.0%	93.8%	93.5%	93.3%	93.8%	90.9%	1,696
Pope	80.0%	80.0%	93.0%	95.8%	95.9%	93.4%	92.3%	299
Ramsey	80.0%	80.0%	83.4%	84.6%	85.0%	84.0%	81.6%	20,465
Red Lake	80.0%	80.0%	91.9%	92.8%	92.9%	95.0%	94.3%	140
Renville	80.0%	80.0%	81.7%	83.3%	87.5%	85.8%	84.6%	599
Rice	80.0%	80.0%	87.7%	89.1%	88.2%	90.2%	89.0%	1,677
Roseau	80.0%	80.0%	95.1%	96.0%	96.6%	96.8%	94.3%	543

TABLE A16, PAGE 3: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard						2021
			2017	2018	2019	2020	2021	Denominator
Statewide			88.6%	88.4%	88.7%	87.6%	86.7%	193,891
St. Louis	80.0%	80.0%	91.4%	92.2%	91.7%	90.4%	90.3%	8,232
Scott	80.0%	80.0%	90.7%	91.3%	89.7%	88.4%	87.5%	2,607
Sherburne	80.0%	80.0%	93.2%	91.7%	92.9%	91.2%	90.4%	3,189
Sibley	80.0%	80.0%	90.6%	88.7%	92.7%	95.3%	94.5%	525
SWHHS	80.0%	80.0%	91.4%	91.5%	90.0%	88.6%	91.9%	2,928
Stearns	80.0%	80.0%	88.5%	88.0%	88.4%	82.6%	79.4%	5,390
Stevens	80.0%	80.0%	95.5%	91.0%	99.0%	94.2%	94.3%	174
Swift	80.0%	80.0%	90.6%	92.8%	95.8%	95.9%	96.1%	432
Todd	80.0%	80.0%	91.3%	89.7%	89.5%	90.8%	88.7%	906
Traverse	80.0%	80.0%	93.0%	91.4%	91.3%	88.8%	87.8%	74
Wabasha	80.0%	80.0%	89.6%	92.6%	91.4%	91.2%	90.9%	650
Wadena	80.0%	80.0%	95.1%	95.4%	96.3%	95.1%	92.3%	729
Washington	80.0%	80.0%	94.1%	95.0%	94.5%	94.4%	93.3%	5,602
Watonwan	80.0%	80.0%	90.3%	90.7%	91.3%	92.5%	94.6%	627
Wilkin	80.0%	80.0%	87.1%	91.1%	92.5%	92.9%	97.1%	204
Winona	80.0%	80.0%	91.2%	89.7%	88.3%	87.6%	88.2%	1,778
Wright	80.0%	80.0%	92.8%	93.8%	94.2%	93.0%	92.6%	3,390
Yellow Medicine	80.0%	80.0%	93.2%	94.2%	94.3%	92.7%	90.6%	276

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.

2021 PIPs

TABLE A17: 2021 PIPs for the Self-Support Index.

Counties with PIPs	Range of Expected Performance	2020-21 Performance	2020-21 Denominator	2019-20 Performance
Itasca	71.69% - 79.59%	64.92%	70.75	63.79%
Sherburne	69.10% - 77.24%	65.27%	99.25	68.72%

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	2017-18 Performance		2018-19 Performance		2019-20 Performance		2020-21 Performance		2020-21 Range of Expected Performance	2020-21 Denominator
Statewide	64.6%		64.4%		65.7%		64.6%			32,987.75
Aitkin	75.9%	Within	62.0%	Within	74.8%	Within	67.8%	Within	60.03% - 74.76%	61.25
Anoka	65.4%	Within	66.3%	Within	69.3%	Within	67.4%	Within	64.06% - 73.09%	1793
Becker	71.0%	Within	74.7%	Above	76.5%	Above	75.5%	Above	66.15% - 72.55%	121.25
Beltrami	63.7%	Within	64.4%	Within	67.6%	Within	67.5%	Within	51.91% - 69.60%	267
Benton	70.8%	Within	72.6%	Within	69.6%	Within	63.1%	Within	61.66% - 69.16%	276.75
Big Stone	78.3%	Within	61.1%	Within	61.8%	Within	71.7%	Within	70.89% - 84.16%	23
Blue Earth	67.7%	Within	65.9%	Below	68.7%	Within	66.2%	Within	60.63% - 67.75%	391
Brown	81.1%	Above	78.5%	Above	72.0%	Within	73.0%	Within	70.73% - 77.00%	105.5
Carlton	72.9%	Within	75.7%	Within	77.3%	Within	69.4%	Within	62.73% - 85.91%	126.5
Carver	74.8%	Within	75.7%	Within	74.0%	Within	72.4%	Within	68.04% - 76.43%	161
Cass	66.6%	Within	66.8%	Within	66.5%	Within	71.1%	Above	60.47% - 70.60%	166.75
Chippewa	69.5%	Within	65.9%	Below	65.2%	Within	66.3%	Within	58.72% - 71.11%	67.5
Chisago	86.2%	Above	84.8%	Above	84.4%	Above	86.3%	Above	73.40% - 81.92%	87.75
Clay	75.1%	Within	77.2%	Above	76.1%	Within	74.5%	Within	68.55% - 75.39%	507
Clearwater	76.2%	Within	73.8%	Above	75.4%	Within	78.8%	Within	72.62% - 82.04%	46
Cook	74.7%	Within	71.2%	Within	82.2%	Within	83.9%	Within	69.83% - 84.09%	23.25
Crow Wing	75.3%	Above	70.5%	Above	73.1%	Within	72.3%	Within	64.67% - 72.71%	287.5
Dakota	66.4%	Within	66.8%	Within	65.8%	Within	67.6%	Within	62.08% - 71.60%	1,504.75
DVHHS	77.9%	Within	78.0%	Above	74.6%	Within	71.8%	Within	65.05% - 74.31%	92.25
Douglas	68.7%	Below	64.9%	Below	71.6%	Within	68.5%	Within	66.21% - 74.64%	116.5
Faribault-Martin	70.0%	Below	72.5%	Within	75.6%	Within	76.0%	Above	68.28% - 75.15%	161.75
Fillmore	76.7%	Within	80.9%	Within	80.1%	Within	80.5%	Above	70.36% - 78.25%	64.25
Freeborn	72.2%	Below	72.3%	Below	71.3%	Within	69.3%	Within	66.85% - 75.72%	207.5
Goodhue	71.8%	Within	63.7%	Within	65.5%	Within	63.7%	Within	60.60% - 68.01%	172
Grant	87.6%	Above	86.1%	Above	89.6%	Above	75.0%	Within	74.76% - 86.06%	26
Hennepin	59.2%	Within	59.2%	Within	60.6%	Within	60.5%	Within	58.61% - 70.10%	9,227.25
Houston	68.7%	Below	65.4%	Below	69.2%	Below	63.3%	Below	71.69% - 79.59%	70.75
Hubbard	65.2%	Within	68.6%	Within	68.9%	Within	68.9%	Within	59.11% - 72.90%	131
Isanti	75.8%	Within	74.6%	Within	78.1%	Within	79.3%	Within	73.60% - 80.44%	150.75
Itasca	65.4%	Within	60.6%	Below	63.8%	Within	64.9%	Below	65.25% - 72.85%	238.75

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

County	2017-18 Performance	2018-19 Performance	2019-20 Performance	2020-21 Performance	2020-21 Range of Expected Performance	2020-21 Denominator
Statewide	64.6%	64.4%	65.7%	64.6%		32,987.75
Kanabec	81.3% Above	83.8% Above	80.4% Above	79.7% Above	72.95% - 79.56%	67.75
Kandiyohi	75.1% Within	77.8% Within	75.7% Within	74.0% Within	70.15% - 77.12%	313
Kittson	94.7% Above	95.2% Above	78.1% Within	87.5% Within	77.32% - 89.02%	8
Koochiching	66.9% Within	70.0% Within	75.8% Within	78.0% Within	70.78% - 80.20%	83
Lac qui Parle	57.1% Below	64.9% Within	63.9% Below	75.2% Below	75.37% - 85.09%	35.25
Lake	87.9% Above	89.2% Above	85.4% Above	74.3% Within	73.72% - 82.02%	28.25
Lake of the Woods	67.4% Within	76.6% Within	83.0% Above	53.3% Below	55.92% - 77.44%	11.25
Le Sueur	72.2% Within	83.7% Above	80.6% Above	68.5% Below	69.10% - 77.24%	99.25
Mahnomen	57.6% Within	64.1% Within	78.7% Above	70.2% Above	47.51% - 69.81%	35.25
Marshall	72.7% Within	72.2% Within	63.6% Below	70.3% Within	67.24% - 87.56%	22.75
McLeod	81.2% Above	81.4% Above	82.3% Above	81.6% Above	74.43% - 81.13%	102
Meeker	73.8% Within	71.9% Within	76.8% Within	81.1% Above	73.50% - 80.72%	79.5
Mille Lacs	67.4% Within	68.7% Within	75.4% Within	69.9% Within	64.17% - 75.04%	122.25
MNPrarie	73.2% Above	72.5% Within	72.2% Within	70.0% Within	66.70% - 86.19%	431.25
Morrison	72.4% Above	74.0% Above	74.9% Within	69.4% Within	68.19% - 76.37%	127.25
Mower	73.3% Below	71.8% Below	76.3% Within	68.4% Within	66.53% - 76.78%	285.25
Nicollet	71.5% Below	74.2% Within	73.3% Within	75.2% Within	69.55% - 76.46%	243
Nobles	79.1% Below	76.0% Below	78.6% Within	81.0% Within	75.65% - 84.20%	101.25
Norman	76.5% Within	82.4% Above	83.9% Within	82.6% Within	78.91% - 85.20%	36
Olmsted	70.2% Below	69.6% Below	72.3% Within	71.5% Within	69.39% - 76.58%	980.75
Otter Tail	69.9% Within	71.9% Within	77.3% Within	75.6% Within	71.73% - 78.59%	220.25
Pennington	71.2% Within	78.6% Above	78.5% Within	77.2% Within	74.61% - 80.10%	84.5
Pine	71.4% Within	74.7% Within	76.7% Within	76.3% Within	73.53% - 79.08%	191
Polk	68.8% Within	69.3% Within	71.3% Within	66.0% Within	65.28% - 72.39%	298
Pope	82.6% Above	83.9% Above	79.2% Within	78.1% Within	71.53% - 83.23%	34.25
Ramsey	61.3% Within	61.0% Within	61.7% Within	59.8% Within	57.93% - 68.24%	5,654.25
Red Lake	89.1% Above	76.0% Within	82.6% Within	76.3% Within	72.31% - 82.70%	19
Renville	74.4% Within	70.7% Within	79.8% Within	80.0% Within	72.14% - 82.58%	77.5
Rice	76.7% Within	77.5% Above	78.3% Within	75.3% Within	70.16% - 77.55%	277
Roseau	77.6% Within	74.8% Within	73.9% Within	79.2% Within	69.10% - 79.27%	55.25

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

County	2017-18 Performance	2018-19 Performance	2019-20 Performance	2020-21 Performance	2020-21 Range of Expected Performance	2020-21 Denominator
Statewide	64.6%	64.4%	65.7%	64.6%		32,987.75
St. Louis	59.2% Below	59.4% Within	60.3% Within	58.8% Within	57.48% - 79.10%	1,399.75
Scott	78.0% Above	76.0% Within	80.4% Within	81.1% Above	72.33% - 78.23%	269.75
Sherburne	72.2% Within	70.1% Within	68.7% Below	65.3% Below	66.27% - 71.93%	280.75
Sibley	79.4% Within	82.3% Within	79.8% Below	79.7% Within	69.64% - 80.80%	56.75
SWHHS	78.6% Above	77.8% Above	76.3% Within	76.4% Within	70.43% - 78.07%	325.25
Stearns	72.2% Within	71.4% Within	72.3% Within	70.1% Within	64.75% - 72.21%	1,042.75
Stevens	65.2% Within	73.0% Within	72.4% Above	68.3% Within	56.18% - 70.26%	36.25
Swift	74.0% Above	75.4% Above	75.0% Above	75.6% Above	61.02% - 70.38%	52.25
Todd	70.1% Within	76.8% Within	81.4% Above	81.0% Above	71.00% - 76.85%	76.25
Traverse	76.1% Within	85.4% Above	68.6% Within	66.9% Below	67.38% - 79.02%	35.5
Wabasha	76.0% Within	74.4% Within	75.0% Within	70.8% Within	66.05% - 74.61%	59
Wadena	68.3% Within	61.8% Below	64.6% Within	66.0% Within	56.66% - 70.86%	81
Washington	69.2% Within	65.3% Within	68.3% Within	66.7% Within	63.42% - 68.53%	550.5
Watonwan	76.0% Within	81.0% Within	72.4% Below	83.7% Within	78.51% - 84.48%	61.25
Wilkin	79.0% Within	83.5% Within	91.9% Above	85.8% Within	80.87% - 86.28%	47.5
Winona	72.8% Within	65.1% Within	63.0% Below	64.2% Within	62.00% - 68.62%	200.25
Wright	73.8% Within	71.9% Above	73.4% Within	68.9% Within	66.33% - 74.24%	221.25
Yellow Medicine	75.5% Within	71.9% Within	82.1% Above	80.0% Within	66.22% - 80.02%	28.75

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, 2021 is as follows:

Representing advocates/services providers:

- Julie Bluhm, chief executive officer, Guild
- Alexa Dixon-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, deputy assistant commissioner and director, Children and Family Services, Child Support Division
- 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:

- Joni Buffalohead, SVP Health Care Development & Tribal Relations, Indigenous Pact
- Noel Jagolino, management consultant
- Aaron Lee Wittnebel, representative, Red Lake Nation