



2023 Performance Measures & Indicators Report



Washington County



Vision

A great place to live, work and play...today and tomorrow



Mission

Providing quality services through responsible leadership, innovation, and the cooperation of dedicated people.



Values

- **Ethical:** to ensure public trust through fairness, consistency, and transparency
- **Stewardship:** to demonstrate tangible, cost-effective results and protect public resources
- **Quality:** to ensure that services delivered to the public are up to the organization's highest standards
- **Responsive:** to deliver services that are accessible, timely, respectful, and efficient
- **Respectful:** to believe in and support the dignity and value of all members of this community
- **Leadership:** to actively advocate for and guide the county toward a higher quality of life



Goals

- To promote the health, safety, and quality of life of citizens
- To provide accessible, high-quality services in a timely and respectful manner
- To address today's needs while proactively planning for the future
- To maintain public trust through responsible use of public resources, accountability, and openness of government



For the 24th year in a row, Washington County has completed its annual performance report. The county uses the information in this report to make decisions and continuously improve quality.

The report shows the county's performance and improvement efforts during 2023. It provides important information to policymakers and residents, grouping measures under four main county goals. The report answers three key questions: What is it? What does the data tell us? Why does it matter? It also includes a demographic snapshot, giving context about the county's growing, aging, and diversifying population.

The report covers community indicators, showing how the community is doing, and performance outcomes from county departments. The county focuses on performance measures to manage operations effectively and make informed decisions.

Additionally, the county supports performance measurement through various initiatives:

- The Quality Improvement Plan (QiP), an internal plan implemented by department Quality Improvement Councils to solidify a performance management system.
- Progress Meetings with each department, organized by the Office of Administration, to discuss and review department measures and quality improvement efforts.
- Use of quality and process improvement methods like Lean and Kaizen by county departments.
- Participation in the State Standard Measures Program, overseen by the Minnesota Office of the State Auditor.

The Washington County Performance Measurement and Improvement Team (PerMIT) leads the county's efforts in performance measurement and quality improvement. This team, along with the County Board, county administration, department heads, and Department Quality Improvement Councils, is dedicated to using performance measurement to deliver high-quality services to the residents and customers of Washington County.

Washington County adopted a new Countywide Strategic Plan in August 2024. The plan is a living document that will guide decision-making to meet and exceed the community's needs over the next several years. In future years, the Performance Measures and Indicators report will be updated to align with the newly adopted 2024-2029 Countywide Strategic Plan. This year's report aligns with the Countywide Strategic Plan in place in 2023 and includes the vision, mission, values, and goals from that plan.

The 2024 – 2029 Washington County Strategic Plan is available on the county website: www.WashingtonCountyMN.gov/StrategicPlan

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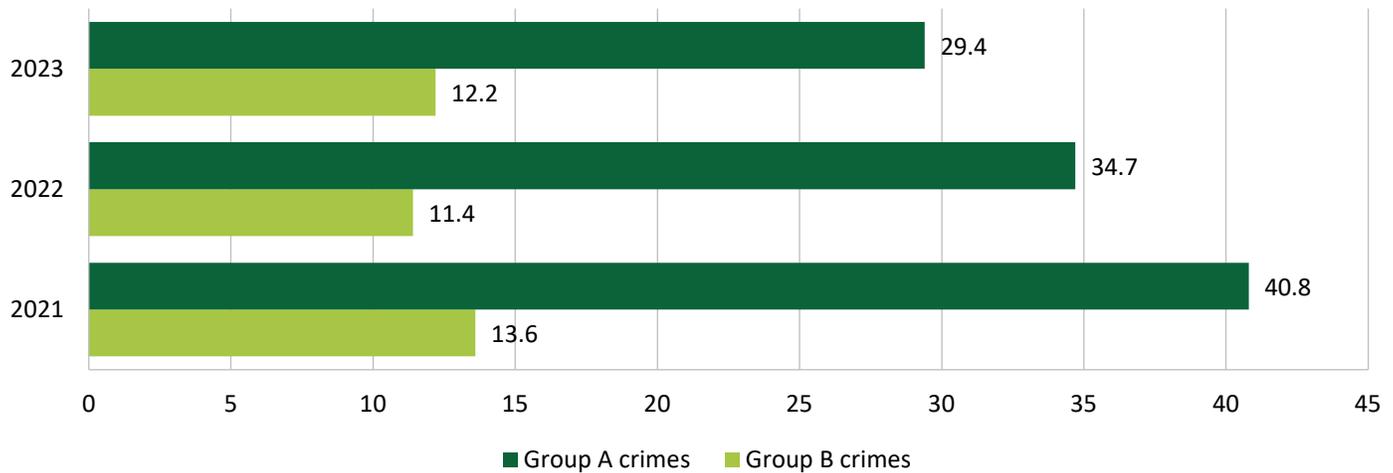
Appendix

Washington County, Minnesota 2022 At-A-Glance	I
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Promoting Health, Safety, and Quality of Life

Crime rate

Group A and Group B crimes per 1,000 residents



Note: Group A offenses cover a wide range of criminal activities, including but not limited to assault, fraud, and homicide. Group B crimes are mid-level offenses or misdemeanor offenses including but not limited to trespassing, disorderly conduct, and vandalism. Non-reportable traffic offenses such as DWI are not included in Group B crimes.

Source: Washington County Sheriff's Office and Federal Bureau of Investigation

What is it?

Crime has a direct effect on people's quality of life. Washington County Sheriff's Office staff monitor and track the number of crime incidents committed within its patrol jurisdictions, in part to ensure that effective and appropriate resources are being deployed to protect the safety and well-being of all Washington County residents. This data includes crime rates for all of Washington County, including patrol jurisdictions of both the Sheriff's Office and municipal police departments.

Why does it matter?

Beginning in October 2020, the Washington County Sheriff's Office along with its partnering local law enforcement agencies, transitioned to the FBI's new data collection system known as the National Incident-Based Reporting System, or NIBRS. This method of data collection provides more detailed information on reported crimes such as time, place and method. Analysis of these details can aid law enforcement agencies in spotting trends, deploying preventative resources, concentrating personnel in areas where incidents may be occurring in heavier numbers, as well as linking crime patterns.

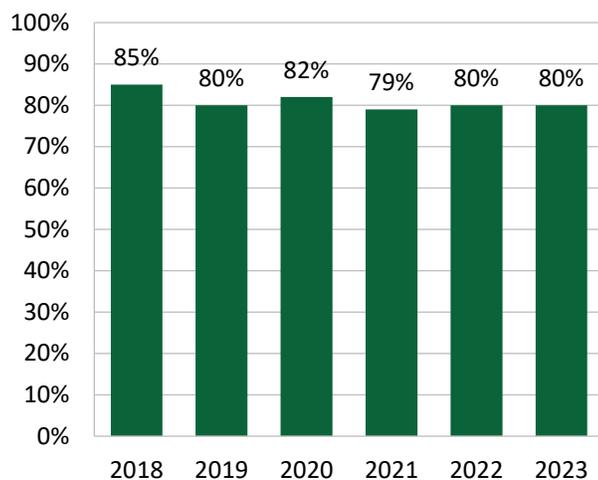
What is the data telling us?

In 2023, Washington County's residents enjoyed a lower crime rate than the national average, with rates comparable to neighboring county, Dakota. While it is important to note crime rates fluctuate from year to year, overall crime rates are trending downward nationwide, according to FBI data.



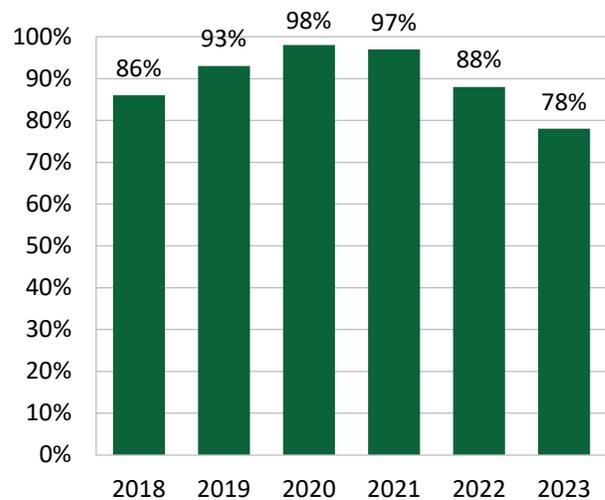
Recidivism rates (adult and juvenile)

Percentage of adult felony offenders not convicted of a new felony offense within three years of probation discharge



Source: Washington County Community Corrections

Percentage of juvenile felony offenders not convicted of a new felony offense within three years of probation discharge



What is it?

Recidivism measures how often an offender is convicted of a new criminal offense. Washington County probation officers and case management specialists work with offenders to reduce their risk of committing future crimes. The county tracks adult and juvenile felony-level probationers for three years after their discharge date. Offenders not convicted of another felony-level offense within that three-year time frame make up the reported recidivism measure. The recidivism measures for 2023 are for probationers discharged in 2019.

Why does it matter?

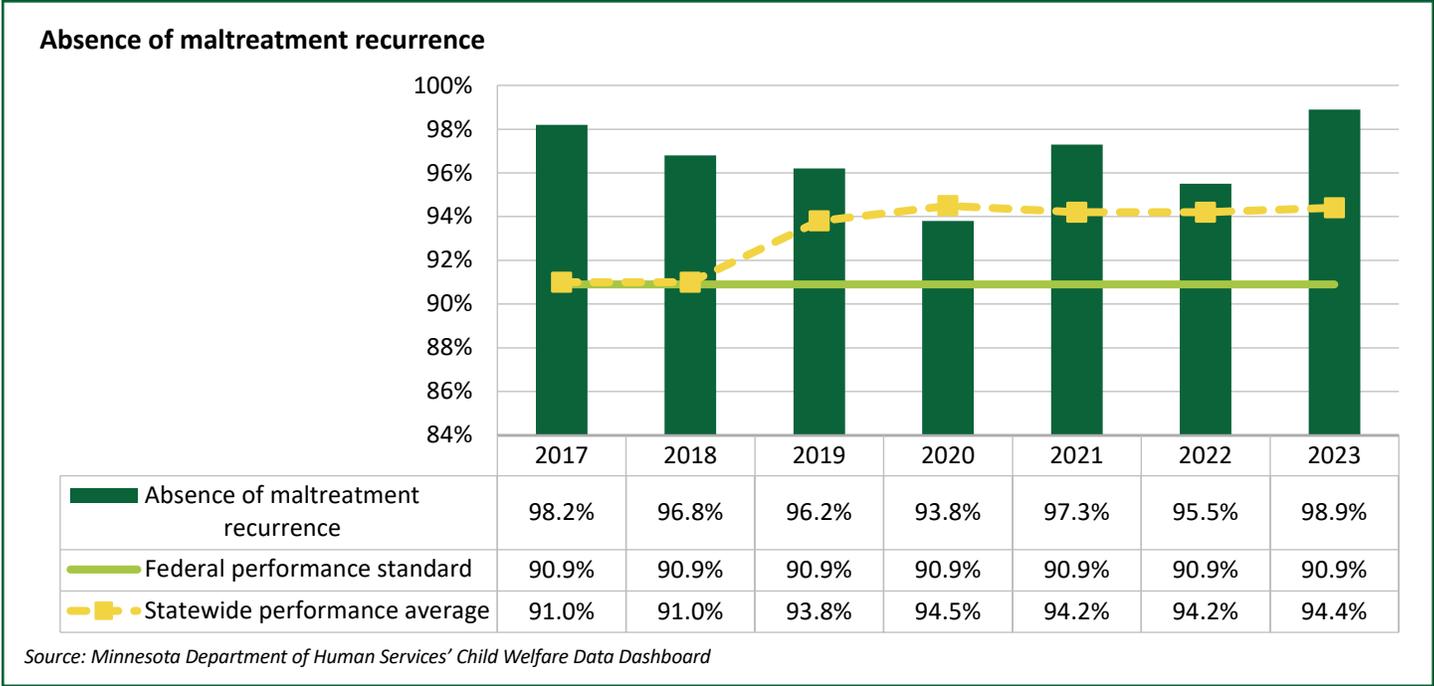
Probationers who commit new criminal offenses adversely impact public safety in the county. By measuring the rate of recidivism, the county can assess the effectiveness of its supervision programs and services. The county can also gauge how well it is promoting health, safety, and quality of life in the community.

What is the data telling us?

Washington County recidivism rates for 2023 involve probation-sentenced offenders with a felony-level case discharged in 2019. The percentage of those who did not commit another felony within three years was slightly lower than the 84% rate for the overall Minneapolis-St. Paul metro area and the 85% rate for Minnesota.

Of the 37 juveniles discharged in 2019 from felony-level probation supervision, 29 (or 78%) were not convicted of a new felony offense within three years. Due to the small number of juvenile probationers discharged in a given year, a small change in the number of recidivists can result in a large percentage fluctuation. Juvenile recidivism rates only pertain to Washington County-sentenced criminal convictions.

Absence of maltreatment recurrence



What is it?

All states have child abuse and neglect reporting laws that mandate certain professionals and institutions refer suspected maltreatment to a child protective services agency. In Minnesota, maltreatment is defined as physical abuse, sexual abuse, neglect, and mental injury. A key indicator of a successful children’s services program is the absence of repeated maltreatment. The Minnesota Department of Human Services, in alignment with the federal government, measures the absence of maltreatment recurrence with the percentage of children who did not have a subsequent substantiated maltreatment report within 12 months of their initial substantiated maltreatment report. This includes all child protection reports that are screened in or completed investigations where a maltreatment determination was made.

Why does it matter?

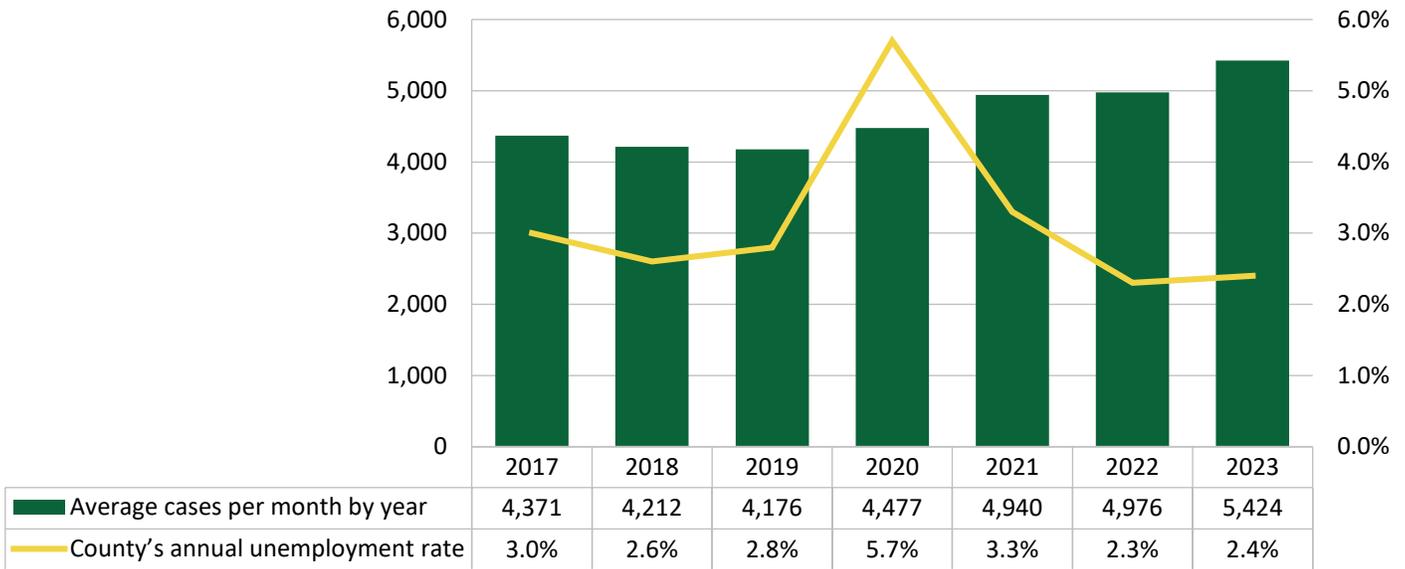
Washington County has the responsibility and authority to assure that children are protected from harm or danger and that children in need of protection receive the appropriate services. Protecting the safety of minor children is an important responsibility and is taken seriously by the county.

What is the data telling us?

In 2023, there were 95 cases with determined maltreatment, a 15.2% decrease from the 112 cases reported in 2022. The data shows Washington County’s outcome for absence of maltreatment recurrence remains above the federal performance standard of 90.9%. The 12-month measure for all children is at 98.9%, with an average of 96.7% since 2017. Statewide performance is at 94.4%, with an average of 93.3% since 2017.

Food support program cases and unemployment rate

Food support cases and unemployment rate



Source: Minnesota Department of Human Services and Minnesota Department of Employment and Economic Development

What is it?

The Supplemental Nutrition Assistance Program (SNAP) is a federal program that provides a food support benefit to low-income eligible individuals and families. Eligibility for SNAP is determined by federally established income guidelines. Benefits are distributed through an Electronic Benefits Transfer (EBT) card.

The unemployment rate is the percentage of individuals actively seeking employment who are not currently in the labor force.

Why does it matter?

To promote health and safety, Washington County administers SNAP as a safety-net program to residents in need of food. SNAP helps individuals and families get access to the food they need for nutritious and well-balanced meals. The gap between the unemployment rate and the number of food support cases is one marker to evaluate if living wages are being earned.

What is the data telling us?

Washington County had seen a slight decrease in the average number of food support cases each year from 2017 until the pandemic began. Over the past 4 years, there has been a steady increase in the number of food support cases per year, while the unemployment rate spiked in 2020 and has leveled back out since then. In 2023, the number of food support cases open per month continued to rise with an average of 5,424 cases per month, representing a 9% increase from 2022. As the pandemic recedes, the economic impact has remained, as seen with food support cases remaining high; in 2023, it reached a 30% increase from 2019.

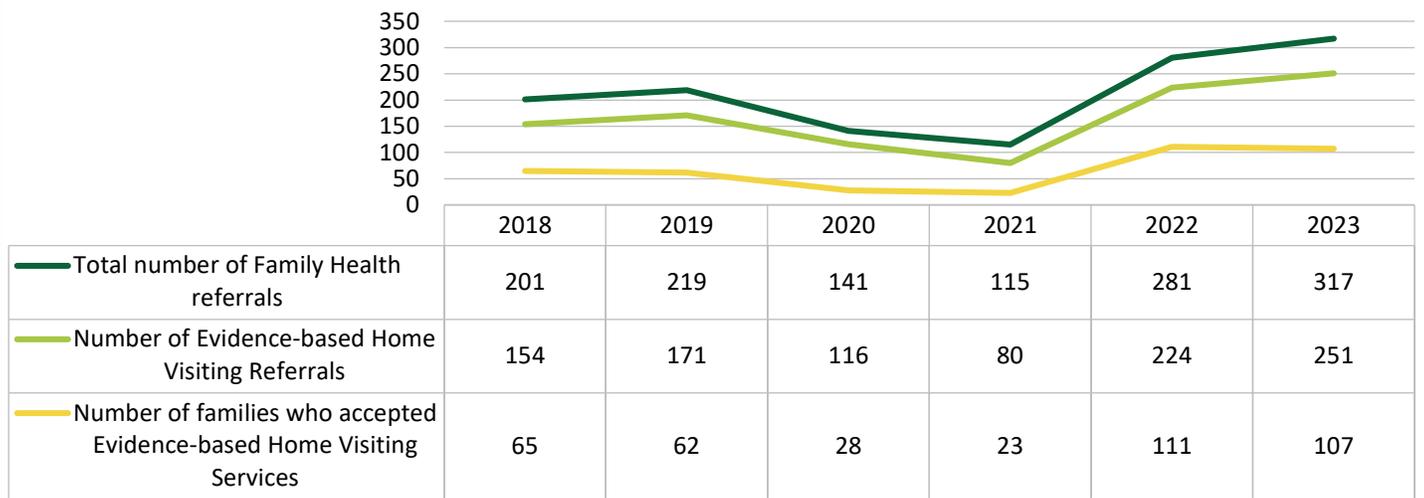
In September 2022, the gross income limit for SNAP eligibility increased from 165% to 200% of the federal poverty line for most households. Increasing the gross income limit for SNAP eligibility did not change the monthly SNAP benefit amount, but rather more Minnesotans became eligible to receive SNAP assistance. While households with an income between 165% and 200% of the federal poverty line are now eligible for SNAP assistance, their benefit amount is lower compared to those households with less income.

According to the Minnesota Department of Human Services (DHS), in 2023, the average monthly SNAP benefit per case in Washington County was \$355.19 and the average monthly benefit per person was \$180.78. The total net expenditure for 2023 was \$23.1 million, representing a 14.5% decrease from 2022. While the number of food support cases continued to increase, the average benefit amount decreased, meaning that there was a reduction in the average benefit needed for SNAP recipients to access the food they need between 2022 and 2023.

The annual unemployment rate in Washington County for 2023 was 2.4%, which is below both the national average of 3.6% and the Minnesota average of 2.8%. The difference in the rate of change between the unemployment rate and the number of food support cases signifies that fewer people are earning family-sustaining wages. 2023 saw an increase in both food support cases and the unemployment rate by approximately the same magnitude, indicating that the rate of people earning family-sustaining wages remained similar to 2022.

Accredited evidence-based home visiting program, Washington County Healthy Families

Accredited evidence-based home visiting program, Washington County Healthy Families 2018-2023



Source: Washington County Public Health and Environment

What is it?

The Washington County Department of Public Health and Environment provides evidence-based Family Health Home Visiting services in the Maternal Early Childhood Sustained Home Visiting (MECSH) model. Prior to implementing the MECSH model in February of 2022, the Department had provided services using the Healthy Families America (HFA) model since 2008. Through the MECSH model, county public health nurses provide sustained nurse home visits to support families who are parenting despite significant stressors. Nurses connect families to local resources and support improved health and mental health outcomes. Occasionally, families are not eligible to enroll in MECSH, but Washington County still offers and provides home visiting services using an evidence-informed approach.

Why does it matter?

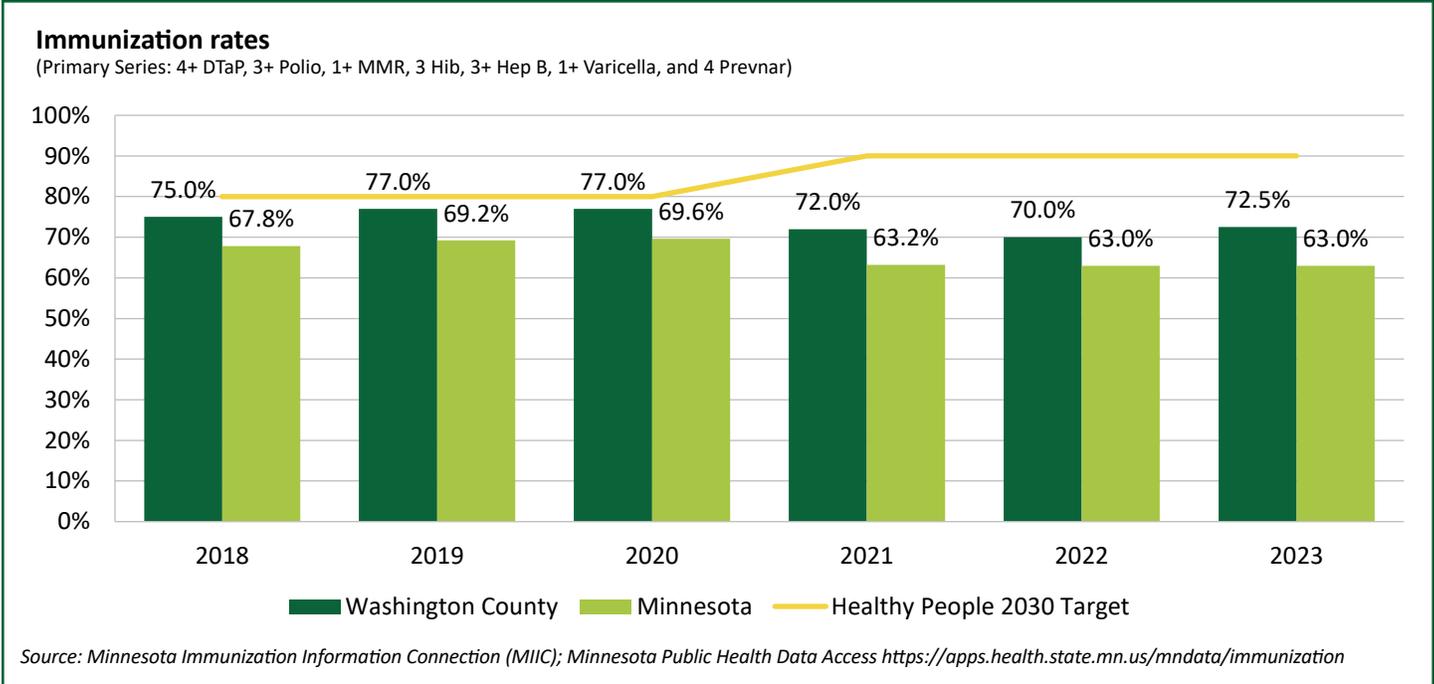
Since the late 1980s, research has shown that when supported by intensive and sustained nurse home visits, families with risk factors for adverse childhood outcomes experience significant benefits. Benefits include: Increased rates of childhood immunizations, improved quality of the home environment, improved parent-child interaction, healthier child development, enhanced family functioning, reductions in subsequent unplanned pregnancies, less reliance on public assistance, and decreases in the rates of child abuse, neglect, and criminal behavior. A review of several national based programs found that evidence-based home visiting can reduce rates of child abuse and neglect by about 20-50%. Locally we are unable to obtain this level of data due to small sample size, potentially identifying participants.

The MECSH model has been shown to improve perinatal health outcomes, increase parents' confidence in parenting, improve parents' self-reported health, and improve parents' experience of parenting, especially among mothers with mental health concerns in the prenatal period. Parents participating in this program also demonstrate an increased knowledge of sleep safety and improvement in parent-child interaction, including bonding and attachment. Benefits for children include improved health and cognitive development and increased breastfeeding duration.

What is the data telling us?

The MECSH model allows the Washington County Department of Public Health and Environment to continue to leverage federal grant dollars, as well as state and local resources, while increasing caseload capacity so that more families may participate in evidence-based home visiting. Through the height of the pandemic, more emphasis was put into engaging and retaining families participating in home visiting rather than on recruitment of new families. In 2022, recruitment efforts resumed with innovative approaches including a social media campaign to increase self-referrals. In 2023, Public Health and Environment received 317 family health referrals, about 40 more than in 2022. Of these, 251 were for the MECSH model, and 107 of those families accepted home visiting services. In the past year, the Family Health Nursing Team has also focused on reaching underserved communities with targeted social media campaigns in Ukrainian, Russian, Vietnamese, and Hmong languages. This data shows the success of renewed recruitment efforts and improved engagement with families in diverse communities.

Immunization rates



What is it?

Life expectancy increased during the 20th century partly due to fewer deaths from infectious diseases in children. Immunizations prevent communicable disease, and vaccines continue to be one of the most cost-effective preventive services available. According to Johns Hopkins Bloomberg School of Public Health, childhood immunization programs save an estimated \$16 for every dollar invested.

Why does it matter?

People of all ages should receive recommended vaccines. Since vaccine-preventable diseases are often more serious in young children, it is particularly important to vaccinate in the first few years of life. Vaccinating children protects them from serious diseases and protects the health of the community. When children receive the full childhood immunization series, those who are too young to be vaccinated and those who cannot be vaccinated for medical reasons are also protected. Vaccination can also help stop or slow the spread of disease outbreaks, as seen during the COVID-19 pandemic when no vaccine was initially available.

What is the data telling us?

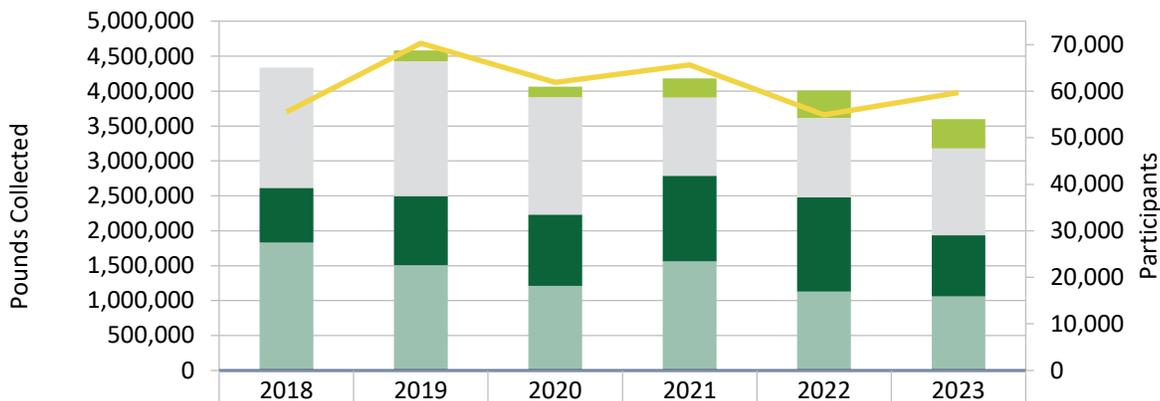
Washington County monitors the percentage of children living in the county who receive vaccines. The vaccine coverage rate in Washington County for 2-year-olds was 72.5% in 2023, higher than the state average of 63%. This was an increase from the previous year. Possible explanations for not fully vaccinating include the notion that the diseases are relics of the past, a general sense that a disease “won’t happen to me or my family”, vaccination access issues, and increasing rates of conscientious objectors to vaccines. Nationally, the number of individuals seeking vaccinations has declined since the COVID-19 pandemic.

To address this, the Department of Public Health and Environment holds four public immunization clinics each month, targeting those who are uninsured or have access issues. They also provide outreach and education to families and medical providers about the benefits of primary health care, immunization schedules, and access to preventative health care. The department also promotes and encourages adolescent and adult vaccinations through these public clinics, outreach, and collaboration with community partners. In 2023, the county promoted funding opportunities to local school districts to reduce possible financial and access barriers to childhood vaccines with the goal of increasing immunization rates.

Vaccine Series: 4-year+ Diphtheria and tetanus toxoids and acellular pertussis, pediatric formulation (DTaP); 3-year+ Polio; 1-year+ Measles, Mumps & Rubella (MMR); Complete Haemophilus influenzae type b (Hib); 3-year+ Hepatitis B (HepB); 1-year+ Varicella (VAR); and Complete Pneumococcal Conjugate Vaccine (PCV, also known as Prevnar)

Household hazardous waste collection

Household hazardous waste, recycling, and electronics collected



Organics		154,950	146,279	273,128	389,406	419,173
Household Hazardous Waste (lbs)	1,718,994	1,930,637	1,683,416	1,123,098	1,142,370	1,245,621
Recycling (lbs)	785,774	987,941	1,022,520	1,225,412	1,347,048	874,528
Electronics Waste (lbs)	1,829,577	1,509,028	1,208,919	1,560,261	1,128,407	1,058,943
Participants	55,537	70,296	61,895	65,610	54,869	59,707

Source: Washington County Public Health & Environment

What is it?

The Washington County Environmental Center (WCEC) in Woodbury collects Household Hazardous Waste (HHW) including common materials such as aerosols, cleaners, electronics, paints, and solvents. When HHW or other materials are improperly disposed of they can contaminate the soil or water supply, waste valuable resources, and pose a serious health threat to people and the environment.

Why does it matter?

The WCEC provides a safe way for residents to dispose of HHW, recyclables, food scraps, and electronics. In 2023, the WCEC diverted more than four million pounds of material through collection activities at the county facility and six collection events located in the northern part of the county. The WCEC improves safety at the Recycling and Energy center by keeping hazardous materials out of the solid waste stream, making it safer for processing.

What is the data telling us?

The WCEC helps protect public health and the environment. The majority of collected materials are reused or sent for recycling, with a small percentage being incinerated, keeping toxic materials out of the trash, preventing soil or water contamination, and protecting citizens from harmful exposure.

The WCEC also...

- Saves residents money through its Free Product Room, which offers usable products to residents for free and helps lower disposal costs. In 2023, the Free Product Room gave away over 730,000 pounds of items like paint and cleaners with an estimated retail value of \$1.4 million dollars.
- Collects recyclables including paper, plastic bags, string lights, scrap metal, and plastic yard signs. In 2023, the WCEC held six confidential paper shredding events, destroying and recycling nearly 100 tons of personal documents.
- Collects food waste and diverts organic material from the Recycling and Energy Center and converts it into a usable product. In 2023, the program received 437,743 pounds of food scraps.
- Manages the county yard waste program. Collecting yard, garden, and tree waste from residents provides a legal alternative to throwing it the garbage or burning it. In 2023 the Northern Yard Waste site collected over 4,556 tons of yard waste.

The Washington County North Environmental Center, located in Forest Lake, will open in the fall of 2024. The addition of this facility is expected to increase the diversion of materials in Washington County.

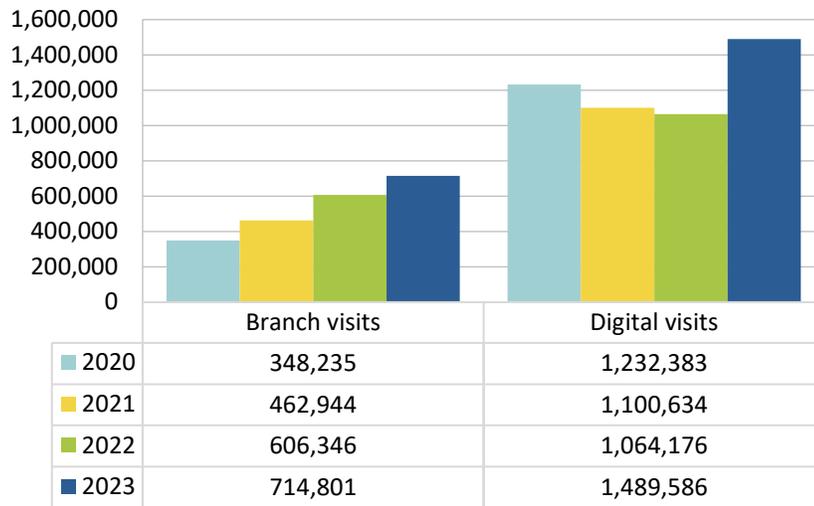


Providing Accessible, High Quality Services

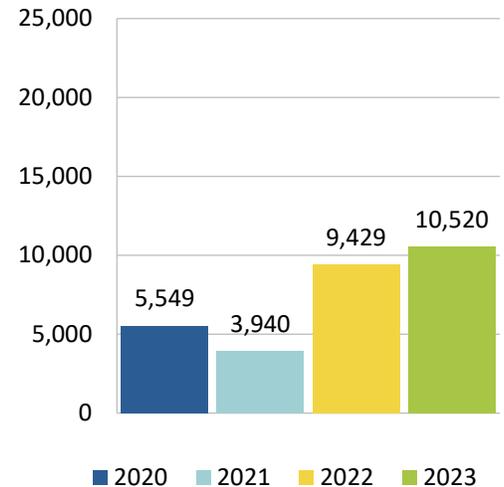


Library visits

Library branch and digital visits



Library community engagement interactions



Source: Washington County Library

What is it?

The Washington County Library provides various ways for residents to access its collections and resources, including visiting its seven branch locations, using digital and online services, and participating in community events. By connecting with residents at library branches, online, and in the community, the library can meet residents where they are to expand access to information, technology, and educational opportunities for everyone in Washington County.

Why does it matter?

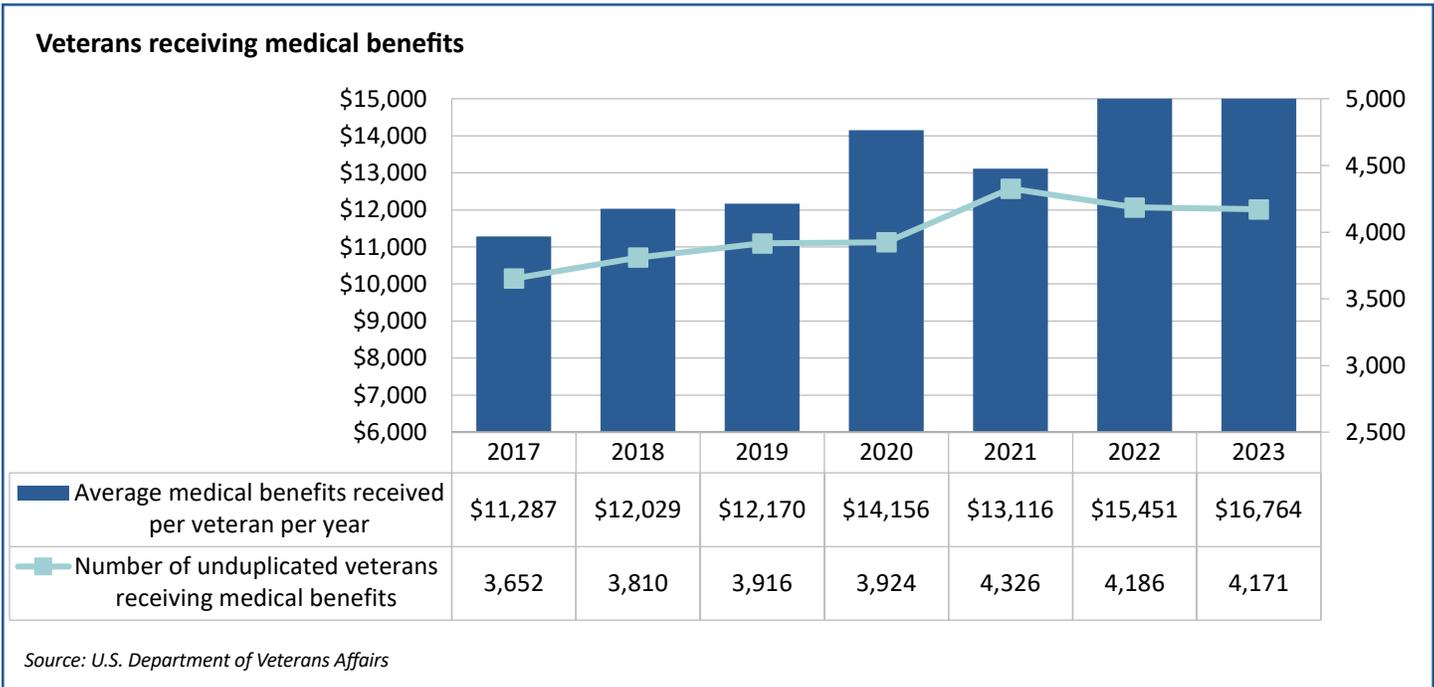
Library visits are tracked to identify how residents access library services. The changing nature of how residents use the library influences the way Washington County offers services and helps inform how the library might adapt to meet the future needs of the community.

What is the data telling us?

In 2023, there were 714,801 in-person visits to Washington County Library branches. People visited the library's online catalog, website, databases, and social media nearly 1.5 million times. Additionally, library staff educated 10,520 community members about library and county services while providing outreach at events throughout Washington County. Visits to Washington County libraries, especially in-person visits to branches, continued to increase, showing a progression towards pre-pandemic traffic levels. With the resumption of many community activities, staff also increased their community outreach across the county.



Veterans Service Office (VSO) and veterans receiving medical benefits



What is it?

Veterans living in Washington County may be eligible to receive various benefits including medical, disability compensation, Dependency and Indemnity Compensation, Veterans/Survivors Pension, burial benefits, life insurance, military records, vocational rehabilitation, home loans, and education. The chart shows how many veterans are receiving medical benefits in Washington County and the average amount of benefits per veteran receiving medical benefits per year.

Why does it matter?

The Washington County Veterans Service Office provides responsive, timely, accurate, and compassionate assistance to veterans, their dependents, and survivors in applying for federal, state, and local benefits. In recognition of their service to the nation, the county acts as their advocate. The county works with the U.S. Department of Veterans Affairs (VA), the Minnesota Department of Veterans Affairs, nationally chartered Veterans Service Organizations, and local organizations to ensure Washington County veterans, their dependents, and survivors get the benefits they have rightfully earned. To meet the growing demand for services, the county provides veterans with the opportunity to meet face-to-face with a Veterans Service Officer at three service centers.

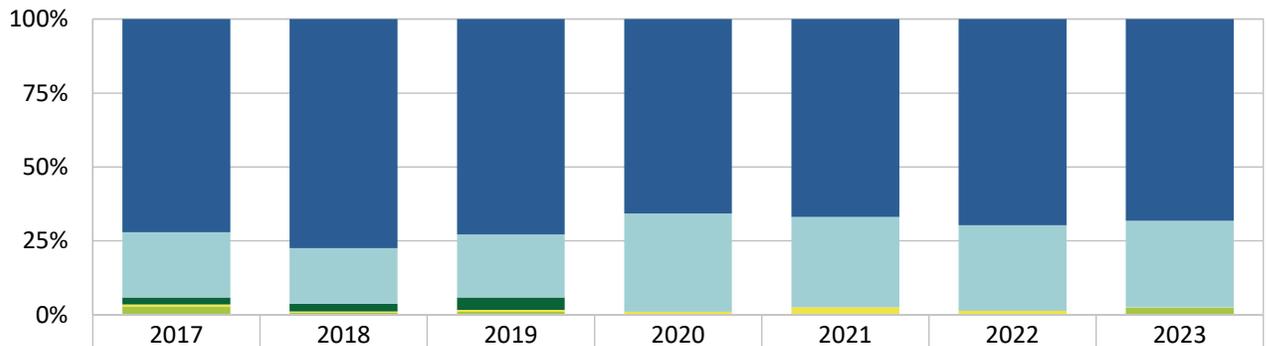
What is the data telling us?

The number of veterans seeking medical benefits from the VA has slightly decreased by 0.4% from 2022 to 2023. However, in 2023, veterans living in Washington County received an average of \$16,764 worth of medical benefits, an 8.5% increase from 2022. The average amount of medical benefits received per veteran has increased 48.5% since 2017, representing a continued increase in the need for medical benefits and the rising cost of health care.



Park visitor satisfaction

Park visitor satisfaction



	2017	2018	2019	2020	2021	2022	2023
Very Satisfied	72.0%	77.4%	72.8%	65.0%	66.9%	69.7%	68.2%
Satisfied	22.1%	18.9%	21.3%	33.0%	30.6%	28.9%	29.2%
Neutral	2.4%	2.6%	4.2%	0.0%	0.0%	0.0%	0.0%
Dissatisfied	0.7%	0.4%	0.7%	1.0%	2.0%	1.4%	0.2%
Very Dissatisfied	2.8%	0.7%	1.0%	0.0%	0.5%	0.0%	2.4%

Source: Washington County Park Visitor Survey

What is it?

Washington County conducts annual surveys of county regional park users to assist in determining if parks programs and services are accessible, timely, and of high quality. In 2023, 145 park users completed a Park Visitor Survey, which is a decrease from a higher response rate in 2022. The survey method implemented in 2020 takes advantage of new electronic survey tools and allows for a broader scope of connections with park users. The survey asked visitors to provide feedback on the quality of programs, services, and facilities.

Why does it matter?

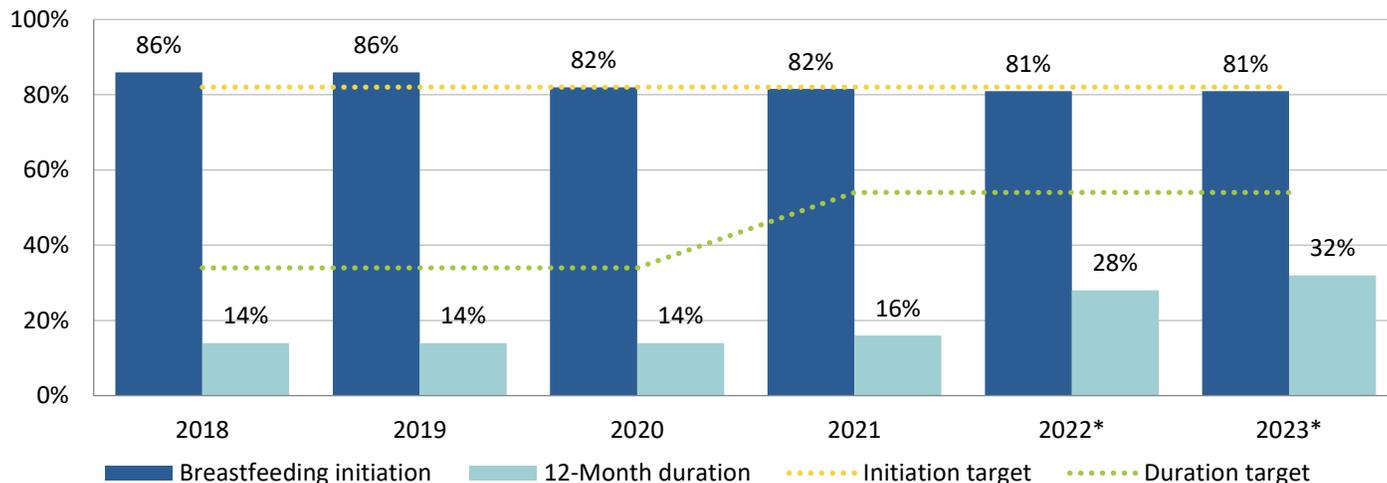
Washington County uses the feedback gathered from the Park Visitor Survey to assess and improve its programs, services, and facilities.

What is the data telling us?

The survey responses show that visitor satisfaction, as it relates to individual experiences at specific parks, is overwhelmingly positive. Nearly 98% of all respondents indicated they were either very satisfied or satisfied with their experience in the park they visited that day. High satisfaction correlates to a visitor’s perception of high value in Washington County Parks. Because parks, trails, and open spaces are often indicators of a high quality of life in a community, high user satisfaction within the park units suggest visitors consider the Washington County Parks to be contributing to the county’s high quality of life. The 2023 visitor satisfaction rating continues the trend seen from 2010, when use surveys like this were first implemented by Parks, that shows visitor satisfaction has remained consistent over more than a decade. Hiking/walking was by far the most noted activity for the park visit from respondents, with horseback riding, biking, boating, and swimming rounding out the top five activities.

Women, Infants, and Children (WIC) breastfeeding rates

WIC clients breastfeeding initiation and 12-month duration



*Note: 12-month data includes an updated Healthy People 2030 initiative definition of moms fully and/or mostly breastfeeding.

Source: Washington County Public Health & Environment

What is it?

Washington County's Women, Infants and Children (WIC) program helps families eat well and stay healthy. Breastfeeding education, promotion, and support are central to the WIC mission to improve maternal and child health. The program provides essential nutrition and breastfeeding counseling to pregnant women, infants, and children up to age 5 who meet eligibility guidelines. Through individual counseling and nutrition assessments, WIC empowers families to make informed choices that contribute to their overall health and well-being.

Why does it matter?

Breastfeeding from birth is associated with numerous health benefits for both infants and mothers. Research demonstrates that breastfeeding facilitates maternal recovery from childbirth and contributes to improved infant immunity and reduced risk of long-term diseases. The Healthy People 2030 initiative (HP2030) emphasizes the importance of sustaining breastfeeding for at least 12 months, with the goal of reaching 54.1% of infants nationally who receive some amount of breastmilk throughout their first year. Achieving this goal not only enhances individual health outcomes but also contributes to broader public health objectives, including reducing healthcare costs and promoting maternal and child well-being.

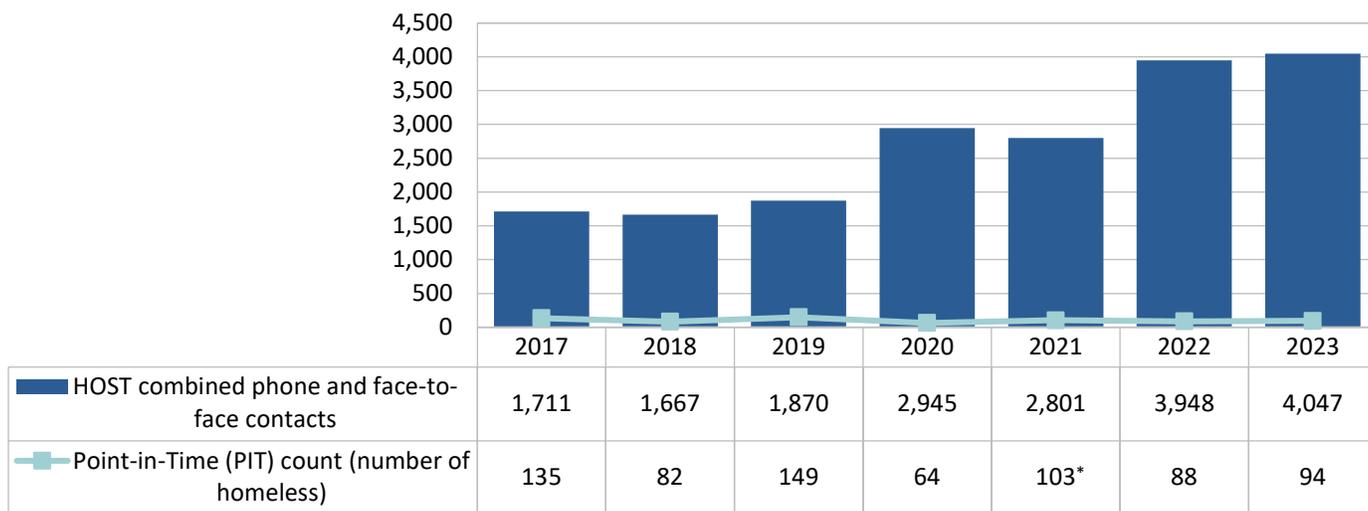
What is the data telling us?

In 2023, Washington County's efforts to promote breastfeeding initiation continued to show promise, with the breastfeeding initiation rate remaining steady at 81%. While slightly below the HP2030 goal of 82%, this reflects the county's ongoing commitment to supporting families in their breastfeeding journey from the very beginning. Additionally, focusing on improving breastfeeding duration rates has yielded positive results, with the 12-month breastfeeding duration rate increasing to 32%. Although still below the HP2030 goal of 54.1%, this upward trend signifies progress.

Factors influencing duration rates, such as maternal employment and access to medical support, continue to be areas of focus for the WIC program. To address these challenges, the program has implemented strategies such as promoting breastfeeding education for WIC clients, providing prenatal and postpartum support, and ensuring all WIC staff are trained as Certified Lactation Consultants/Specialists. Furthermore, collaboration with hospitals, clinics, and local and state breastfeeding coalitions underscores the county's commitment to advocate for sustainable support for working breastfeeding mothers and foster community acceptance of breastfeeding as the norm.

Homeless outreach services

Outreach contacts and number of people experiencing homelessness



*Note: *The 2021 count only includes hotel numbers due to the COVID-19 pandemic.*
Sources: Washington County Community Services and Minnesota’s Homeless Management Information System

What is it?

The Homeless Outreach Services Team (HOST) is the county’s point of access for individuals and families experiencing homelessness or at risk of becoming homeless. Access to HOST services includes a phone line for housing-related assistance and outreach in the community. HOST partners with county Navigators at service centers to assist those seeking services during walk-in hours. The team is staffed by social workers trained to help navigate program eligibility and resource availability.

The Point-in-Time (PIT) count is an annual calculation of people experiencing homelessness on a specific night in January each year and is mandated by the U.S. Department of Housing and Urban Development. These are households that were either without shelter, residing in an emergency shelter, or doubled up with family or friends due to no housing option of their own. Volunteers and county staff count and survey as many people as possible, depending on the weather and availability, who are experiencing homelessness on the designated night.

Why does it matter?

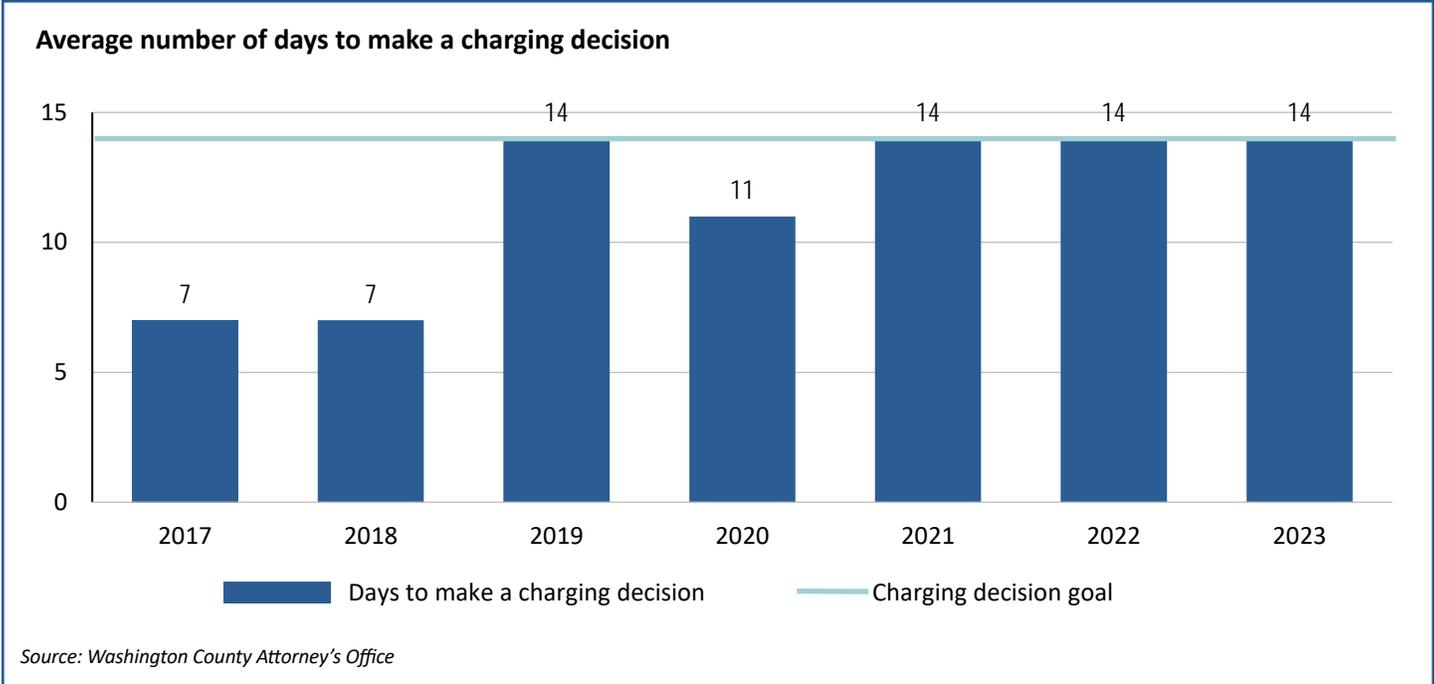
Homelessness is more than just not having a place to live. It can lead to difficulty maintaining employment, managing family obligations, and caring for personal health and safety. The data presented reflects the need that exists within the county around this issue. Although homelessness is not typically as visible in suburban counties as urban areas, the data identifies that there are individuals and families experiencing housing instability within Washington County. The PIT count attempts to illustrate how many residents are experiencing homelessness on a given night in the county.

What is the data telling us?

The number of combined phone and face-to-face contacts served by the outreach team is the best indicator of the demand for housing and homelessness services. In 2023, the HOST had 4,047 contacts, which is the largest number of people seeking service in the last seven years and continues the trend of increasing every year. Although the county is not mandated to provide homeless services, these are core services, and the data indicates there is a high need for these services based on use.



Criminal charging turnaround time



What is it?

Turnaround time for criminal charging is an important measure for Washington County because the decision to initiate a criminal prosecution impacts public safety and the lives of victims, witnesses, and suspects within the county. The current policy requires that a charging decision be made within 14 days of receiving a case when a defendant is not in custody. If a case involves a victim who is endangered, the decision should be made immediately. All domestic abuse, child abuse, elder abuse, sexual assault, and homicide cases are priority cases, and a decision is to be made as quickly as possible, but no later than 14 days after receiving the case.

Why does it matter?

In 2023, the Washington County Attorney's Office again met its goal of 14 days or less to make a charging decision with a yearly average of 14 days. Averages can fluctuate with an increase in cases submitted, and can also be affected by outside factors, such as a need to request additional information to make a charging determination. The office continues to generate decisions in a timely manner, thanks to greater efficiency and teamwork with community partners.

What is the data telling us?

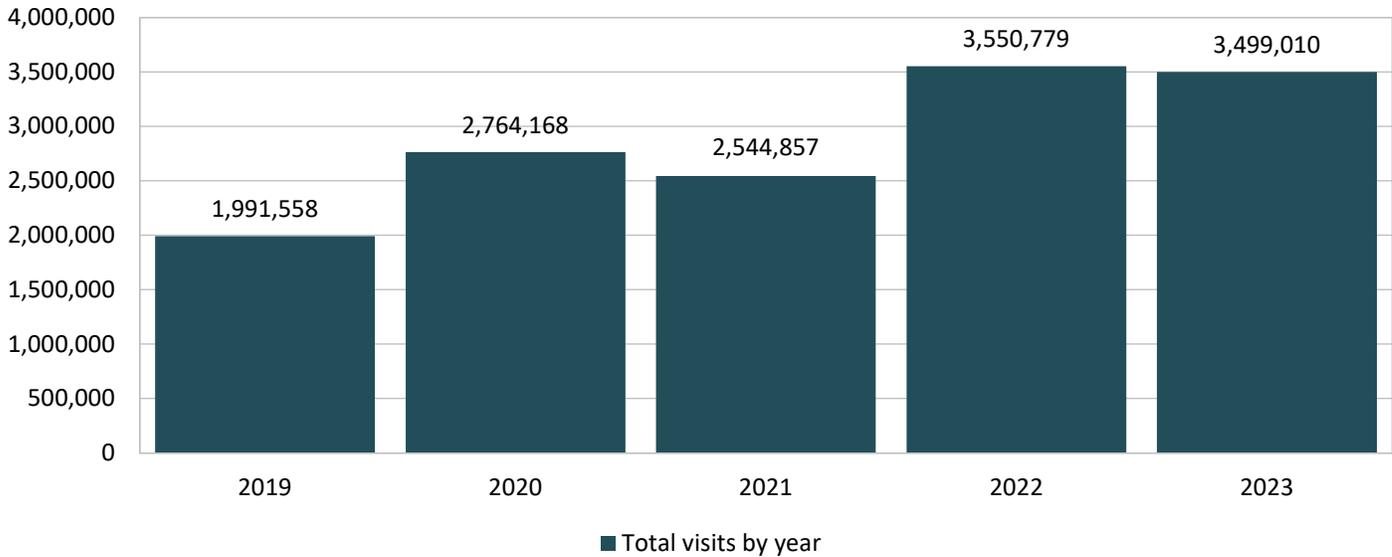
This specific measure determines how long it takes the Washington County Attorney's Office to decide whether a criminal complaint should be filed once it receives a criminal investigation from a law enforcement agency. This year's data shows that although the average continues to remain within the goal strived for, the office should stay focused on continuous improvement. It is essential to continue evaluating processes and procedures to determine whether those cases that adversely affected the average were due to issues outside of the office's control or if there needs to be additional adjustments to maintain an average consistent with current office policy standard.

Addressing Today, Planning for Future



Communication: County website

Website visits



Source: Washington County Office of Administration

What is it?

Washington County seeks the most effective ways to communicate with the public and to listen to their feedback. The website is one of the key communications tools used to keep the public informed about county news, services, and programs. It is important for maintaining public trust and ensuring government transparency.

Why does it matter?

The website serves as a central hub for information and resources for residents. When residents are well-informed, they can better engage in local government and participate in county programs and services. Advances in technology have improved and transformed how Washington County communicates with residents.

What is the data telling us?

On average in 2023, more than 290,000 visits were made to the county's website each month with residents seeking information about libraries, parks, road construction, voting, and other services provided by the county.

The growth in total views on the county's website over the past five years indicates a significant increase in public interest and engagement with our services and information. By monitoring metrics like total website visits, we can assess the effectiveness and relevance of the information we share. This insight allows the county to tailor its messaging to better reach the community.

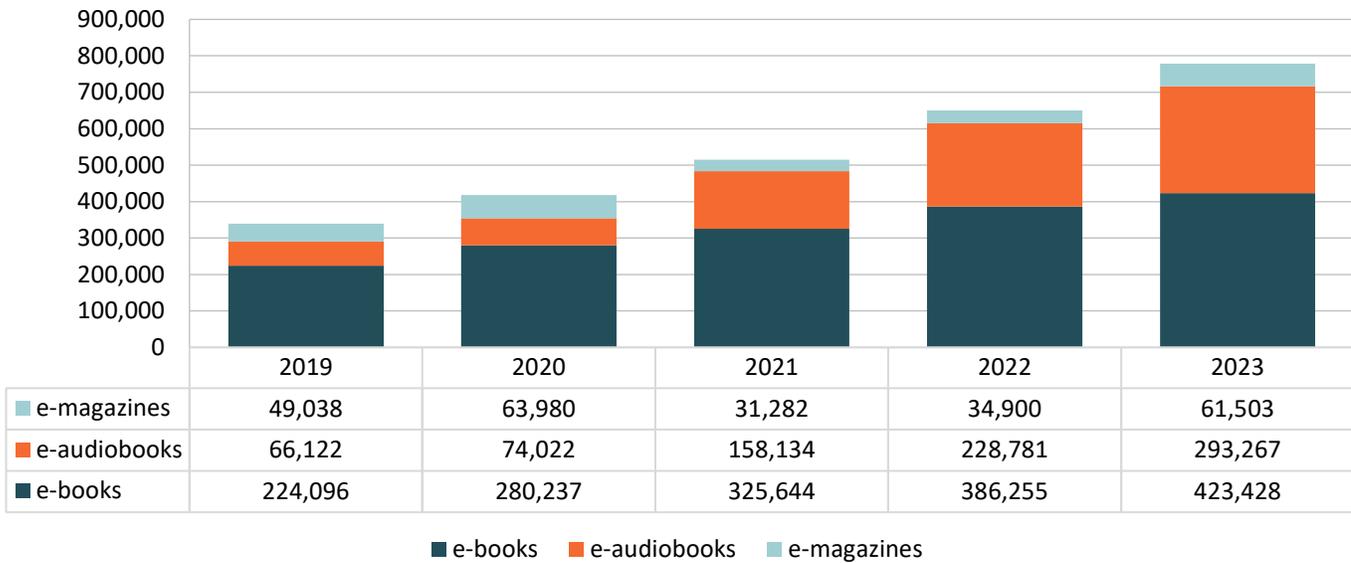
Residents may sign up for e-newsletters and e-notifications through the website to receive news and updates, events reminders, meeting agendas and minutes, and more. These e-newsletters and e-notifications continue to gain subscribers.

County Board meetings are live streamed on the website, allowing residents to watch from their devices in real time. They can also watch an archived meeting at their convenience.



Library digital circulation

Library digital circulation



Source: Washington County Library

What is it?

The Washington County Library offers many materials through digital checkout, including e-books, e-audiobooks, and e-magazines. Residents may access the library's digital collection from outside the library using various devices. These materials grew in popularity during the pandemic when many residents could not visit the library, and use has steadily grown since then due to the collection's convenience and wide variety of titles.

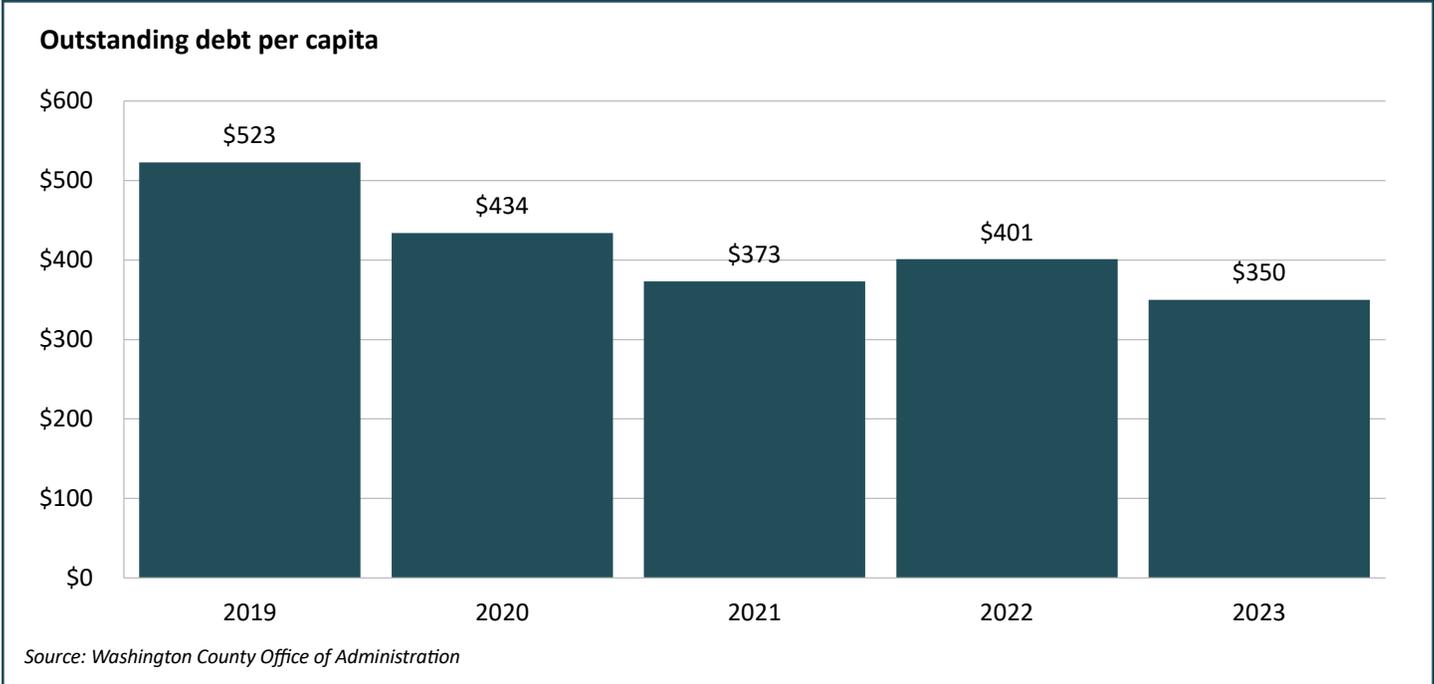
Why does it matter?

Digital materials are an important way that the library increases residents' access to resources. This collection is always available and can be accessed from outside the walls of the library. The materials are often adaptable in ways that physical materials are not. For example, the font and text size of e-books can be adjusted to support readers with dyslexia or visual impairments.

What is the data telling us?

In 2023, the library circulated 778,198 digital items: 423,428 e-books, 293,267 e-audiobooks, and 61,503 e-magazines. This follows a steady increase in digital checkouts over several years. In 2019, digital checkouts were 15% of total circulation. In 2023, they had increased to 28% of overall circulation.

Outstanding debt per capita



What is it?

Washington County borrows money by selling bonds to fund large projects like road improvements, park upgrades, and building new county facilities. This is similar to a resident taking out a mortgage to buy a house or pay for major repairs and then paying it back over time. As the county grows, there's a greater need to construct and maintain roads, trails, and parks, which people use for recreation. The county's approach to borrowing money helps keep property taxes stable, so they don't change drastically from year to year.

Why does it matter?

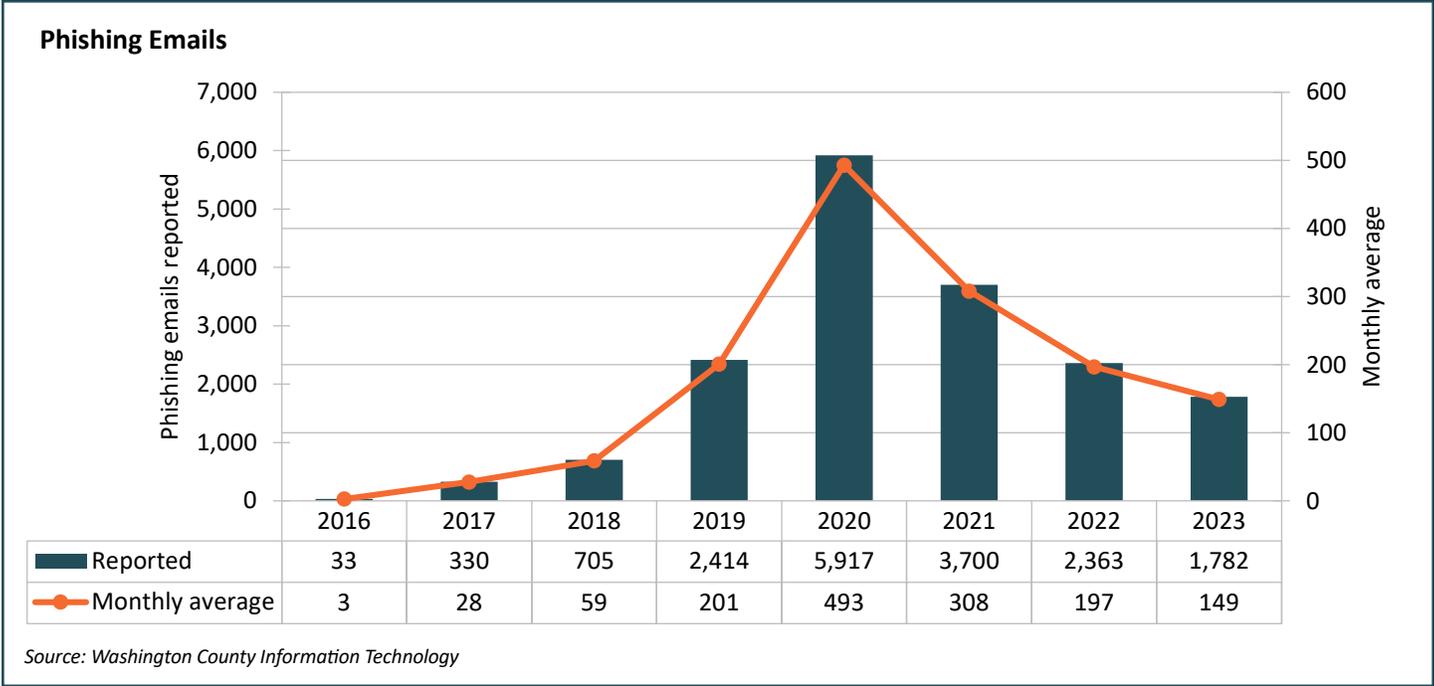
Tracking the county's debt levels helps residents understand how the county finances its major projects. The county has set a debt limit that is lower than what state law allows to ensure the responsible use of taxpayer money. By using debt, the county makes sure that the people who benefit from long-term projects help cover some of the costs.

What is the data telling us?

The county's outstanding debt decreased from \$109 million in 2022 to \$98 million in 2023. This means each person's share of the debt dropped by \$51. Overall, the debt has been decreasing, with a reduction of more than \$38 million from 2018 to 2023, which is about \$138 per person.

The reduction in debt per capita is the result of decisions made by the county board over the past five years to transition to pay-as-you-go for a portion of its capital needs and the implementation of a local sales tax for transportation projects. The board's goal is to not eliminate debt as a capital funding source, but rather to reduce the reliance on debt and reduction of the amount of interest paid on county debt.

Phishing Emails



What is it?

Phishing is a type of cyberattack that aims to steal sensitive data by deceiving people into revealing sensitive information about themselves or an organization. These attacks come from scammers disguised as trustworthy sources in email, telephone and text messages to facilitate access to all types of sensitive data. That information is used to illegally gain access to a person’s or organization’s banking and credit card details, applications, or computers that can result in identity theft and financial loss. With each passing year, bad actors are creating phishing attacks that are more sophisticated and harder to detect.

As technologies evolve, so do cyberattacks. Washington County Information Technology is continuously blocking, monitoring, and collecting information on phishing emails targeting county employees.

Why does it matter?

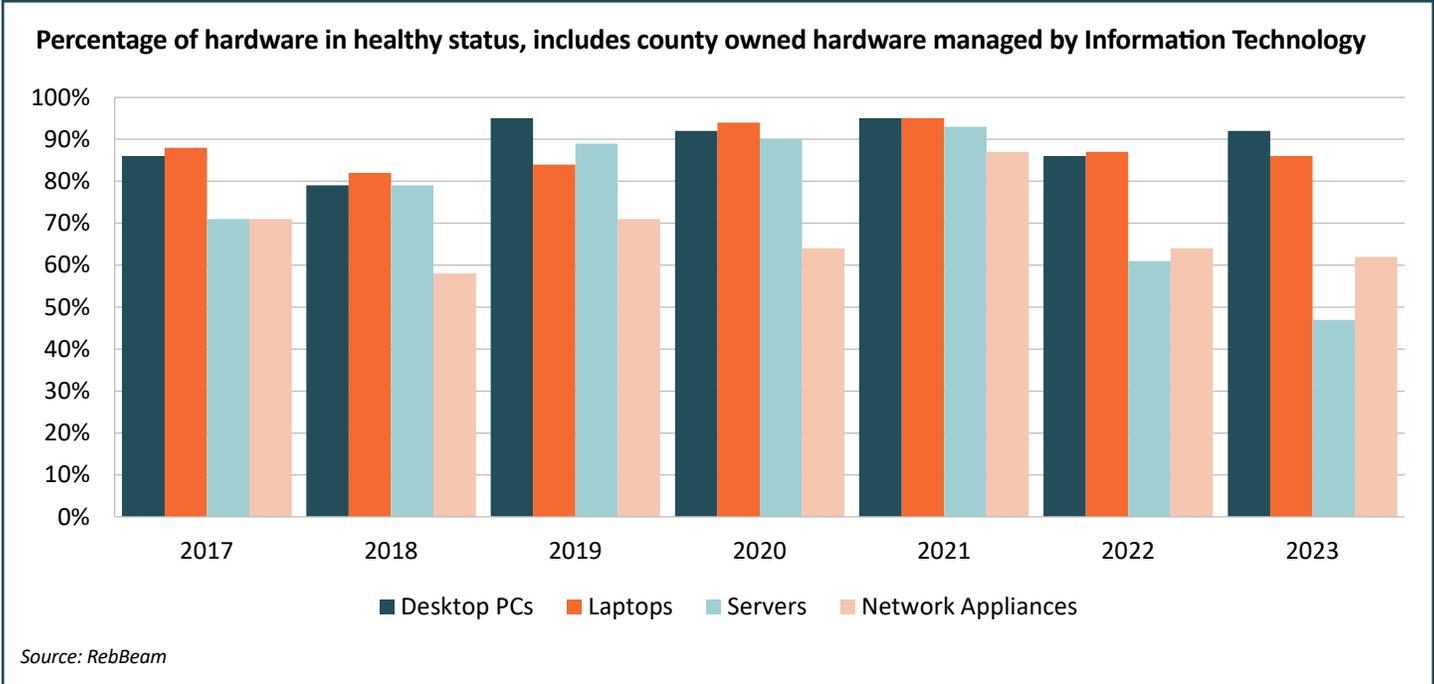
The sophistication of phishing attacks nationwide continues to rise each year. In the United States, it is estimated that 90% of successful cyber-attacks start with email phishing, which continues to be lucrative for attackers. In 2023, local governments continued to be targeted, resulting in costly data breaches and malware attacks. To protect against these threats, Washington County Information Technology has put in place several layers of security technology tools, procedures, and awareness programs as well as training to safeguard county information and ensure the safety of Washington County employees.

What is the data telling us?

The number of phishing emails reported by Washington County employees since 2019 is considerably higher than in previous years. Phishing and scam activity increased over 94% between 2019 and 2020 but has slowly decreased since then. This spike in phishing email attacks in 2020 and 2021 was likely due to more employee remote work during the COVID-19 pandemic. The decrease suggests that the county’s security measures are working to filter these emails before they reach employees. These security efforts have been successful to date as Washington County Information Technology continues to evolve and stay ahead of domestic and international security threats.

Reported phishing emails have steadily declined since 2021 but have not yet reached the low levels observed prior to 2019. As security tools continue to improve, the expectation is that automation will continue to block phishing related emails, and the numbers will continue to decline.

Technical hardware in healthy status



What is it?

Washington County proactively manages its computing infrastructure and replaces technology components to ensure that a healthy, secure, stable, and reliable computing environment is maintained. The county’s Information Technology (IT) hardware infrastructure consists of desktop, laptop, and tablet computers; monitors; mobile devices; servers; storage devices; network routers; firewalls; and network switches.

Why does it matter?

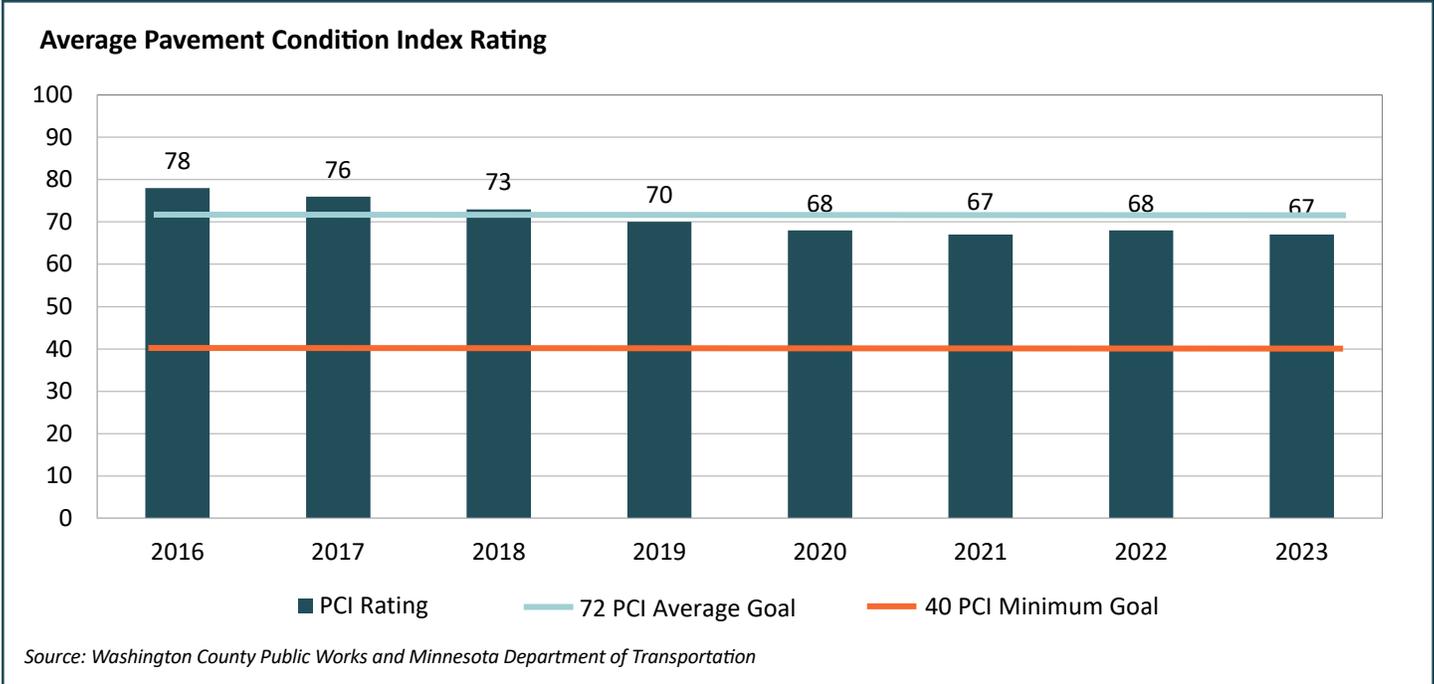
Information Technology follows industry standard lifecycles to ensure optimal performance and cost effectiveness. These lifecycles are based on the Total Cost of Ownership (TCO) of the device considering the direct costs of purchasing the device and the indirect costs for supporting and operating it over time. Based on research for the average enterprise, the initial purchase cost of a device represents 15% or less of the overall TCO, with most of the cost resulting from the support and operation of the device over its lifecycle.

Each year, the county determines whether to extend the use of equipment beyond its recommended lifespan, balancing the lower upfront costs against the increased support costs, which are estimated at 20% higher for each additional year.

What is the data telling us?

The healthy status target for desktop and laptop computers has slightly decreased due to the increase in hardware and the shorter lifecycle for laptop devices. IT staff are working closely with departments to prioritize which items are most critical for replacement. The healthy status target for servers decreased because of staff shortages and the need to keep older applications on older systems operational while staff worked to transition systems to cloud environments or new server hosts. A slight upturn in both server and network health should occur in 2024, if all vacant IT positions are filled. Information Technology will continue to implement new technologies that provide increased resilience, add flexibility, and improve security in response to the county’s increasing data storage needs.

Pavement Condition Index (PCI)



What is it?

Washington County monitors every section of its highways using a system that rates the road surface quality. This rating, called the Pavement Condition Index (PCI), ranges from 0 to 100. Keeping highways in good condition is important because it improves driving comfort and helps roads last longer.

Tracking the PCI and identifying highways that fall below the minimum threshold is done to determine the effectiveness of the pavement preservation program and the adequacy of funding resources.

Why does it matter?

Analyzing the data provided by these sources allows the county to take a comprehensive look at the system, identify roadway segments in need of maintenance/repair, and determine the best strategies to maintain and improve the condition of the roadways. The goal is to maintain the overall system at a PCI of 72 or greater, with a minimum PCI of 40. Using an average goal (72) and a minimum goal (40) helps to ensure that, overall, the county roads are in good condition.

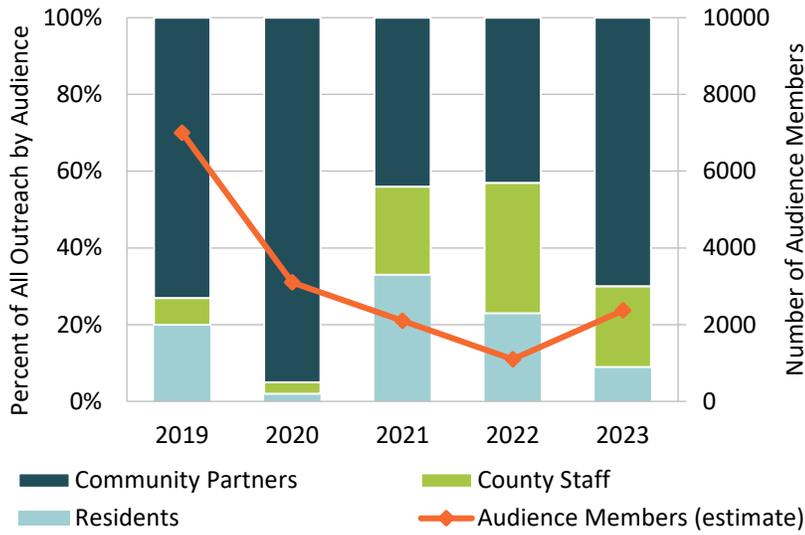
What is the data telling us?

In 2023, the overall system had a PCI of 67, which is slightly below the average PCI goal of 72. About 23 miles of highway, or 8% of the county's highway system, had a PCI of 40 or below, indicating those highways need attention.

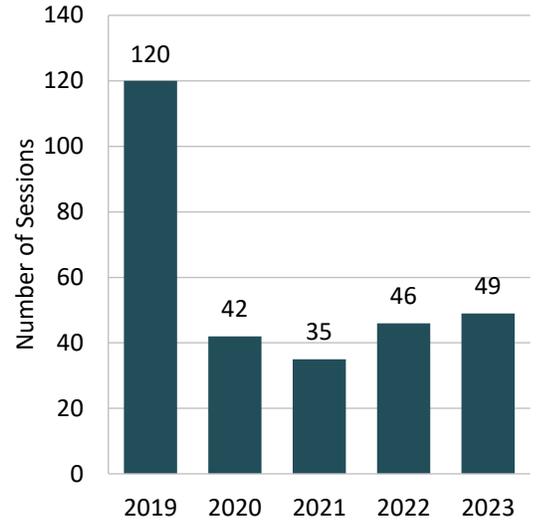
The two primary factors that have been influencing the PCI (year-to-year) are the cost of bituminous/pavement and the amount of funding in the pavement preservation program. While funding has been increasing for both pavement preservation and road construction projects, cost increases have been outpacing those funding increases.

Community outreach in Attorney's Office

Community outreach through training and education



Teaching/training sessions



Source: Washington County Attorney's Office

What is it?

The goal of outreach is to keep Washington County residents, staff, and community partners - like law enforcement agencies, attorneys, educators, and professional state organizations - informed on current issues and concerns affecting the county and the rest of Minnesota. All of Washington County benefits from community partners and residents staying educated on the latest laws, regulations, and trends.

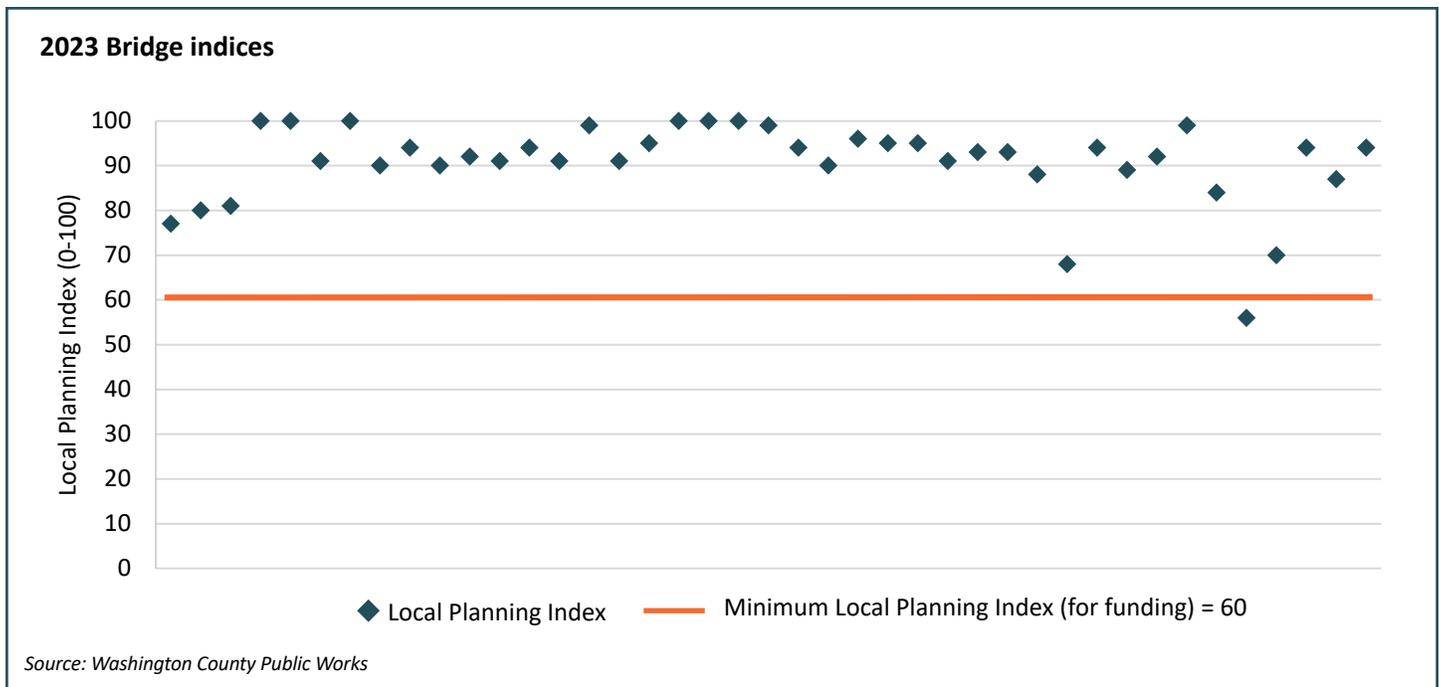
Why does it matter?

In 2023, trainings were presented on topics including fraud, addiction and recovery, legislative updates, civil commitments, crime prevention, self-care, law enforcement training, child protection, mental health, and many others. The office's commitment to providing quality training not only helps staff do a better job in providing legal services to the county, but also informs the community and adds to the overall awareness and safety of the residents of Washington County.

What is the data telling us?

For 2023, the Washington County Attorney's Office reached over 2,372 audience members through 49 teaching/training sessions, a substantial increase from the previous year. The office has been able to provide both in-person and virtual trainings, creating an increased opportunity to cover many traditional training topics as well as introduce new ones. Staff continue to work to increase outreach numbers to match or surpass those prior to the pandemic by adapting the delivery and frequency of trainings offered.

Local planning index for/of bridges



What is it?

The Local Planning Index (LPI) considers the probability and consequence of a bridge failure. LPI uses a risk-based concept, measuring the likelihood of bridge failure (based on its condition) against the consequence of failure (service interruptions). By using risk assessment, the LPI helps to avoid service disruptions, improve safety, plan maintenance/repairs/replacements, and spend budgets more wisely. The LPI uses a scale of 0 to 100.

Bridges are inspected on a routine basis and an index is developed based on the condition of the bridge. The county uses a web-based system to document the condition of bridges on county roads or under county bridge inspection responsibility and reports the results to the Federal Highway Administration.

Why does it matter?

Maintaining bridges that are functionally and structurally adequate is important to residents. Bridges with a planning index of less than 60 are eligible for up to 80% funding with Federal Bridge funds. Bridges with a planning index of less than 60 that are on the State Aid System (blue pentagon route marker) are eligible for State Bridge funds up to 50%, and those bridges not on the State Aid System (square black-on-white route marker) are eligible for State Bridge funds up to 100%. Funds may be used for rehabilitation and reconstruction.

An LPI rating less than 60 does not imply that the bridge is unsafe; however, bridges with low LPIs typically require significant maintenance and repair to remain in service and eventual rehabilitation or replacement to address deficiencies.

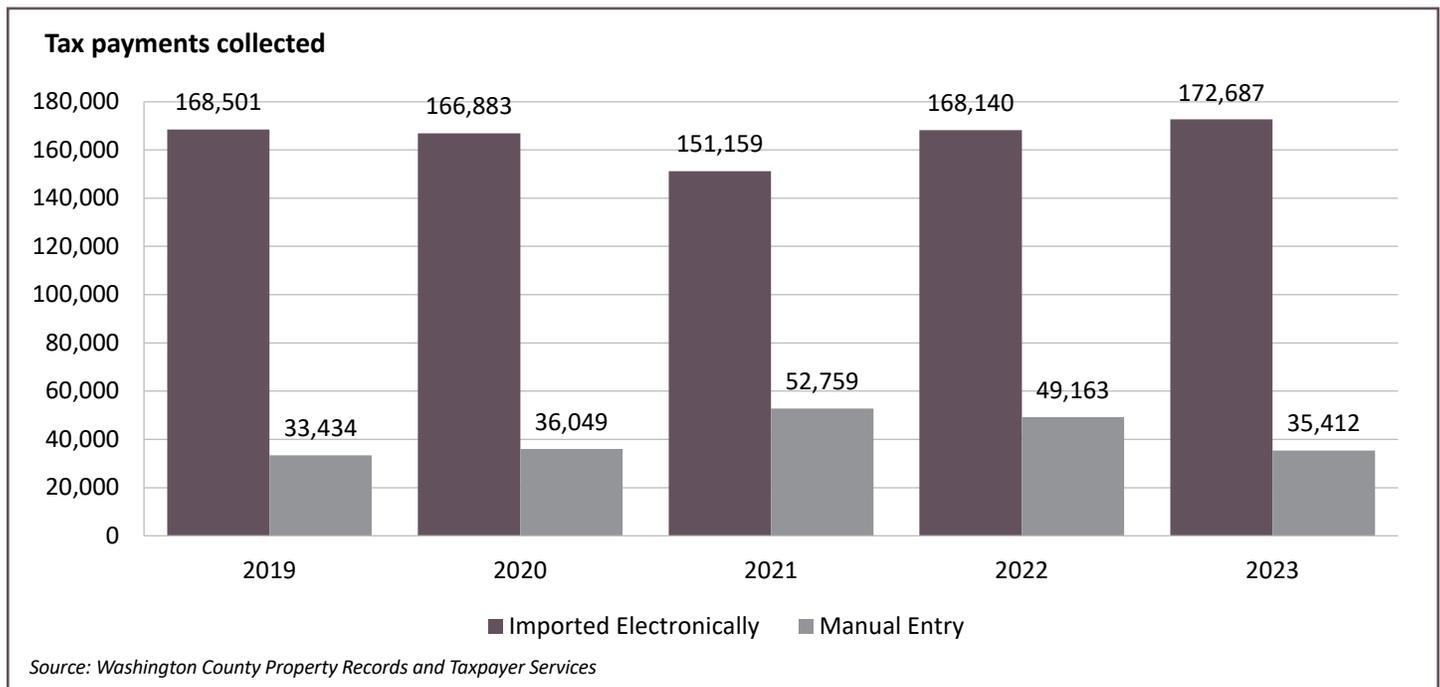
What is the data telling us?

Washington County inspects 44 bridges, including those owned by other jurisdictions that the county is mandated by state statute to inspect. Of these bridges, 25 are culverts (with a minimum 10-foot span), three are railroad bridges that pass over county or township roadways, three are Department of Natural Resources-owned bridges that carry trails over county roadways, one is a privately owned golf club bridge that crosses over a county roadway, and five are owned by townships. There are an additional four bridges that are county-owned and maintained but inspected by the Minnesota Department of Transportation (MnDOT) as they cross MnDOT trunk highways. All bridges under the county's jurisdiction are in good condition with no posted load restrictions.

The county currently has one bridge with an LPI of less than 60. This bridge is located on County State Aid Highway 5 just south of Trunk Highway 95 and is programmed for replacement within the next three years.

Maintaining Public Trust

Property tax payments



What is it?

Taxpayer Services annually processes more than 200,000 property tax payments, totaling more than \$600 million in 2023.

Why does it matter?

Property taxes are a major source of revenue for the county as well as the cities, townships, school districts, and special taxing districts within the county. Processing property tax payment transactions efficiently and accurately is essential. Implementing ways to process transactions electronically decreases processing time and reduces potential errors made during manual entry.

What is the data telling us?

Washington County receives property tax payments in various ways and has implemented systems that make it possible for many payments to be processed electronically. The number of payments able to be processed this way continues to increase, reducing the amount of manual entry needed.

Lenders and companies submit payment files that are processed electronically. Of the 208,099 total tax payments collected in 2023, over half (111,702 or 53.7%) were from lenders and companies, up 1.8% from 2022 and 14.7% from 2016.

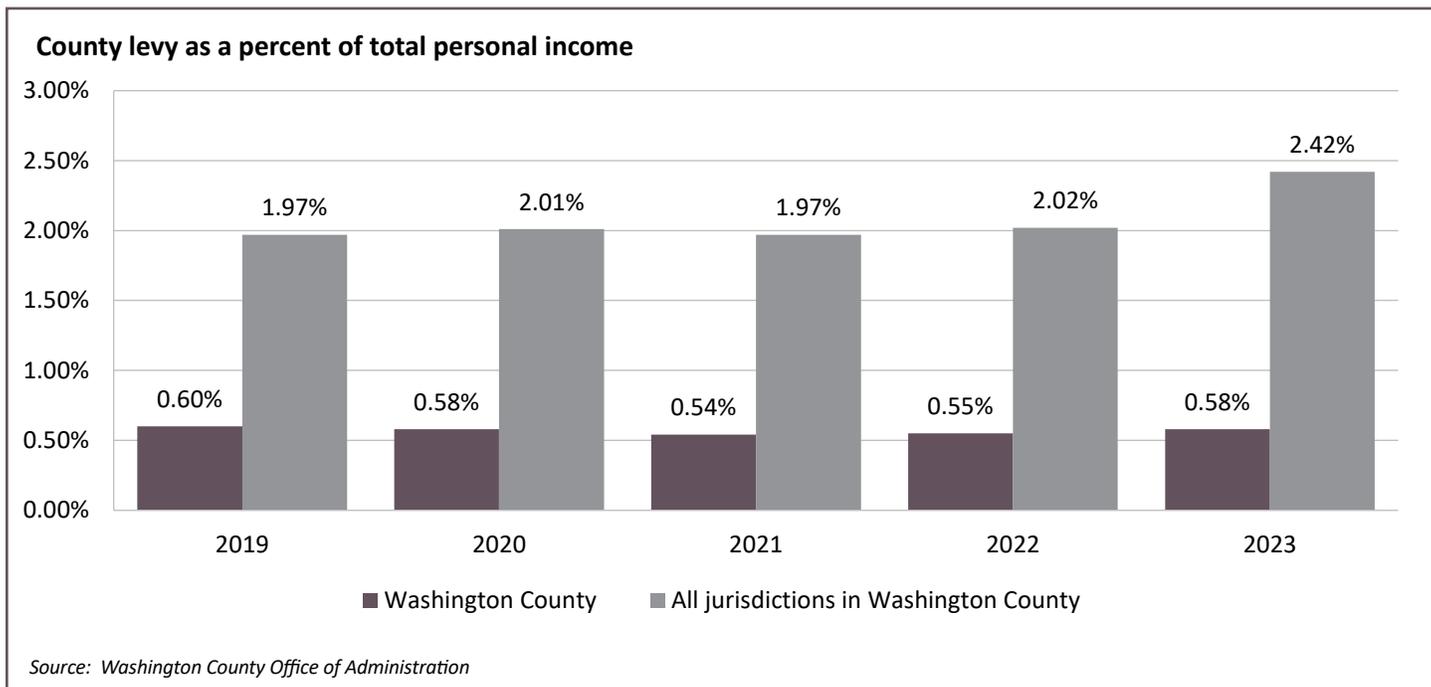
Many of the payments received by mail are converted to payment files using an internal scanning process. Of payments received by mail in 2023 (59,011), 64% were scanned onsite and processed electronically. This is a 30% increase over 2022.

Online credit card and e-check transactions made through the county's website and online bill payments made by taxpayers through their financial institutions generate payment files that are processed electronically. Credit card and e-check payments have increased 41.4% since 2016 and now make up 9.3% of all transactions. Online bill payments have increased gradually, making up 1.8% of transactions in 2023.

Overall, about 83% (172,687) of all property tax payments made in 2023 were processed electronically compared to 77% (168,140) in 2022 and 56% (135,432) in 2016.



Price of Government



What is it?

The “price of government” measures how much it costs to provide government services compared to the total personal income of residents in a jurisdiction. Minnesota has been providing this statewide for several years, finding the statewide price of government has been just less than 15% of personal income. Washington County can calculate its price of government using a similar method.

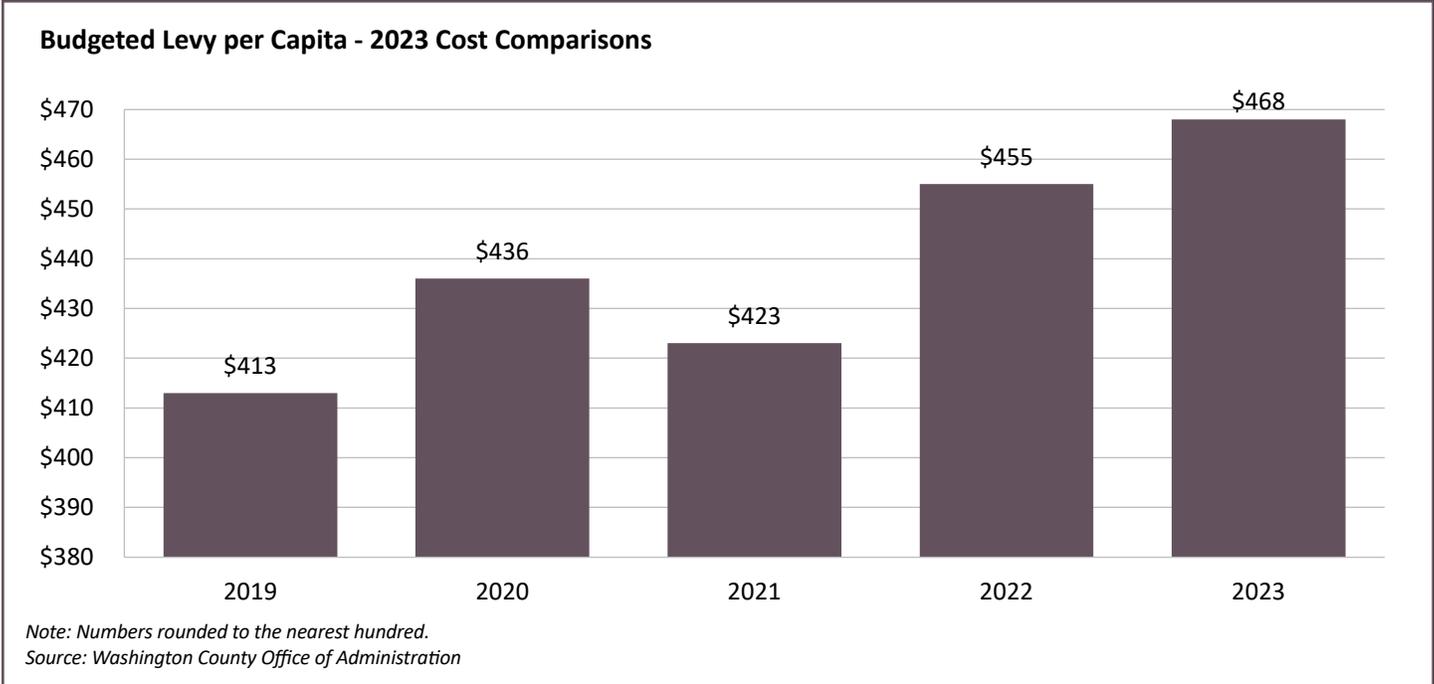
Why does it matter?

Taxpayers are often interested in knowing what portion of their income goes to pay for governmental services and how these costs change over time. This measure also allows the county to compare its costs with other peer agencies.

What is the data telling us?

The data shows that the Price of Government in Washington County has remained relatively constant over the last five years. In 2023, the total personal income in Washington County was over \$22 billion, and the county’s levy of \$126.8 million was 0.58% of that income. The Price of Government for all jurisdictions in Washington County, including schools, cities, townships, and special taxing jurisdictions, has remained stable since 2019.

Levy per Capita



What is it?

The Washington County levy is the amount of property taxes collected to fund county services. These taxes are essential for the county’s annual budget to provide high-quality services to residents. In 2023, the levy was \$126.8 million, not including the Land and Water Legacy Program and Regional Rail Authority levies, making up 36% of the county’s revenue. This was a 2.9% increase from 2022, and the levy per person went up by \$13, to \$468 in 2023 from \$455 in 2022.

Why does it matter?

The County Board starts each budget cycle by setting principles to guide decisions, focusing on essential county functions that improve outcomes and making strategic investments. They also consider the tax impact on residents and businesses. Tracking taxes or costs per person helps ensure that county tax dollars are spent wisely with only small changes in the tax burden each year. This supports the county’s goal of being a good steward of taxpayer dollars.

What is the data telling us?

Washington County has one of the lowest levies per person among all Minnesota counties, ranking third lowest among the seven metro area counties. Despite this low levy, residents rated the overall quality of life in the county higher than the national average in a 2022 survey. The county’s tax base has grown significantly in recent years due to the increased value of existing property and new construction of homes and businesses. This growth, along with the county’s levy decisions, has allowed the county tax rate to decrease since 2014.

Financial reporting

Awards and audit opinions for county financial reports

Award year/audit opinions	2017	2018	2019	2020	2021	2022	2023
Government Finance Officers Association Budget Award	Award (20)	Award (21)	Award (22)	Award (23)	Award (24)	Award (25)	Award (26)
Government Finance Officers Association Certificate of Excellence in Financial Reporting	Award (33)	Award (34)	Award (35)	Award (36)	Award (37)	Award (38)	Pending
Government Finance Officers Association Popular Annual Financial Reporting	N/A	Award (1)	Award (2)	Award (3)	Award (4)	Award (5)	Pending
Auditor Opinion on Compliance with Generally Accepted Accounting Principles	Unqualified						
Auditor Opinion on Compliance for Major Federal Award Programs	Unqualified						

Note: "Unqualified" means that the auditor has tested the information presented and has found full compliance with the prescribed standards.

The auditor then can issue an opinion without noting any exceptions or qualifications.

Source: Washington County Accounting and Finance, and Washington County Office of Administration

What is it?

Washington County participates annually in the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program and Outstanding Achievements in Popular Annual Financial Reporting Award Programs. The Annual Comprehensive Financial Report (ACFR) and the Popular Annual Financial Report (PAFR) produced for these programs must adhere to the highest standards in governmental financial reporting. In addition, the county participates in GFOA's Distinguished Budget Presentation Award Program. The program encourages and assists local governments to prepare budget documents that are of the highest quality and understandable to the general public. Each year, the county submits its budget document to GFOA for review by professional staff from GFOA and outside reviewers with experience in public sector budgeting.

Why does it matter?

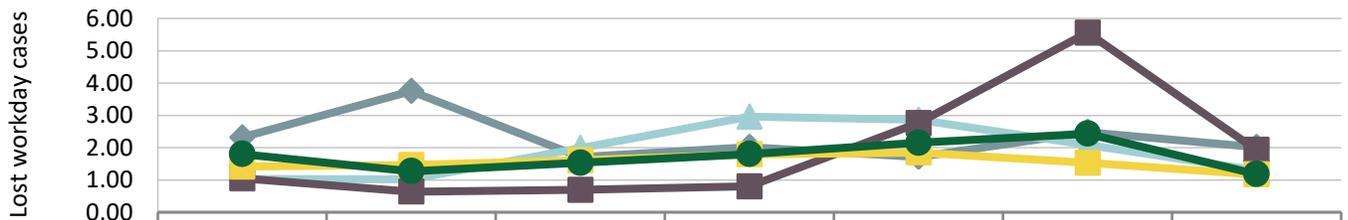
Washington County participates annually in reporting programs to maintain the quality of its financial reporting practices and ensures transparency and accountability to its residents. External independent audits serve to assure the public that reports of county finances are accurate, complete, and represent the financial activity fairly. Additionally, the financial reporting programs at the county provide an external evaluation, ensuring that the county's financial position is comprehensive and reliable.

What is the data telling us?

Washington County received its 38th consecutive award for the 2022 Annual Comprehensive Financial Report, demonstrating its excellent financial management and professional skill. Timely financial reports are important for decision-making and monitoring budget performance. Most internal financial reports are delivered to county management monthly through the county's financial software program. The GFOA's Popular Annual Financial Reporting Awards Program recognizes governments that have published and distributed an annual report specifically designed to be accessible to and easily understood by the general public and other interested parties without a background in public finance. Governments that demonstrate a high level of understandability and present relevant content are presented with this notable achievement. Washington County received the fifth consecutive award for the 2022 Popular Annual Financial Report. The county also earned the Distinguished Budget Presentation Award for the 26th consecutive year.

Workers' Compensation Claims

Lost Workday Cases



	2017	2018	2019	2020	2021	2022	2023
Carver	2.32	3.75	1.71	2.02	1.71	2.48	2.02
Hennepin	1.03	1.02	-	2.96	2.86	-	1.30
Olmsted	1.05	0.64	0.69	0.80	2.76	5.56	1.93
Ramsey	1.41	1.46	1.61	1.79	1.85	1.53	1.17
Washington	1.80	1.27	1.53	1.80	2.15	2.43	1.18

Note: Lost workday cases equal the number of entries on OSHA 300 Log x 200,000 divided by the total number of hours worked by all employees during the year covered.

Source: Metropolitan County Occupational Safety and Health Administration (OSHA) logs

What is it?

Washington County compares its work-related injury rates, as outlined by the Occupational Safety and Health Administration (OSHA), with other Minnesota counties every year. For OSHA injury and illness recordkeeping purposes, the term “lost workday case” is used to designate cases involving days away from work and/or days of restricted work activity beyond the date of injury or onset of illness.

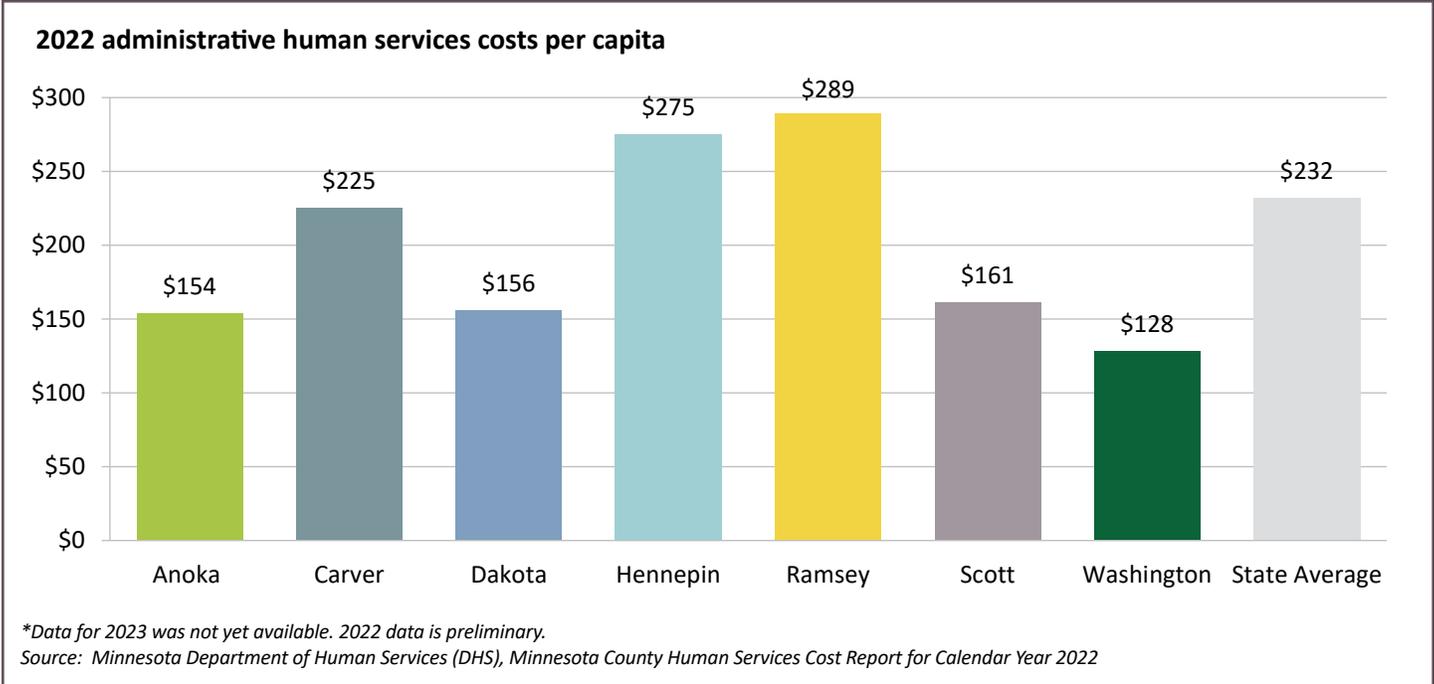
Why does it matter?

The number and severity of work-related injuries and illnesses is an indicator as to the effectiveness of Washington County’s departmental and countywide loss control, case management, and return-to-work programs.

What is the data telling us?

In 2023, Washington County’s injury rates were lower than or similar to other Minnesota counties. COVID-related claims ended in 2022, which had a substantial impact on both the number of injury claims and lost workday cases for counties. Injury rates reinforce the importance of Washington County’s departmental and countywide loss control, case management, and return-to-work programs and the impact these programs have on work-related injuries and illnesses.

Per capita human services costs



What is it?

The purpose of the Minnesota County Human Services Cost Report is to provide a fair representation of the costs involved in providing human service programs administered by the counties and supervised by the Minnesota Department of Human Services (DHS). A key part of the report is the administrative human services cost per capita. The most recently published DHS report is for calendar year 2021, and while this 2022 data is preliminary, it is not expected to change greatly.

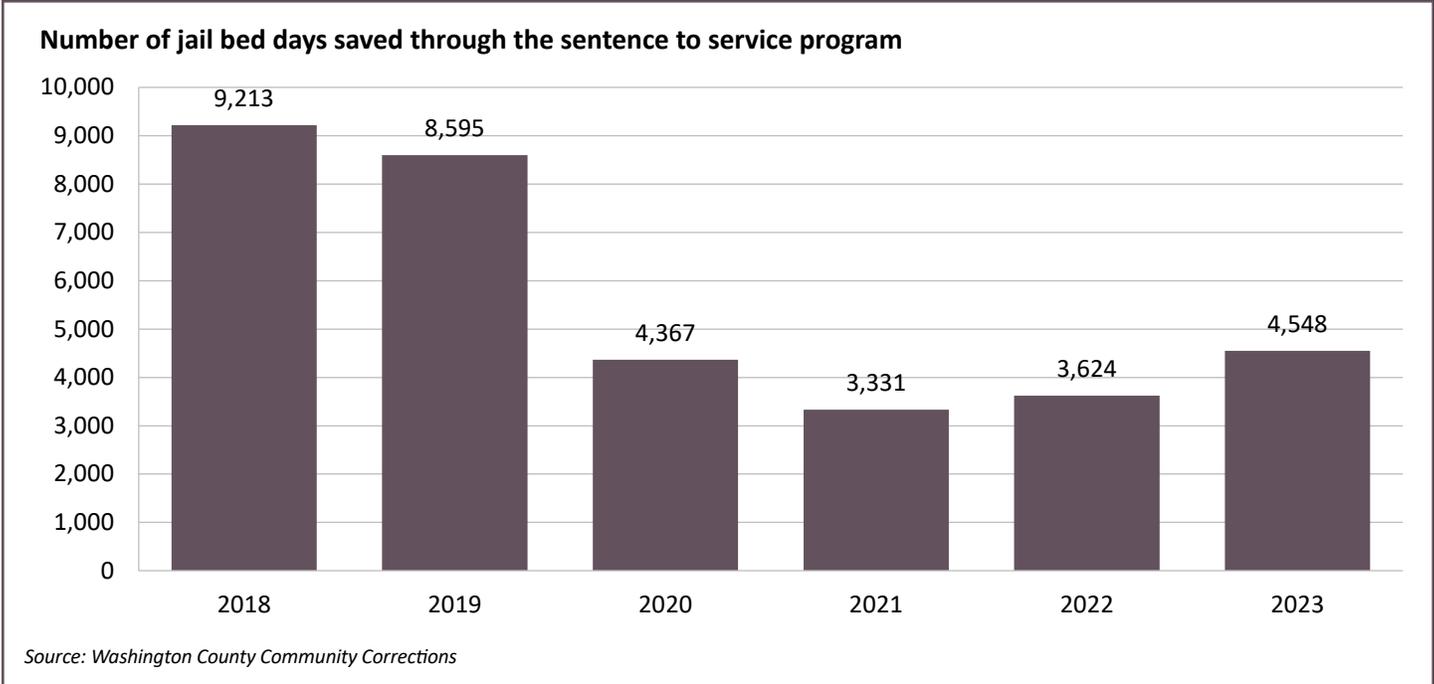
Why does it matter?

Many human services programs are complex and directed by state and federal mandates, making it difficult to keep administrative costs low. Washington County strives to provide quality services to residents in a cost-effective manner that demonstrates the responsible use of public resources by focusing on the administrative cost per capita.

What is the data telling us?

In 2022, the average administrative human services cost per capita statewide was \$232, and \$198 for the seven-county metro area. Washington County's cost was the second lowest in the state at \$128, which was 45% lower than the statewide average. Washington County's total human services cost per capita was \$2,119, and the human services aid and purchased services cost per capita was \$2,071.

Jail bed days saved through sentence to service program



What is it?

Through the Sentence to Service (STS) program, low-risk clients perform work service in the community as an alternative to serving time in the county jail under the supervision of trained county-employed crew leaders. Participants in the program complete projects for various government, public, or non-profit agencies throughout the county. Examples include recycling collection and removal at the Washington County Government Center and park maintenance.

Why does it matter?

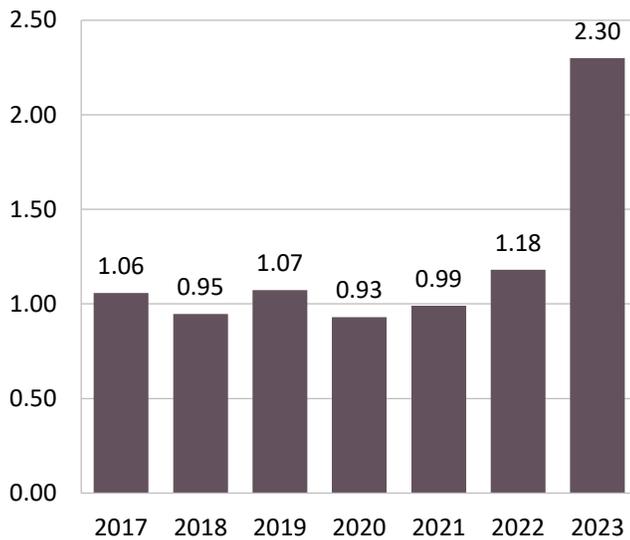
At an estimated cost of \$231 per day to house an inmate in the county jail, the county's STS program exemplifies the county goal of maintaining public trust through responsible use of public resources, accountability, and openness of government.

What is the data telling us?

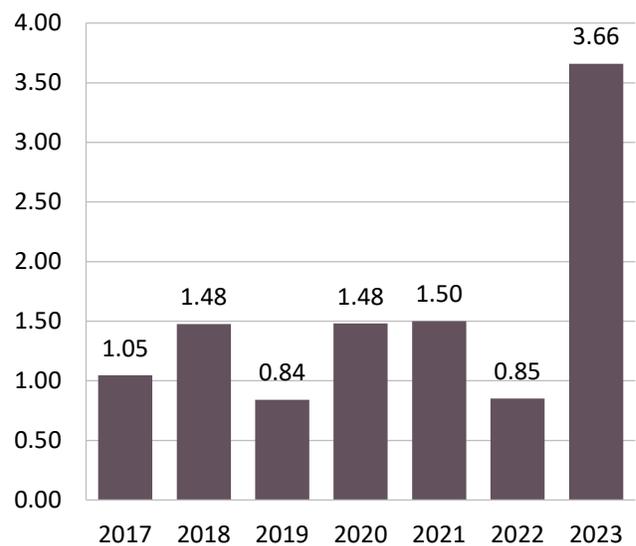
In 2023, clients participating in the STS program worked a total of 36,384 hours. Those work service hours resulted in savings to the county equivalent to 4,548 jail bed days (one day of jail time served by one inmate).

Capital fund cash flow

Annual cash flow ratio – capital park fund



Annual cash flow ratio – capital road and bridge fund



Source: Washington County Public Works

What is it?

Washington County maintains public trust through the effective management of cash flow for capital construction projects. The county partners with federal, state, local, and private agencies to plan capital road and bridge and parks projects. They create cooperative agreements to share project costs, invoice agencies promptly, and manage expenses as work progresses. Factors that could affect the cash flow include disbursement schedules on grants, payment terms negotiated in cooperative agreements, and unanticipated construction changes. In addition, capital fund cash flow takes daily administration, accountability, and teamwork to generate revenue and monitor expenses for capital improvement projects.

Why does it matter?

Long-term financial management and capital fund stability is needed to ensure capital road and bridge and capital parks improvements can be programmed and fully completed as projected. Capital fund cash flow evaluates annual revenue and expenses for the capital road and bridge fund and the capital parks fund. Annual revenue is divided by annual expense to determine the annual cash flow ratio. This ratio is used to monitor long-term financial management from year to year. A ratio greater than 1.0 is an indicator that revenue exceeded expenses, while a ratio less than 1.0 is an indicator that expense exceeded revenue. The goal is to maintain an annual cash flow ratio between 0.95 and 1.05, indicating that revenue and expenses are well-matched.

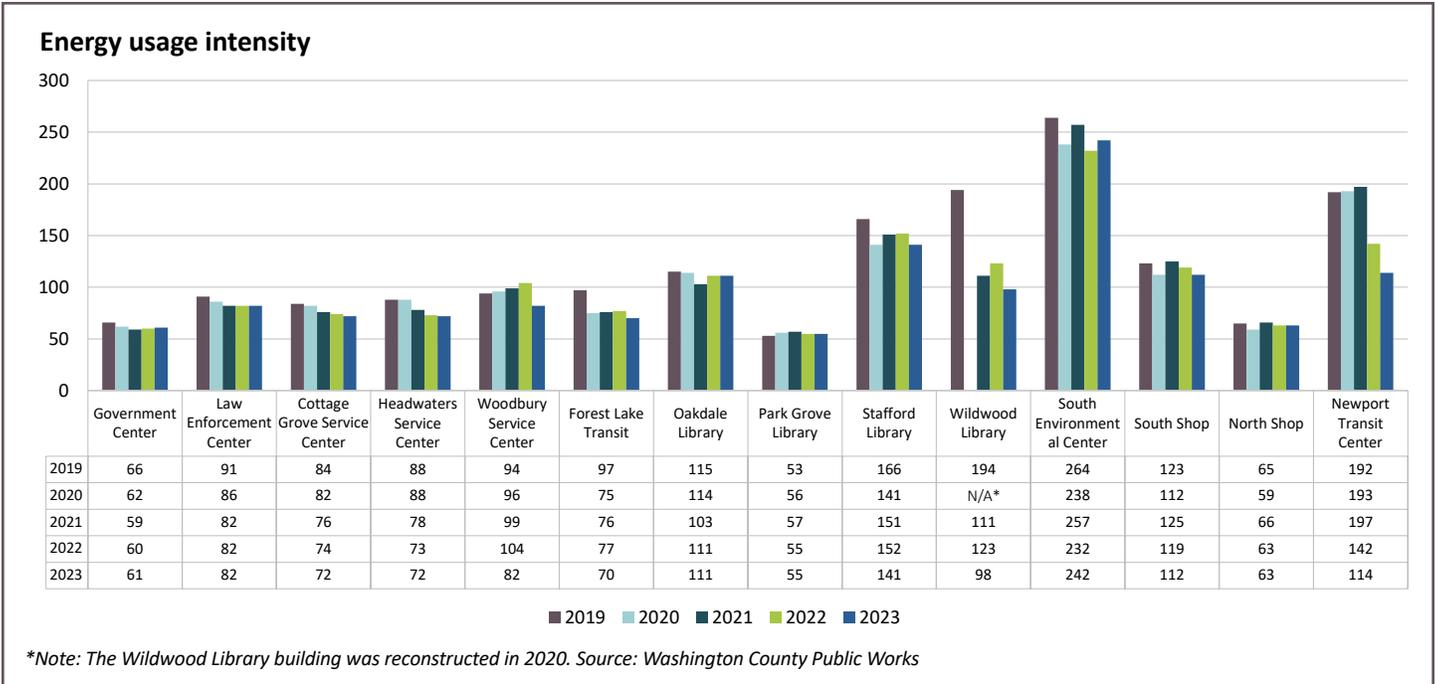
What is the data telling us?

Capital Road & Bridge Fund - In 2023, the Capital Road & Bridge Fund had an annual cash flow ratio of 2.30. This ratio is higher than the targeted range of 0.95 to 1.05 due to the state transfer of Trunk Highway No. 96 turnback funds. These funds were received to be spent for the equipment and labor for maintenance costs and projects along the County State Aid Highway 96 corridor. It is expected that the cash flow ratio for 2024 will be higher than the target range due to receiving Transportation Advancement Account funding.

Capital Parks Fund - In 2023, the Capital Parks Fund had an annual cash flow ratio of 3.66. The reason the ratio is higher than the targeted range is because the Lake Elmo Park Reserve Maintenance and Sentence to Service Facility projects were transferred to county operations.

Through responsible leadership and partnerships, Washington County Public Works will continue to monitor the capital fund cash flow. Public Works strives to provide long-term financial stability of the capital fund, sustaining capital road and bridge and capital parks improvements now and in the future.

Energy usage intensity



What is it?

The Energy Use Intensity (EUI) is a very useful indicator of long-term energy efficiency trends. Energy Star, the international standard for energy efficiency, defines EUI as an expression of a building energy use as a function of its size, measured in square feet. The lower the EUI, the more energy efficient the performance.

Why does it matter?

Energy efficiency is crucial for creating a sustainable Washington County. With the rising costs of electricity, natural gas, and fuel oil, benchmarks establish an annual energy use reference for comparing buildings of similar size, functional use, and operating schedules. Energy benchmarking can also be used to track savings generated from energy conservation initiatives.

What is the data telling us?

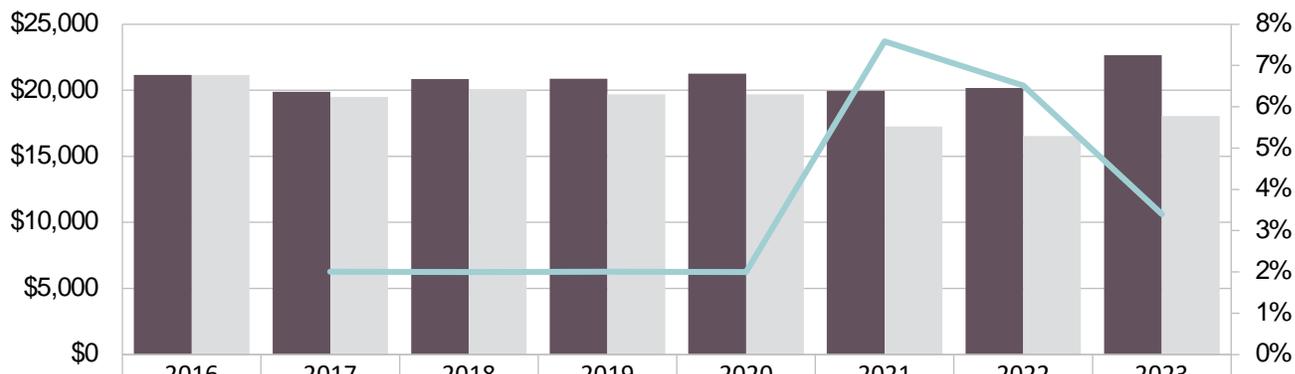
In 2023, the EUI for all county buildings was 78, returning to 2021 levels after a spike in 2022 caused by cooler winter and warmer summer weather. A reduction in the EUI was achieved through program changes and the implementation of energy-efficient technology. Heating and cooling modernization, continuous commissioning, and innovation in replacement materials will continue to improve the efficiency of county facilities in coming years.

The Environmental Center has consistently had the highest EUI which is due to the need to store flammable materials in the center. The building code requires the HVAC system to operate longer than for a typical office building and, therefore, the building uses more energy annually.

The 2024 and 2025 campus heating and cooling projects will further reduce energy usage at the Law Enforcement Center and Government Center by replacing the existing boiler and chillers. Planned work will also be done at the Courthouse. These replacements will reduce electricity use by 7%, gas by 44%, and total energy use by 9%. While this project will reduce annual energy consumption, utility rates are rising steadily, meaning that energy costs may continue to increase despite improved efficiency.

Road maintenance cost per mile

Road maintenance cost per mile – all county roads



	2016	2017	2018	2019	2020	2021	2022	2023
Cost Per Mile	\$21,173	\$19,891	\$20,843	\$20,867	\$21,259	\$19,960	\$20,185	\$22,651
2016 Dollars	\$21,173	\$19,500	\$20,041	\$19,685	\$19,684	\$17,269	\$16,532	\$18,048
Inflation Rate		2.0%	2.0%	2.0%	2.0%	7.6%	6.5%	3.40%

Source: Washington County Public Works, Inflation Rates from Bureau of Labor Statistics Consumer Price Index

What is it?

The maintenance cost per mile measurement tracks the average cost to maintain a mile of roadway in the county. Several factors influence the cost, including:

- Fuel prices: The county has improved the predictability of fuel prices by joining the statewide fuel consortium for 80% of its annual fuel purchases.
- Salt pricing: Advances in snow and ice control technology allows operators to more effectively use time and materials to keep roads clear.
- Staff costs: The Public Works Department manages staff costs by sharing resources across divisions, cross training employees, and prioritizing work to maximize staff resources.
- Weather: Snowy and/or cold winters can significantly influence the overall cost of operations.

Why does it matter?

Washington County strives to provide and maintain a safe, efficient, and cost-effective transportation system that meets public needs in an environmentally responsible manner, now and into the future. To ensure accountability and the responsible use of public resources, the county reports on road maintenance costs per mile.

What is the data telling us?

Comparing inflation-adjusted costs from 2016 over eight years, the county shows it is effectively managing costs while delivering quality road maintenance services. The 2023 cost per mile, adjusted for inflation, is similar to costs in previous years.

At-A-Glance

Population

Washington County Population	267,568* (+12% since 2010)
Median age (both genders)	39.9**
Population rank in Minnesota	5 of 87 counties*
Population age 18 years and over	76.3%**
Population age 65 years and over	16.3%**
Percent with bachelor's degree or higher	48.0%**
Housing units	109,511**
Households	106,606**
Average household size	2.63****

Projected Growth 2010 to 2040:

Number of new residents forecast	103,194 (+43%)***
Number of new households forecast	45,921 (+52%)***
Projected population in 2040	346,540***
Projected households in 2040	133,780***
Projected employment in 2040	102,540***

Source: *U.S. Decennial Census

**2022 American Community Survey 1-Year Estimates (margin of error not included)

***Metropolitan Council Thrive MSP 2040 Forecasts, January 2023

****Metropolitan Council Annual Estimates, July 2023

Labor Force

Employment Statistics: (a)

Annual labor force	141,498
Number of county labor force employed	142,111
Unemployed	2,387
Unemployment rate	1.7% (Minnesota 1.9%)

2023 Top 10 Taxable Market Values: (b)

Xcel Energy	\$461,835,800
City Walk TIC I LLC	\$116,180,700
10285 Grand Forest Owner LLC	\$104,645,800
Tamarack Village Shopping Center LP	\$103,608,900
VSSA Boutwells Landing LLC	\$94,675,900
Ramco-Gershenson Properties LP	\$84,168,100
Ireit Woodbury City Place LLC	\$68,909,700
3M Company	\$64,539,500
Wal-Mart Real Estate Business Trust	\$45,565,900
Dayton Hudson Corp	\$41,736,300

Occupations: (c)

Management, business, science, and arts	50.4%
Sales and office	19.1%
Service	15.3%
Production, transportation, and material moving	9.5%
Natural Resources, construction, and maintenance	5.7%

Source: (a) Minnesota Department of Employment and Economic Development (DEED) Local Area Unemployment Statistics (LAUS), November 2023

(b) Washington County Property Records and Taxpayer Services, payable in 2023

(c) 2022 American Community Survey 1-Year Estimates (margin of error not included)

Economic

Median household income	\$106,509*
Per capita personal income (2022)	\$76,814**
Percent of people below the poverty level	6.3%*
Percent of families below the poverty level	5.1%*
Median Residential Taxable Market Value Assessment (Proposed Pay 2024)	\$417,000***
New houses (single family dwelling/townhouse/condo) started (Assessment Year 2022)	1,284***
Mean commute travel time for work	25.1 Minutes*

Source: *2022 American Community Survey 1-Year Estimates (margin of error not included)

**U.S. Bureau of Economic Analysis, 2022 Regional Data

***Washington County Property Records and Taxpayer Services, payable in 2022

Human Services

No health insurance coverage [†]	4.0%*
Rate of homelessness per 10,000 residents (2018)	6.0**
Minnesota healthcare programs (2020)	\$260 million***
Cash and food support (2020)	\$30 million***

Source: *2022 American Community Survey 1-Year Estimates (margin of error not included)

**Wilder Foundation Minnesota Homeless Study 2018

***Department of Human Services Minnesota County Human Services Cost Report, 2020

[†]Includes civilian non-institutionalized population

County Budget & Percentages

Total 2024 Budget:	\$371,277,900
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Revenue Sources: – all amounts rounded –

Property taxes	36%
Intergovernmental	24%
Other taxes	12%
Other financing sources	11%
Fees for services	6%
Miscellaneous investment income, rents, fines	5%
County program aid	4%
Licenses and permits	2%

Expenditures: – all amounts rounded –

Streets & Highways	29%
Health & Community Services	21%
General Government	20%
Public Safety	19%
Other Capital Outlay	2%
Culture & Recreation	5%
Debt Service	4%

County Budget Comparison:	2023	2024
Operating	\$279.7 million	\$292.2 million
Capital	\$84 million	\$63.8 million
Debt	\$15.2 million	\$15.3 million
Total	\$378.9 million	\$371.3 million

County General Obligation Bond Rating:^{*}

Moody's Aaa	Standard & Poor's AAA
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County Tax Rate (with Library): (e)	2020	2021	2022	2023
	29.94%	27.44%	27.45%	23.63%

Source: *Washington County Office of Administration

(e) Washington County Property Records and Taxpayer Services, payable in 2023

Land Use

	Total Acres:	%:
Agricultural and underdeveloped	140,399	51.9%
Residential	57,973	21.4%
Institutional; park and recreational	33,973	12.5%
Open water bodies	25,465	9.4%
Industrial	5,139	1.9%
Commercial	3,895	1.4%
Major roadways	2,757	1.0%
Airport and Railway	705	0.3%
Mixed Use	455	0.2%
Total	270,761	100%

Source: Metropolitan Council Land Use Inventory 2020

Geography

Total area	423 sq. miles*
Land area (without water)	385 sq. miles**
Maximum county width	13.8 miles
Maximum county length	40.4 miles
County total area rank in Minnesota	83 of 87 counties*
Number of major water bodies [†]	585*
Washington County Parks	4,763.4 acres*
Lake Elmo Park Reserve	2,178.9 acres*
Big Marine Park Reserve	856.6 acres*
St. Croix Bluffs Regional Park	685.6 acres*
Cottage Grove Ravine Regional Park	522.1 acres*
Pine Point Regional Park	335.3 acres*
Grey Cloud Island Regional Park	131.3 acres*
Square Lake Park	24.9 acres*
Point Douglas Park	8.6 acres*
Washington County Trails	23.6 miles*
Hardwood Creek Regional Trail	10.1 miles*
Point Douglas Regional Trail	2.5 miles*
Central Greenway Regional Trail	11 miles*

Source: *Washington County Public Works

**U.S. Census Bureau, Summary File, 2020

[†]Department of Natural Resources Public Waters Inventory (PWI)

[†]Note: Lakes and type 3, 4, 5 wetlands. Wetlands are defined as over 10 acres in unincorporated areas or 2 1/2 acres in incorporated areas. Lakes are defined as "all natural enclosed depressions, 10 acres or more in area, which have substantial banks capable of containing water, and which are discernible on aerial photographs," from "Inventory of Minnesota Lakes," Minnesota Conservation Department, Bulletin No. 25, 1968.

Washington County Commissioners - 2023

District 1 – Fran Miron, Vice Chair
 District 2 – Stan Karwoski, Chair
 District 3 – Gary Kriesel
 District 4 – Karla Bigham
 District 5 - Michelle Clasen

At-A-Glance is prepared by the Washington County Office of Administration. 4/24

Washington County Facilities

Type of Facility:	Contact #:	#:
Government Center - Stillwater (County Seat)	651-430-6000	1
County Service Center - Cottage Grove	651-430-4075	1
County Service Center - Forest Lake/Headwaters	651-275-7200	1
County Service Center - Woodbury	651-275-8600	1
County Branch Libraries (includes Law Library)	651-275-8500	8
License Centers	651-275-8600	3
County Parks	651-430-8368	7
Historic Courthouse	651-275-7075	1
Law Enforcement Center	651-439-9381	1
Household Hazardous Waste	651-430-6655	1
Transit Centers	651-430-4300	2
Yard Waste	651-275-7475	1
Recycling & Energy Center	651-768-6670	1
Transportation Offices	651-430-4300	2

Local Units of Governments

Number of Cities (see map)	27*
*Includes portions of Hastings and White Bear Lake located in Washington County	
Number of Townships (see map)	6



Washington

County
 MINNESOTA

Acknowledgments

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Jennifer Baltaian	County Attorney's Office
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Sarah Eckroad	Human Resources
Natalie Eierman	Library
Karen Fontaine	County Attorney's Office
Denise Garner	Community Corrections
Tiffany Hoffman	Public Health and Environment
Stephanie Holt	Public Health and Environment
Jeff Hudson	Human Resources
Macklyn Hutchison	Administration
Emily Jorgensen	Administration
Vickie Kittilson	Information Technology
Ching Lo	Administration
Christina Mastro	Public Works
Kelli Matzek	Administration
Julie Sorrem	Human Resources
Xai Thao	Administration
Kim Ukura	Library
Aaron Zellmer	Public Works
Jill Zenzola	Accounting and Finance

Additional thanks to all staff who assisted the above individuals with preparing data and narratives for this report.

For more information or questions regarding the 2023 Annual Performance Report, please contact:

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