



# Performance Measurement Program Overview

## The Performance Measurement Program

In 2010, the Legislature created the Council on Local Results and Innovation (see Minnesota Statute Section 6.90, attached page 6). In February 2011, the Council released a standard set of ten performance measures for counties and ten performance measures for cities to aid residents, taxpayers, and state and local elected officials in determining the efficacy of counties and cities in providing services and measure residents' opinions of those services.

In February 2012, the Council created a comprehensive performance measurement system for cities and counties to implement. In 2013, the Council revised the performance measures (standard measures for cities and counties are attached at the end) and clarified the system requirements to increase participation in the program.

## Participation by Cities and Counties

Participation in the standard measures program by a city or a county is **voluntary**. Counties and cities that choose to participate in the standard measures program must officially adopt and implement ten minimum performance measures and system developed by the Council. On average 27 (31 percent) counties and 41 (5 percent) cities have participated in the program. See below for the actual number of cities and counties that have participated in the Program since inception.

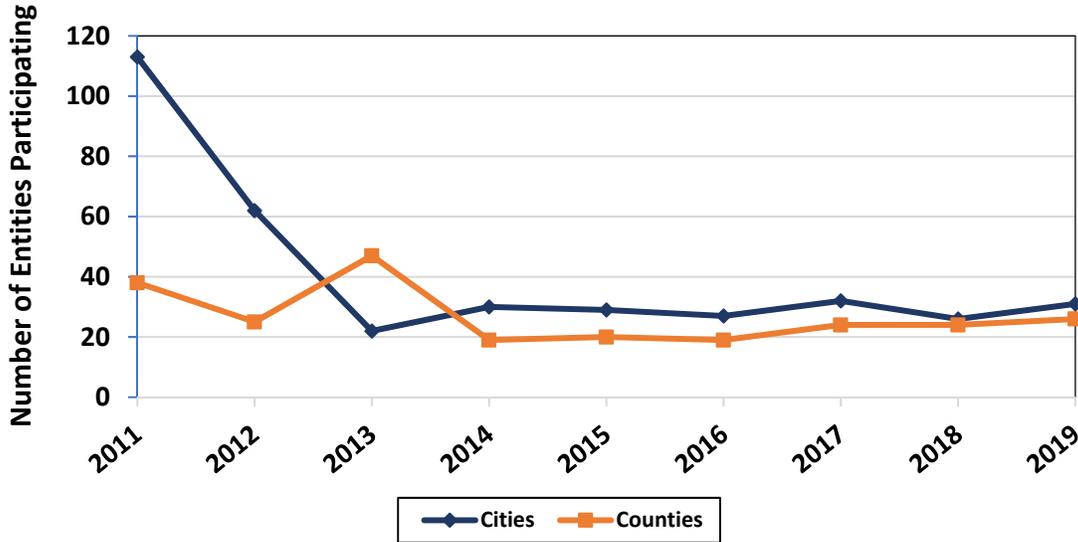
### Total Participating Since Inception

	2011	2012	2013	2014	2015	2016	2017	2018	2019
Counties	38	25	47	19	20	19	24	24	26
Cities	113	62	22	30	29	27	32	26	31
Total	151	87	69	49	49	46	56	50	57

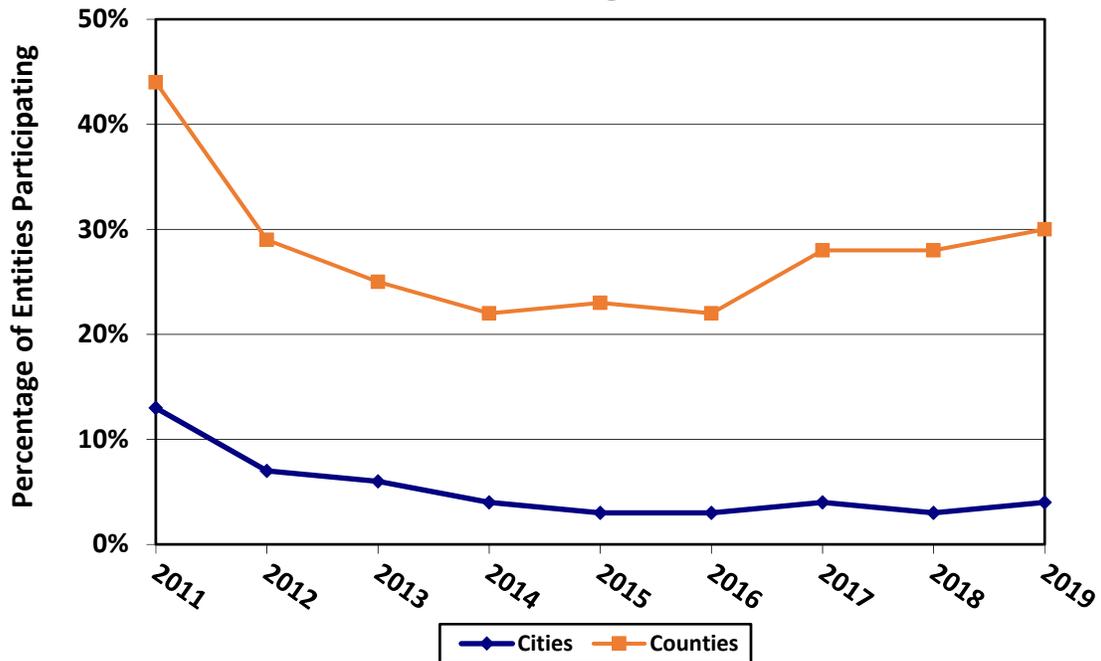


# Performance Measurement Program

### Number of Cities and Counties Participating in the Local Performance Aid Program, 2011 to 2019



### Cities and Counties Participation Rate in the Local Performance Aid Program, 2011 - 2019





## Information Required for the Program

In order to receive the per capita reimbursement and levy limit exemption (levy limits have not been in place for years), counties and cities must:

File a report with the Office of the State Auditor by **July 1**. This report will consist of:

- 1) A **resolution** (draft attached) approved by the city council or county board declaring that:
  - The city/county has adopted and implemented the minimum 10 performance measures from each applicable service category and the system developed by the Council on Local Results and Innovation (PDF format).
  - The city/county will report the results of the measures to its residents before the end of the calendar year through publication, direct mailing, posting on the entity's website, or through a public hearing at which the budget and levy will be discussed and public input allowed (PDF format).
- 2) A **document** showing the actual results of the performance measures adopted by the city/county (PDF format).

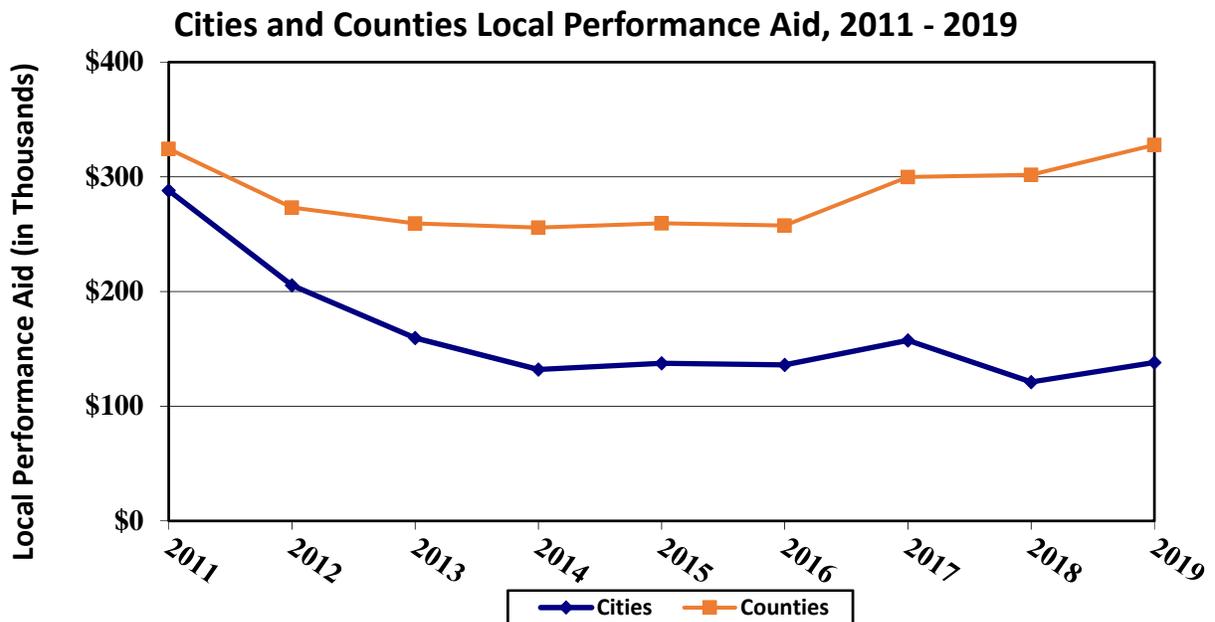
## Benefits

A county or city that elects to participate in the standard measures/performance measurement program is eligible for a reimbursement of \$0.14 per capita, not to exceed \$25,000, and is also exempt from levy limits under Minnesota Statute Sections 275.40 to 275.74 for taxes payable in the following calendar year, if levy limits are in effect. However, participation in the standard measures/performance measurement program does not exempt a county or city from the 2013 property tax levy limits, which are found in a different section of law.

See below for actual payments to cities and counties for participation in the Performance Measurement Program since inception.

## Total Payments Since Inception

	2011	2012	2013	2014	2015	2016	2017	2018	2019
Counties	\$324,455	\$273,216	\$259,423	\$255,780	\$259,497	\$257,588	\$299,902	\$301,776	\$327,843
Cities	\$288,125	\$205,404	\$159,559	\$132,086	\$137,434	\$136,004	\$157,379	\$121,134	\$138,165
<b>Total</b>	<b>\$612,580</b>	<b>\$478,620</b>	<b>\$418,982</b>	<b>\$387,866</b>	<b>\$396,931</b>	<b>\$393,592</b>	<b>\$457,281</b>	<b>\$422,910</b>	<b>\$466,008</b>



## Feedback from local government financial staff:

- ◆ **Since inception of the program, there has been a decrease in cities and counties participating in the program. Reasons provided include:**
  - reimbursement is too low in comparison to the cost to implement the program
  - lack of staff to implement the program
  - since there are no longer levy limits, the main incentive of the program is gone
  - citizen response rate on surveys was low and local governments did not have the staff to follow up
  - response rate on surveys was so low that local governments felt it was not representative
  - program funding formula has not changed and is not keeping up with inflation



# Performance Measurement Program

*Sample resolution for cities/counties in the second year of participation in the program and after*

## COUNTY BOARD OF COMMISSIONERS/CITY COUNCIL

, Minnesota

Date _____	Resolution No. _____
Motion by _____	Second by _____
Commissioner/Council _____	Commissioner/Council _____
Member _____	Member _____

**WHEREAS,** Benefits to the City of \_\_\_\_\_ /County for participation in the Minnesota Council on Local Results and Innovation’s comprehensive performance measurement program are outlined in MS 6.91 and include eligibility for a reimbursement as set by State statute; and

**WHEREAS,** Any city/county participating in the comprehensive performance measurement program is also exempt from levy limits for taxes, if levy limits are in effect; and

**WHEREAS,** The City Council of \_\_\_\_\_ /County Board has adopted and implemented at least 10 of the performance measures, as developed by the Council on Local Results and Innovation, and a system to use this information to help plan, budget, manage and evaluate programs and processes for optimal future outcomes; and

**NOW THEREFORE LET IT BE RESOLVED THAT,** The City Council of \_\_\_\_\_ /County will continue to report the results of the performance measures to its citizenry by the end of the year through publication, direct mailing, posting on the city’s/county’s website, or through a public hearing at which the budget and levy will be discussed and public input allowed.

**BE IT FURTHER RESOLVED,** The City Council of \_\_\_\_\_ /County will submit to the Office of the State Auditor the actual results of the performance measures adopted by the city/county.

**Detail of Voting:**      **Ayes**                      **Nays**



## Minnesota Statute Section 6.90 Council on Local Results and Renovation

### Subdivision 1. **Creation.**

The Council on Local Results and Innovation consists of 11 members, as follows:

- (1) the state auditor;
- (2) two persons appointed by the chair of the Property and Local Sales Tax Division of the house of representatives Taxes Committee;
- (3) two persons appointed by the designated lead member of the largest minority party of the Property and Local Sales Tax Division of the house of representatives Taxes Committee;
- (4) four persons appointed by the Subcommittee on Committees of the Senate Rules and Administration Committee;
- (5) one person appointed by the Association of Minnesota Counties; and
- (6) one person appointed by the League of Minnesota Cities.

Each appointment under clauses (2) to (4) must include one person with expertise or interest in county government and one person with expertise or interest in city government. No members appointed under clauses (2) to (4) may be members of the legislature. The appointing authorities must use their best efforts to ensure that a majority of council members have experience with local performance measurement systems. The membership of the council must include geographically balanced representation as well as representation balanced between large and small jurisdictions. The appointments under clauses (2) to (6) must be made within two months of the date of enactment.

Appointees to the council under clauses (2) to (4) serve terms of four years, except that one of each of the initial appointments under clauses (2) to (4) shall serve a term of two years; each appointing agent must designate which appointee is serving the two-year term. Subsequent appointments for members appointed under clauses (2) to (4) must be made by the council, including appointments to replace any appointees who might resign from the council prior to completion of their term. Appointees under clauses (2) to (4) are not eligible to vote on appointing their successor, nor on the successors of other appointees whose terms are expiring contemporaneously. In making appointments, the council shall make all possible efforts to reflect the geographical distribution and meet the qualifications of appointees required of the initial appointees. Subsequent appointments for members appointed under clauses (5) and (6) must be made by the original appointing authority. Appointees to the council under clauses (2) to (6) may serve no more than two consecutive terms.

### Subd. 2. **Duties.**

(a) By February 15, 2011, the council shall develop a standard set of approximately ten performance measures for counties and ten performance measures for cities that will aid residents, taxpayers, and state and local elected officials in determining the efficacy of counties and cities in providing services, and measure residents' opinions of those services. In developing its measures, the council must solicit input from private citizens. Counties and cities that elect to participate in the standard measures system shall report their results to the state auditor under section [6.91](#),



## Performance Measurement Program

who shall compile the results and make them available to all interested parties by publishing them on the auditor's website and report them to the legislative tax committees. Each year after the initial designation of performance measures, the council shall evaluate the usefulness of the standard set of performance measures and may revise the set by adding or removing measures as it deems appropriate.

(b) By February 15, 2012, the council shall develop minimum standards for comprehensive performance measurement systems, which may vary by size and type of governing jurisdiction.

(c) In addition to its specific duties under paragraphs (a) and (b), the council shall generally promote the use of performance measurement for governmental entities across the state and shall serve as a resource for all governmental entities seeking to implement a system of local performance measurement. The council may highlight and promote systems that are innovative, or are ones that it deems to be best practices of local performance measurement systems across the state and nation. The council should give preference in its recommendations to systems that are results-oriented. The council may, with the cooperation of the state auditor, establish and foster a collaborative network of practitioners of local performance measurement systems. The council may support the Association of Minnesota Counties and the League of Minnesota Cities to seek and receive private funding to provide expert technical assistance to local governments for the purposes of replicating best practices.

### Subd. 3. **Reports.**

(a) The council shall report its initial set of standard performance measures to the Property and Local Sales Tax Division of the house of representatives Taxes Committee and the Taxes Division on Property Taxes of the senate Taxes Committee by February 28, 2011.

(b) By February 1 of each subsequent year, the council shall report to the committees with jurisdiction over taxes in the house of representatives and the senate on participation in and results of the performance measurement system, along with any revisions in the standard set of performance measures for the upcoming year. These reports may be made by the state auditor in lieu of the council if agreed to by the auditor and the council.

### Subd. 4. **Operation of council.**

(a) The state auditor shall convene the initial meeting of the council.

(b) The chair of the council shall be elected by the members. Once elected, a chair shall serve a term of two years.

(c) Members of the council serve without compensation.

(d) Council members shall share and rotate responsibilities for administrative support of the council.

(e) Chapter 13D does not apply to meetings of the council. Meetings of the council must be open to the public and the council must provide notice of a meeting on the state auditor's website at least seven days before the meeting. A meeting of the council occurs when a quorum is present.

(f) The council must meet at least two times prior to the initial release of the standard set of measurements. After the initial set has been developed, the council must meet a minimum of once per year.

### Subd. 5. **Expiration.**

The council expires on January 1, 2020. **History:** [2010 c 389 art 2 s 1](#)



## Minnesota Statute Section 6.91 Local Performance Measurement and Reporting

### Subdivision 1. Reports of local performance measures.

(a) A county or city that elects to participate in the standard measures program must report its results to its citizens annually through publication, direct mailing, posting on the jurisdiction's website, or through a public hearing at which the budget and levy will be discussed and public input allowed.

(b) Each year, jurisdictions participating in the local performance measurement and improvement program must file a report with the state auditor by July 1, in a form prescribed by the auditor. All reports must include a declaration that the jurisdiction has complied with, or will have complied with by the end of the year, the requirement in paragraph (a). For jurisdictions participating in the standard measures program, the report shall consist of the jurisdiction's results for the standard set of performance measures under section [6.90, subdivision 2](#), paragraph (a). In 2012, jurisdictions participating in the comprehensive performance measurement program must submit a resolution approved by its local governing body indicating that it either has implemented or is in the process of implementing a local performance measurement system that meets the minimum standards specified by the council under section [6.90, subdivision 2](#), paragraph (b). In 2013 and thereafter, jurisdictions participating in the comprehensive performance measurement program must submit a statement approved by its local governing body affirming that it has implemented a local performance measurement system that meets the minimum standards specified by the council under section [6.90, subdivision 2](#), paragraph (b).

### Subd. 2. Benefits of participation.

(a) A county or city that elects to participate in the standard measures program for 2011 is: (1) eligible for per capita reimbursement of \$0.14 per capita, but not to exceed \$25,000 for any government entity; and (2) exempt from levy limits under sections [275.70](#) to [275.74](#) for taxes payable in 2012, if levy limits are in effect.

(b) Any county or city that elects to participate in the standard measures program for 2012 is eligible for per capita reimbursement of \$0.14 per capita, but not to exceed \$25,000 for any government entity. Any jurisdiction participating in the comprehensive performance measurement program is exempt from levy limits under sections [275.70](#) to [275.74](#) for taxes payable in 2013 if levy limits are in effect.

(c) Any county or city that elects to participate in the standard measures program for 2013 or any year thereafter is eligible for per capita reimbursement of \$0.14 per capita, but not to exceed \$25,000 for any government entity. Any jurisdiction participating in the comprehensive performance measurement program for 2013 or any year thereafter is exempt from levy limits under sections [275.70](#) to [275.74](#) for taxes payable in the following year, if levy limits are in effect.



### Subd. 3. **Certification of participation.**

(a) The state auditor shall certify to the commissioner of revenue by August 1 of each year the counties and cities that are participating in the standard measures program and the comprehensive performance measurement program.

(b) The commissioner of revenue shall make per capita aid payments under this section on the second payment date specified in section [477A.015](#), in the same year that the measurements were reported.

(c) The commissioner of revenue shall notify each county and city that is entitled to exemption from levy limits by August 10 of each levy year.

### Subd. 4. **Appropriation.**

(a) The amount necessary to fund obligations under subdivision 2 is annually appropriated from the general fund to the commissioner of revenue.

(b) The sum of \$6,000 in fiscal year 2011 and \$2,000 in each fiscal year thereafter is annually appropriated from the general fund to the state auditor to carry out the auditor's responsibilities under sections [6.90](#) to [6.91](#).

### **History:**

[2010 c 389 art 2 s 2](#).

# Standard Measures for Cities

Category	#	Measure	Notes:
General	1.	Rating of the overall quality of services provided by your city (survey data, provide year completed and total responses)	Example of responses: excellent, good, fair, poor
	2.	Percent change in the taxable property market value	County assessor's office data
	3.	Citizens' rating of the overall appearance of the city (survey data, provide year completed and total responses)	Example of responses: excellent, good, fair, poor
	4.*	Nuisance code enforcement cases per 1,000 population	(Number of cases / Population) x 1,000 = cases per 1,000 population
	5.*	Number of library visits per 1,000 population	(Number of visits / Population) x 1,000 = visits per 1,000 population
	6.*	Bond rating	Standard & Poor's Ratings Services or Moody's Investor Services
	7.	Citizens' rating of the quality of city recreational programs and facilities (survey data, provide year completed and total responses)	Example of responses: excellent, good, fair, poor
	8.*	Accuracy of post election audit (% of ballots counted accurately)	
	9.	Part I and II Crime Rates	Submit data as reported by the Minnesota Bureau of Criminal Apprehension
	10.*	Part I and II Crime Clearance Rates	Submit data as reported by the Minnesota Bureau of Criminal Apprehension
	11.	Citizens' rating of safety in their community (survey data, provide year completed and total responses)	Example of responses: very safe, somewhat safe, neither safe nor unsafe, somewhat unsafe, very unsafe
	12.	Average police response time	Average time it takes to respond to top priority calls from dispatch to officer on scene.
Police Services	13.	Insurance industry rating of fire services	Insurance Service Office (ISO) Rating. The ISO issues ratings to fire departments throughout the country for the effectiveness of their fire protection services and equipment. ISO analyzes data and then assigns a classification from 1 to 10. Class 1 represents superior property fire protection and Class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.
	14.	Citizens' rating of the quality of fire protection services (survey data, provide year completed and total responses)	Example of responses: excellent, good, fair, poor
	15.	Average fire response time	Average time it takes from dispatch to apparatus on scene for calls that are dispatched as a possible fire
Fire & EMS Services	16.*	Fire calls per 1,000 population	(Number of calls / population) x 1,000 = calls per 1,000 population
	17.*	Number of fires with loss resulting in investigation	
	18.*	EMS calls per 1,000 population	(Number of calls / population) x 1,000 = calls per 1,000 population
	19.	Emergency Medical Services average response time	Average time it takes from dispatch to arrival of EMS
	20.	Average city street pavement condition rating	Provide average rating and the rating system program/type. Example, 70 rating on the Pavement Condition Index (PCI).
	21.	Citizens' rating of the road conditions in their city (survey data, provide year completed and total responses)	Example of responses: excellent, good, fair, poor. Alternatively: good condition, mostly good condition, many bad spots
	22.*	Expenditures for road rehabilitation per paved lane mile rehabilitated (jurisdiction only roads)	Total cost for rehabilitations / lane miles rehabilitated
Streets	23.*	Percentage of all jurisdiction lane miles rehabilitated in the year	Lane miles rehabilitated in year / total number of lane miles
	24.*	Average hours to complete road system during snow event	
	25.	Citizens' rating of the quality of snowplowing on city streets (survey data, provide year completed and total responses)	Example of responses: excellent, good, fair, poor
	26.	Citizens' rating of the dependability and quality of the city water supply (survey data, provide year completed and total responses)	Example of responses: excellent, good, fair, poor
	27.	Operating cost per 1,000,000 gallons of water pumped/produced	Centrally provided system: (actual operating expense for water utility / (total gallons pumped / 1,000,000)) = cost per million
Sanitary Sewer	28.	Citizens' rating of the dependability and quality of city sanitary sewer service (Provide year completed and total responses)	Example of responses: excellent, good, fair, poor
	29.	Number of sewer blockages on city system per 100 connections	Centrally provided system: (Number of blockages / number of connections) x 100 = blockages per 100 connections

\*New or amended measure

# Standard Measures for Counties

Category	#	Measure	Notes:
Public Safety	1.	Part I and II Crime Rates	Submit data as reported by the Minnesota Bureau of Criminal Apprehension
	2.	Citizens' rating of safety in their community (survey data, provide year completed and total responses)	Example of responses: excellent, good, fair, poor
	3.	Deputy Response Time	Time it takes on top-priority calls from dispatch to the first officer on scene
	4.	Percent of adult offenders with a new felony conviction within 3 years of discharge	MN Sentencing Guidelines Commission
	5.*	Total number of accidents that occur on County State Aid Highways, County Roads and Un-Organized Township Roads that involve fatalities and injury	Available in Towards Zero Death reports
	6.	Hours to flow complete system during a snow event	County records
Public Works	7.	Average county pavement condition rating	Pavement Quality/Condition Index. Provide average rating and the rating system program/type. Example, 70 rating on the Pavement Condition Index (PCI).
	8.	Citizens' rating of the road conditions in their county (survey data, provide year completed and total responses)	Example of responses: excellent, good, fair, poor. Alternatively: good condition, mostly good condition, many bad spots
	9.*	Average Bridge Sufficiency Rating	County records/MN Dept of Transportation
	10.	General life expectancy	<a href="http://www.healthmetricsandevaluation.org/tools/data-visualization/life-expectancy-county-and-sex-us-country-comparison-global-1989-1999-2009#/overview/explore">http://www.healthmetricsandevaluation.org/tools/data-visualization/life-expectancy-county-and-sex-us-country-comparison-global-1989-1999-2009#/overview/explore</a>
Public Health, Social Services	11.	Tobacco and Alcohol Use	<a href="http://www.countyhealthrankings.org">www.countyhealthrankings.org</a>
	12.	Workforce participation rate among MFIP and DWP recipients	Defined as "Percent of MFIP/DWP adults working 30 or more hours per week or off cash assistance three years after baseline"; data available from MN Dept of Human Services
	13.	Percentage of children where there is a recurrence of maltreatment within 12 months following an intervention	County records
	14.*	Child Support Program Cost Effectiveness	Recommended from 2012 Steering Committee report; Available from MN Dept of Human Services
	15.*	Percentage of low birth-weight births	MN Dept of Human Services or <a href="http://www.countyhealthrankings.org">www.countyhealthrankings.org</a>
	16.	Level of assessment ratio	If the median ratio falls between 90% and 105%, the level of assessment is determined to be acceptable; median ratio requested for all 3 types of assessment ratios submitted to Dept of Revenue
Property Records, Valuation, Assessment	17*	Turn-around time for recording, indexing and returning real estate documents	County records, MN Statutes 357.182, Subd 6 require a 10 day turn around time by the year 2011, 90% of the time
	18.	Accuracy of post-election audit (% of ballots counted accurately)	County records
Elections Veterans Services	19.	Percent of veterans surveyed who said their questions were answered when seeking benefit information from their County Veterans' Office (survey data, provide year completed and total responses)	Survey data
	20.*	Dollars brought into county for veterans' benefits	Federal and State dollars (this measure was recommended by 2008 OLA report)
	21.*	Percentage of veterans receiving federal benefits	This measure was recommended by 2008 OLA report
Parks, Libraries	22.	Citizens' rating of the quality of county parks, recreational programs, and/or facilities (survey data, provide year completed and total responses)	Example of responses: excellent, good, fair, poor
	23.	Number of annual visits per 1,000 residents	County records. (Number of visits / Population) x 1,000 = visits per 1,000 residents
Budget, Financial Environment	24*	Bond rating	Standard & Poor's Ratings Services or Moody's Investor Services
	25*	Debt service levy per capita; outstanding debt per capita	County records, Comprehensive Annual Financial Report
	26*	Recycling percentage	Available in the SCORE report
	27*	Amount of hazardous household waste and electronics collected	County records

\* New or amended measure