

Washington County 2008 Performance Report



Innovation.



Cooperation.



Excellence.



Leadership.



This Tenth Annual Performance Report reflects Washington County's continued commitment to high-quality service that meets and exceeds the needs and expectations of Washington County residents. Since the mid-1990s, Washington County departments have continued to track, report, and monitor performance measures to support decision-making and to drive continued improvement in its core functions and the services it provides.

As departments continuously improve their efforts to measure performance and verify outcomes, this Annual Performance Report likewise continues to undergo that same scrutiny and revision. This Annual Performance Report, which reflects county performance and improvement in 2008:

- focuses on broad measures
- contains information that is geared to the interest and needs of policymakers and residents,
- includes a comprehensive sample of other measures also tracked at Washington County.

This annual performance reporting process continues to move toward an indicator type report that includes larger outcomes from departments as well as select community indicators for the county. Departments will continue to focus on performance measures that effectively manage operations and help them make sound business decisions using the best available information.

As Washington County's multi-departmental Performance Measurement and Improvement Team (PerMIT) continues to further institutionalize the use of performance measurement throughout the organization, we are confident that we will continue to see ongoing improvement in all of our service areas, as well as our ability to surpass the expectations of Washington County residents.

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Acknowledgements

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- Department management teams and staff who assisted PerMIT members in preparing individual department measures
- Office of Administration staff who contributed their time and talent

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1

To promote the health, safety, and quality of life of citizens

The health, safety, and quality of life of citizens is important to Washington County. Below are examples of measures the county uses to monitor and measure citizen health, safety, and quality of life in Washington County.

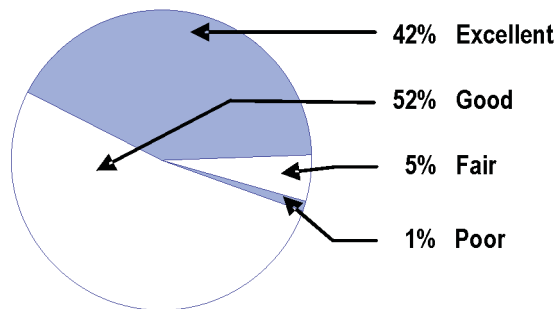
Quality of Life

In the 2008 Residential Survey, residents were asked to rate their overall quality of life on a scale of “excellent,” “good,” “fair,” or “poor.”

Ninety-four percent felt the quality of life in Washington County was “excellent” or “good” and only 6% felt it was “fair” or “poor.”

Residents were asked to name the one thing that they liked most about living in Washington County in the 2008

Quality of Life



Source: 2008 Washington County Residential Survey Report of Results

Residential Survey. It was an open-ended question where respondents were able to give any answer. The top four most common answers were: location, rural, open space, and parks/lakes. These were also the top four answers that people gave in the 2006 Residential Survey.

Median Household Income

According to the 2000 U.S. Census, Washington County has one of the highest median incomes in the nation. It was ranked as one of the top 30 counties in 2000. Washington County has the third highest median income in the seven county metro area behind Scott and Carver Counties. Median household income continues to increase metro-wide.

Crime and Safety

The Sheriff’s Office mission is to provide quality public safety services by apprehending and assisting in the prosecution of criminals. By measuring crime rates, the Sheriff’s Office can determine the effectiveness of its law

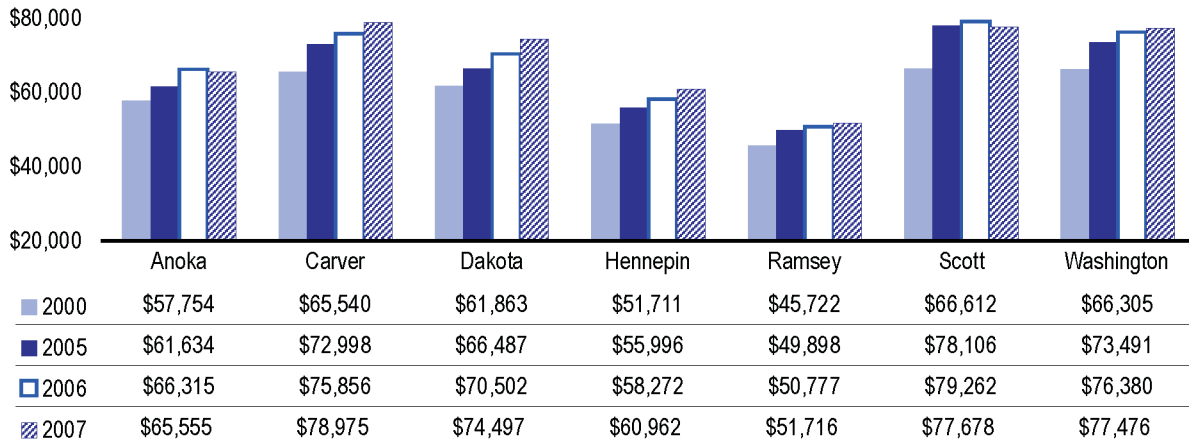
Like Most about Living in County Compared by Year

What one thing do you like most about living in Washington County?	2001	2006	2008
Location	21%	20%	17%
Rural	*33%	12%	16%
Open Space		10%	7%
Parks / Lakes	4%	7%	8%

*In 2001, the items “rural” and “open space” were combined into one category.

Source: 2008 Washington County Residential Survey

Median Household Income



Source: 2000 U.S. Census, 2005, 2006, and 2007 American Community Survey

enforcement efforts.

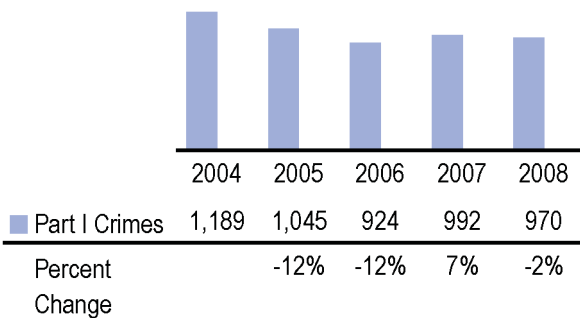
The cases consist of Part I and Part II crimes. Part I crimes are crimes against people such as homicide, sexual assault, robbery, aggravated assault, burglary, larceny-theft (shoplifting, pick pockets), motor vehicle theft and

arson. Part II crimes are property crimes and are all other offenses except for driving offenses. They are other assaults, forgery and counterfeiting, fraud, embezzlement, stolen property (buying, receiving, possessing), vandalism, weapons (carrying, possessing), prostitution, sex offenses,

drug abuse violations, gambling, offenses against the family and children, driving under the influence, liquor laws, drunkenness, disorderly conduct, vagrancy, and any offense that does not fit into any other category.

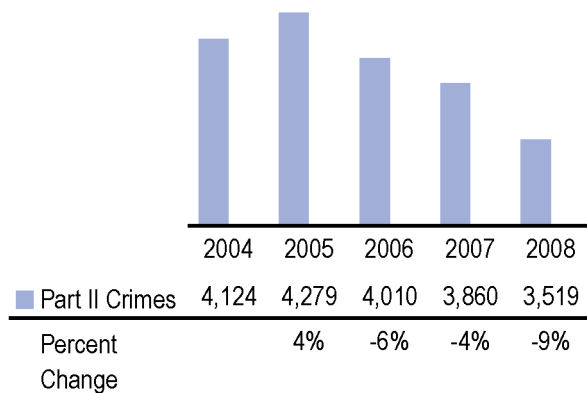
The Sheriff's Office monitors and

Part I Crimes



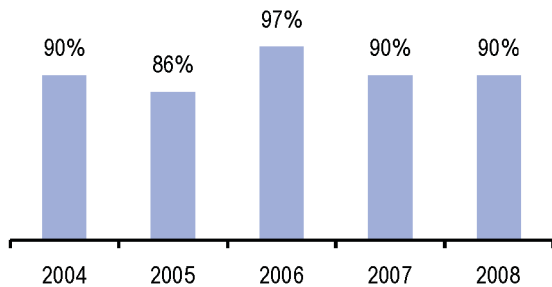
Source: Washington County Sheriff's Office

Part II Crimes



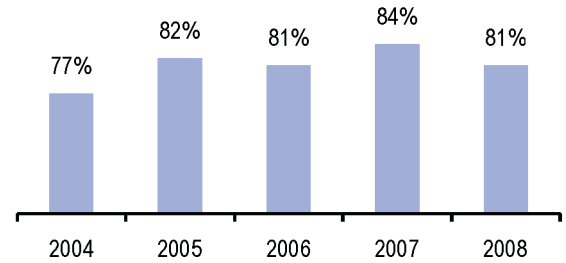
Source: Washington County Sheriff's Office

Percent of Juvenile Felony Offenders Not Convicted of an Additional Felony Offense within Three Years of Discharge from Probation



Source: Washington County Community Corrections

Percent of Adult Felony Offenders Not Convicted of an Additional Felony Offense within Three Years of Discharge from Probation



Source: Washington County Community Corrections

tracks the number of Part I and Part II crimes committed in Washington County. Since 2004, there has been a steady decrease in crimes committed in the county. Part II crimes decreased by 9% in 2008 and Part I crimes decreased by 2%. There is a variety of factors for the decrease: increased law enforcement presence, citizen watch groups and involvement, crime prevention measures, youth intervention programming and legislative changes (e.g., limits on the sale of some over-the-counter drugs).

Recidivism Rates

The Community Corrections Department mission is to help build safer communities. In support of this mission, probation officers work with offenders to reduce their risk of committing new crimes. Measuring recidivism rates (conviction of a new criminal offense by an offender) helps

the county gauge how successful the county is in reducing offender re-offense risk. To be consistent with the state’s probation outcomes, the department utilizes only felony level offenders when measuring recidivism rates. The county tracks offenders (adult and juvenile) supervised on probation for a felony level offense for three years following their discharge date. Offenders convicted of another felony level offense within that three year time frame are included in the recidivism measure. Recidivism rates for 2008 involve offenders that had a felony level case discharged in 2004 and rates for 2007 involve offenders discharged in 2003.

For juvenile offenders discharged from felony level probation in 2004, 90% were not convicted of a new felony offense in Washington County within three years. It is important to note that juvenile recidivism rates only pertain

to criminal convictions in Washington County.

For adult offenders discharged from felony level probation in 2008, 81% were not convicted of a new felony offense within three years; a rate consistent with the recidivism rates historically seen by the department.

In 2008, the state average was 84%. This was the second year that the state started collecting data for adult felony offenders. Over time, the county will be able to look at the county’s trend versus the state trend to determine what can be done to meet or exceed the state average.

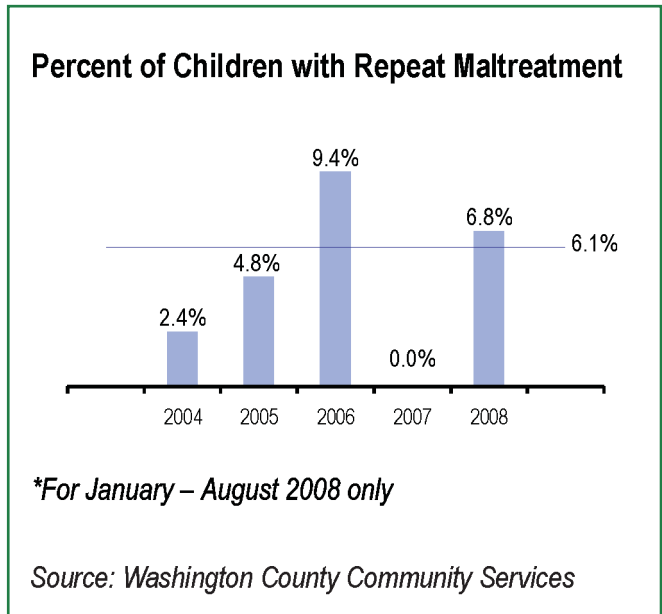
Child Maltreatment

The mission of the Community Services Department is that individuals and families will be safe, independent, and able to meet their basic needs. Ensuring the safety of vulnerable adults

and children is one of the department's core functions.

Repeat maltreatment occurs when a child is the victim of a substantiated incident of abuse or neglect and another substantiated incident occurs within six months.

As demonstrated by the chart, since 2004, the county has met or exceeded the federal standard of 6.1% three out of five years (in 2006 staff struggled with an increased caseload and as a result, another staff person was added in 2007). Most noteworthy, in 2007 the county had no instances of repeat maltreatment. Through quality assurance reviews, workers and supervisors take a closer look at a specific case and discover key learning points to focus on. The county's goal



is that these efforts at continuous improvement lead to improved outcomes for the children and families it serves.

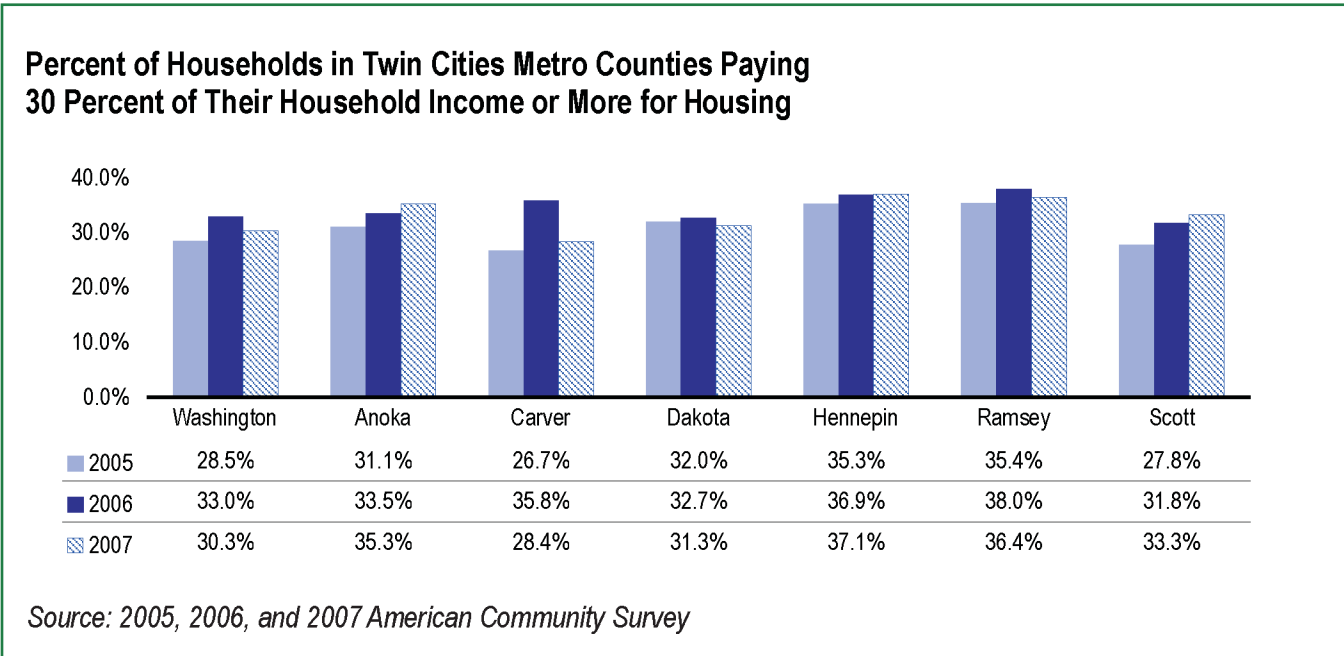
Cost Burdened Households

A “cost burdened household” is one whose occupants spend more than

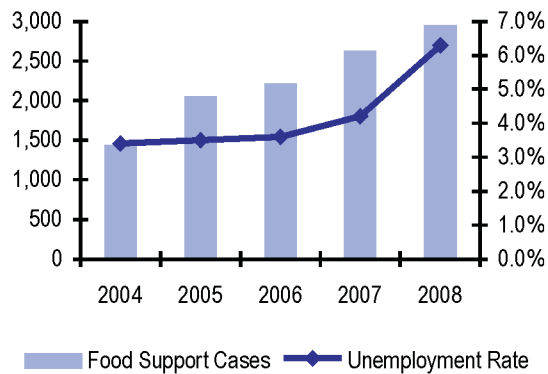
30% of their gross monthly income on housing. This measure is important to know because individuals and families whose housing costs exceed this are often left with fewer resources for food, clothing, child care, and other necessities. They may be forced to make difficult choices among these items, which may negatively affect other areas of their well-being and hamper their overall quality of life.

In 2007, the most recent year for which data is available, Washington County had the second lowest percentage of “cost burdened households” in the Twin Cities metro, at 30.3%. This is an improvement from 2006.

Washington County administers



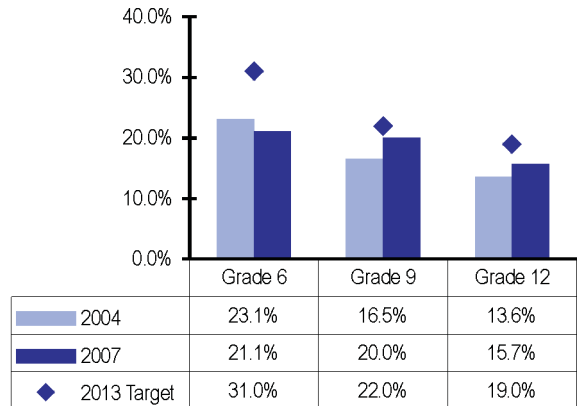
Washington County Food Support Program Cases* and Unemployment Rate



*One case can include many individuals; a family of four receiving food support is only one case.

Source: Washington County Community Services; MN Department of Employment and Economic Support

Consumed Five or More Servings of Fruit and Vegetables



Source: 2007 Minnesota Student Survey, Minnesota Departments of Health Education, Public Safety and Human Services

several state and federal housing-related grants and assistance programs with assistance designed to provide safe, affordable housing within the county. These programs assist county residents in locating, obtaining, and maintaining affordable housing by providing assistance paying utility bills or rent deposits, developing new low-income senior housing, and fixing unsafe and hazardous properties.

Unemployment and Food Support

As the “safety net” provider, the county administers a variety of economic assistance programs. These include publicly funded health care, food support, and cash and non-cash programs. In 2008, caseloads increased as more and more citizens needed help

getting their basic needs met. This measure shows the correlation between the unemployment rate and the demand for the food support program.

In 2008, due to a slowing economy, several major employers in the county announced layoffs. Many of these laid-off or dislocated workers seek assistance from the county with re-training services, educational classes on career seeking, and coordinating additional service needs.

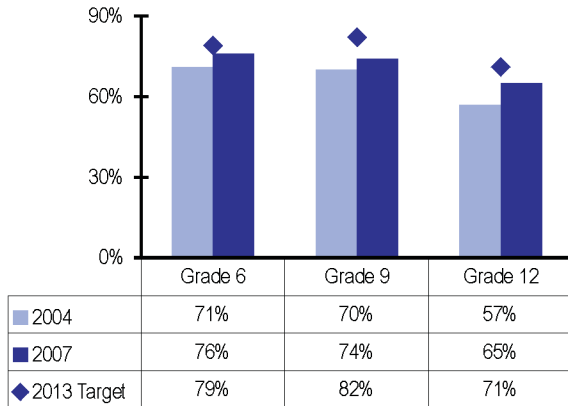
The chart also shows an increase in food support cases through the years. While some increase is to be expected due to the overall increase in county population, 2007 and 2008 had double-digit percentage increases. Food support is one of many non-cash assistance programs that ensure people’s

essential needs are met. Because food is such an essential need, this measure is a good indicator of the economic condition of the county’s residents.

Health Concerns

Healthy eating in childhood and adolescence is important for proper growth and development and can prevent health problems such as obesity, dental care, and iron deficiency anemia. Daily consumption of at least five or more servings of fruit and vegetables is recommended for youth as part of a healthy diet and to maintain a healthy weight. Results from the 2007 Minnesota Student Survey indicate that only about one fifth of sixth and ninth graders reported consuming five or more servings of fruit and vegetables the previous day. Only 16% of twelfth

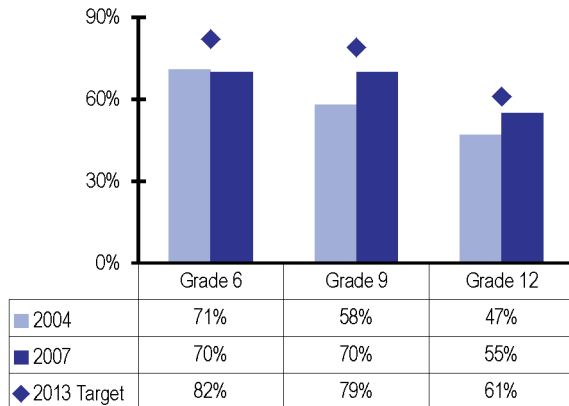
Vigorous Activity, Boys Washington County 2004 and 2007



Note: Students reported that on at least three of the last seven days they exercised or played sports that caused them to sweat or breathe hard for at least 20 minutes.

Source: 2007 Minnesota Student Survey

Vigorous Activity, Girls Washington County 2004 and 2007



Note: Students reported that on at least three of the last seven days they exercised or played sports that caused them to sweat or breathe hard for at least 20 minutes.

Source: 2007 Minnesota Student Survey

graders reported consuming the recommended amount of fruits and vegetables the previous day.

The 2013 target established by the State of Minnesota for fruit and vegetable consumption, is 31% for 6th graders, 22% for 9th graders and 19% for 12th graders.

Following state guidelines, the county and its partners are beginning to develop plans to promote policy and environmental changes that support healthy eating.

Youth Activity Levels

Because overweight and obesity rates among youth are a key health concern, the county monitors activity levels of youth in grades six, nine and twelve.

Participating in regular physical activity has proven to contribute to healthy bone and muscle development, overall physical fitness, positive mental health and better academic performance.

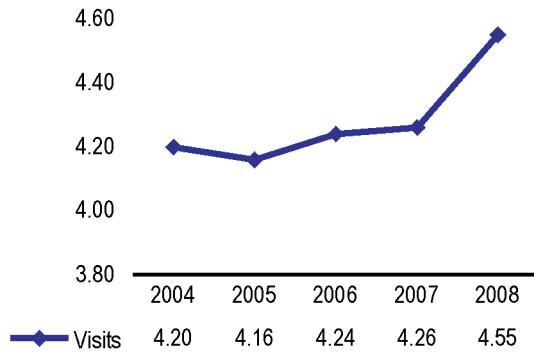
Being active as a youth often carries over into adulthood, and reduces the risk for developing many chronic diseases.

Every three years, the state of Minnesota asks students to report their physical activity levels through the Minnesota Student Survey. About 75% of 6th and 9th grade boys reported vigorous activity on at least three of the last seven days. About 65% of 12th grade boys reported similar activity levels. Seventy percent of 6th and 9th grade girls reported vigorous activity on at least three of the

last seven days. The lowest rates were reported by 12th grade girls, with only 55% indicating similar activity levels. These numbers are in line with state trends.

National guidelines recommend that youth participate in 60 minutes of moderate-to-vigorous physical activity on most, preferably all, days of the week. The state has set targets for 2013 for both moderate and vigorous activity levels for both boys and girls for all three grades. The county is currently developing a plan to address growing obesity trends in youth and adults.

Annual Number of Visits per Capita



Source: Washington County Library Administration

Library Visits

Literate, well-informed citizens with access to the world of information and ideas create prosperous and vibrant communities. Public libraries combine staff expertise, collections and technology to meet the expectations of individuals and families in their search

percent of residents owned library cards, among the highest rate in the United States, (the national median is 54% for libraries with similar population). Cardholders borrowed 2.15 million items, an 11% increase from the previous year, and librarians answered more than 100,000

for information, ideas, education, employment and recreation.

In 2008, Washington County libraries had record levels of use. Residents made more than a million visits, and almost 18,000 children and adults became first-time borrowers. Seventy-seven

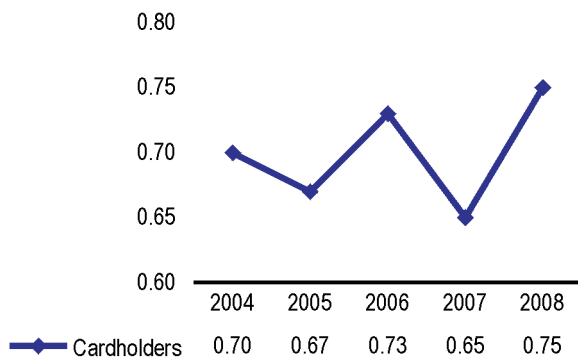
questions.

Per capita, residents are visiting the libraries more frequently and borrowing more items. This indicates that libraries are a popular and useful county service, particularly during periods of economic downturn.

Motor Vehicle Crash Rates

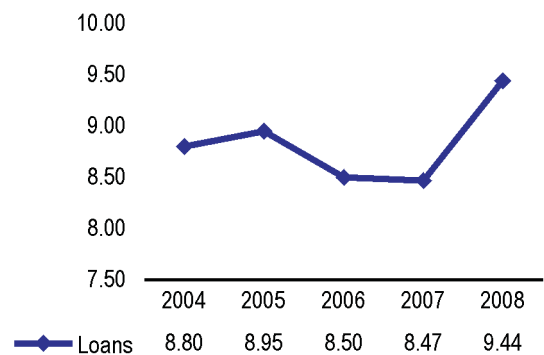
Motor vehicle accidents and fatalities are tracked according to a number of variables including seatbelt usage, type of vehicle, road conditions, time of day, and intoxication of the driver or passengers. Many of these factors are outside the influence of the county. However, this is still an important measure to monitor to ensure the safety of the county's transportation system. The crash rate provides an overall context and is used to assess if specific transportation actions can reduce the type, severity, and reoccurrence of crashes at a single location.

Annual Number of Cardholders per Capita



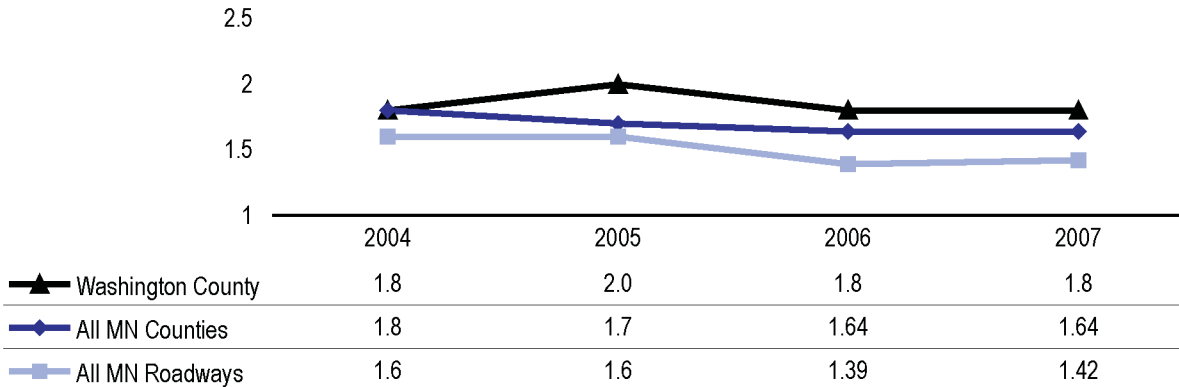
Source: Washington County Library Administration

Annual Number of Loans per Capita



Source: Washington County Library Administration

Reported Crash Rates



Note: 2008 data was not available at the time of publication.

Source: **Minnesota Crash Facts**, published by Minnesota Department of Public Safety; Vehicle Miles Traveled (VMT) Information from Minnesota Department of Transportation Traffic Information System

Crashes are reported to the Minnesota Department of Public Safety by various law enforcement agencies and by individual citizens. For 2007, Washington County’s motor vehicle crash rate was 1.8 compared to the statewide average county highway rate of 1.6. This trend reflects the statewide trend of fewer crashes on Minnesota roadways; however, the rates for both Washington County and statewide showed no significant change from last year.

If there is a fatal crash on the county’s highway system, county staff convene to review the nature of the crash and to develop any necessary safety recommendations to reduce

the chances of similar crashes occurring in the future. The county’s goal is that this effort leads to improved outcomes for the safety of the roads. The challenge for Washington County will be to continue to reduce its rate to be at or below the statewide county

highway average.

Park Visits

One of the measures commonly used to determine the quality of life in a community is the use of parks, trails, and open spaces. The use of these community resources can be measured by tracking the total number of park visits per year. This measure provides some insight into how accessible the park system is to a community in a given year. When tracked over time, large disparities from previous years could indicate a significant change in economic, social, or community conditions.

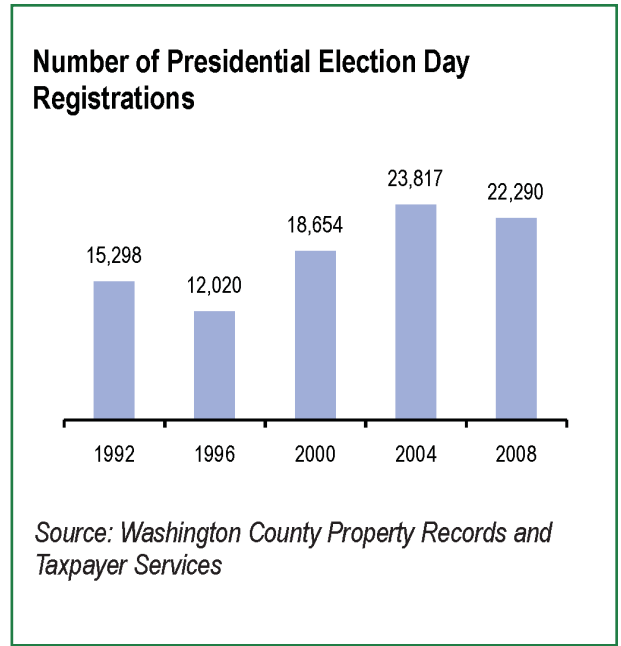
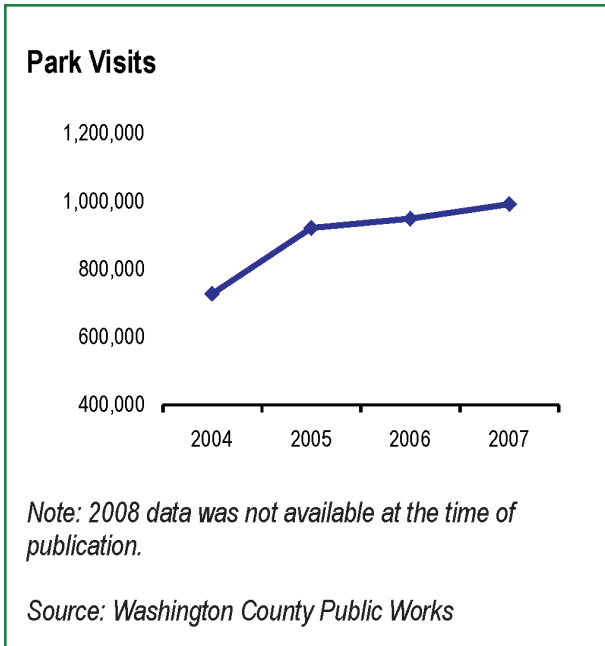
The number of park visits has had a four-year increase

Reported Crash Rates

Year	Vehicle Miles Traveled	Reported Crashes
2004	438,491,836	808
2005	424,671,558	847
2006	426,635,784	773
2007	435,373,350	764

Note: 2007 Data is estimated; 2008 data was not available at the time of publication.

Source: **Minnesota Crash Facts**, Minnesota Department of Public Safety; Vehicle Miles Traveled (VMT) Information from Minnesota Department of Transportation Traffic Information System



of 178,400 visits, or almost a 27% increase from 2004 to 2007 compared to only about a 7% increase in population growth. The trend shows that the amount of people visiting parks is increasing at a higher rate than county population growth.

Elections

The ability to administer elections in an effective and efficient manner has played a role in allowing the county to consistently be a leader in voter turnout in a state that often leads the

nation in voter turnout. The turnout of registered voters in Washington County for the 2008 General Election was 81%, while the statewide turnout was 78%. In the last eight Presidential Elections, turnout in Washington County has been 73% or higher.

The county has also seen an increase in absentee voting and Election Day registration. The number of absentee voters has quadrupled over the last 16 years with approximately 12% of Washington County voters choosing to vote via absentee ballot in

2008. Election Day registration also continues to be very popular in the county. In 2008, over 22,000 voters chose this method, which is 13% of the registered voters in the county.

The work done by election administrators at the county and local level has allowed Washington County residents to actively participate in their democracy. This high participation demonstrates that the public trusts the election process in the county.

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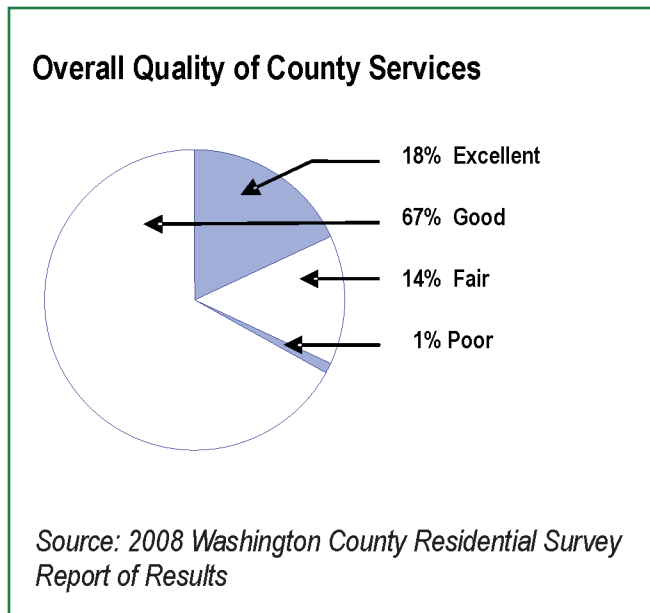
To provide accessible, high-quality services in a timely and respectful manner

Washington County strives to provide high quality services to residents. Service in a timely and respectful manner is necessary to achieve quality service.

The county uses different methods to measure quality service and satisfaction. Standards or benchmarks are set to achieve certain levels of service. Washington County also measures residents' satisfaction of services through focus groups and surveys. This helps departments and the county gauge satisfaction in administering services to make sure that residents continue to feel that Washington County has high quality services that are delivered in a timely and respectful manner.

Residential Survey Results

One way to find out how residents rate county services is to survey them. The county's 2008 Residential Survey asked residents to rate the overall quality of services provided by Washington County. Eighty-five percent of survey respondents rated the overall quality of services as "good" or "excellent;" 18%



felt it was "excellent" and 67% said "good". Washington County was rated higher than the national benchmark. The county ranked first out of 34 jurisdictions it was compared to.

The Residential Survey also asked respondents if they had visited or telephoned a Washington County government office in the last 12 months and 51% of residents reported that they had. The respondents who had contacted a county government office were asked to rate the quality of their contact with the employee on the employee's courteousness, knowledge and responsiveness.

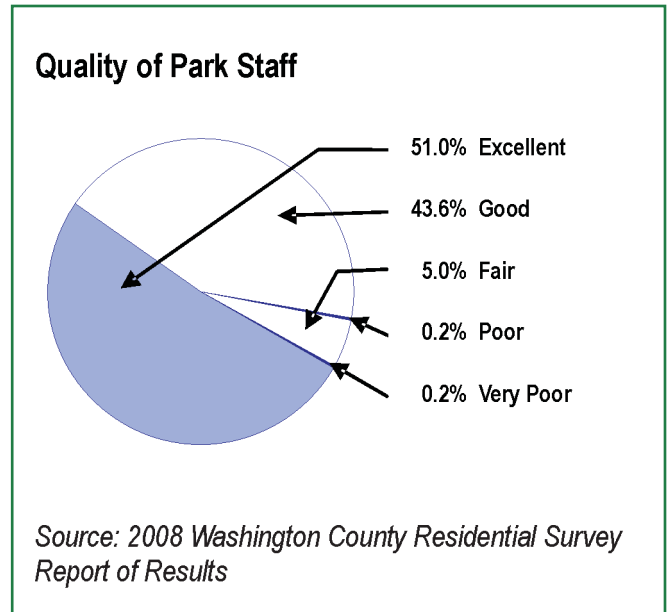
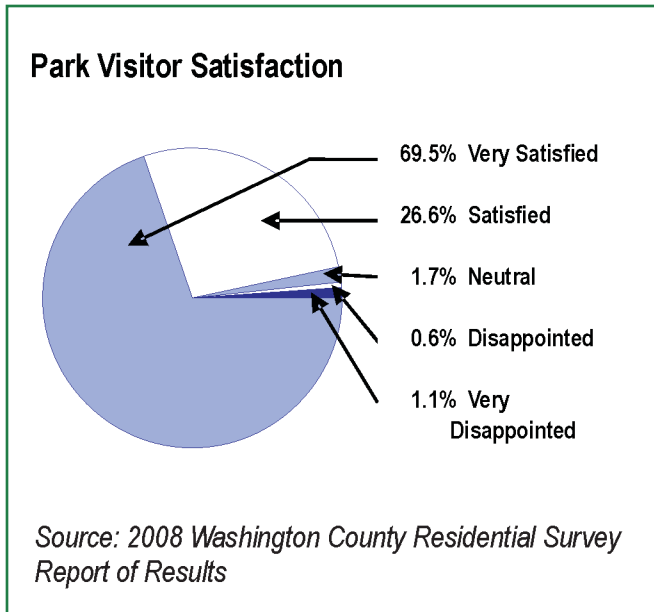
Washington County employees continue to rank above the national norm in these areas. Of the jurisdictions the county was compared to, it ranked first in employee courteousness (out of seven), knowledge (out of 28), and responsiveness (out of 26).

Over time, this question will help track progress towards people's opinions of Washington County's overall quality of services. The changes will help determine

if the county is moving in the right direction. It will also help gauge how residents feel about the county's quality of service compared to other counties nationally and counties that we partner with in the metro area (in 2008, it was Carver, Dakota, and Olmsted Counties).

Visitor Satisfaction

Each year the county conducts surveys of park users to help determine if programs and services are meeting public expectations and needs. In 2008, 632 park users completed a Park Visitor Survey, which asked visitors to provide feedback on the quality of



programs and services.

The survey responses show that visitor satisfaction, as it relates to individual experiences at specific parks, is overwhelmingly positive. Ninety-six percent 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 a good value. 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 park system to be an important aspect of government services.

As the above chart indicates, nearly 95% of survey respondents indicated that their experience with park staff was excellent or good. This high approval rating shows that park staff delivers a very high level of customer

service to park visitors.

The county will continue to conduct customer surveys to measure its quality of services.

License Centers

The 2008 Residential Survey and the results from the License Centers customer comment survey cards are two ways the License Centers are able to measure customer satisfaction with their services. They received high marks in both surveys. The goal is to maintain these high levels of satisfaction in county License Centers.

In the last half of 2008, some transactions, like passports and birth record transactions have dropped significantly over what was done the previous year, while other transactions, like driver’s licenses, remained fairly level. The decrease in transaction volume may have been caused by fewer people traveling because of the

downturn in the economy.

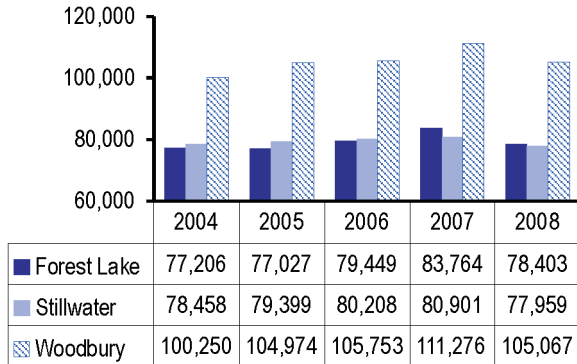
The county will continue to use these indicators to learn how the public perceives the service provided. This information will help determine training needs and staffing levels. As a response to the drop in transactions, staffing levels have been reduced in each License Center for 2009, but hours of operation have remained the same.

Veterans Services

In 2008, Washington County was home to 16,269 veterans. This number has remained steady for many years. The county also has many residents who are currently active-duty members of the military or members of the National Guard.

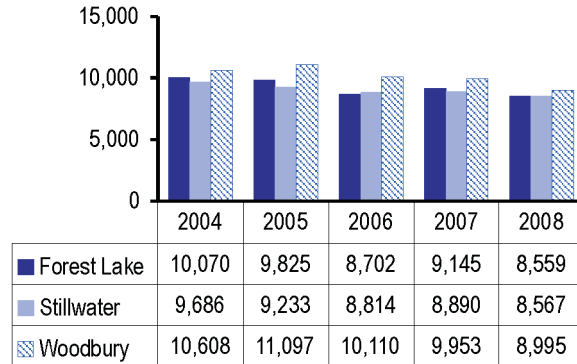
Each Minnesota county has a Veterans Service Office which assists veterans and their dependents in accessing federal and state programs and benefits

Number of Transactions per License Center



Source: Washington County Property Records and Taxpayer Services

License Center Total Transactions per Full-time Equivalent (FTE)



Source: Washington County Property Records and Taxpayer Services

for veterans.

Recent military operations in Afghanistan and Iraq have led to an increased demand for veterans services. In 2008, both face-to-face meetings with veterans and written correspondence, which includes letters and e-mails, increased over 200% from the previous year. An extra staff position helped the county improve outreach to veterans and provide more effective assistance.

Information Services

Geographic Information System (GIS)

is an information system that allows users to create, store and analyze spatial information, and display geographic information visually using maps. GIS data can be used as a resource, internally to Washington County as well as externally, by providing information to the public. Nearly every county department accesses GIS data from the internal website.

The public also requests information using GIS data to gather property information like taxable values, property addresses, and legal descriptions.

Internal requests for GIS information from the website increased from 2007 to 2008 by 48%. Public requests increased by 16%. Providing this service to the public online saves county staff time spent answering the same requests either by phone or visit to county offices. It also provides more convenient and accessible services directly to the public.

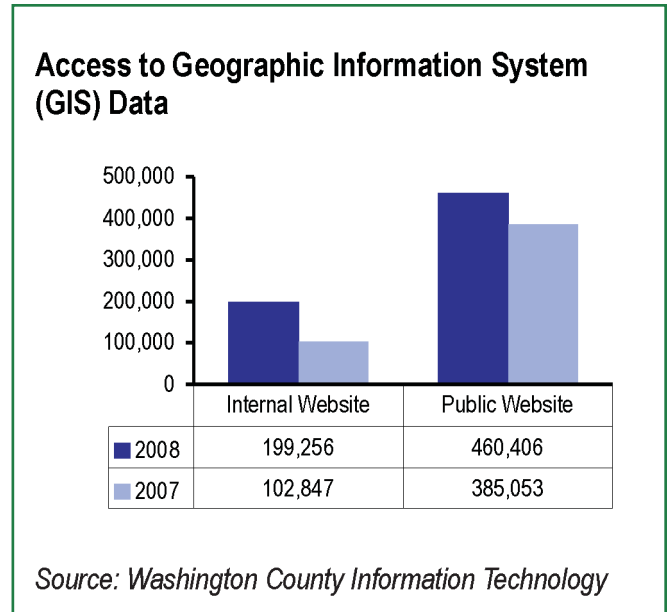
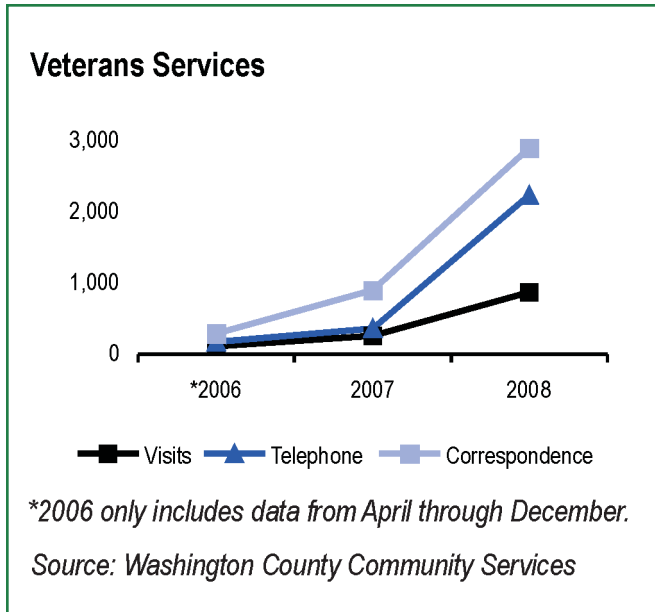
Health Alert Network Response

The Health Alert Network (HAN) is used to communicate urgent health

License Centers Random Customer Survey Comparison 2004 to 2008

	2004	2005	2006	2007	2008
Percentage of customers who agree or strongly agree the license center staff provided them with the adequate resources	99%	99%	99%	100%	100%
Percentage of customers who agree or strongly agree the hours of service are convenient	95%	95%	97%	98%	99%
Percentage of customers who agree or strongly agree that they were satisfied with the service provided during their visit	98%	98%	99%	99%	100%

Source: Property Records and Taxpayer Services



care information on to health care providers in the county by e-mail and broadcast fax. HAN alerts originate from the Minnesota Department of Health or from Washington County’s Public Health and Environment Department and are sent to health care providers by the county.

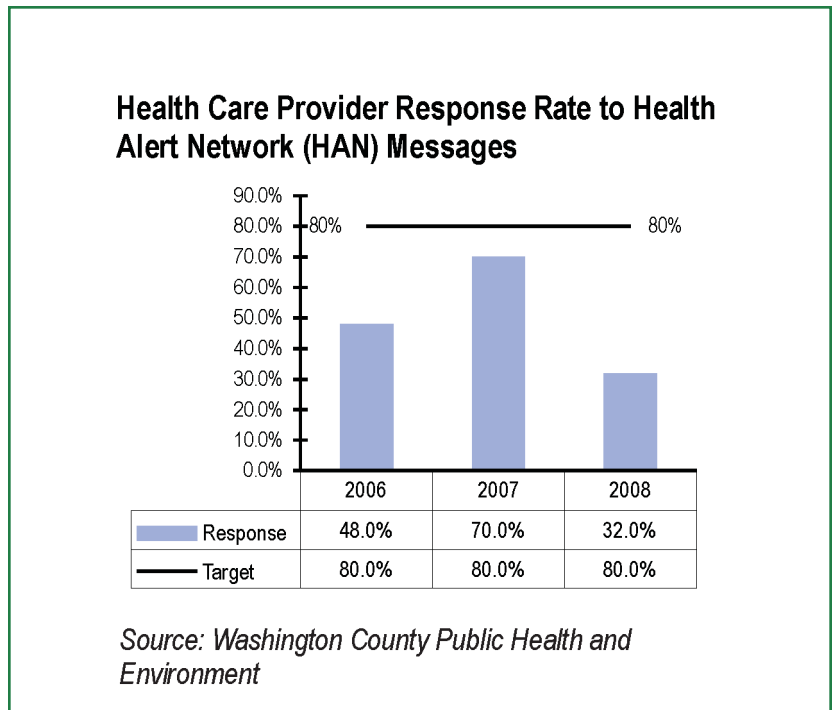
To assure that providers are accessing the alerts in a timely manner, a response is requested in two hours. To measure the timeliness of the HAN health care providers’ responses, the average rate of response is reported annually.

The department fell short of its target in 2007 and 2008. Of the two alerts in 2008 that recipients were asked to respond to, the average response in two hours was 32%. A key factor in 2008’s low response rate was technical difficulties due to changing e-mail systems at the county which inhibited the ability to test and communicate with contacts for a large portion of

the year. This should not be an issue in 2009. In addition, the continual turnover of health care providers’ staff continues to present a challenge.

County staff plan to visit each health clinic in 2009 to provide education

regarding HAN and the importance of a rapid response. It is anticipated that these efforts will lead to an improved response rate in 2009.

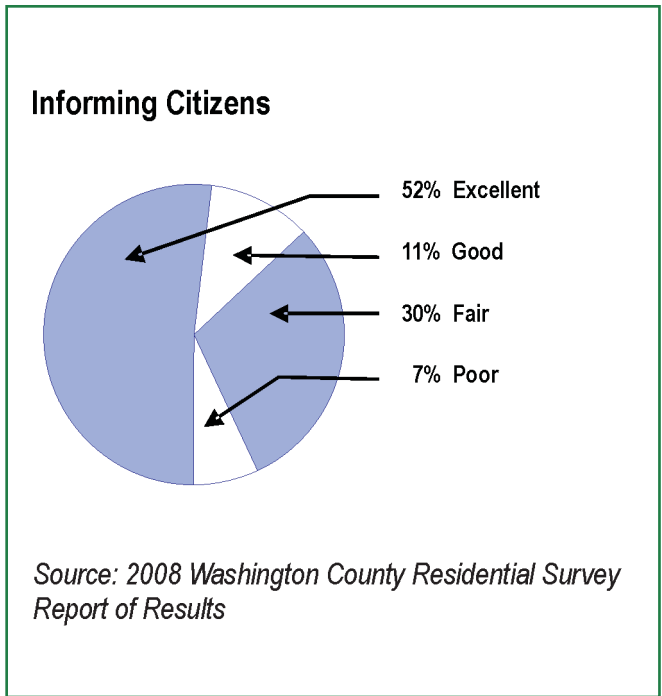


3 To address today's needs while proactively planning for the future

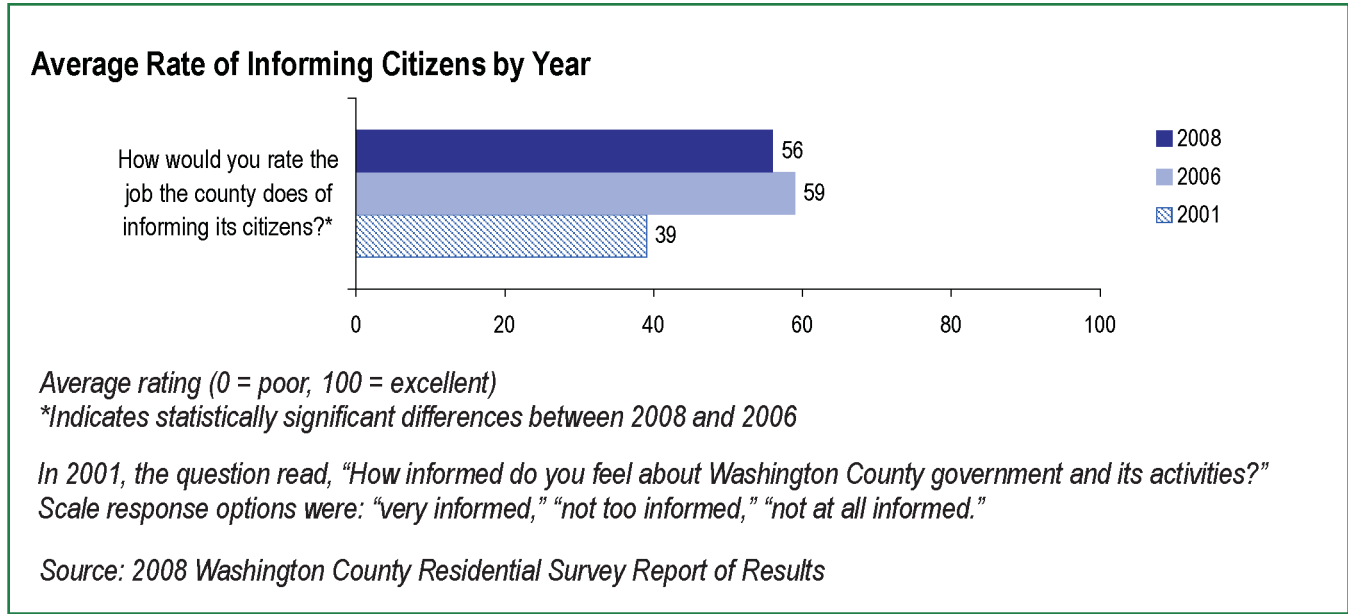
One of Washington County's primary goals is to meet residents' current needs while continuing to plan for future needs. Planning for the future ensures that the county will continue to make wise long-term decisions.

Public Information and Communication with Residents

One way the county looks at addressing today's needs while preparing for the future is how well it communicates to citizens.



The mission of Washington County's communications efforts is to increase public awareness, confidence, and involvement in Washington County government by providing continuous, open, and meaningful communication. Citizens have the right to be reliably and accurately informed of the activities, events, and actions of county government. The county uses several different indicators to measure the effectiveness of its communication with



Potential Sources of County Information Compared by Year

Please tell me whether you use each of these potential sources of information about Washington County government as a major or minor source of information or not at all?*	Percent using as a minor or major source	
	2008	2006
Other county residents (e.g., neighbors or friends)	81%	75%
Weekly community newspapers	80%	81%
Washington County newsletter, <i>Staying in Touch</i>	80%	81%
Daily newspapers	79%	77%
The Internet / the World Wide Web	75%	69%
County Web site on the internet	67%	60%
Cable television programming	59%	52%
Community meetings	50%	50%
Washington County employees	47%	43%

Grey shading indicates statistically significant differences between 2008 and 2006.

**This question was not asked in 2001.*

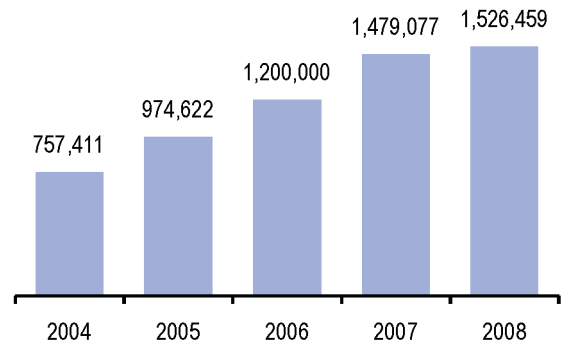
Source: 2008 Washington County Residential Survey Report of Results

citizens. By evaluating the results of these measures, the county learns what communication tools are most effective in reaching residents.

The residential survey continues to be one of the main tools the county uses to gather feedback about communication. About two-thirds of respondents said the county was “excellent” or “good” at informing citizens, one-third felt the county did a “fair” job, and seven percent thought the county did a “poor” job informing citizens. The 2008 ratings were slightly lower than the ratings given in 2006.

In addition to asking citizens to rate the county’s effectiveness in informing the public, the residential survey contains other questions related to communications. Residents are asked to identify potential sources they use to acquire information

Website Visits



Source: Washington County Administration

E-mail Subscription Service Requests Completed

	2005	2006	2007	2008
Employment opportunities	37	1,524	3,786	4912
County Board of Commissioners meeting agenda	12	157	456	501
<i>Staying In Touch</i> newsletter	19	222	415	399
County libraries		11	11	102
County parks		31	35	198
Land and Water Legacy Program			145	195

Source: Office of Administration

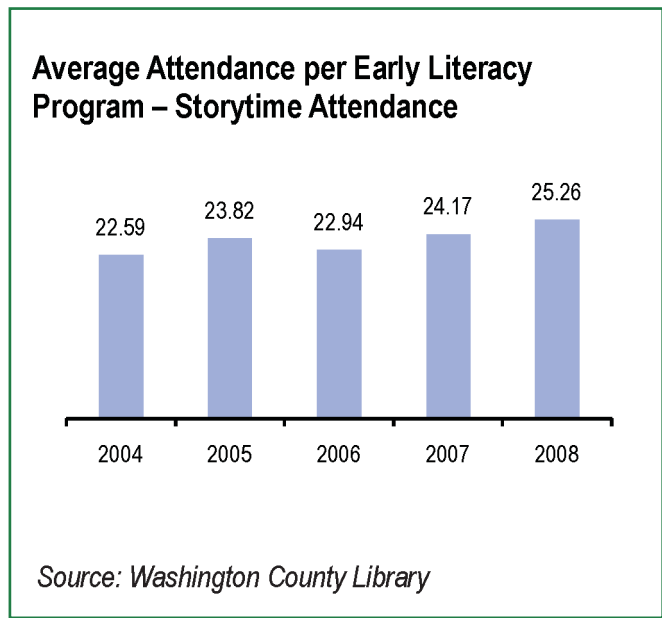
about Washington County government. Other county residents, the internet, the county website, and cable television programming increased significantly from 2006 to 2008 as sources of information used by residents to learn about their county government.

County Website

Washington County residents are informed of relevant county information through its website, so the number of times the county website is accessed is also used to measure communication. Visits to the county website have more than doubled since 2004. This indicates that users of the website find the information relevant.

The top five web topics visited most frequently by residents in 2008 include, property and tax information, parks, libraries, employment opportunities and sheriff information.

Another way the county measures interest in county communications is through the use of subscription services. The county website has offered an e-mail subscription service since 2005. As subscribers, people receive immediate information, such as current job postings, information regarding County Board agendas, park and library activities and much more. E-mail subscription services continue to rise at a steady pace.



County website usage continues to grow. The county maintains and updates over 2,100 pages on a regular basis. More and more people turn to the website to secure their information. In 2009, the county will develop a strategic plan for the county’s website to determine how the county can best meet increasing demands for information.

Early Literacy

Children get ready to read years before they start school. Children who read up to three times a week or more do much better in later development. Children who have mastered basic reading skills by the end of second grade are more successful in school, have greater employment options, greater income potential and an enhanced quality of life.

Washington County libraries play a key role providing early literacy

information. The libraries use a story-time model to teach the six essential early literacy skills. In 2008, 13,515 children and parents attended baby, preschool and family storytime; 20% more than the previous year. Early literacy skills were promoted with more children and parents at each storytime.

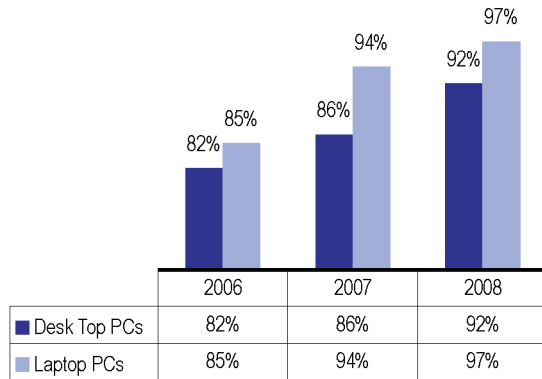
Managing Computer Infrastructure

One goal of the Department of Information Technology is to proactively manage Washington County’s computing infrastructure and replace components as needed to ensure that a healthy, secure, stable, and reliable environment is maintained.

According to the Gartner Group, the world’s leading information technology research and advisory firm, a critical requirement for success in managing personal computers (PCs) and laptops is to reduce the complexity of the computer environment. Minimizing the number of unique PC configurations makes PC life cycle configuration management more efficient and less costly.

To improve the quality and cost-effectiveness of service, the county has established standardized hardware configurations for each purchasing

Percentage of Computer Hardware meeting County Standards



Source: Washington County Information Technology

year. Each year the county reviews and revises the hardware standards for Washington County, taking into account the current technology available and the business needs of the county.

In 2008, 92% of all county PCs were in compliance with the standard established in the year they were purchased, which is a three percent increase over 2007. Ninety-seven percent of all laptop computers were in compliance with the standard established in the year they were purchased, which is a 3% increase over 2007.

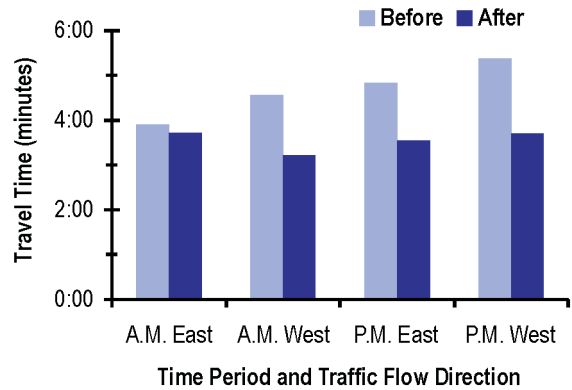
Traffic Signal Coordinations Project

The Washington County Public Works Department is constantly addressing today’s needs while proactively planning for the future. An example would be in a 2008 project,

Washington County implemented changes in traffic signal coordination on Valley Creek Road [County State Aid Highway (CSAH)] between Weir Drive and Tower Drive in the City of Woodbury. With the continued residential and commercial growth in the area and the reconstruction of Valley Creek Road/I-494 interchange in 2006, traffic patterns and Valley Creek Road operational characteristics along (CSAH 16) had changed significantly in recent years.

The project aimed to reduce travel times and delays for the traffic on Valley Creek Road (CSAH 16). Over 46,000 vehicles use the corridor on an average day. Preliminary study results show a significant travel time improvement with the new signal timing plans in place. Approximately 60 to 90 seconds of travel time is saved per vehicle during the A.M. and P.M. peak traffic periods, which is

Valley Creek Road Peak Hour Corridor Travel Time



Source: Washington County Public Works

multiplied by the thousands of vehicles that use the corridor daily.

In addition to the travel time improvements, the coordination provides other benefits, including reducing the number of vehicle stops and reducing fuel consumption. The project benefit analysis estimated the Valley Creek Road (CSAH 16) traffic signal optimization project resulted in an estimated annual economic savings of \$2.7 million. This annual figure includes the economic benefit of reduced congestion, resulting in an estimated annual savings of approximately 130,000 gallons of gasoline (an average of 350 gallons per day).

4

To maintain the public trust through responsible use of public resources, accountability, and openness of government

The ability of Washington County to meet the needs of its citizens is directly related to its ability to achieve and sustain fiscal stability. Effective and efficient use of resources is necessary to achieve the goals and objectives of the county.

The following measures are an illustration of the many efforts within the county that improve the ways in which this goal is achieved.

Residential Survey of Public Trust

Public trust is essential for achieving the vision for the future of the county and its mission for county government. In the 2008 Residential Survey, residents were asked to rate their perception of public trust in Washington County government. Nearly nine in 10 respondents approve of the job the County Board is doing

(88% “strongly” or “somewhat” approved).

The table below shows the results for the 2006 and 2008 Residential Surveys. Over time, by asking these questions, Washington County will be able to establish a pattern or trend and determine how to continue to improve informing citizens and make responsible decisions.

Financial Reporting

Independent audits and adherence to standard accounting practices assures the public that reports on the use of county resources are accurate and represent the financial activity fairly. Washington County participates in a variety of mandatory and voluntary reporting programs to help maintain the quality of its financial management practices by ensuring openness and accountability for public resources.

One of the programs in which the county participates is the Government Finance Officer’s Association Certificate of Excellence in Financial Reporting Program. The report produced for this program must adhere to the highest standards in governmental financial reporting. The county was awarded its 22nd consecutive certificate for its 2006 report. This certification through the program affirms the county’s reports are accurate and represent its financial activity fairly.

Bond Ratings

In the financial market place, the highest level of scrutiny is reserved for those organizations that seek to borrow money. The county’s process for borrowing money in the financial markets takes the form of a bond sale. Each sale of bonds is subjected to a rating of the county’s economic

Perception of Government Compared by Year

	2006	2008
I feel I receive good value for the Washington County taxes I pay.*	68	62
Overall, I feel that Washington County does a good job of managing tax dollars.*	65	61
I feel Washington County government listens to citizens.	63	61
I feel I know about the work of the Washington County Board.	48	49

Average rating (0 = strongly disagree, 100 = strongly agree).

* Indicates statistically significant differences between 2008 and 2006.

Source: 2008 Washington County Residential Survey Report of Results

Awards and Audit Opinions for County Financial Reports					
	2004	2005	2006	2007	2008
Certificate of Excellence in Financial Reporting	Award (20)	Award (21)	Award (22)	Award (23)	Application to be submitted
Auditor Opinions on Compliance with Generally Accepted Accounting Principles	Unqualified	Unqualified	Unqualified	Unqualified	To be determined
Auditor Opinion on Compliance for Major Federal Award Programs	Unqualified	Unqualified	Unqualified	Unqualified	To be determined

**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

stability, management practices, and financial prospects by independent bond rating agencies.

Washington County has consistently received high credit ratings. In 2007, the county received an upgrade in its credit rating. The county now holds the highest rating available from Standard & Poor's Ratings Services and the second highest possible rating from Moody's Investors Services. The county is one of only 49 counties nationally to receive the AAA rating from Standard & Poor's. Less than 1% of all rated general obligation debt (excluding insured debt) fall into this

category. The strong credit ratings are indicators of an adequate and diverse economic base, good tax-base growth, solid management of financial operations and moderate debt levels with manageable future debt needs.

Operating Costs and Property Tax Levy per Capita

Operating costs per capita is an indication of Washington County's ability to maintain sound financial management while providing its citizens with the services they value. The first measure reflects the cost of

county government as it accommodates the increased service demands that accompany a growing county population. Costs increased from 2007 to 2008 mainly for two reasons. First, two new county service centers were opened to bring county services close to residents in the northern and southern areas of the county; secondly, a new public safety 800Mhz radio system was installed to improve service and allow the county to communicate seamlessly with first responders throughout the metropolitan area.

During 2008, the county's operating costs per capita were the second lowest

Bond Issue Rating by Credit Rating Agency					
	2000A	2001A	2003A&B	2005A*	2007A
Standard & Poor's Ratings Services	AA+	AA+	AA	AA+ (AAA)	AAA
Moody's Investors Services	Aa2	Aa2	Aa2	Aa2 (Aaa)	Aa1

**Bond issue insured resulting in upgrade to credit rating for bond sale.*

Source: Washington County Accounting and Finance

Actual Operating Costs per Capita

	2004	2005	2006	2007	2008
Actual Operating Costs	\$112,718,400	\$114,241,000	\$119,045,100	\$131,185,828	\$146,677,800
Population*	216,200	224,900	228,100	233,100	237,800**
Cost per Capita	\$521	\$508	\$522	\$563	\$617

*Numbers rounded to nearest hundred.

**The 2008 population is estimated by adding a 2% increase to 2007's population estimate.

Note: Debt service and capital expenditures are excluded from the calculation as annual fluctuations of debt and capital expenditures can be significant which would make comparisons less meaningful.

Source: Washington County Administration

Property Tax Levy per Capita

	2004	2005	2006	2007	2008
Certified Levy	\$63,042,600	\$66,497,300	\$70,310,200	\$75,895,000	\$81,131,800
Population*	216,200	224,900	228,100	233,100	227,800**
Levy per Capita	\$292	\$296	\$308	\$326	\$341

*Numbers rounded to nearest hundred.

**The 2008 population is estimated by adding a 2% increase to 2007's population estimate.

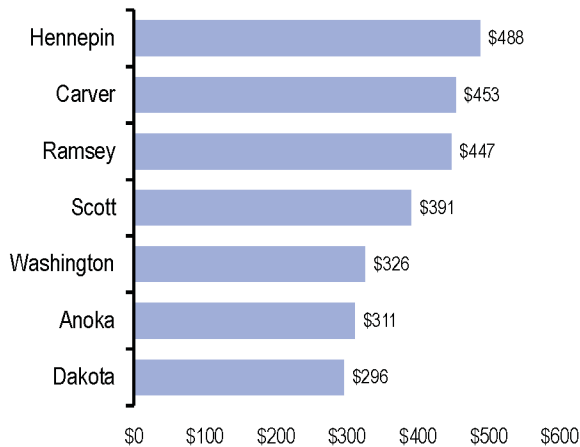
Note: Debt service and capital expenditures are excluded from the calculation as annual fluctuations of debt and capital expenditures can be significant which would make comparisons less meaningful.

Source: Washington County Administration

of the seven-county metro area. Controlling the cost of operations is an important strategy for achieving efficient use of county tax dollars.

The second measure reflects the amount of levy collected from each resident of the county. In developing a budget, the County Board seeks to limit the increase in the property tax levy while focusing on providing core services and programs. By maintaining a relatively flat levy per capita, the county is maximizing its use of other revenue sources whenever possible. Washington

2007 Property Taxes per Capita – Metro Counties



Note: 2008 data was not available at the time of publication.

Source: Minnesota Inter-County Association (MICA)

County's property tax rate has historically been one of the lowest in the State of Minnesota and is the second lowest in the seven county metro area. The county's 2007 levy per capita is the third lowest in the seven-county metro area.

Full-time Equivalent Employee Ratios

This trend shows Washington County's full-time equivalent (FTE) employees per 1,000 residents. This is another indicator that emphasizes the county's ability to

Employees per 1,000 Population					
	2004	2005	2006	2007	2008
Employee Count	1,075.70	1,019.61	1,059.32	1,085.24	1,108.39
Population*	216,200	224,900	228,100	233,100	237,800**
Employees per 1,000 Population	4.98	4.53	4.64	4.63	4.66

**Numbers rounded to nearest hundred.*

*** The 2008 population is estimated by adding 2% increase to 2007's population estimate.*

Source: Washington County Administration

maintain sound financial management while providing its citizens with the services they value. While population growth increased over 9% since 2004, the FTE count only increased by almost 3%. The county's FTE per 1,000 population count is the second lowest of the seven-county metro area. To help maintain a low employee per capita rate, the county will continue to make investments in technology and explore alternatives to enhance and streamline the delivery of services.

Taxpayer Services Transactions per Full-time Equivalent

The transactions per FTE measure is used to help determine the appropriate staffing level for services. The total transactions per FTE in the Property Records and Taxpayers Services Department include tax payment transactions and telephone calls. In 2007, the department reorganized its document processing system. This included transferring some staff from a division with less service demands

to another area with growing service demands.

The reorganization provided greater flexibility to move staff where they were most needed. Looking at the number of transactions per FTE helps determine more efficient and effective staff placement. By transferring staff in 2007 to 2008, it allowed more effective customer service.

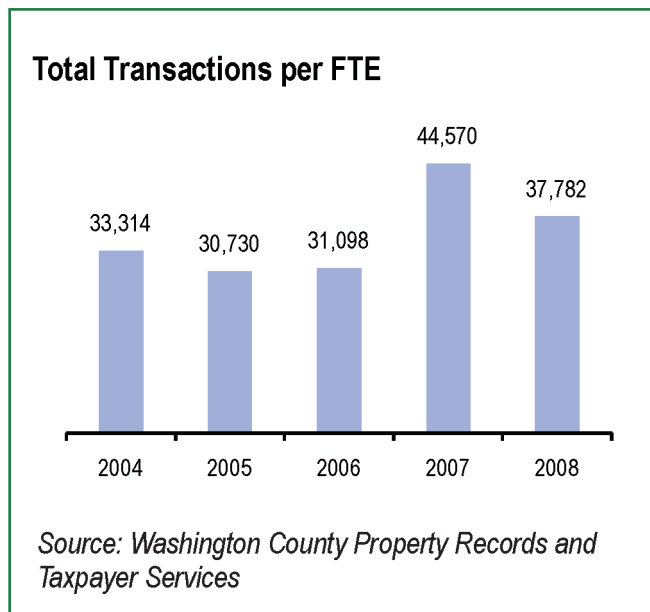
Worker's Compensation Claims

Reducing the number and severity of work-related injuries and illnesses is one indicator of the effectiveness of

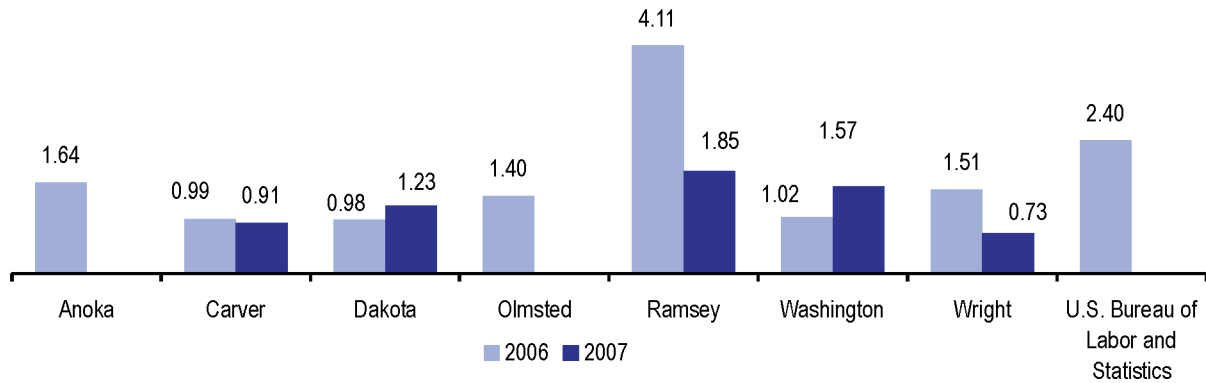
employee safety and return-to-work programs. Washington County continues to see an increase in the number of medications being prescribed by physicians for work-related injuries, thus impacting the injury rate. The most common work-related injuries to county employees in 2007 were slips and falls, repetitive motion or movement, and being hit or struck by stationary or moving objects.

Lost time from work and physical work restrictions for employees are criteria utilized by the Federal Occupational Safety and Health

Administration (OSHA) to determine whether or not an injury should be counted in the injury rate per 100 employees calculation. Lost time from work is a calculation that measures the severity of the county's claims. There has been an increase in the number of lost work days and the number of injuries that require physical or work restriction, creating an increase in the claim severity and lost workday cases.



Lost Workday Cases



Source: Metro County OSHA logs and U.S. Bureau of Labor and Statistics

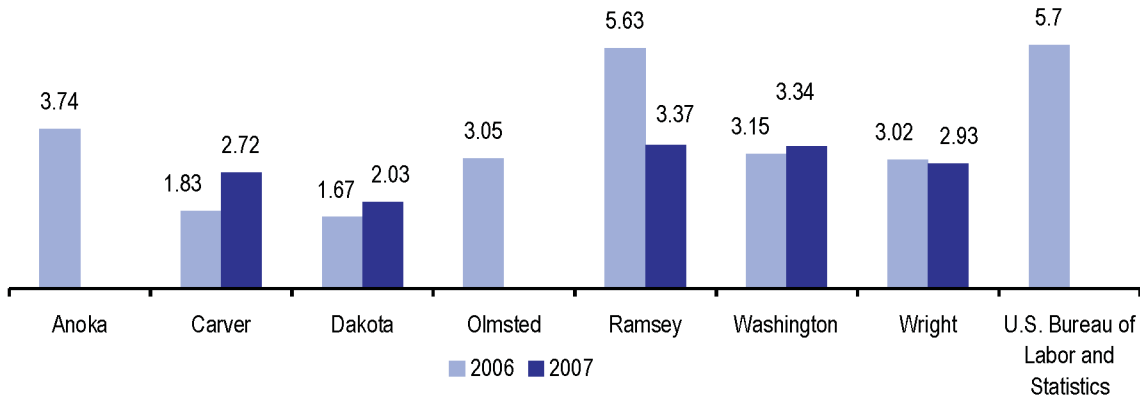
By comparing the county’s injury rates with other Minnesota counties and the industry standard (Bureau of Labor and Statistics), staff is able to benchmark how effective employee safety, risk management, and return-to-work programs are in relationship to similar entities and operations.

The county’s goal for 2009 is to keep the total number of lost work days at 1.35 per 100 employees. Some of the initiatives to reduce injuries include: increasing safety inspections, ergonomic assessments, and employee awareness.

Managing Computer Infrastructure

One of the goals of the Department of Information Technology is to proactively manage Washington County’s computing infrastructure and replace components as needed to ensure that a healthy, secure, stable,

Injury Rate per 100 Employees



Source: Metro County OSHA logs and U.S. Bureau of Labor Statistics

and reliable environment is maintained for optimal performance and cost effectiveness.

The county's technical hardware infrastructure consists of the following components: desktops (PCs), monitors, laptop computers, routers, servers and uninterruptible power supplies (UPS). Each has a life cycle recommended by industry standards.

The recommended lifecycles are based on the total cost of ownership (TCO) of these devices which takes into account the direct costs of purchasing and the indirect costs of supporting and operating them over time. Industry research indicates that for the average organization, indirect cost elements may contribute 50% or more of the overall TCO. Industry studies indicate that it may increase the

TCO by 18% to 20% more per year to maintain these devices an extra year beyond their recommended lifecycle.

In 2008, 79% of the total county desktops (PCs) were within the recommended life cycle of four years, with 21% older than the recommended four years. This decrease is attributed to county departments holding back on purchases in anticipation of impending funding reductions. While this may produce a short term savings, it will cost more over the life of the component.

Library Value

The Washington County Library calculates the value of popular library services based on average retail values for 2008. The average retail cost of each library material is \$23. The

average library user borrowed almost 55 items last year.

The total value of the library for the average library user was \$1,256. If the library user accessed the Internet, attended programs, or consulted with a librarian, the benefit would be even greater. In 2008, Washington County Library users received over \$64 million in services in return for a \$6.4 million investment (\$5.9 million from property taxes).

This analysis assumes that residents would purchase the same amount of items or services they actually used. Of course, users would not necessarily purchase items or services if they were not available at the public library. Because library services are shared, users benefit regardless of whether or not the services are available elsewhere.

Percentage of Hardware in Healthy Status						
	2006*	2007**	2008	Service Life	2008 6 Month Replacement	Without 6 Month Replacement
Monitors	100%	98%	99%	10 years	99%	99%
Desk Top (PCs)	77%	84%	79%	4 years	89%	70%
Laptops	78%	41%	85%	3 years	85%	82%
Servers	79%	41%	85%	5 years	84%	82%
UPS	85%	81%	43%	5 years	43%	64%
Routers	48%	50%	62%	6 years	62%	57%

*** The 2006 data has been updated from what was previously published. There were two factors that contributed to this. The first was that it was found that the data used to generate the prior statistics did not include all active components. The second factor is the introduction of a grace period of 6 months into the calculation. Devices that are within 6 months of the recommended lifecycle are considered to be in healthy status. For example, a Desktop PC with a 4 year lifecycle is considered to be in healthy status for 54 months. The reason for this is to ensure that there is adequate time allowed for the disposal and replacement of the device, and for this to be reflected in the inventory data.*

***PC assets acquired prior to 2000 not included.*

Note: Based on this new information and methodology, the county has recalculated the correct figures as shown in this report.

Source: Washington County Information Technology

Human Service Costs Per Capita

The Community Services Department strives to provide quality services to county residents in an efficient manner. Many of the programs and services administered by the department are very complex, controlled by state and federal mandates and regulations, and are continually changing.

In order to maintain the public trust and ensure that the county is using the taxpayers' money as effectively as

possible, the Minnesota Department of Human Services (DHS) tracks all costs associated with the provision of all human service programs for each county. The services included are: economic support programs, health care programs, and social service programs.

As demonstrated by the chart on the next page, for 2007, Washington County had the second lowest total human services per capita costs amongst the seven metro-area counties. It also ranked the lowest

in administrative human services per capita costs of all counties in Minnesota.

Park Comparison

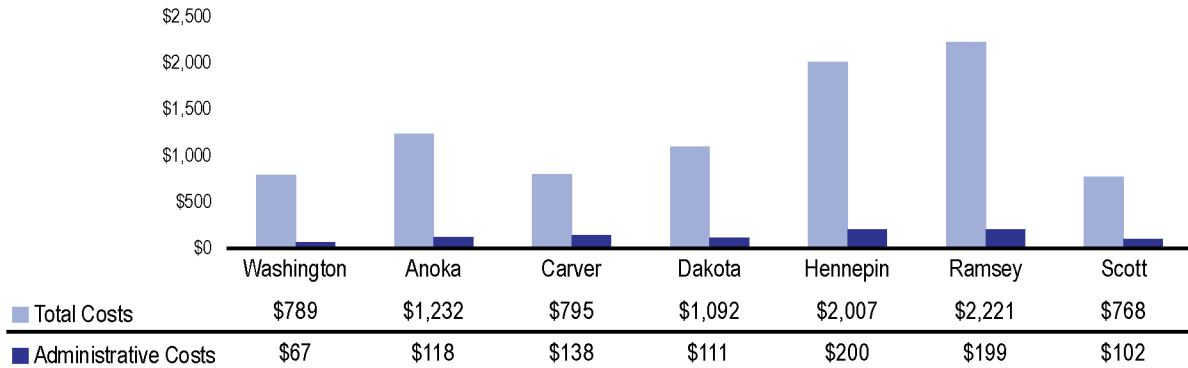
In an effort to provide transparent, responsible, and efficient government services, the county compares operation and maintenance expenses of similar agencies in the Twin Cities. The 2007 operation and maintenance expenditures represent all of the costs associated with managing a regional park system. Funding for these

Washington County Library Value

Library Use	Library Services	Estimated Retail Value	Value to Library Users
707,258	Books Borrowed - Adult	\$27.00	\$19,095,966
873,437	Books Borrowed - Children	\$20.00	\$17,468,740
181,407	Paperback Books - All Ages	\$7.00	\$1,269,849
98,011	Magazines Borrowed	\$3.50	\$343,039
412,001	Videos/DVDs Purchased	\$22.00	\$9,064,022
260,855	Audio Books Borrowed	\$41.00	\$10,695,055
9,983	Museum Passes Borrowed (2 people)	\$20.00	\$199,660
6,297	E-Audiobook Downloads	\$15.00	\$94,455
215	Life Event/Caregiver Kits	\$75.00	\$16,125
2,549,464	All Items Borrowed - All Libraries		\$58,246,911
	Average Value per Item		\$23
46,364	Value per Library Card Used in 2008		\$1,256
24,000	Interlibrary Loan	\$30.00	\$720,000
5,242	Meeting Room User per Hour	\$50.00	\$262,100
1,764	Adult Program Attendance - WCL only	\$10.00	\$17,640
24,220	Children's Programs Attended	\$6.00	\$145,320
259,184	Hours of Computer Use	\$12.00	\$3,110,208
105,989	Reference Questions Asked	\$15.00	\$1,589,835
	Total Value		\$64,092,014

Source: The Washington County Library Value information is adapted from the Library Use Value Calculator originally provided by the Massachusetts Library Association in 2004. 2008 estimated retail values are adapted from modifications made by the Maine State Library. Numbers are for all nine Washington County Library branches, as well as Stillwater Public Library and Bayport Public Library, unless otherwise noted.

Per Capita Human Services Costs for Metro-Area Counties for Calendar Year 2007



Note: 2008 data was not available at the time of publication.

Source: MN Department of Human Services

expenditures comes from local tax levy, operational grants, internal revenue sources (e.g., vehicle permit sales), and other sources.

The county also calculates the ‘cost to taxpayer per park visit.’ The cost per visit to a Washington County park in 2007 was \$.84, down from \$.90 in 2006.

There are several factors that contribute

to such a low per taxpayer costs including an efficient vehicle parking permit system, successfully securing solicitations for additional non-county funding, and concession, camping, and picnic shelter fees.

The county will continue to measure and compare the operation and maintenance expenses and cost per park visit as tools for maintaining efficient use of county tax dollars.

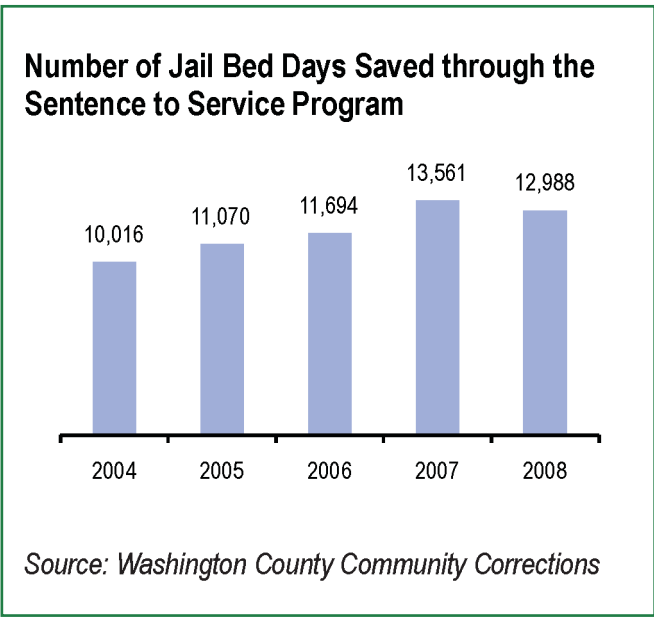
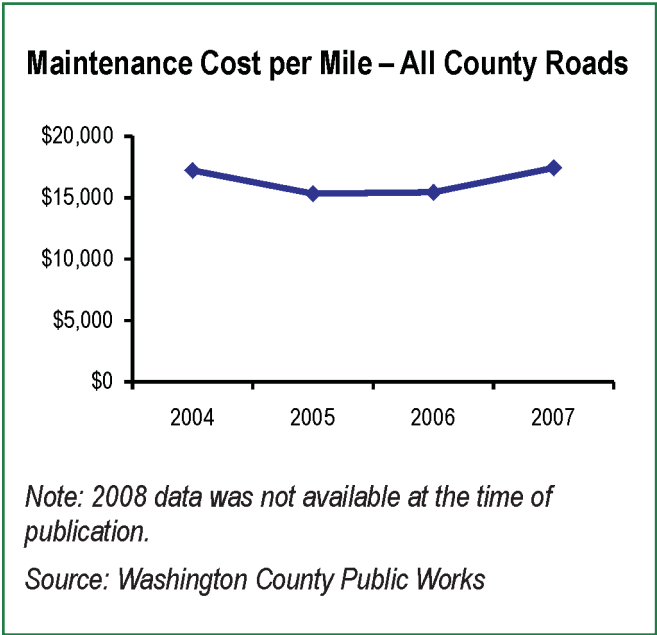
Maintenance Costs Per Mile

One of the goals of the Department of Public Works is to provide and maintain a safe, efficient, and cost-effective transportation system to meet the needs of the public in an environmentally responsible manner, now and into the future. A primary objective set to achieve this goal is to ensure that services to the public are responsive and cost-effective.

2007 Parks Operation and Maintenance Comparison

Park Agency Name	Total Expenditures	Visits (A) (Thousands)	Expenditure by Visitor	Population by Park Agency	Expenditure by Population
Anoka County	\$5,429,891	2,593.7	\$2.09	331,246	\$16.39
Carver County	990,043	237.5	4.17	88,384	11.20
Dakota County	5,367,907	756.4	7.10	398,177	13.48
Washington County	2,601,103	992.8	2.62	233,104	11.16
Totals	\$14,388,944	4,580.5	\$3.14	1,050,911	\$13.69

Source: 2007 annual visitation estimate is based on a four-year average of counts of visitors taken during the summer months for 2004 through 2007 by the park agencies under a schedule prepared by the Metropolitan Council. Data analysis was performed by the Metropolitan Council.



To ensure cost-effectiveness, a summary of road maintenance costs per mile is reported. Many factors affect the cost to maintain the investment made in the county highway system. The efficiency of maintaining county roads can be measured by the maintenance costs per lane mile. This measurement monitors the average cost to maintain a mile of roadway in the county. Many factors, such as the amount of snowfall in a year, increasing lane miles, labor, equipment, and materials affect the cost of county highway maintenance.

While many of these costs have increased, the cost of overall maintenance remains flat. This is a result of increased use of technology and training to provide a more efficient operation to maintain the investment made in the county highway system. For example, snowplows have installed monitors that provide feedback on how much salt and sand material is used

per lane mile to prevent overuse of the expensive material. Another use of technology that saves on maintenance costs is the pre-treatment of roadways with a salt substitute before a snow event. In addition, training, such as the Minnesota Department of Transportation salt usage training course attended by snowplow drivers each year, translates into knowledge and skills to work more effectively and efficiently.

Sentence-to-Service Program

Through the Community Corrections Department’s Sentence to Service (STS) program, criminal offenders perform work service in the community as an alternative to serving time in jail. The program provides service to various government, public, or private non-profit agencies throughout the county. In 2008, offenders participating in STS reduced the need for nearly 13,000 jail

days. It costs an estimated \$124 per day to house an offender in the county jail. Therefore, having a program like STS saves the county thousands of dollars each year. Additionally, the jail bed days saved allows the county to generate revenue by renting unused jail bed space to law enforcement entities outside of the county. Furthermore, having offenders participate on work crews allows them to directly repair the harm to the community resulting from their offense. STS in Washington County is an efficient and cost-effective program that provides offenders the opportunity to repair harm and restore the community.

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Appendix

Additional Washington County Measures

In order to maintain its strong focus on continuous improvement and benchmarking, Washington County uses a variety of measures to manage throughout the organization. Examples of these measures are available in the county budget, this report, and by contacting county offices. The county tracks a number of items in addition to those included in the 2008 Annual Performance Report. A sample of these additional measures, organized by goal and department, is presented in the following pages.

By County Goals

To promote the health, safety, and quality of life of citizens

- Community service hours completed through the Sentence-to-Service program
- Percent of adult and juvenile closed cases with a restitution where restitution was paid in full at the time of case closing
- Number of child and adult abuse/neglect reports
- Use of online catalog and digital resources, e.g. electronic books, downloadable audiovisual and information databases
- Public Health and

- Environment response rate to Minnesota Department of Health's Health Alert Network
- Total household hazardous waste collected.
- Student use of alcohol, tobacco and other drugs
- Parks usage
- Number of Sheriff's certificates of foreclosure
- Percent of voter turnout during countywide elections
- Number of registered voters
- Number of community members actively involved in Public Health and Environment advisory committees and community partnerships
- Number of cases assigned in the Sheriff's Office
- Number and percentage of cases cleared in the Sheriff's Office
- Percent of juvenile cases not prosecuted
- Number of felony complaints
- Number of gross misdemeanor complaints
- Number of misdemeanor cases

To provide accessible, high-quality services in a timely and respectful manner

- Turnaround time for criminal charging
- Turnaround time for juvenile charging
- Average number of offenders on a traditional caseload for adult division probation officers
- Dislocated Worker Program outcomes (did they find work, get a degree, etc.)
- Percent of Helpdesk Issues within Service Level Agreement target times
- Percent of types of Help Desk Issues
- Total Help Desk issues entered per year
- Department of Information Technology network and systems availability (new measure in 2009)
- Percent of self-checkouts completed by borrowers at library branches
- Library space per capita
- Number of telephone calls in Property Records and Taxpayer Services
- Number of counter interactions in Property Records and Taxpayer Services
- Customer survey results in Property Records and Taxpayer

Services

- Compliance turnaround times for Property Records and Taxpayer Services
- Number of civil process papers
- Number of foreclosures served
- Number of 911 calls and total calls to the Communications Center
- Number of volunteer hours for the Sheriff's Office

To address today's needs while proactively planning for the future

- Rating of county newsletter Staying in Touch
- Percent of Minnesota Family Investment Program and Diversionary Work Program clients who are still employed 30 hours a week and no longer receiving cash assistance three years later
- Annual turnover rate for Washington County employees
- Annual number of Washington County employee training hours
- Hours of public Internet access on library PCs (new measure in 2009)
- Number of household hazardous waste participants and cost per participant
- Number of absentee ballot applications processed and mailed out
- Number of Web site hits on Property Records and Taxpayer Web site

- Land and parcel changes, maintenance, and costs
- Department of Information Technology project delivery time and budget, actual vs. estimate (new measure in 2009)

To maintain the public trust through responsible use of public resources, accountability, and openness of government

- Number of Washington County Management and Compliance letters (auditor's findings on internal control and material weaknesses)
- Annual average investment rates
- Actual days to pay invoices in Accounting and Finance
- Budgeted expenditures vs. actual expenditures
- Annual budget non-levy revenue vs. actual non-levy revenue
- Cost and number of children in out-of-home placement
- Total cost of worker's compensation claims
- Number of Washington County Library card holders using reciprocal borrowing privileges at other Twin Cities public libraries
- Cost of library service per capita
- Total costs to maintain outlying government buildings
- Historic Courthouse grant, fundraiser and donation

revenues

- Number of absentee ballot applications processed and mailed out
- Percent of office supplies and dollar amount processed centrally
- Annual number of Sentence to Service hours worked
- Total dollars Sentence to Service jail days saved

By Department

Accounting and Finance

- Number of Washington County Management and Compliance letters (auditor's findings on internal control and material weaknesses)
- Annual average investment rates
- Actual days to pay invoices in Accounting and Finance

Administration

- Rating of county newsletter Staying in Touch
- Budgeted expenditures vs. actual expenditures
- Annual budget non-levy revenue vs. actual non-levy revenue
- Percent of office supplies and dollar amount processed centrally

Attorney's Office

- Turnaround time for criminal charging
- Turnaround time for juvenile charging
- Percent of juvenile cases not prosecuted

- Number of felony complaints
- Number of gross misdemeanor complaints
- Number of misdemeanor cases

Community Corrections

- Average number of offenders on a traditional caseload for adult division probation officers’
- Community service hours completed through the Sentence-to-Service program
- Percent of adult and juvenile closed cases with a restitution where restitution was paid in full at the time of case closing
- Annual number of Sentence to Service hours worked
- Total dollars Sentence to Service jail days saved

Community Services

- Number of child and adult abuse/neglect reports
- Percent of Minnesota Family Investment Program and Diversionary Work Program clients who are still employed 30 hours a week and no longer receiving cash assistance three years later
- Dislocated Worker Program outcomes (did they find work, get a degree, etc.)
- Cost and number of children in out-of-home placement

Human Resources

- Total cost of worker’s compensation claims
- Annual turnover rate for Washington County employees

- Annual number of Washington County employee training hours

Information Technology

- Percent of Helpdesk Issues within Service Level Agreement target times
- Percent of types of Help Desk Issues
- Total Help Desk issues entered per year
- Department of Information Technology network and systems availability (new measure in 2009)
- Department of Information Technology project delivery time and budget, actual vs. estimate (new measure in 2009)

Library

- Use of online catalog and digital resources, e.g. electronic books, downloadable audiovisual and information databases
- Hours of public Internet access on library PCs (new measure in 2009)
- Percent of self-checkouts completed by borrowers at library branches
- Number of Washington County Library card holders using reciprocal borrowing privileges at other Twin Cities public libraries
- Library space per capita
- Cost of library service per capita

Public Health and Environment

- Public Health and Environment response rate to Minnesota Department of Health’s Health Alert Network
- Total household hazardous waste collected
- Number of household hazardous waste participants and cost per participant
- Student use of alcohol, tobacco and other drugs
- Number of community members actively involved in Public Health and Environment advisory committees and community partnerships

Property Records and Taxpayer Services

- Number of telephone calls in Property Records and Taxpayer Services
- Number of counter interactions in Property Records and Taxpayer Services
- Customer survey results in Property Records and Taxpayer Services
- Compliance turnaround times for Property Records and Taxpayer Services
- Number of absentee ballot applications processed and mailed out
- Number of Web site hits on Property Records and Taxpayer Web site
- Number of Sheriff’s certificates of foreclosure

- Percent of voter turnout during countywide elections
- Number of registered voters

Public Works

- Parks usage
- Land and parcel changes, maintenance, and costs
- Total costs to maintain outlying government buildings
- Historic Courthouse grant, fundraiser and donation revenues

Sheriff's Office

- Number of civil process papers
- Number of foreclosures served
- Number of 911 calls and total calls to the Communications Center
- Number of volunteer hours for the Sheriff's Office
- Number of cases assigned in the Sheriff's Office
- Number and percentage of cases cleared in the Sheriff's Office

Washington County, Minnesota 2009 At-A-Glance

POPULATION

Washington County Population	(+13.7% since 2000)	233,104*
Median Age (both genders)	35.1 (2000)	36.8 (2007) ***
Population Rank in Minnesota	5 of 87 counties **	
Population age 18 years and over	166,722 ***	
Population age 65 years & over	19,517 ***	
Civilian Veterans	16,181 ***	
Housing Units	88,606 ***	
Households	83,611 *	
Persons per Household	2.64 *	
Source: * 2007 Metropolitan Council 4/1/07; estimates made public summer 2008 ** 2000 U.S Census *** 2007 American Community Survey (margin of error not included)		

PROJECTED GROWTH 2008 to 2030

Number of New Residents Forecast	140,713 (+ 62%) *
Number of New Households Forecast	63,872 (+ 28%) *
Number of New Employees Forecast	56,108 (+ 24%) *
Projected Population in 2030	365,590 *
Projected Employees	129,700 *
Projected Households	145,527 *
Source: * Metropolitan Council Forecasts of Population, Households, and Employment 1/09/08	

ECONOMIC

Median Household Income	\$ 77,476 *
Per Capita Income (2006)	\$ 44,618 **
Average Residential Value (Single Family Dwelling/Townhouse/Condo)	\$307,400 ***
Median Residential Taxable Market Value-pay 2009	\$252,400 ****
New Houses (Single Family Dwelling/Townhouse/Condo) Started (2007)	1,041 ***
Mean Commute Travel Time for Work	25 minutes *
Employment within County (2000)	72,442 *****
Source: * 2007 American Community Survey (margin of error not included) ** Bureau of Economic Analysis *** Washington County's 2008 Assessment Report **** Washington County Property Records and Taxpayer Services ***** Minnesota Department of Employment and Economic Development	

LABOR FORCE

Total Labor Force (as of December 2008) (a)	128,929
Number of County Residents Employed (as of December 2008)	120,806
Unemployed	4,307
Unemployment Rate (MN 5.5%)	5.1%
Top 10 Taxpayers (b) 2008 Net Tax Capacity	
Xcel Energy	\$8,614,501
Woodbury Lakes Retail, LLC	\$2,564,767
Tamarack Village Shopping	\$2,074,896
Woodbury Village Shop Corporation	\$1,225,909
Imation Corporation	\$1,205,236
State Farm Mutual Automobile	\$1,158,322
Menard, Inc.	\$1,144,367
3M Company	\$ 946,572
Centro-Oakdale, LLC	\$ 759,278
Wal-Mart	\$ 720,906
Occupations (c)	
Management, Professional	43.2%
Sales and Office	26.8%
Service	12.4%
Production, Transportation, Material Moving	9.4%
Construction, Extraction, Maintenance	7.9%
Farming, Fishing, Forestry	.3%
Source: (a) MN Dept. of Employment and Economic Dev. (b) Property Records and Taxpayer Services query. Completed on 4/15/08. (c) 2007 American Community Survey (margin of error not included)	

HUMAN SERVICES

Percent of People Below Poverty Level	4.9% **
Percent of Families Below Poverty	4.0% **
Percent of B.A. or Professional Degree	41.5% **
Rate of Homelessness per 10,000 residents (2006)	3.7% ***
MN Medical Assistance Expenditures (2007)	\$133.5 million *
Cash Assistance & Food Stamps (2007)	\$7.2 million *
Source: * Washington County Community Services ** 2007 American Community Survey (margin of error not included) *** Wilder Research, Minnesota Statewide Survey of People without Shelter(2006), and U.S.Census Bureau (2007)	

COUNTY BUDGET & PERCENTAGES

Total 2009 Budget *	\$172,004,600						
Revenue Sources **							
Net Levy	50%						
Intergovernmental	24%						
Interest Income and Miscellaneous	7%						
Fees, Licenses, and Fines	10%						
County Program Aid	4%						
Other Taxes	5%						
Expenditures							
Wages and Benefits	51%						
Direct Payments	22%						
Capital Expenditures	9%						
Operating Expenditures	13%						
Debt Service	5%						
County Budget Comparison ***							
	2009	2008					
Operating	\$146.4 million	\$141.6 million					
Capital	\$14.9 million	\$38.0 million					
Debt	\$9.4 million	\$9.8 million					
Total	\$170.7 million	\$189.4 million					
County General Obligation Bond Rating							
Moody's	Aa1	Standard & Poor's AAA					
County Tax Rate							
2009	26.343%	2008	25.936%	2007	25.676%	2006	26.968%
Source: * Washington County Office of Administration ** Rounded to the nearest whole number *** Rounded to the nearest tenth							

Data in At-A-Glance reflects a one-time snapshot of the county. The data will continue to change between now and the next At-A-Glance. Please check with the sources for the most recent information.

LAND USE

	Total Acres	%
Residential	50,042	18.5
Commercial	3,349	1.2
Industrial	4,946	1.8
Institutional & Recreational	26,328	9.7
Major 4-Lane Highways	2,851	1.1
Nonurbanized Land Total	157,402	58.1
Open Water Bodies	25,843	9.5
Total	270,761	99.9

Source: Metropolitan Council Generalized Land Cover

GEOGRAPHY

Total Area	423.2 sq. miles *
Land Area (Without Water)	391.7 sq. miles **
Maximum county width	13.8 miles
Maximum county length	40.4 miles
County total area rank in Minnesota	83 of 87 counties *
Washington County Parks	7 parks
Lake Elmo Park Reserve	2,317 acres *
Cottage Grove Ravine Regional Park	540.8 acres *
Pine Point Park	312 acres *
Point Douglas Park	9 acres *
Square Lake Park	25 acres *
St. Croix Bluffs Regional Park	584 acres *
Big Marine Park Reserve	120 acres *
Number of major water bodies +	585 ***

Source: * Land Management Information Center data 2003

** U S Census Bureau, Summary File 1 (SF1-Percent data)

*** Lakes & 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.

+ Department of Natural Resources Protected Waters Inventory.

WASHINGTON COUNTY FACILITIES

Types of Facilities	Contact Number	#
Government Center -Stillwater (County Seat)	(651) 430-6000	1
County Service Center-Cottage Grove	(651) 430-6000	1
County Service Center- Forest Lake/Headwaters	(651) 430-6000	1
County Branch Libraries	(651) 275-8500	9
License Centers	(651) 275-8600	3
County Social Services	(651) 430-6455	2
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
Transportation Offices	(651) 430-4300	2

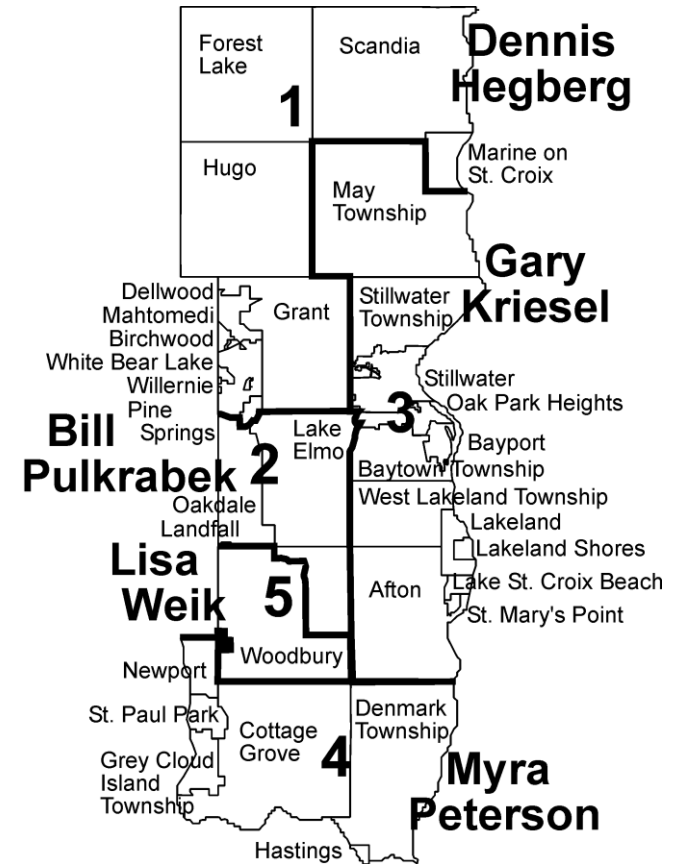
LOCAL UNITS OF GOVERNMENTS & DISTRICTS

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

Watershed Districts	Contact Number
Brown's Creek	(651) 275-1136 x26
Carnelian Marine	(651) 430-2793
Comfort Lake – Forest Lake	(651) 209-9753
Rice Creek	(763) 398-3070
Ramsey-Washington Metro	(651) 792-7950
Valley Branch	(651) 748-4230
South Washington	(651) 714-3729

Independent School Districts	Contact Number
I.S.D. 200 (Hastings)	(651) 437-6111
I.S.D. 622 (North St. Paul)	(651) 748-7622
I.S.D. 624 (White Bear Lake)	(651) 407-7562
I.S.D. 831 (Forest Lake Area)	(651) 982-8100
I.S.D. 832 (Mahtomedi)	(651) 407-2000
I.S.D. 833 (South Washington County)	(651) 458-6300
I.S.D. 834 (Stillwater Area)	(651) 351-8301
I.S.D. 916 (Valley Crossing)	(651) 415-5657
I.S.D. 2144 (Chisago Lakes)	(651) 213-2000
I.S.D. 6067 (Crosswinds)	(651) 379-2600

Washington County, Minnesota



Washington County Commissioners - 2009

- District 1 – Dennis C. Hegberg
- District 2 – Bill Pulkrabek – Vice Chair
- District 3 – Gary Kriesel
- District 4 – Myra Peterson –Chair
- District 5 – Lisa Weik

County Board meetings: Tuesdays, 9 a.m.
(no meetings on 5th Tuesdays)

Washington County Government Center
14949 62nd Street North
P.O. Box 6
Stillwater, Minnesota 55082-0006

Washington County general information telephone: (651) 430-6000
Washington County web site: <http://www.co.washington.mn.us>

2009 Legal newspaper: Oakdale-Lake Elmo Review
At-A-Glance is prepared by the Office of Administration

02/09

Washington County, 14949 62nd Street North, P. O. Box 6, Stillwater, MN 55082-0006, 651-430-6001
www.co.washington.mn.us