HENNEPIN COUNTY
MINNESOTA

Hennepin County Progress Report

Pandemic Response Projects

October – December 2022

Hennepin

Executive Summary

Hennepin County will leverage its American Rescue Plan Act — State and Local Fiscal Recovery Funds (ARPA- SLFRF) to further its mission and vision to support residents who are adversely affected by disparities; to support innovative, equitable and sustainable changes in service delivery; to promote private and public partnerships within our community, and to seek other funding sources to maximize our investments and best position Hennepin County for the future.

Through the ARPA-SLFRF program, Hennepin County has a total award of $245.9 million to respond to the economic and public health impacts of COVID-19 and to mitigate its impact on the community, residents and businesses. Key principles and priorities have been set to build upon the county's approach to disparity reduction and to support pandemic recovery efforts. Hennepin County is committed to using a racial equity lens to target resources and focus outcomes on reducing disparities in the following domains: education, employment, health, housing, income, justice and transportation. In addition to the domain areas, overarching infrastructure and supports have been prioritized.

In March 2022, the county board took action to use the dollars from ARPA-SLFRF for government services. Starting in 2022, the county will use other revenue sources for pandemic response and recovery efforts, which is anticipated to result in efficiencies. Programs and services previously authorized by the board will continue but will be funded through other sources outside of the ARPA-SLFRF.

This progress report summarizes Hennepin County's pandemic response projects from July 2022 through September 2022. Projects are presented by disparity domain area. The following details are provided for each project:

– Project name

– Allocation amount

– Project description

– Progress narrative

– Key performance indicators

– Next steps

Pandemic recovery funds

Hennepin County continues to leverage federal funding to serve residents and to advance disparity reduction efforts. Various federal funding streams, identified below, have allowed the county to provide timely services and programs for residents in crisis. Specifically, ARPA-SLFRF has enabled the county to continue investments in the public health response, jump-start disparity reduction strategies, and drive transformational change.

As described in the 2021 Recovery Plan for ARPA-SLFRF, Hennepin County has established the following principles and priorities to guide pandemic response efforts.

Principles

– Hennepin County embraces and embodies core values of continuous improvement, customer service, diversity and inclusion, employee engagement, and workforce development as we serve our residents.

– Hennepin County is committed to using a racial equity lens to target resources and focus outcomes on reducing disparities in the following domains: education, employment, health, housing, income, justice, and transportation.

– In response and recovery efforts, Hennepin County embraces opportunities for transformational change including lasting investments and more efficient, effective and accessible service delivery for residents in communities disproportionately impacted by COVID-19.

– Hennepin County will pursue and leverage other available federal and state funding before using CARES or SLFRF funding to support the recovery of residents, communities and businesses.

– Hennepin County is committed to a people-centered, inclusive and equitable approach in policymaking and service delivery.

Priorities

– Fund health programs to respond to COVID-19.

– Ensure legally required functions of county government can continue during COVID-19 pandemic.

– Invest in capital resources and infrastructure that help improve service delivery, remove barriers and mitigate health risks.

– Prioritize strategic investments that will have long-term value or cost reductions.

– Support the recovery of communities, residents, small businesses and nonprofits impacted by COVID-19 in ways that will help our region emerge from this crisis with an even stronger, more inclusive and resilient economy over the long term.

– Expand support and outreach to culturally specific human services and health care providers to strengthen their long-term ability to meet community needs.

Revenue replacement

In early 2022, Hennepin County took action to use the dollars from ARPA-SFLRF for the provision of government services. The revenue replacement calculation was submitted in the April 2022 Project and Expenditure Report and applies to expenditures from January 1, 2022, through the duration of ARPA-SLFRF. Programs and services previously authorized by the Hennepin County Board will continue but will be funded through other sources outside of ARPA-SLFRF.

Project inventory

Hennepin County will continue to support residents through the pandemic and beyond as residents and communities work to recover. This progress report includes a summary of Hennepin County's pandemic response projects from July 1, 2022 through September 30, 2022. Projects are presented by disparity domain area. The following details are provided for each project:

Project name

Allocation amount—This is the amount of funding allocated for the project.

Project description

Progress narrative

Key performance indicators—This is a description of the key performance indicators set for each project. Results and outcomes vary by project due to implementation timelines.

Next steps —This is the work that will occur in the next three to six months.

EDUCATION DOMAIN

Educational Services

Allocation amount: $775,000

Project description

Hennepin County is providing academic tutoring services to county-connected children and youth who are negatively impacted by the COVID-19 pandemic through its Education Support Services Department. County-connected youth are referred to the program from other services such as Children's Mental Health, Child Protective Services and the juvenile justice system, as well as other county services and programs. Hennepin County's Education Support Services Department strives to address the racial and educational disparities faced by youth who receive county services and address the academic achievement gap of county-connected youth to increase engagement, academic skills, and educational outcomes for students in grades K-12 and GED seekers. Academic tutoring services are provided by a contracted provider and students are assessed when they enter the program and again after receiving 30–50 hours of tutoring. The project's goal is to provide tutoring services to county-connected youth and help them to grow their skills in math, reading, and other academic subjects.

Progress narrative

Students from 169 different schools across the state who are connected to county services have received academic tutoring from Huntington Learning Center since the program began. When starting academic tutoring, students are given an academic assessment to determine if they are behind academically, and if so, how far behind grade level they are testing Tutoring schedules are determined based on the outcome of the initial assessment, and a tutoring plan is developed to address any academic needs identified in the assessment. Additional assessments are completed after a student receives 30–50 hours of tutoring.

Assessment tests include:

– Performance Series/STAR Reading Test

– Performance Series/STAR Math Test

– Slosson Oral Reading Test (SORT)

– Test of Phonics (early learners and non-readers)

To support success in tutoring, assistance is provided to families as needed to help them ensure the students attend tutoring on a regular basis to support the student's educational success. In addition, program staff engage with schools on a regular basis to support tutoring and get input on academic needs for students.

Key performance indicators

The key performance indicators for this project are:

– Number of students enrolled in academic tutoring

– Improvement on test scores in reading and math

– Improvement in grades and confidence in school, specifically math and reading
  (this was not assessed during summer tutoring)

– Increase in grade-level equivalent

Evaluation efforts

Results of the initial academic assessments and subsequent assessments are evaluated to determine if student test scores improve after a student receives tutoring, and if there is a relationship between the number of hours of tutoring and the degree of improvement. Evaluation efforts are also examining whether the students are improving in the key outcome variables listed above. The information from the evaluation is being used to improve the program with the goal of further reducing education disparities.

Academic tutoring outcomes

Since the program began, 380 students have been referred for academic tutoring. Between October 1, 2022, and December 30, 2022, 113 students received tutoring services. Results below are reflective of all tutoring students participating in this program.

– Students demonstrated increased scores on reassessments in math and reading, with an average increase of 24 points in reading and 26 points in math.

– Students started an average of 34.87% below grade level on the SORT deficit assessment, which is about 2-4 grade levels behind. After tutoring, the average deficit score is only 10.26% below grade level.

– Students have increased confidence levels and positive feelings towards school after receiving tutoring.

– A very strong positive statistically significant linear relationship exists between pre- and post-test scores on the SORT.

Figure 1: Pre - Post Sort Test

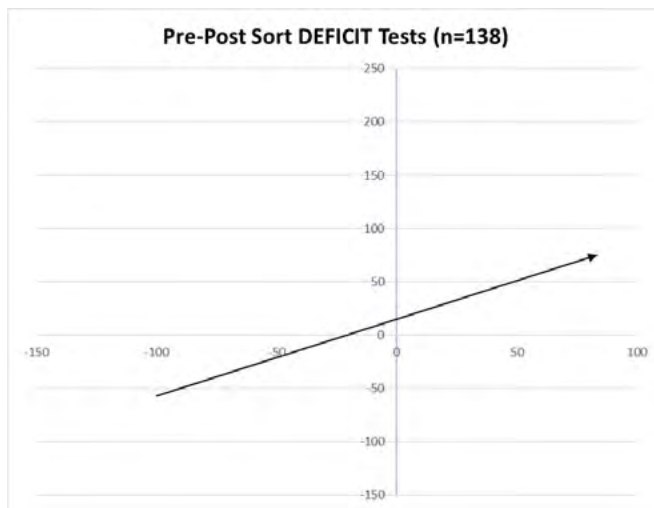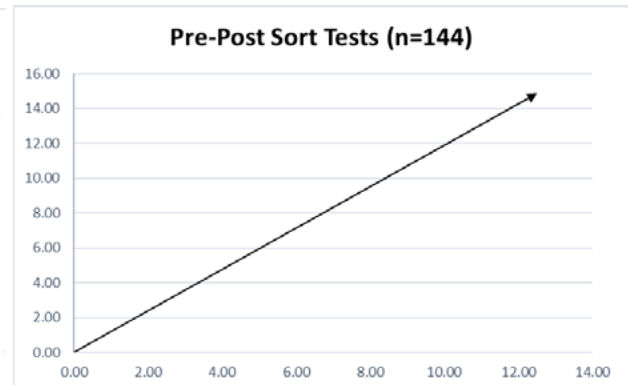Figure 2: Pre - Post Sort Deficit Test

Next steps

During the next three to six months, tutoring services will continue for students currently receiving tutoring as needed and new students will continue to be enrolled in academic tutoring services. Academic assessments and reassessments will be completed on a schedule set by the contracted tutoring agency. Evaluation of tutoring outcomes will continue.

EMPLOYMENT DOMAIN

Employment Strategies

Allocation amount: $16,580,000

Project description

Sustainable employment can make a difference in people's ability to pay for basic needs, bringing stability to individuals and families. This project aims to create and implement a number of employment strategies that will benefit county residents and employers, and, ultimately, the county's overall economic landscape. The county cannot do this work alone. The business community, community-based organizations, educational institutions, and the public workforce system are all critical partners in creating jobs and facilitating access to jobs that pay a livable wage and are in demand. The project team will work collaboratively to promote equity through the development and implementation of workforce development programs, employment readiness services, and other strategies that prepare and connect residents to employers.

Employment strategies will focus on:

– Partnering with the Housing Stability area to provide employment and training services that will supplement case management and housing-related supports for anyone who is interested in work, is 18 years or older and single (no dependents), is currently or recently experiencing homelessness. Services under this project include, but are not limited to, employment coaching, skills development through training and education, and assistance with placement and retention.

– Creating a consortia of workforce development providers that can provide just-in-time employment and training services leading to living-wage jobs by ensuring participants have the skills employers are seeking.

– Creating the Workforce Leadership Council (WLC) which is the platform the county will use to convene business partners for cross-sector sharing of ideas, promising practices and resources, and for cultivating strong partnerships to address pandemic-related economic hardships.

Progress narrative

Employment and Training Services for People Exiting Homelessness initiative

In 2021 the Hennepin County Board authorized funds to be used to provide meaningful employment services to individuals who are experiencing, or have recently experienced, homelessness. The board agreed that to improve long-term success in maintaining permanent housing and achieving self-sufficiency, persons transitioning from homelessness to permanent housing need to earn an income that meets basic needs. Employment services provide intentional focus on readiness, skills training and occupational learning to help this population find and keep jobs.

Hennepin County has partnered with Goodwill-Easter Seals Minnesota (GWES) and American Indian Opportunities Industrialization Centers Takoda Stability (AIOIC Takoda Stability) to provide low-barrier, supportive employment and training services to people experiencing or recently exited from homelessness. Hennepin County Homeless to Housing (H2H) case managers assess individuals they serve for readiness and interest in employment and training services. If a person is deemed appropriate and interested the H2H case manager submits a referral to one of the two partner organizations chosen by the individual being served. GWES and AIOIC Takoda Stability each have one career navigator designated to serve individuals in the pilot program.

Progress updates:

– To date, 45 referrals have been received (21 to AIOIC and 24 to GWES). The first-year pilot goal was to serve a total of 50 individuals.

– Participants have been provided support services to assist in their ability to participate in training and/ or employment. Support services have included bus cards, funds for groceries, a bicycle, steel-toed boots, interview clothing, work uniforms, pay-to-stay shelter nights, and assistance with utilities and rent.

– Monthly case consultation meetings are held for cases identified by case managers and/or career navigators.

– Internal Hennepin County monthly management meetings are held to provide updates and discuss program planning.

– 2023 provider budgets have been finalized.

– Expansion of pilot referral sources is underway. Agate Housing & Services shelter case managers were onboarded December 14, 2022. Streets to Housing is scheduled to onboard in January and the Catholic Charities Higher Ground onboarding date is being determined. Eight new Hennepin County Homeless to Housing case managers were onboarded this quarter.

– The Stipend program policy has been finalized; stipends began January 1, 2023.

– A collaborative private SharePoint site for Hennepin County and external community-based providers is nearing completion.

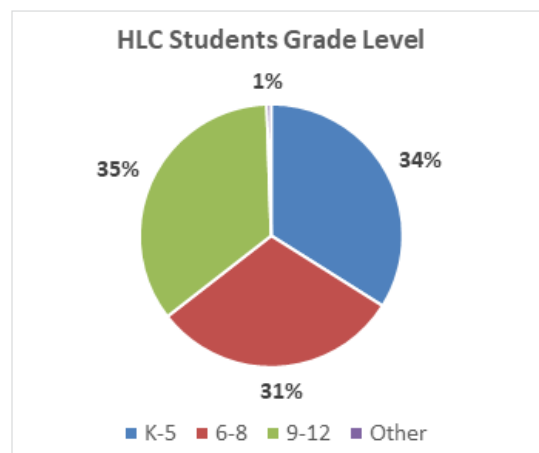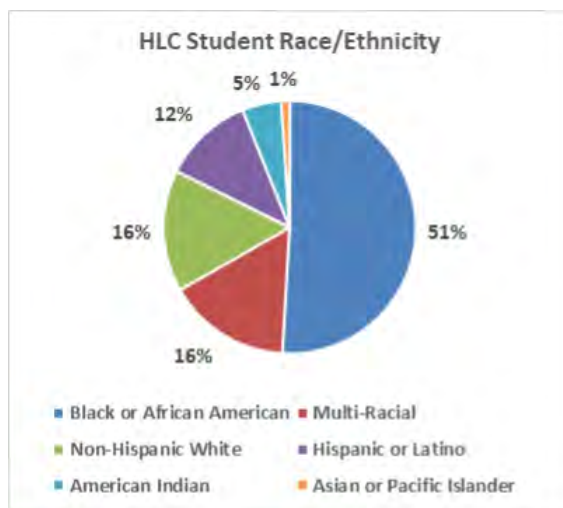## Workforce Development Roster Program and Workforce Leadership Council (WLC)

In October 2021, the Hennepin County Board authorized $10 million for career pathways programming and $3 million for the Workforce Leadership Council (WLC) as employment strategies to address the unequal impact of the COVID-19 public health emergency on certain Hennepin County communities, especially residents who are Black, Indigenous and people of color.

The initial strategy for the $10 million career pathways was to create a consortium of nonprofit organizations that could provide just-in-time employment and training services leading to living-wage jobs by ensuring participants have the skills employers are seeking. To accomplish this, project staff planned, prepared and facilitated the creation of what became the Workforce Development Roster Program.

The Workforce Leadership Council (WLC) is the platform the county will use to convene small- and mid-sized business owners and stakeholder organizations to better understand employment and business operations needs and challenges, and to explore opportunities for improvement and innovation. The WLC will provide space for critical conversations, learning, new partnerships and collaboration.

Progress updates:

– Official launch of the Workforce Leadership Council

– Three WLC workgroups have been formed, prioritizing three main challenges in the workforce:

– Talent stability — The right salary, resources to do their jobs. (i.e. availability, retention, development, "finding the worker," innovation, readiness, etc.)

– Barriers to job participation — Any challenges that may prevent a person from getting or keeping a job or advancing in their career (e.g., child care,

HLC Student Race/Ethnicity

5% 1%
12%
16%
51%
16%

- Black or African American - Multi-Racial
- Non-Hispanic White - Hispanic or Latino
- American Indian - Asian or Pacific Islander

HLC Students Grade Level

1%
35%
34%
31%

- K-5 - 6-8 - 9-12 - Other

transportation, housing)

– Technology gaps — Businesses being equipped with the right technology and aligned training needed to compete and sustain in the virtual marketplace. Employees having right, relevant and aligned training to perform their jobs. Includes hardware and software.

– Workforce Development Roster program released an RFP covering the seven highest job sectors in demand: IT, health care, manufacturing, finance/banking, green/energy, hospitality, and transportation

– Workforce Development Roster program approved and awarded provider for library navigator RFP

Key performance indicators

Employment and Training Services for People Exiting Homelessness initiative

– Key performance indicators are:

- Obtain employment
- Obtain stable housing
- Short-term job retention
- Long-term job retention

– Evaluation efforts include:

- Continue program and participant data monitoring and evaluation
- Continue discussion with implementing partners and Hennepin County management regarding data needs for long-term program sustainability

Quarter results (October 1 – December 31, 2022):

- 7 new referrals received (2 AIOIC; 5 GWES)
- 30 participants currently open
- 3 participants employed part-time; 3 participants employed full-time
- 9 participants actively seeking employment
- 2 participants enrolled in training courses and 7 participants exploring training opportunities
- 2 participants enrolled in GED classes; 2 participants enrolled in college courses
- 7 participants obtained stable housing

Workforce Development Roster Program and Workforce Leadership Council (WLC)

Key indicators at this time (subject to change):

– Number of leaders of small/medium-size businesses engaged in WLC

– Number of businesses connected with roster program providers, by in-demand job sectors identified by Hennepin County

– Number of people hired

– Employment retention data

– Mitigation of negative economic impact of COVID-19

– Increased employer engagement strategies

– Number of WLC participants, strategies or tools implemented

– Quarterly plans with contracted vendors

– Number of WLC pilot projects launched

Evaluation efforts will focus on:

– Workforce development services that directly address negative economic impact of the COVID-19 public health emergency and include a strong partnership with businesses

– Alignment with the country's disparity reduction efforts

– Use of pandemic recovery project funding for culturally specific and/or culturally responsive services

– Expediting the process of soliciting and engaging well-qualified workforce development providers

Next steps

Employment and Training Services for People Exiting Homelessness initiative:

– Continue program coordination and management efforts (ongoing partner meetings, internal management meetings, support to providers and case managers)

– Plan for program sustainability (identify/obtain data, funding sources, etc.)

– Continue to obtain quantitative and qualitative data and outcomes

– Monitor stipend program and budget

– Expand referral source to additional community-based shelters

– Complete GIS/story maps

Workforce Development Roster Program and Workforce Leadership Council (WLC):

– Post, approve and award Be@School, security officer, and HOPE/DOCCR RFPs

– Finalize roster program evaluation plan and review process

– WLC work group meetings, identification of pilot projects

HEALTH DOMAIN

Behavioral Health

Allocation amount: $20,000,000

Project description

The Behavioral Health project will invest in early interventions, prevent overreliance on deep-end services, and reduce disparities for Hennepin County residents through behavioral health strategies and interventions.

Initiatives toward these intended outcomes include:

1. Expanding School Based Mental Health
2. Developing and expanding a network of culturally specific mental health services
3. Expanding Family Home Visiting
4. Expanding Caring Connections 4 Kids
5. Reforming 911
6. Expanding hours at 1800 Chicago
7. Expanding the embedded police social worker initiative
8. Launching a juvenile behavioral health initiative
9. Expanding Family Response and Stabilization Services
10. Piloting a family-based recovery program
11. Launching a mental health awareness campaign

The measures supported through this effort will increase access for more than 11,000 people annually to low-barrier, upstream, whole-person and family supports designed to meet the complex needs of diverse communities. They will leverage multiple funding sources and expand the reach of Hennepin's current investment.

Progress narrative

If 2022's key word was "launch", then 2023's key words are "operational engagement." This funding has allowed us to secure, onboard and train additional key personnel delivering new and expanded services to residents. Our programs, pilots and initiatives are laying the foundations necessary to ensure that 2023 is a year of measurable progress. Monthly meetings with school district leaders and providers under the Expanding School Based Mental Health and Culturally Specific Mental Health initiatives are ongoing. Sustaining Family Home Visiting has begun hospital outreach. The recently onboarded staff for the Expanding Care 4 Kids initiative has given us the ability to reach the community in 11 spoken languages. Case management workgroups are operational and already have an impressive number of cases and screenings accomplished. Reforming 911 cases continue to increase from 56 during the third quarter of 2022 to 68 in the fourth quarter, up over 20%. The ALT Alternative Response Pilot became operational in December 2022, and we are looking forward to expanding operations and officer utilization. Embedded Social Workers is operational in 82% of precincts countywide.

Key performance indicators

All 11 initiatives have separate KPIs based on their individual approaches to supporting the mental health needs of Hennepin residents. As we close out 2022, initiatives which focused on hiring and staffing have now launched and are getting to work. The kinetic energy of staffing and planning is now moving and gaining momentum which we are planning to see in results and data for 2023. The primary KPI to date is persons served. A total of 7,700 students are served annually in our Expanding School Based Mental Health initiative. 369 new cases were assigned for screening in our Expanding Caring Connections 4 Kids, 20% more residents have been served in Reforming 911, and 494 unique residents were served in 1800 Chicago with up to 600 visits monthly for a total of 1,135 visits during the fourth quarter of 2022. 1,467 residents were served this quarter by Embedded Social Workers. 970 total documented connections were made to social services throughout all initiatives. Additional KPIs suggest the quality of services delivered in each initiative. For example, 100% of children (of 10 families served) served in Family Based Recovery remain with their families in their six-to-nine-month program. These numbers do not represent all initiative as some programs launched late in the quarter and first reports of progress are expected in the first quarter of 2023.

Milestones

– **Expanding School Based Mental Health**

- In 231 schools/100% of Hennepin districts with 193.5 FTEs serving nearly 7,700 youth annually
- Monthly meetings with school districts and providers to address operational implementation, workforce, and funding — approximately 20-30 attendees who represent agencies, school districts and parents
- Goals for first quarter 2023: Work with agencies to submit proposals for the Minnesota Department of Human Services School Linked Mental Health RFP
- Sustainability: Partners to maximize health insurance reimbursement services, DHS School Linked Mental Health Grant, and school district contributions. Working with our lobbyists around potential state and federal funding opportunities for school-linked mental health.

– **Developing and expanding a network of culturally specific mental health services**

- First report on impact expected February 2023
- First collaboration meeting with providers held November 2022
- 15 cultural groups reached (Source: semiannual reports)
- 1,388 residents served (Source: semiannual reports)
- 19,056 people reached on social media. Semiannual reports indicated Lotus Life and Wellness (Hispanic/Latino) reached 12,544 over 16 Facebook Live events, and Lao Assistance Center for Minnesota (Lao, Hmong, Cambodian) reached 6,512 people on social media.
- Goals for first quarter 2023: Gather semiannual impact report and engage with providers on awareness campaign
- Sustainability: Contracts intended to be one-time funding; plan to sustain a portion of the contracts via other funding such as AMHI grant

– **Sustaining Family Home Visiting**

- Hospital outreach begun; home visits delayed due to organizational changes with service provider
- Public Health hired 32 public health nurses in the fourth quarter of 2022 to implement Family Home Visiting evidence-based models starting January 1, 2023
- Organizational changes and work groups initiated to ensure successful transition.
- Goals for first quarter 2023: Tracking of data from Family Home visiting by second quarter; continue operational improvements with the provider
- Sustainability: Exploration into partnerships and options for funding ongoing

– Expanding Caring Connections 4 Kids

- 3 new public health nurses, 1 office specialist fully onboarded to the team (spoken languages of team members: 11)

- Screening of all children birth to 18 years in open Child Protection case management workgroups is occurring at this time

- 369 new cases were assigned for screening (87 screened with remaining outcomes available at end of first quarter 2023)

- Interdisciplinary Children's Mental Health case consultation process being utilized for non-passing screens

- Fully transitioned to electronic screening for children's mental health screening

- Evaluation planning process for the program is underway

- Goals for first quarter 2023: Complete logic model and evaluation plan; continue to see an upward trend in screening rates for in-home and out-of-home placement cases; refine data collection processes to increase accuracy, efficiency, and availability; explore partnerships for referring families to Hennepin County Mental Health Center and Hennepin County Family Home Visiting teams; begin drafting a Caring Connections 4 Kids policy and procedure manual.

– Reforming 911

- Program is fully staffed and taking calls from officers Monday – Friday, 9 a.m. – 10 p.m.

- 68 cases opened in fourth quarter 2022 with 33 referrals made for community supports

Alternative Response pilot Launched December 2022

- Planning has begun in developing a second Alternative Response Team with anticipated launch second quarter 2023

- Planning has begun in development of a co-responder pilot with anticipated launch second quarter 2023

- Exploring expansion into three additional cities by fourth quarter 2023

- Goals for first quarter 2023: Increase officer utilization of program

- Sustainability: Explore opportunities via Medical Assistance billing, local investments and grants

– Expanding hours at 1800 Chicago

- Expanded to Monday through Friday, 9 a.m. – 9 p.m., April 1, 2022 and updated website

- Continuing collaboration with public safety partners to increase utilization including ongoing monthly Crisis Intervention Team trainings with new officers, scheduling roll calls with Minneapolis Police Department, and an administrative announcement sent from Metro Transit leadership to all full-time and part-time sworn officers about using 1800 Chicago

- Continued increase in walk-in center traffic, up to 600 visits per month

- 494 unique residents served in fourth quarter 2022

- Hired and onboarded additional care coordinators, supervisors and an RN

- Goals for first quarter 2023: Complete roll calls with all precincts in Minneapolis Police Department

- Sustainability: Financial plan includes billing mechanisms for operated social service staff and partnering with Hennepin County certified community behavioral health clinics for psychiatric services

– Expanding the embedded police social workers

- Embedded in 22 police departments that support 37 cities

- 18 staff in place; Remaining 7 in place by end of second quarter 2023

- 1,467 cases opened in fourth quarter 2022 with 937 referrals made for community supports

- Analytics developed to track billing completed fourth quarter 2022

- Expansion into three remaining departments expected by fourth quarter 2023

- Contract process for new departments coming online completed by end of first quarter 2023

- Goals for first quarter 2023: Onboard new staff and new departments

- Sustainability: Explore sustainability opportunities via Medical Assistance billing, local investments and grants

– Launching a juvenile behavioral health initiative
  • Examining current pilots for opportunities to increase services and collaboration
  • Monthly initiative meetings and vision for initiative established
  • Shared one-pagers for juvenile probation, juvenile detention center, and Rule 20 youth efforts
  • Continued community engagement and partnerships being formed
  • Exploring substance use supports for youth
  • Goals for first quarter 2023: Launch pilots where appropriate; establish, charter, and create workgroups; explore youth and family center

– Expanding Family Response and Stabilization Services
  • A sustained increase in the number of referrals per month in the last quarter (25 vs. 15)
  • A shift of the leading referral source from ER to parent and caregiver (hospital vs. community)
  • Six families referred from Response phase to culturally specific stabilization services
  • Program evaluators are in place to give a comprehensive report on data requirement and fidelity monitoring
  • Goals for first quarter 2023: Expansion of Family Response and Stabilization Services weekend hours, SAMHSA data requirement, hiring lead family coordinator for youth and family engagement

– Piloting a family-based recovery program
  • Pilot launched fourth quarter 2022 with 9 Child Protection units including ongoing and investigations, ICWA
  • 16 referrals since October 2022, 10 families opened and being served
    • 10 index youth remain with family to date — feedback from Child Protection that if not for this program, two youth would have been placed out of home
  • Initial formal outcomes anticipated fourth quarter 2023
  • Goals for first quarter 2023: Stabilize contract partner teams; stabilize consultation aspect; ensure Child Protection staff awareness; hit full capacity by end of first quarter; strategize to double capacity
  • Sustainability: Provider to ensure Medical Assistance billing is maximized; utilize cost savings from out-of-home placement to cover gaps

– Launching a mental health awareness campaign
  • Creative agency finalized comprehensive research; translated findings to creative brief August 2022
  • Five target audience focus groups and three culturally specific agency consultancies were conducted Sept. 2022
  • Media partner identified and contract in negotiations October 2022
  • Campaign launched with out-of-home (e.g., billboards), digital, and landing page December 2022
    • Data for campaign will be available first quarter 2023
  • Goals for first quarter 2023: Launch TV, radio and paid media, and begin community activation strategies
  • Sustainability: Strategic communication and coordination across stakeholders and media traffic and iterations based on key performance indicators

Next steps

Goals for first quarter of 2023 include:

– Starting January 1, 2023, the Sustaining Family Home Visiting initiative will implement Family Home Visiting evidence-based models

– Goals for Expanding Caring 4 Kids include: Completing the logic model and evaluation plan; refining data collection processes to increase accuracy, efficiency, and availability; and drafting a policy and procedure manual.

– 1800 Chicago and the Embedded Social Worker initiative plan to continue efforts to expand use of sustainability opportunities

– Piloting a Family-Based Recovery program is working towards hitting full capacity by end of first quarter 2023

– First quarter 2023 goals for the Mental Health Awareness Campaign include launching TV, radio and paid media, and beginning community activation strategies.

HEALTH DOMAIN

Food Insecurity

Allocation amount: $5,825,000

Project description

The purpose of the Food Insecurity project is to provide financial support to organizations providing food access to communities impacted by COVID-19. Awards are through an application process.

Organizations must meet the following criteria:

– Provide for the food insecurity needs of Hennepin County residents through the distribution of perishable and non-perishable food items, including culturally specific food to mitigate the disproportionate impacts of the COVID-19 public health crisis for people of color and low-income communities, since the organizations' services prioritize racial equity, inclusion, and culturally specific outreach.

– Be registered as "active/good standing" with the Minnesota Secretary of State.

– Have the capacity to serve Black and Indigenous people and people of color in a manner that considers culturally specific foods.

– Deliver healthy food items whenever possible.

– Be a trusted faith-based organization, community organization, educational institution or nonprofit.

– Be part of a longer-term strategy to address food insecurity issues in Hennepin County.

Progress narrative

– During the past three months, work has continued with the organizations currently under agreement with Hennepin County to distribute culturally appropriate, healthy food choices to our residents. With the award period and funding winding down on December 30, 2022, there is always a number of organizations seeking clarification, holding last-minute events, providing documents, etc. Project leadership is busy reconciling invoices and purchases and providing guidance to organizations on spending and allowable expenses.

– During the final quarter of 2022 discussions were held with several county offices (Security, Public Health, NorthPoint Health and Wellness, Veterans' Services) to explore direct funding to meet food insecurity challenges experienced by their respective areas and residents being served.

– A decision was made to issue an RFP for 2023-2024 seeking proposals for $1.6 million in funding for food insecurity. This RFP focuses on the delivery of culturally appropriate healthy food, which is slightly different than past funding in that it requires organizations to purchase and deliver healthy food rather than suggest it. Once developed, a pre-proposal conference was held which was attended by more than 40 organizations. The RFP was released on December 8, 2022, with a deadline of January 9, 2023.

Key performance indicators

Here are the key performance indicators for this project:

– Total events held

– Total meals served

– Total persons served

– Pounds of food provided

– Services provided (summary)

– Event locations (ZIP codes)

– Persons served (demographic information)

– Neighborhoods/communities served (names and ZIP codes of neighborhoods where persons were served)

Current food insecurity partners will provide data in January 2023. Data, results and outcomes will be included in future reports.

Next steps

During the month of January final reports will be submitted by agencies that will outline the key performance identified and the specific outcomes for their community. A final report of all agency activities, spending and future recommendations will be completed by February 28, 2023.

This project has proven to be invaluable in helping to address food insecurity in communities affected by racial and cultural disparities. Hennepin County is making funds available in 2023 and beyond to continue its commitment to supporting community organizations and other partners who are directing these efforts in their communities.

HEALTH DOMAIN

Maternal Health

Allocation amount: $10,000,000

Project description

This project focuses on strengthening and expanding existing services, partnerships, and resources to improve maternal health outcomes for Black, Indigenous and birthing people of color. The resources will expand Hennepin County Public Health's (HCPH) capacity to provide and assure maternal and child health surveillance (data gathering, monitoring, assessment) and health education, and promote access to health care in the community. To facilitate community-driven solutions to maternal health, HCPH is using these funds to invest in community-based efforts and providers focused on improving outcomes. This includes forging new partnerships and developing contracts and grants for community-based services.

The project activities include:

– Expanding existing programs focused on improving maternal health outcomes for Black and Indigenous persons and people of color affected by disparities.

– Developing and implementing a birth justice plan to improve maternal and infant health outcomes.

– Investing in community-initiated solutions and culturally congruent and innovative practices to reduce disparities.

– Increasing departmental capacity for data collection, reporting and analysis to support measurement strategies.

Progress narrative

The Maternal Health Initiative has entered the second phase of work, centered on forming a birth justice collaborative (BJC), which consists of two Black-led and two Native American-led organizations — Liberty Northside Healing Space, the University of Minnesota Robert J. Jones Urban Research and Outreach-Engagement Center, Minnesota Indian Women's Resource Center, and Native American Community Clinic — and a coordinating organization, Collective Action Lab. During November and December 2022, BJC hosted community engagement opportunities that included three large in-person convenings, two virtual convenings, and small group and one-on-one discussions. BJC partners co-designed each convening in accordance with their own community practices, rituals, ceremony, and norms. Participants had access to food, child care, and emotional and energetic support offered by community members. Participant time and wisdom were acknowledged via gift cards, and participants were invited to follow up discussions in 2023 to review draft strategies and plans. As of December 15, 2022, over 275 individuals across Hennepin County have been engaged through outreach efforts. Community feedback was summarized into themes and organized using a model that provides a comprehensive context for identifying strategies that could impact maternal health and wellbeing at societal, community, institutional, interpersonal, and individual levels. The feedback will be foundational to developing strategies in the birth justice strategic plan, beginning in early 2023.

The Maternal Health Initiative continued phase-one strategies of expanding existing programs focused on improving maternal health outcomes. Toward this end, Health Care for the Homeless onboarded a maternal child health RN to address gaps in care and better serve families at the People Serving People clinic. This new role expanded services including one-on-one patient education visits from early pregnancy through postpartum, navigation services to reduce barriers in attending regular prenatal visits, lactation-specific visits to promote breastfeeding, and connections to additional resources such as Pack 'n Plays for safe sleep, breast pumps, and outreach for well-child checks and vaccinations. Additionally, hiring is in process for a reproductive health educator to provide navigation support and address needs surrounding reproductive health care for patients at the Red Door Clinic.

Additionally, the contracted providers delivering care and services in the community are continuing to make progress with expansion of programs and services. Roots Community Birth Center deepened the provision of home visits and successfully hosted prenatal and childbirth education classes with new content and launched a new platform for the classes. Additionally, Hennepin Healthcare hosted trauma-informed care (TIC) trainings for the entire staff at East Lake Clinic. The TIC framework identifies both caregivers and receivers as important recipients of trauma-responsive care and supports, which indirectly benefits all families who enter East Lake Clinic and allows for consistent and compassionate care, creates trust, honors voice, and models self-empowerment. Hennepin Healthcare is also piloting a new process of screening patients for food insecurity and multiple other risk factors that will better capture the prevalence of social determinants of health barriers while maintaining patients' feelings of safety and respect.

Key performance indicators

Key performance indicators were established for the project overall, as well as performance measures with contracted providers funded through the initiative. Shared measures were identified across providers offering maternal and child health services that are disaggregated by participant race/ethnicity where possible. In the last quarter of 2022, progress was made against strategies of expanding existing maternal health services and developing and investing in community-initiated solutions to reduce disparities:

Expand existing maternal health services

– Expanded programs and services available through Public Health clinical services by hiring two FTEs to support clinics at People Serving People and Red Door Clinic

– Number of individuals served through expansion of Public Health clinical services
  • 98 individuals served

– Total number of individuals served through contracted providers Hennepin Healthcare, Roots Community Birth Center, NorthPoint Health and Wellness Center
  • 386 total individuals served

– Number of training and educational sessions offered, topics covered and attendance
  • 2 trauma-informed care trainings held
  • 2 infant mental health trainings held
• 165 community members and provider staff attended trainings

– Number of individuals receiving food support resources
  • 64 individuals received food support resources, including a meal program and cooking classes
  • 5,605 food bags distributed to patients

– Number of visits completed with patients, including prenatal and postpartum doula and midwifery care
  • 421 total provider visits
  • 93 doula visits

Develop and invest in community-initiated solutions to reduce disparities

– Summary report of community engagement convenings attendance and themes received December 15, 2022

– Number of individuals across Hennepin County engaged through outreach efforts: more than 275

Data from performance measures and feedback from partners continue to inform the initiative moving forward. Based upon learnings from the first phase of the initiative, expanding existing services was a challenge for many providers. The ongoing pandemic and exacerbation of already precarious systems continues to impact capacity, timelines, and response to increased needs. Hiring and staff turnover were challenging for numerous providers. The results and feedback from initiative partners help us frame the evaluation of the initiative, set 2023 and 2024 expectations and changes for contracts and services, and inform sustainability planning for the future of this important work. While expanding services and care in community was an aim of the initiative at the outset, being responsive to the circumstances on the ground and in community allows the partners and providers supported with initiative funds to engage in the necessary rebuilding and stabilization work that's concurrent to expanded programming.

Evaluating the initiative

The University of Minnesota's Center for Antiracism Research for Health Equity has begun to connect with the initiative's contracted providers to build a more focused conceptual framework and logic model to evaluate, as well as the necessary data-sharing agreements considerations. The evaluation team will shift outcomes measurement to the expanded clinical and community services within the initiative, while providing a framework for continued evaluation efforts and measurement of birth justice and maternal health beyond the 2024 end date of the initiative.

Next steps

The Birth Justice Collaborative will be forming and kicking off a leadership coalition in late January to February 2023. The leadership coalition will be a diverse team of stakeholders responsible for developing strategies of a birth justice plan, informed by a literature review and themes from the intentional community engagement process. The leadership coalition will meet through March, and preliminary strategies will be tested with community in April for feedback and refinement. The internal Hennepin County core team members will be included as needed and provided updates about emergent strategies for feasibility, implementation, and sustainability planning.

Contracted providers will continue to serve patients and clients in need of maternal health care, services, and supports.

HEALTH DOMAIN

Public Health

Allocation amount: $10,000,000

Project description

This project focuses on rebuilding and strengthening critical public health capabilities and services to protect community health. This work is vital as we continue to respond to COVID-19 and its effects as well as other disease outbreaks, while also providing basic public health prevention services for residents of all ages. Efforts focus on bolstering public health infectious disease response and coordinated immunization outreach and delivery; increasing and enhancing capacity to respond to public health emergencies; strengthening health promotion programming to mitigate the impacts of COVID in the community; and coordinating early childhood development strategies to improve access to early childhood services for families. Foundational to these efforts will be expanded assessment capabilities and increased project management capacity with the aim to address long-standing and newly emerging public health challenges. Project activities include:

– Investing in community-initiated solutions and culturally congruent and innovative practices to reduce disparities.

– Increasing departmental capacity for data collection, reporting and analysis to support measurement strategies.

Progress narrative

Public Health implements strategies in all aspects of this project. Embedded in the project are community-initiated solutions and a commitment to utilize data to drive activities.

Prevent the spread of communicable diseases

Infectious disease response: This quarter the team brought Mpox vaccine into the community by providing vaccine at community-based locations and events. With Mpox declining, the team is now turning to efforts to address the decline in childhood immunization rates since the start of the COVID-19 pandemic. Measles immunizations will be an area of focus due to a number of recent measles cases in the metro area. More will come on childhood immunization efforts in the first quarter of 2023.

Infection control in long-term care facilities (LTCF): The LTCF Infection Prevention program continued to build capacity by hiring a principal planning analyst to support congregate care infection prevention program activities. The program was successful in gaining funding from the National Association for City and County Health Officials for a Local Health Department Healthcare-Associated Infections and Antimicrobial Resistance Project to advance department engagement in antimicrobial resistance-related initiatives and activities and to enhance coordination with the Minnesota Department of Health. The team also finalized planning for an infectious disease tabletop planning exercise to be held in January 2023, which has over 140 registrants.

Prepare and respond to emergencies

A COVID-19 After Action Review (AAR) was completed on December 30, 2022. Findings identified improvements that can be made to workforce capacity for responding to public health emergencies. AAR findings will be incorporated into a COVID-19 improvement plan, to be developed in the first quarter of 2023. Hiring processes are underway for positions dedicated to workforce capacity development and implementation.

Promote healthy communities and healthy behaviors

Chronic Disease: Public Health has filled the two positions allocated to this work — the coordinator began in August 2022 and the senior planning analyst will begin in January 2023. Community conversations focused on the initial themes of the work continued — the themes include reconnecting community to primary care and preventive services, and mental wellbeing. A full budget and work plan for funding allocation for 2023 and 2024 will be complete in early 2023. This initiative partnered with CHIP (updates below) to include funding focused on reconnection to primary care and mental wellbeing in the RFP to be released in January 2023. We anticipate funding one project in the RFP.

Community Health Improvement Partnership (CHIP): All 33 funded grantees completed their projects and follow-up reports during the reporting period. Quality improvement efforts to review the CHIP mini-grants process was completed in November and conveyed that over 90% of the funding was distributed to the priority community. The third annual CHIP trauma-informed survey was completed, and a three-year analysis was carried out to determine trends of partner CHIP organizations toward becoming trauma-informed. The trauma-informed pilot group now includes seven organizations. Finally, the CHIP RFP will go live in early January and will fund 6–7 grants for a total of $240,000 to help achieve CHIP's priorities.
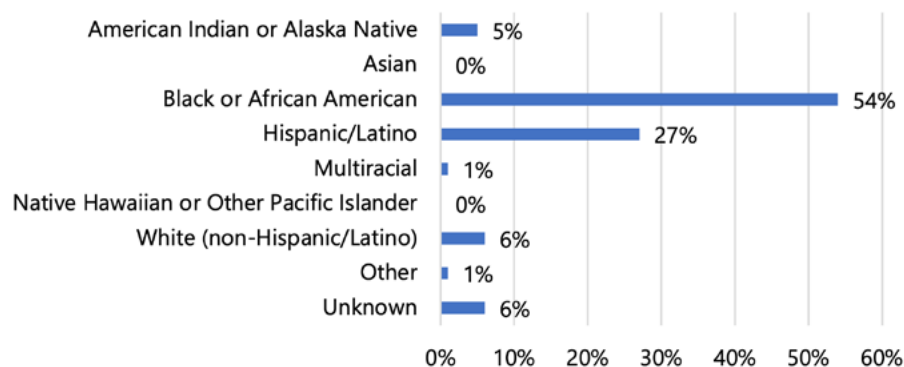
Age Friendly: The Public Health Age-Friendly coordinator is deeply immersed in the implementation portion of the Age-Friendly action plan. Initial work is focused on an age-friendly policy analysis, supporting an emerging employee resource group for staff ages 50 plus, and partnering across the county to address food insecurity. Additional work to develop a communications plan and strategies and a robust evaluation plan is also underway and both will be available by the end of the first quarter of 2023.

Coordinate early childhood development strategies: The early childhood coordinator began a quality improvement project between WIC and Family Home Visiting (FHV) to increase collaboration between the programs. By the end of December 2022, there had been an increase in referrals from WIC to FHV. Additionally, the early childhood coordinator supported the process of starting operated family home visiting services. The coordinator led the revision of the intake process for operated services and contracted services. The new operated service creates an opportunity for more collaboration with Human Services and other areas of the county to promote early childhood development.

Assure an adequate local public health infrastructure

Expand assessment capability and SHAPE survey: SHAPE (Survey of the Health of All the Population and the Environment) is an ongoing project of Public Health to provide data on the health status and the factors that affect health for adults in Hennepin County, for use in planning, programming, and policy development. The project also provides baseline data to help measure changes in health indicators and status over time. Project results are used to support health equity data analysis and surveillance of health disparities. Data collection for SHAPE 2022 began in May 2022 and was complete as of November 30, 2022. The next phase of the project is to clean the survey data and remove duplicate surveys. As of January 3, 2023, eight of 10 reporting areas achieved the goal of 700 completed surveys. The other two reporting areas fell just short of the 700 goal; however, through a process of sample replacement whereby surveys collected in person are replaced with vacant addresses from the mailed sample, it is likely the remaining two reporting areas will exceed 700 completes.

Race/Ethnicity of Individuals Served

Race/Ethnicity	Percentage
American Indian or Alaska Native	5%
Asian	0%
Black or African American	54%
Hispanic/Latino	27%
Multiracial	1%
Native Hawaiian or Other Pacific Islander	0%
White (non-Hispanic/Latino)	6%
Other	1%
Unknown	6%

Increase planning and project management capacity: The Strategic Initiatives area hired a new staff person on December 19, 2022, to increase planning and project management capacity and to advance health and racial equity practices across Public Health. The department now has expanded capacity to enhance and further health and racial equity efforts, including the project management of the Health Equity Leadership Team, and support of Public Health's Health and Racial Equity Champions. In addition to this work in health and racial equity, this position will scope out how best to meet the ongoing needs of cities within Hennepin County that do not have their own public health departments.

Key performance indicators

Efforts are underway to meet all key performance indicators.

By December 31, 2023, 70% of HCPH patients of any race will be fully vaccinated against COVID-19.

– Progress is being through internal PowerBI reports and will be shared at a later date.

– Staff are beginning to address childhood immunizations with a focus on measles prevention, by monitoring measles immunization status of children in Hennepin County shelter for families or youth experiencing homelessness. The past two measles outbreaks in Hennepin County have disproportionately impacted children living in shelter.

By December 31, 2023, 90% of HCPH staff will be trained in emergency preparedness.

– Currently staff are being hired in the Public Health Emergency Preparedness and Response program area. When the positions are filled, work will begin on training all Public Health staff.

By December 31, 2023, all health promotion community partners will have received technical assistance in implementing policy, system and environmental changes to mitigate the impact of COVID in the community.

– Age-Friendly Hennepin County is working with the Health disparity domain leaders and Public Health Assessment Team to develop a robust evaluation plan and a dashboard to track progress.

– The chronic disease COVID-19 recovery work is developing outcomes and metrics in line with the policies, systems, and environmental changes that Health Promotion already tracks.

By December 31, 2022, develop early childhood systems coordination strategic plan for Hennepin County.

– The strategic planning process is not fully completed, but underway.

By December 31, 2024, implement key activities of early childhood strategic plan.

– When identified, key activities will begin.

By March 2023, the SHAPE 2022 project will have achieved the goal of 700 completes per 10 geographic reporting areas.

– As of January 3, 2023, eight of 10 reporting areas achieved the goal of 700 completed surveys. The other two reporting areas fell just short of the 700 goal; however, through a process of sample replacement whereby surveys collected in person are replaced with vacant addresses from the mailed sample, it is likely the remaining two reporting areas will exceed 700 completes.

Next steps

Prepare and respond to emergencies

– Two new positions dedicated to emergency preparedness and response workforce capacity development will be hired. The COVID-19 after -action report was completed on December 30, 2022. An improvement plan will be developed in the first quarter of 2023 and implementation will begin thereafter.

Prevent the spread of communicable diseases

– Communicable disease efforts will include transitioning some efforts to other infectious disease outbreaks such as HIV, syphilis, Mpox, and childhood-vaccine-preventable diseases.

– The LTCF infection control team will complete seven site visits with facilities to improve infection prevention practices by the end of 2023.

Promote healthy communities and healthy behaviors

– An initial RFP will be released to the community focusing on mental wellbeing and community-clinic linkages. The team will partner with new staff across the county to build out mental wellbeing initiatives and activities; complete a workplan and budget for the release of the community investment dollars; and explore convening community partners who focus on mobile health work (mobile vans, community health workers, etc.) within certain geographic areas.

– The CHIP executive committee will expand membership to include community, cultural, spiritual, faith-based, and/or youth organizations not yet represented whose missions are focused on advocacy or outreach to communities. An interactive map showing funded projects will be revised to include the latest round of 33 summer grantees.

– The Age-Friendly implementation team will finish work on their initial six-month priorities, including starting an employee resource group for employees over age 50, completing a policy scan, solidifying connections and working with the Hennepin County Library system, considering some expanded snow and ice removal plans, and completing communication and evaluation plans. A new set of six-month priorities will be identified in April 2023

– The early childhood coordinator plans to bring together stakeholders across the county, including representatives from Human Services, the Department of Community Corrections and Rehabilitation, and the Library. The stakeholders will provide input on the strategic plan and its key activities.

Assure an adequate local public health infrastructure

– Continue to clean and process SHAPE 2022 survey returns and complete sample replacement strategy to increase response in lower responding geographies.

– Finalize the Health and Racial Equity (HRE) five-year plan in first quarter of 2023.

– Share the HRE five-year plan departmentwide and begin implementation in second quarter of 2023.

– Develop a plan to establish a coordinated approach for working with cities to further public health goals by third quarter of 2023.

– Begin implementation of a coordinated plan for working with cities by fourth quarter of 2023.

HEALTH DOMAIN

Vaccine Incentives

Allocation amount: $2,000,000

Project description

Hennepin County Public Health's response to the COVID-19 pandemic includes significant efforts to provide vaccines to communities. The vaccine incentive program uses funds for the provision of incentives and stipends to support those efforts. The research is mixed on the overall effectiveness of vaccine incentive programs, but a widely accepted strategy to increase vaccination uptake involves a focus on rebuilding trust in communities: Partnering with communities that have historically experienced medical exploitation, experimentation without consent and marginalization is most effective at decreasing vaccine hesitancy[1]. The vaccine incentive program is designed to build trust between Hennepin County and its residents with the goal of increasing vaccination rates.

The vaccine incentive program includes:

– Partnering with trusted community groups to host vaccine events and support the provision of free meals, groceries, and/or entertainment.

– Distributing "Thank You" packs to residents who receive vaccinations, with contents tailored to the targeted population and event location. Community-based businesses may be prioritized for the contents of the "Thank You" packs, (e.g., gift cards to local businesses and youth-specific contents such as sports-related items and technology-focused gifts).

– Hosting a lottery program; or

– Other incentives for individuals who get vaccinated, tailored to the needs of the communities served.

In July 2021 the Hennepin County Board of Commissioners authorized funds to distribute incentives to our community partners and organizations to plan and host COVID-19 vaccine events in their communities. Each organization is eligible for a $3,000 stipend for an individual event, or up to $5,000 for two events in one calendar year. Public Health has simplified the approval process to remove barriers in allocating stipends, with the ultimate goal of more people getting vaccinated.

Progress narrative

Reminder/recall immunization efforts

ImmuLink sends out three rounds of reminder/recall letters or postcards to a portion of our population who are overdue for or recommended to receive immunizations per the MICC registry each calendar year. The same cohort is used during the year and if a child receives the needed immunizations or if the letter or postcard is returned, they are removed from future mailing during that year.

During round three, letters were sent to the childhood cohort and postcards were sent to our adolescent cohort. Childhood letters include a list of low-cost clinics for the seven-county metro area ImmuLink serves, the "Are Your Kids Ready" brochure that features the childhood and adolescent immunization schedule, instructions on how to request their immunization record, and how to opt out of future mailings. The adolescent postcards included links to a list of low-cost clinics, how to obtain their immunization record, and how to opt out of future mailings.

Below is a summary of ImmuLink's third round of reminder/recall mailings posted in December 2022.

Age cohort:
– 6 to 18 months — 14,715 letters
– Adolescents born in 2006 — 6,998 postcards
– Total of 21,713 pieces mailed

Childhood Immunization marketing campaign

Hennepin County Public Health's response to COVID-19 includes efforts to improve general childhood immunization rates, which have declined during the pandemic. As part of this effort, the department used its pandemic response funds to launch a childhood immunization marketing campaign that ran from November 3 to December 5, 2022.

Target audience:

– The campaign targeted all Hennepin County parents with children birth to 17 years.

– Additional emphasis was placed on parents who lived in Hennepin County ZIP codes with lower-than-average childhood vaccine rates.

Objectives:

– The campaign ads built awareness and encouraged residents to get their children vaccinated.

– Additionally, the campaign ads directed people to Hennepin County's childhood immunization resources website (hennepin.us/immunizations) and the Hennepin County main phone line where people could get help connecting to childhood immunizations in English, Spanish, Somali, and Hmong.

Channels:

– Ads appeared on radio, streaming audio, paid social media, digital video, and display banners.

– Hennepin County and CCF — the marketing company hired to place campaign ads – chose these channels after conducting market research.

Results and next steps:

– The campaign generated 7 million total impressions and over 7,000 clicks to the childhood immunization resources website.

– It's estimated that this campaign reached 49% of Hennepin County parents with children birth to 17 with an estimated frequency of 5 times.

– Hennepin County will take campaign performance and lessons learned into account when determining whether to launch another marketing campaign in 2023.

Key performance indicators

Hennepin County Public Health's response to the COVID-19 pandemic includes significant efforts to provide vaccines to communities. The Vaccine Incentive program uses funds for the provision of incentives and stipends to support those efforts.

– Approximately 220 stipends were provided to more than 130 organizations since incentives began in July 2021. Organizations included places of worship, schools, child care centers, small businesses with nontraditional workforces (e.g., shift workers), cities, mental health and substance treatment facilities, and small community-based and cultural organizations. The vast majority went to organizations who serve people affected by racial and cultural disparities and/or low-income communities.

Next steps

Public Health will continue the effort to reduce vaccine disparities while leveraging existing trusted community leader influence. Additionally, Public Health will continue incentive use to address post-COVID vaccine efforts to get families on track with lagging immunizations.

COVID-19 has had direct and indirect impacts on the health of our community including sharp decreases in regular childhood immunizations. The percentage of two-year-old children in Hennepin County who are up to date with immunizations fell from 65.8 percent to 60.5 percent between 2019 and 2021.

Strategies include:

– Additional childhood immunization campaign activities: A campaign will likely run again in 2023 after the results of the December 2022 campaign are analyzed.

– Additional reminder/recall immunization efforts: Reminder/recall efforts target parents whose children have fallen behind with immunizations and alert them to their child's vaccine status and provide information about where to obtain low-cost immunizations.

HOUSING DOMAIN

Eviction Reduction

Allocation amount: $2,200,000

Project description

The COVID-19 public health emergency caused many Hennepin County households to suffer a dramatic loss of income due to underemployment and unemployment. This placed residents at high risk of losing their housing. While evictions were suspended during the eviction moratorium, it was a short-term solution to what is now a broad issue of housing instability for our most vulnerable renters. Large overdue rental balances are making it nearly impossible for renters to gain stability in this tight housing and rental market. Evictions are flooding the local court calendars.

The Eviction Reduction project was developed to provide legal representation to tenants facing eviction and to connect those facing eviction with economic and social services that will prevent their eviction or otherwise help them achieve housing stability. This project reflects a strong partnership between two Hennepin County departments: Housing Stability and Adult Representation Services (ARS). The two departments work in concert to provide wraparound services to tenants both in and out of Hennepin County Housing Court. Through this effort, the agencies have hired navigators, attorneys and support staff to aggressively work together to keep tenants housed.

Current strategies

– Tenant Resource Center hotline for tenants is staffed.

– Outreach at eviction filing to offer legal and economic support — rent assistance triage occurs at first appearance and pre-trial hearings.

– Legal staff represent tenants at no cost to help avoid eviction both at the eviction hearing and prior to court.

– Staff address barriers for housing stability such as health, economic and legal record of eviction.

– Providing direct financial support for clients with outstanding rental balances.

Results

As of December 31, 2022, 100% of clients experiencing poverty have received representation on eviction matters in Hennepin County. Of the clients represented in court, the majority have had a favorable outcome which often includes a settlement that expunges the filing from the client's record to remove barriers for future rentals. Clients with representation have consistently improved outcomes and are more likely to appear in court if free legal representation is made available.

Between October 1, 2022, and December 31, 2022, the Eviction Prevention project has served 1,030 clients. Notably, this reflects a 104% increase from the previous quarter because of the expedited court scheduling of eviction matters. Of the 1,030 clients, 76% are Black, Indigenous and people of color. Housing Stability and Adult Representation Services partnered to broadly communicate with residents by creating help lines and sending resources to tenants in all filed eviction matters. Both departments staff all the eviction court calendars to be readily available to connect tenants with legal, economic, and social services.

In September 2022 the Housing Stability department began using pandemic response funds, referred to as the gap fund for this effort, to directly assist Housing Court tenants with rental assistance. Funds are being used selectively to fill gaps in existing rental assistance programs and to supplement local funds to cover the total amount of rent needed to keep tenants housed. The gap fund is only used for tenants who have received an eviction filing. If a tenant has been approved for local funding but the balance exceeds the local fundings options, the Gap Fund covers the difference.

Local emergency rental assistance funds are used first, and if it is determined that an application is denied for certain reasons, the Gap Fund is used. Court navigators:

– Determine the need.

– Ask the tenant what they can cover.

– Cover any remaining with Gap Fund up to $5,000.

Next steps

As of December 31, 2022, pandemic response funding has been exhausted for this project. Pandemic response funding successfully supported thousands of tenants in Hennepin County during the pandemic and helped build a permanent infrastructure to support legal representation and economic services for tenants. Housing Stability and Adult Representation Services will continue to find more ways to connect with clients in the community with the hopes of avoiding an eviction. This includes outreach, community engagement and availability of legal, social, and economic services before court. Both departments have suffered a setback in community engagement because of the District Court's dramatic increase in cases scheduled and the removal of a remote option to support tenants in eviction court. These court changes have required a drastic reallocation of staffing resources and financial supports.

HOUSING DOMAIN

Housing Recovery

Allocation amount: $46,000,000

Project description

The economic impacts of COVID-19 were felt most heavily by people with low incomes, and by Black and Indigenous people and people of color. Of individuals requesting pandemic-related emergency rental assistance in Hennepin County from 2020-2022, nearly two-thirds had incomes below 30% of the area median income (AMI), and 80% were Black and Indigenous people and people of color affected by disparities.

As Hennepin County moved from emergency response to long-term recovery, the county board approved $46 million in funding to support equitable housing recovery strategies. These strategies aim to create or preserve approximately 2,000 units of affordable housing and support more than 100 households in buying homes through the following activities:

1. Investments to immediately increase affordable multifamily housing production, such as:

    • Gap and acceleration funding for affordable housing projects serving populations disproportionately impacted by the COVID-19 public health emergency.

    • Investments to address a backlog of deferred rehab needed in naturally occurring affordable housing (NOAH) properties and support for additional nonprofit preservation acquisition of at-risk NOAH properties, which are a primary source of housing for populations disproportionately impacted by the COVID-19 public health emergency.

2. Acquisition of properties supporting affordable housing along the housing continuum, especially for single adults who were disproportionately impacted by the COVID-19 public health emergency and are now struggling with homelessness and housing instability.

3. Homeownership programs targeting populations disproportionately impacted by the COVID-19 public health emergency.

Progress narrative

As of the end of 2022, the Housing and Economic Development (HED) department had completed a fifth request for proposals for affordable housing, totaling $37.9 million in awards to affordable housing developers to create or preserve 2,939 units of affordable housing across 35 projects, and executed agreements with 15 of those projects. Those 35 projects span 5 programs:

Affordable housing accelerator	18 project agreements	$27,666,076
Homeownership	7 project agreements	$3,328,000
NOAH preservation	5 project agreements	$4,905,924
Pandemic cost increase	5 project agreements	$2,000,000
Total awarded	35 Project Agreements	$37,900,000

In a typical housing development, the county does not spend funds until 1-2 years after a funding award, and units become available another year after that. Between the award and unit availability, the developer is securing additional financing, working with all funders to negotiate complex project specifications and agree upon a common set of legal documents, executing a financial closing, and completing construction.

For pandemic recovery funds, staff have implemented policies to drastically shorten this process. Expediting the process meets funding requirements, and more importantly meets county goals to open doors faster. In the last quarter, staff executed funding agreements for 6 of the 35 projects to create or preserve 1,146 units of affordable rental housing and create 21 homeownership opportunities. These agreements will total nearly $11.3 million in pandemic recovery funding.

– Preservation of naturally occurring affordable housing

  • Huntington Place (Aeon): 834 units of affordable housing in Brooklyn Park

– Affordable housing development accelerator

  • Calvary Apartments (Trellis): 41 units of housing, all affordable <30% AMI, in Minneapolis

  • Currie Commons (Wellington Management): 187 units of affordable housing in Minneapolis

  • Minneapolis Public Housing Authority Expansion: 84 units of affordable housing in Minneapolis

– Affordable homeownership from conversion of tax-forfeited land

  • Perpetually Affordable Homeownership program (City of Minneapolis): 17 homeownership opportunities in Minneapolis

  • Twin Cities Habitat for Humanity: 4 homeownership opportunities in Minneapolis

The remaining $8.1 million is allocated to Single Room Occupancy (SRO) housing acquisition and rehabilitation. As of the end of 2022, the initiative completed acquisition of the Aqua City Motel; facilitated acquisition of the Robin Hotel (by third-party MAC-V), initiated preparation of plans and building inventory, structural analysis, environmental assessment, and security for Aqua; awarded funding to create housing at the University Inn; finalized building plans for the Metro Inn; and made HVAC improvements to the Federal Plaza to meet SRO code.

In addition, HED expended over $2 million on SRO acquisition and rehabilitation, and over $4 million on NOAH and new construction affordable housing.

Key performance indicators

Production goals

Housing Recovery production goals were to create or preserve 2,000 units of rental housing and 100 homeownership opportunities while meeting the county's ongoing goals to maximize affordability. HED surpassed the rental goal by June 2022, with 2,450 units, and is close to the homeownership goal with 73 units. Since no additional funds were awarded in the last quarter, performance remains the same as the last report.

Affordability goals

Current progress is also surpassing the county and HRA's affordability goals. Since no additional funds were awarded in the last quarter, performance remains the same as the last report.

Affordability rate across project types

Legend: <30% AMI | 30-50% AMI | 50-60% AMI | 60-80% AMI
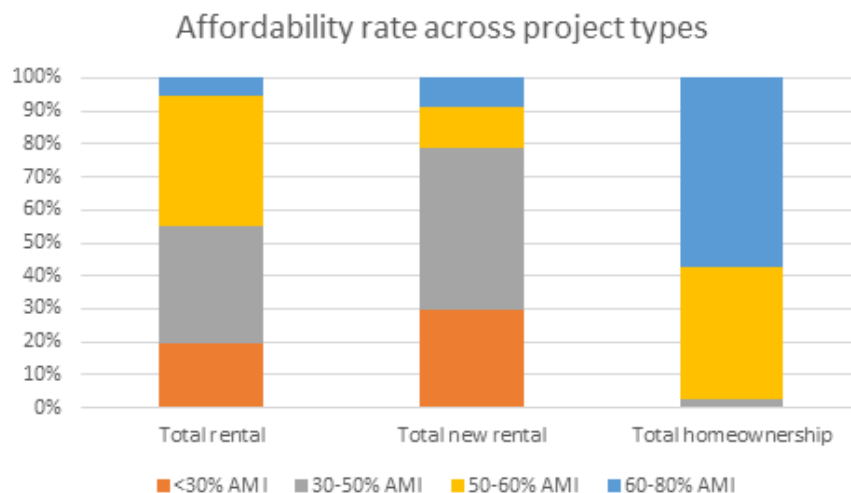
30% AMI rental goal: 25% of new units financed are affordable to households with incomes below 30% of the area median income (AMI)

– Outcome: 27% of new units financed through Housing Recovery are affordable at or below 30% AMI

50% AMI rental goal: 75% of new units financed are affordable to households with incomes below 50% AMI

– Outcome: 74% of new units financed through Housing Recovery are affordable at or below 50% AMI

Homeownership goal: 25% of homeownership opportunities financed are affordable to household incomes below 60% of the area median income

– Outcome: 43% of homeownership opportunities financed through Housing Recovery are affordable at or below 60% AMI

Next steps

Over the next three months, HED will continue progress in financial closings and expenditures in order to hit our ultimate goal of opening doors to new and preserved affordable housing.

Planned activities for January 2023-March 2023

– Continue rehabilitation of SRO properties

– Negotiate documents for sale of University Inn for long-term SRO housing

– Plan for transfer of additional SRO properties to develop long-term housing

– Negotiate and execute funding agreements:

  • Shelby Commons, 46 units of affordable housing in Minneapolis

  • Union Park Flats, 60 units of affordable housing in St. Louis Park

  • City of Minneapolis, 17 homeownership opportunities from converted tax- forfeited lots

  • Harrison Townhomes, 17 townhomes for homeownership opportunities in Minneapolis

  • Twin Cities Habitat for Humanity, 4 homeownership opportunities from converted tax-forfeited lots

  • Outreach to all funded projects to confirm all will close by December 31, 2024.

HOUSING DOMAIN

Services for People Experiencing Homelessness

Allocation amount: $36,070,000

Project description

There are multiple projects involved under this umbrella project description, including (but not limited to) housing-focused case management (Homeless to Housing team), system-wide shelter diversion, low- barrier shelters, shelter and board and lodge capital, 24/7 shelter, eliminating self-pay in shelter, and encampment response (Streets to Housing).

Hennepin County's Office of Housing Stability (OHS) has an existing strategy in place that guided funding decisions to ensure that this influx of vital and never-before-seen funding will create concrete results to make homelessness as brief as possible for anyone experiencing it in Hennepin County. Hennepin County believes that homelessness is unacceptable and that there are solutions for it. The focus of the Services for People Experiencing Homelessness was to infuse national best practices that will simplify and improve the system for the people in crisis who are accessing it, such as system-wide diversion. There was also intent to actively work to lower barriers for people who are accessing emergency shelter so that more people would be willing to seek the safety of our emergency shelter system and thereby gain access to housing resources and services. The project team has accomplished this by bringing culturally specific low-barrier shelters online and investing in much-needed infrastructure that will improve the day-to-day experience of people experiencing homelessness. Throughout OHS staff have emphasized a laser focus on quick connections to housing. Even with thoughtful and impactful investments in shelter, there are some people who simply will not come inside. Using "housing first" principles, the encampment response program — called Streets to Housing — will focus on quick connection to resources including housing. The team is collecting data so that not only the needs of unique encampments are known, but the housing priorities and barriers for each person staying there.

Progress narrative

24/7 shelter: Four agencies were funded to operate 24/7, which impacted 6 shelter locations. All funded programs have been at full capacity, operating 24/7 and providing shelter guests with meals and housing-focused services. From December 21-24, the forecasted temperature did not get higher than one degree Fahrenheit, so having shelter programs that always operate 24/7 ensure shelter guests have a safe, warm place to stay.

Low-barrier shelter: Avivo Village worked with the City of Minneapolis and State of Minnesota to transfer their funds for Avivo Village to us. The state funds are being used from January 1, 2022 to June 20, 2023, and the city funds will be used during 2024. During extremely cold weather Avivo Village accommodated additional guests in their shelter lobby.

AICDC Homeward Bound worked with the program manager to finalize their contract and performance measures, which started on January 1. During extremely cold weather AICDC Homeward Bound accommodated additional guests in their dining room.

Self-pay at Harbor Light Center: Harbor Light Center continues to shelter all guests without requiring payment.

Homeless to Housing (housing-focused case management): Homeless to Housing (H2H) continues at a steady rate to house people who are experiencing literal homelessness in Hennepin County. Since the team began taking referrals in November 2021, H2H has successfully housed 365 people, 68 in the past quarter. The teams continue to grow and have been in a near constant state of hiring and onboarding. However, the Short-Term Homeless Team is the first unit fully staffed and they are ready to continue to work hard and break down housing barriers in the new year. To address some of the staffing shortages, the team began the hiring process for two additional case managers (as overages) who will both sit on the Long-term Homeless Team.

Additionally, significant work has been done to organize the way in which the teams welcome and train new staff. A comprehensive five-week onboarding system is being developed which is intended to help new staff to feel confident in their expectations, as well as connected to their new supervisor and colleagues in H2H. It also serves to simplify the process for new and existing supervisors so that training new staff is uniform across teams and simple to follow.

During the last quarter of 2022, the team continued to develop an "interest" indicator within the Homeless Management Information System (HMIS). This simple one-question assessment will allow H2H and other community-based housing focused case management teams to quickly determine when someone active in the homeless response system is interested in housing case management. This new process will be fully operational and launched in the next quarter along with a full communication plan to roll out the changes to the community.

The short-term and long-term teams made a push to engage with people staying at Minneapolis Higher Ground Shelter in an effort to free up shelter beds for others during the winter months. Staff also worked closely with the new Streets to Housing team in locating and connecting with clients staying in unsheltered settings.

Supervisors and staff continue to partner closely with the Emergency Assistance team to streamline the communication between departments when clients of H2H require Emergency General Assistance when they secure housing. Staff from both departments meet monthly and have developed tools within teams to share information on the status of open cases.

Hennepin Shelter Hotline (system-wide diversion): Hennepin County and its selected provider, Catholic Charities, along with a variety of other experts from across the sector — including people with lived experience; staff from the Family Shelter Team, Adult Shelter Connect, domestic violence service providers, youth shelter and outreach providers, and HMIS and data leaders — have met weekly since October 7, 2022, to develop and plan for this enhanced, front-door resource called the Hennepin Shelter Hotline which focuses on identifying a safe, appropriate alternative to staying in emergency shelter (diversion).

– Workgroups were established to talk through process and identify strategies for solutions, creating recommendations to put forward to the larger workgroup for consideration and decision-making. The large workgroup was identified as a depository for the small workgroup recommendations and decision-making body.

– Small workgroups were:

  • Centralized Youth (18+) Shelter Access — Currently the youth community does not have centralized access for youth to access youth shelter. This workgroup is tasked with deciding what centralized shelter access looks like or identifying clear "next steps" for youth 18+ who are not successfully diverted.

  • Communications and Marketing — Focusing on strategies needed for effectively messaging to households seeking shelter: how to access emergency shelter (for the first time or first time in 90 days) and getting households to go here first and not have them service-shopping or calling the Adult Shelter Connection and/or Family Shelter Team. Also, thinking through how to communicate to households who do not meet this eligibility criteria (e.g., have been in shelter within 90 days).

  • HMIS and Data Collection — Work through the diversion workflow, the Family Shelter Team workflow, the Adult Shelter Connect workflow, and youth access point for emergency shelter to ensure a progressive engagement approach, making sure households must share only what is required along each step, ensure compliance to data requirements as outlined by Hennepin County's HMIS administrator (Institute for Community Alliances) and funders, and increase communication and reduce duplication from one step to the next.

  • Logistics — Work through logistics of shelter diversion hours of operation, mobility of the team, location, and shared space with shelter access points if that is an option, what technology is needed, etc.

– As of December 31, 2022, the smaller workgroups were dissolved as the planning activities had concluded, ready for a soft launch on January 3, 2023. The larger group has bimonthly meetings scheduled ongoing as a place for risk mitigation and other opportunities for program and system enhancements and evaluation.

Streets to Housing (encampment response): Streets to Housing continues to make a significant impact in the landscape of unsheltered homelessness. Leading with trauma-Informed, housing-focused services, Streets to Housing spends time working in encampments and other known locations to conduct housing assessments and triage to benefits and other mainstream resources, health care, and support to access shelter or other safe, appropriate alternatives to sleeping in places unmeant for human habitation. Streets to Housing is setting the bar for how street-based services are conducted and going beyond just addressing immediate needs but leading with homelessness as a crisis and street-based services as an access point to housing and health care supports. Streets to Housing continues to cultivate partnerships within and across the sector to ensure geographic coverage and non-duplication of services.

Board and lodge capital: The bid process was completed for all funded projects, except for three projects at Pursuit Hometel that are still part of the bid process. Contracts to three out of the four board and lodge housing support providers awarded capital improvement funds were completed and signed this quarter. The bid process for the renovations of the bathroom and laundry facilities as well as the outdoor space addition continues at Pursuit Hometel. Staff from Facility Services, Contract Management Services and Housing Stability completed a site visit to Missions Lodge, the provider who received the largest award, to get a better sense of its current structure as well as better understand the renovations that will be made. Staff will conduct quarterly check-ins with all the providers who have received awards through the board and lodge capital improvement funding and make site visits as the work progresses on these renovations.

Key performance indicators

24/7 shelter:
– 937 people used shelter
– 556 people left shelter
   • 19% (39% when excluding missing data) of people who left had a positive exit: 76 exited to a permanent destination, 16 to an institutional setting, and 15 to a non-homeless setting
   • 84 people returned to homelessness and 282 people were missing data

Low-barrier Shelters:

Avivo Village
   – 135 people used shelter
   – 29 people left shelter:
      • 45% of people who left had a positive exit: 11 exited to a permanent destination, 2 to an institutional setting, and 0 to a non-homeless setting
      • 15 people returned to homelessness and 1 person was missing data

AICDC Homeward Bound
   – 159 people used shelter
   – 108 people left shelter:
      • 24% of people who left had a positive exit: 19 exited to a permanent destination, 4 to an institutional setting, and 3 to a non-homeless setting
      • 68 people returned to homelessness and 12 people were missing data
   – Among people who left shelter, 31 people used shelter for 6 days or less and 39 people used shelter for 7-30 days

Self-pay at Harbor Light Center: 210 people were served by Harbor Light Center's emergency housing programs.

Homeless to Housing (housing-focused case management): Last quarter, Homeless to Housing case aides completed 121 tasks, many including assisting clients with obtaining vital documents.

68 people were housed last quarter, but the team worked with 411 people overall. The team has achieved equitable housing outcomes broken down by race: 65% of total identify as persons of color vs. 62% of those housed.

There was an average of 166 days from project entry to housing with 5.2 people being housed each week.

76% of people served have a photo ID, 54% have a Social Security card and 49% have a birth certificate — a significant increase from project launch.

Hennepin Shelter Hotline (system-wide diversion):

– Eligible persons are defined as single adults, youth, and families who are:
  • Seeking shelter for the first time; or
  • Seeking shelter and have not been in shelter within 90 days of last shelter exit.

– Eligible persons seeking emergency shelter will be able to access immediate on-the-spot diversion services in person or over the phone.

– Established target performance measures include:
  • 70% of eligible persons who are part of a family or under the age of 25 years are successfully diverted from entering emergency shelter.
  • 40% of eligible persons who are 25 years and older are successfully diverted from entering emergency shelter.

– Quality assurance areas:
  • Monitoring of services to current eligible persons (including case review, treatment plan review and clinical peer review)
  • Eligible person satisfaction surveys or consumer input
  • Feedback from referral sources or other service providers
  • Staff assessment (including performance evaluations, and group or individual productivity or workload assessments)
  • Other quality assurance and program evaluation and monitoring activities

– No performance indicators to date — soft launch was January 3, 2023.

Streets to Housing (encampment response):

– Streets to Housing engaged with 324 households during the quarter:
  • 143 identified as female
  • 205 identified as male
  • 2 identified as transgender, questioning, or no single gender
  • 5 missing, didn't know, or refused
  • 89 or 27% White
  • 133 or 41% Black or African American
  • 6 or 2% Asian
  • 74 or 23% Indigenous
  • 46 or 14% multiple races
  • 7 or 2% veteran
  • 228 or 70% meet the definition of chronic homelessness
  • 44 or 14% report fleeing a domestic violence situation
  • 258 or 18% living with any disability of long duration

– 34 people moved into permanent housing

– 33 people had a pending Coordinated Entry referral

– 104 people exited during the reporting period

Board and lodge capital: The key performance indicator for these projects is their successful completion by the timeframes set for this pandemic response funding.

Next steps

24/7 shelter: Will continue to monitor performance measures to ensure progress is moving in the right direction. Will provide technical assistance for entering housing outcomes and other data in HMIS. Two agencies who receive funds will experience location changes — Simpson and Salvation Army. Simpson will be moving to a temporary shelter location while they renovate their current building.

Low-Barrier Shelter: Avivo Village — Staff will work with Avivo Village to improve their shelter referral process, making it more data-informed and equitable. Will also update their contract language and performance measures to reflect any changes.

AICDC Homeward Bound — Staff will monitor Homeward Bound's performance measures to ensure progress is moving in the right direction. Will provide technical assistance for entering case management data in HMIS.

Self-pay at Harbor Light Center: Harbor Light Center is renovating their second and third floors of shelter, which includes their men's emergency housing program. Shelter bed capacity will increase from 51 to 54 to account for reductions in their other shelter programs for males. Beds will be relocated to the building's first floor during construction, which is expected to be finished by the end of June 2023.

Homeless to Housing (housing-focused case management): It is the team's hope that by the end of the next quarter, H2H will be fully staffed both in terms of supervisors and line staff. The new "interest" indicator in HMIS should be fully operational and all units in the team will be using the by-name list to filter for priority populations and those indicating an interest and willingness to work with the Homeless to Housing case managers. Finally, the team will meet during the next quarter and go over the first set of client satisfaction survey responses as a leadership team.

Hennepin Shelter Hotline (system-wide diversion):

– Ongoing support of the provider, Catholic Charities, as they continue to staff, train, and operationalize this expanded and enhanced intervention.

– Bimonthly meetings to support issues that arise and create intentional space for risk mitigation.

– Monthly data analysis to ensure work is on track to meet target performance measures.

Meeting daily with Catholic Charities staff to troubleshoot any issues during the rollout of this complex project.

Streets to Housing (encampment response):

– In the first quarter of 2023 Streets to Housing will be refining its engagement strategy to continue to include engaging with the established encampments in the City of Minneapolis, identify ways to increase transparency of the system and identify where households experiencing homelessness can connect with mainstream and community supports for meals, showers, mail, phone access, etc., to support people reintegrating into community outside of the encampments.

– Streets to Housing is a Hennepin County program and currently the only street outreach that has capacity to reach outside the Minneapolis city limits, so this team will be increasing engagement with suburban communities to increase awareness of the Streets to Housing program to support unsheltered households who are living in places unmeant for human habitation outside of the Minneapolis but within Hennepin County boundaries.

– Streets to Housing along with a Hennepin County planning analyst will participate in an "unsheltered" case consultation that will focus on households with open referrals, households that are new to unsheltered homelessness, families, and other special sub-populations to ensure coordination and non-duplication of services. This case consultation will also provide a real-time opportunity for data quality to ensure data in HMIS is accurate and up to date.

– Streets to Housing will continue to improve upon data quality and create standards for exits with a goal of increasing exits to a permanent destination. That said, Streets to Housing's objective is to assist households to identify a safe, appropriate alternative to sleeping outdoors, so the team will be evaluating how to "tell the story" of successfully transitioning someone from street into shelter or other safe alternatives to sleeping outside.

Board and lodge capital: It is anticipated that all four providers awarded funding will begin at least one of their projects over the first three months of 2023 and that the bids for the three remaining projects at Pursuit Hometel will be completed by March 31, 2023.

INCOME DOMAIN

Economic Recovery

Allocation amount: $19,000,000

Project description

The pandemic devastated Hennepin County small businesses, with disproportionate impacts to very small businesses, minority-owned businesses, and businesses in low-income communities. As a result, the number of businesses open in early 2021 declined by 22% over early 2020. Race- and gender-based disparities in business ownership and access to capital pre-date and were exacerbated by the pandemic.

Many nonprofit organizations provide services critically important to the economic recovery of disadvantaged communities. In some cases, the same nonprofits that faced the most acute financial hardship from the pandemic are now called upon to increase programming to meet higher levels of need in the communities they serve. Some organizations have physical space constraints in light of increased capacity needs, and face challenges accessing capital to expand or renovate.

Hennepin County economic recovery strategies are designed to address these challenges and promote an equitable economic recovery that will rebuild more inclusive, prosperous business districts and communities over the long term, and help tackle long-standing disparities in income and wealth, business ownership, and economic mobility exacerbated by the pandemic.

Economic recovery investments will assist the recovery of over 1,300 small businesses and nonprofits and stimulate investment of over $30 million in ways that build wealth in communities hardest hit by the pandemic.

Progress narrative

Economic Recovery funding was allocated on October 5, 2021 by Hennepin County Board Resolution 21-0370. Economic Recovery activities in 2021 focused on gathering data, engaging community members and stakeholders, and designing approaches to economic recovery strategies centered in racial equity and addressing both place- and race-based disparities. Over 65 participants representing Hennepin County's diverse cultural and geographic communities provided input through listening sessions and interviews.

Small-business-focused economic recovery strategies

In 2022, Hennepin County redoubled efforts to support small businesses through the multifaceted Elevate Business strategy designed to build long-term capacity of pandemic-impacted local businesses to succeed and grow. Components of this strategy in the implementation phase during the reporting period between October and December 2022 include:

– In-depth technical assistance, "back office" support and specialized expertise provided at no cost to small businesses in Hennepin County by an expanded network of 23 business advisors

– A digital platform with one-stop access to a wide array of business support resources provided by multiple agencies

– Certified Access Academy, a cohort-based program to build capacity among women business owners of color to contract with government and corporate entities

Additional business support initiatives launched between October and December 2022 focused on businesses hardest hit by the pandemic and its economic aftershocks, including construction businesses, nonprofits, and businesses owned by Black, Indigenous, and people of color. These new programs include:

– Elevate Business Construction Advising, Intensive Workshop Series and Working Capital Cohort programs, providing technical assistance for smaller scale local construction businesses, with an emphasis on providing support and financing for contractors of color

– Elevate Nonprofits, providing customized consulting and capacity building for nonprofit organizations that are currently under contract with Hennepin County

– CEO Now, cohort-based training for growth-minded businesses to build systems and scale.
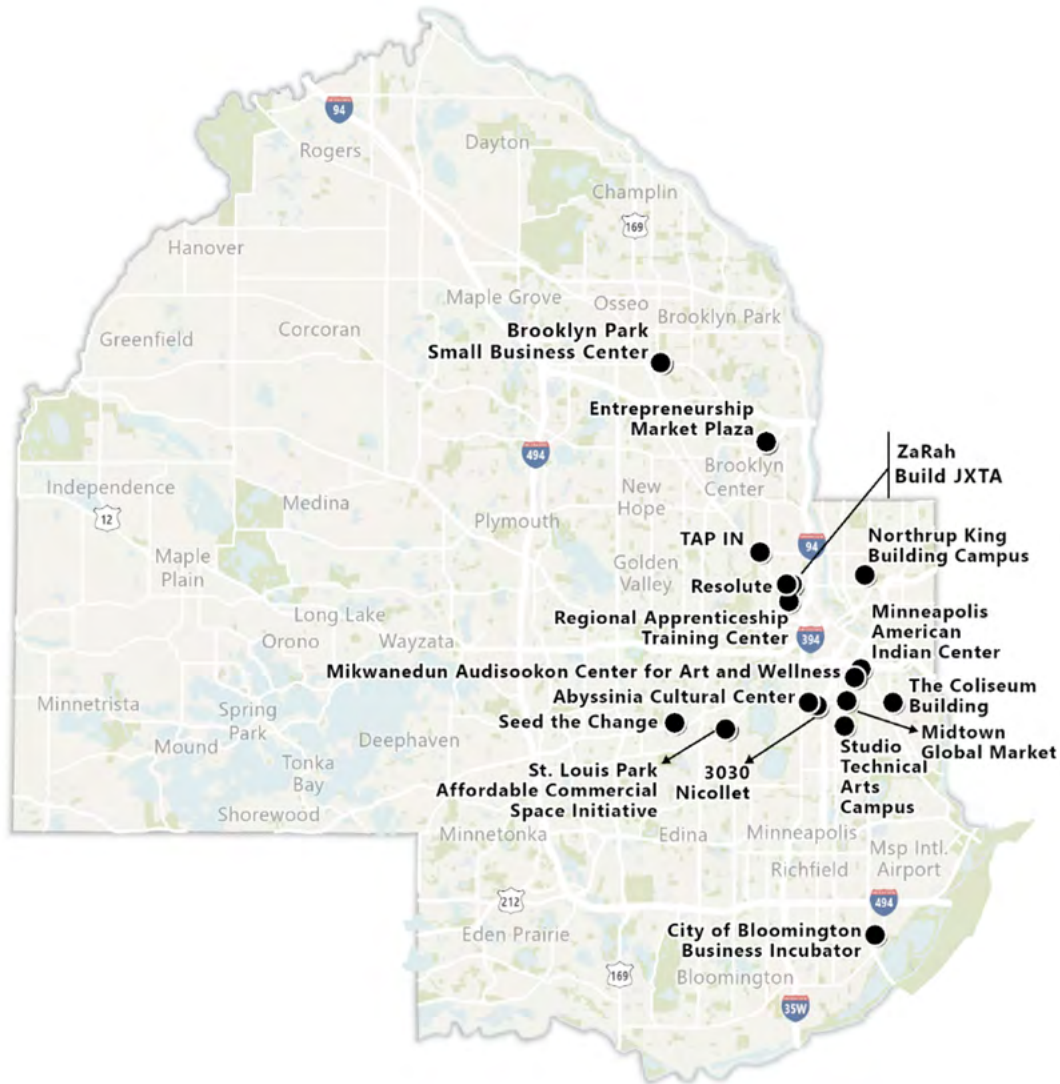
Community-focused economic recovery strategies

To accelerate investment in communities that experienced disproportionate economic impacts of the pandemic, Hennepin County launched the Community Investment Initiative (CII) in March 2022. The CII program sought proposals for redevelopment projects that support business incubators, long-term affordable commercial space, or nonprofits providing economic recovery services.

In the third quarter of 2022, Hennepin County Board Resolution 22-0325 authorized $10 million in CII funding for 18 projects that create new affordable commercial space and business incubation spaces and support the expansion of nonprofits critical to economic recovery in Hennepin County.

Consistent with program objectives, 79% of program funding was awarded to projects in low-income communities or communities of color. During the current reporting period, CII contracts were being negotiated, along with annual monitoring and reporting documents.

Community Investment Initiative Projects — 2022

Economic mobility-focused recovery strategies

Work continued on two innovative initiatives to advance economic mobility. Hennepin County teams collaborated across departments to plan a Guaranteed Basic Income (GBI) pilot, including a Hennepin University Partnership (HUP) Collaborative Research Assistantship (HCRA) to develop GBI pilot design recommendations. During the reporting period, a Request for Proposals (RFP) was released seeking an evaluation consultant to conduct focus groups, surveys, and interviews as part of an overall evaluation framework for the GBI pilot. In addition, a study exploring the feasibility of launching a local impact investing hub continued, assessing current needs and possible models for activating private capital among local investors to support local small-business growth.

Key performance indicators

Key performance indicators for Economic Recovery strategies achieved to date are summarized below.

Small-business-focused economic recovery strategies

The multi-faceted Elevate Business strategy began in late 2020, with expanded pandemic recovery programming through this project beginning in April 2022.

Since the launch of Elevate Business in late 2020, results include:

– A total of over 2,300 Hennepin County businesses have engaged with the online resource hub, accessed technical assistance, or participated in a cohort-learning program.

– Over 1,400 businesses have accessed over 9,500 hours of one-on-one technical assistance and

"back office" support.*

From April to December 2022, expanded pandemic recovery investment generated the following results:

– 420 businesses benefited from 4,300 hours of one-on-one advising through Elevate Business

– 47 entrepreneurs received technical assistance to help their business launch

– $7.1 million in financing was provided to Hennepin County businesses and 154 jobs created

*Note: Total number of businesses reported involves data gathering and reconciliation from multiple sources. While data have been deduplicated to the extent possible, totals may reflect some level of duplicate reporting.

Community-focused economic recovery strategies

Community Investment Initiative (CII) projects will generate the following results:

– Over 315,000 square feet of affordable commercial space

  • 522 business incubation/startup/innovation spaces

  • 30 longer-term affordable commercial spaces, including 18 ownership opportunities

  • Creating or retaining over 760 jobs

  • Generating $206 million of total investment value

– Over 160,000 square feet of nonprofit and community space for 5 nonprofits

  • Creating and retaining over 200 jobs

  • Supporting economic recovery services for 12,000 community members

  • Generating $67.7 million in total investment value

CII projects in low-income communities and communities of color will provide:

  • Direct capital investment of $7.9 million (or 79% of program capital)

  • $122 million in total investment value

Next steps

Economic recovery efforts that will launch during upcoming reporting periods include additional programs within the Elevate Business strategy:

– Cohort learning to tackle the digital divide among microbusinesses

– Additional one-on-one specialized consulting services to meet demands in marketing, human resources, and technology

INCOME DOMAIN

Guaranteed Basic Income

Allocation amount: $4,000,000

Project description

Hennepin County is developing a proposal for a Guaranteed Basic Income (GBI) pilot. GBI is a series of unconditional cash payments to a targeted group of people. This direct cash payment model allows recipients full agency to decide how they would like to use the money. GBI differs from most public assistance programs, which commonly tie benefits to parameters such as work requirements or fluctuations in recipients' earned income, and which restrict how recipients can use the money.

A GBI program that is not carefully designed risks causing harm to recipients who unexpectedly lose their eligibility or receive a reduction in public assistance benefits on which they depend. It may also not be effective if it simply supplants the benefits a participant had been receiving prior to the pilot. This GBI pilot is intended to coexist with other public assistance programs, not replace them.

The pilot is expected to serve approximately 200 very low-income Hennepin County residents with dependent children under 18. A pool of potential participants will be identified through analysis of benefits enrollments gaps and calculations of who are least at risk for facing a reduction or loss in public assistance benefits.

The pilot will assess the impact of unconditional, low-barrier payments on economic mobility, racial disparities, health and education factors, and quality of life at the participant, family and community level. Pilot findings will inform potential policy change for public assistance programs.

Progress narrative

– Proposed pilot target population has been recommended to leadership; proposal is under review.

– Analysts are exploring individual benefits loss mitigation strategy via the creation of a tool to look at the interaction of public assistance benefits and GBI payments.

– Minnesota Department of Human Services (DHS) policy leads have been consulted regarding benefits loss mitigation interpretation for assistance programs.

– Hiring plan for supervisory and direct service staff is being developed.

– Customer journey mapping continues, including building out options for resident-county interaction.

– Research on disbursement methods has continued and analysis/findings are in process.

– Pro forma budget has been drafted.

– Disbursement amount and timelines have been proposed; will be finalized as budget and other pieces continue to be explored.

– County attorney and privacy officer have been consulted to explore needs related to participant disclosure, etc.

– Minnesota Management and Budget's Impact Evaluation Unit, the project's quantitative evaluator, has been meeting with lead staff to determine research design.

– An RFP was released to guide the selection of the project's qualitative evaluator. A proposal has been selected by the team and will be submitted for county board approval.

– Hennepin Collaborative Grant proposals were submitted; the Hennepin-University Partnership Leadership Team selected Dr. Lynn Blewett's proposal "Health Care Impact of Hennepin County's Guaranteed Basic Income Program" for funding.

– Communication plan has been developed and communications naming team has convened to create a name and tag line for the pilot.

Key performance indicators

Definition of key performance indicators is in development and will be in place before pilot launch.

Next steps

– Target population will be finalized.

– DHS will release bulletin clarifying interaction of public assistance with GBI programs; benefits loss mitigation tool will be updated with new DHS policy.

– Power app tool will be developed to provide individualized benefits analysis for participants pre-enrollment.

– Hiring for supervisory and direct service staff will begin.

– Customer journey mapping will be finalized.

– A phone line and a team email for the GBI pilot will be created.

– Vendor for disbursement will be selected and agreement will be put in place.

– Pro forma budget will be completed.

– Disbursement amount and timelines will be finalized.

– Consultation will continue with county attorney and privacy officer to ensure program compliance.

– Continued coordination with Minnesota Management and Budget's Impact Evaluation Unit regarding research design and evaluation plan.

– Anticipate board approval for the project's qualitative evaluator selected through the RFP. Contract negotiations will be completed, and evaluation planning will begin.

– Dr. Blewett will meet with pilot team to plan HUP research project.

– Communications naming team will finalize a pilot name and tag line.

JUSTICE DOMAIN

Anti-Hate Initiative

Allocation amount: $1,000,000

Project description

The primary goal of the Anti-Hate Initiative is to enhance data collection efforts to determine the scope and prevalence of hate-based violence, and to support community engagement activities to reduce the occurrence of hate-based violence. Program efforts include hiring a program coordinator who is managing the research phase of the project, to gain a more concrete understanding of hate crimes/incidents and the response to them in Hennepin County.

Progress narrative

Program staff conducted numerous meetings with representatives from different entities that understand and address hate and bias incidents and crimes. The representatives included members from the Anti-Hate Coalition and staff from community providers, city departments, state agencies (Department of Public Safety and Department of Human Rights), and as well as staff from the LA vs Hate initiative. Based on the information received, staff are creating a work plan for the AHI that includes funding for local providers through a Request for Proposals (RFP). A working committee drawn from member organizations of the Anti-Hate Coalition and others is providing input for the scope and language of the RFP. The working committee is also helping create the scope of work for the overall Anti-Hate Initiative. The RFP will be announced late spring 2023.

Key performance indicators

– Approximately 30 meetings with the Anti-Hate Coalition, community providers, city departments, state agencies (Department of Public Safety and Department of Human Rights), and staff from the LA vs Hate initiative in California. Ongoing meetings with the Anti-Hate Coalition.

– Created a working committee that will meet three times to help finesse the RFP language to specifically target methods and strategies to address hate and bias incidents and crimes.

Next steps

The working committee is meeting three times for two-hour facilitated meetings to develop a theory of change and a logic model for the Anti-Hate Initiative, identify potential activities and programs that the RFP will fund for the Anti-Hate Initiative, and further refine the scope of work for the Anti-Hate Initiative of Hennepin County. The anticipated release for the RFP is late spring 2023.

JUSTICE DOMAIN

COVID-19-Related Court Backlog

Allocation amount: $4,511,066

Project description

The Hennepin County Public Defender's Office hopes to use contract positions to divert cases away from attorneys with a disproportionate number of backlogged felony trials. This allows the Hennepin County Public Defender's Office to maintain vertical representation while also freeing attorney time to focus on the oldest cases which can only be resolved through a trial. In addition, it provides the office with the flexibility necessary to respond to any increased filings as a result of the Hennepin County Attorney's Office processing its backlog of referred but uncharged cases.

The Hennepin County Attorney's Office hopes to use the contract positions to address the large backlog of charged and uncharged felony cases and address the large and excessive caseloads handled by Hennepin County attorneys. The additional contract positions will allow the office to fill vacancies and hire additional attorneys to meet the demands of the increasing and excessive caseloads handled by attorneys. Additionally, the contract positions will also provide necessary caseload relief by providing additional staff to meet the demands created by the backlog and the increased caseloads.

The work of the Hennepin County Public Defender's Office, Hennepin County Attorney's Office and Hennepin County Department of Community Corrections and Rehabilitation (DOCCR) are all interconnected. Therefore, attempts by the Hennepin County Attorney's Office and Hennepin County Public Defender's Office to address the backlog of cases created by the pandemic will directly affect the DOCCR and its caseloads. The DOCCR will use the contract positions to address the backlog and manage the increased workloads created by the attempts of the County Attorney's Office and Public Defender's Office to address and reduce the backlog of cases created during the pandemic.

Progress narrative

The DOCCR hired one supervisor (April 2022), five felony investigation probation officers and two central intake probation officers in October 2022. Three of the five felony investigation officers have completed their training and are writing felony pre-sentence investigations. Two felony investigation officers started in the fourth quarter of 2022. They continue to complete training and receive limited cases with an average capacity of 85%. The two central intake probation officers are also completing their training and working at 85% capacity. DOCCR has finished hiring and is close to having all staff thoroughly trained and working at full capacity.

For the fourth quarter of 2022, the Hennepin County Public Defender's Office contracted with 14 attorneys, representing a total of 7.4 FTE positions. Three attorneys (1.15 FTE) have freed up attorney resources to handle the backlog of adult cases by staffing mandatory child protection calendars and representing children in delinquency matters in juvenile court. The remaining 11 attorneys (6.25 FTE) have represented clients charged with crimes in adult court, and through negotiated resolution or litigation have helped mitigate the growth in the number of pending criminal cases in Hennepin County.

For the fourth quarter of 2022, the Hennepin County Attorney's Office has identified and assigned 7 FTE positions to the pandemic response fund: three attorneys, two paralegals, one legal secretary and one victim advocate. The office also intends to add one FTE position for one additional attorney in 2023. The positions have provided caseload relief for attorneys, paralegals, legal secretaries, and victim advocates by freeing up resources to address the backlog of cases created during the pandemic.

Key performance indicators

The DOCCR's Adult Pre-Adjudicated Services has completed the hiring process and is now onboarding and training new staff. Incoming referrals for investigations and intake have been steady and manageable. These added resources have allowed DOCCR to provide uninterrupted client services for sentencing preparation and probation services. There have been no delays in meeting this goal; cases have been assigned and the work has been completed on time. Data indicates our pre-sentence investigation referrals increased by 19% compared to the fourth quarter of 2021, and Central Intake referrals increased by 32% compared to the fourth quarter of 2021. Our work depends on referrals from the Fourth Judicial District, and many factors affect the disposition of cases. According to the Minnesota Fourth Judicial District Business Partners Hub, there continue to be 2,073 felony and gross misdemeanors case in the backlog.

For the fourth quarter of 2022, the Hennepin County Public Defender's Office contract attorneys staffed 26 separate half-day mandatory calendars, handling 39 child protection and delinquency cases in Juvenile Court. In addition, contract attorneys handled 284 criminal cases in Adult Court. While the number of pending open cases has increased in Hennepin County, the use of the contractors in Juvenile and Adult Court has allowed the Public Defender's Office to minimize the increase.

For the fourth quarter of 2022, the Hennepin County Attorney's Office has identified areas in need of caseload relief and assistance to address the backlog of uncharged cases created during the pandemic. The Hennepin County Attorney's Office has focused its additional resources on filling positions in the Adult Prosecution Division, Community Prosecution Division and Juvenile Prosecution Division. The additional resources will help reduce overall caseloads, help reduce the backlog of uncharged cases, and provide additional staffing resources throughout the office. The key performance indicators will be the overall reduction in staff caseloads and the overall reduction in the total amount of uncharged cases.

Next steps

DOCCR will finalize the training and onboarding of the felony investigation probation officers and central intake probation officers. DOCCR is well positioned to assist our criminal justice partners in reducing the court backlog.

The Hennepin County Public Defender's Office has contracted full-time with a legal office assistant which will enable the office to provide better support for the contract attorneys. In addition, the office has been able to secure funding from the State Board of Public Defense to offset most of the attorney-related contract costs for January through June 2023. This state funding supplements the APRA allocation and extends our ability to combat the continuing backlog. The Hennepin County Public Defender's Office will resume using the pandemic response fund allocation in the second half of 2023.

The Hennepin County Attorney's Office will continue to hire and allocate staff and resources throughout the office to areas where they will have the most significant impact in addressing the increased caseloads and backlog of cases created during the pandemic.

JUSTICE DOMAIN

Violence Prevention

Allocation amount: $10,000,000

Project description

In June 2021, the Hennepin County Board authorized $5 million for efforts intended to prevent, reduce, and mitigate gun violence in communities disproportionately impacted by COVID-19. The initial $5 million was allocated for short-term efforts focused on getting resources into the community for violence interruption and intervention strategies, and for wraparound support services utilizing providers that had capacity and programming ready to provide immediate services. In March 2021, the county board authorized an additional $5 million to support continued programming, the expansion of and/or creation of new programming and funding for a coordinator to support the ongoing violence reduction and community engagement strategies, a formal evaluation process and development of a long-term proposal for future services aligned with other county programming focused on reducing disparities.

Youth and young adults, particularly those in communities of color, are disproportionately impacted by violence. Black and African American residents of Hennepin County are disproportionately impacted by gun violence, with firearm-related death rates that are more than twice that of White residents. Hennepin County is committed to reducing gun violence through a holistic approach that identifies drivers of the violence, addresses risk and protective factors, and adopts evidence-based policies and programs and effective strategies that improve outcomes for communities impacted by gun violence.

Progress narrative

In addition to overseeing the first round of Gun Violence Reduction grant funding, staff spent the final three months of 2022 doing a qualitative analysis of the grant programs to learn what works, what doesn't work, and where the barriers to success lie. Other items of focus were developing the next- round RFP which will build on the lessons learned of the first year and developing relationships with internal and external partners.

From October 1 to December 31 2022, collaboration with internal/external groups included meetings with the following:

– Hennepin County Safe Communities Office and Minnesota Department of Public Safety introductions

– Hennepin County Diversity, Equity and Inclusion overview / RFP process

– Hennepin County Community Engagement overview / RFP process

– 46th Street and Hiawatha Community safety meeting

– Kente Circle Training Institute 11th Annual Conference 2022

– West Broadway Livability Coalition

– Midtown Phillips Neighborhood Association

– CVIPI Webinar Series: Elevating the work of Community Violence Intervention: The Importance of Collaboration in Public Safety

– Ninth Annual Cities United Convening

– Huntington Place Apartments improvements coordination meeting (collaboration with City of Brooklyn Park)

– Discuss BAR 22-0096 with colleagues

– PLAYces To Play and Safe Communities

– Violence prevention (collaboration with Hennepin County Public Health and Safe Communities)

– Introduction to Hennepin-University Partnership and evaluation assistantship (reducing gun violence)

– Opioid response and Safe Communities

– Alignment, coordination and support with city agencies (Minneapolis, St Paul, Bloomington)

– Humphrey School spring and summer capstone class (external environmental scan/gap analysis)

– Trauma-responsive community violence intervention practice: What does it mean and what does it look like?

– Violence prevention: Hunger response at Brooklyn Park Library

– The current environment for transgender and nonbinary people

– Becoming trauma-informed departments

– V3 Center groundbreaking celebration

– Hennepin-University Partnership doctorial evaluation apprenticeship: final interviews

– Minneapolis Public Schools/Hennepin County meeting

– Internal collaboration: Income/Employment domains re young people and violence prevention

– Brooklyn Park: Community conversation on youth gun violence, gangs and drugs

– Hennepin County Public Health: Robbinsdale School District and school climate

Key performance indicators

– 44 evaluative sessions with current gun violence prevention providers

   • What we have heard from our community:

      • Violence affects everyone in the community, not only the immediate victim, and our responses need to be holistic

      • Responses need to be community-led and community-driven

      • Responses must be multi-layered, coming at the problem from multiple approaches

      • There needs to be a recognition of the trauma endured by the entire community

– Initial steps taken to develop violence prevention "heat map" and dashboard to measure success

– Vendor selection/gun violence reduction kickoff for RFP process held late October with estimated publication of RFP mid-February

Next steps

First quarter 2023 will focus primarily on launching the next RFP and establishing quarterly convenings for providers to share experiences and support an environment of success. Follow-up provider sessions will be scheduled for providers not able to submit quarterly reports by the time of this update.

TRANSPORTATION DOMAIN

Broadband and Digital Inclusion

Allocation amount: $10,000,000

Project description

The mission of the Office of Broadband and Digital Inclusion is to build and promote safe access to technology so that all residents of Hennepin County are empowered to thrive in the digital world. This funding continues the most successful parts of the Connecting Hennepin initiative: to ensure all county residents have access to, and can easily and safely use, modern technology to help realize their life goals. Research on digital inclusion identifies three aspects of the digital divide — computer access, internet access, and lack of digital skills — and this program includes programming in all three areas.

Data from the American Community Survey and the Minnesota Department of Employment and Economic Development, among other sources, show geographic, racial and economic disparities in digital equity.

Households that are Black, Indigenous, Hispanic or other people of color are less likely to own PCs and have home broadband. There are geographic, racial, housing and economic disparities in access to technology, which, among other effects, cause an inherent disparity in the awareness of new public programs and supports.

To overcome these barriers, this project plans to invest funds in community engagement, public and nonprofit partners and multimedia communications to ensure that all residents in need are aware of and able to engage with the programs. It also includes infrastructure projects to resolve broadband gaps in underserved communities, areas with limited providers, and low-income neighborhoods with low broadband uptake rates. The office also coordinates with federal, state and local government partners, internet service providers and community organizations to develop and implement a digital equity plan for Hennepin County.

Progress narrative

During the reporting period, Digital Navigation staff continue to serve county clients and library patrons with digital barriers. Two additional staff were hired to expand the digital navigation team. A team from the University of Minnesota has assisted with a program evaluation to refine the digital navigation service model to increase efficiencies, maximize all county resident touchpoints, and maintain a high level of service.

All residents receive a digital skills assessment, and training and devices are provided based on resident needs. Support is provided to help residents access the Affordable Connectivity Program benefit, with hotspots and other discounted internet plans available as well. Residents with limited digital skills receive more robust training and technology support than those who demonstrate competency or advanced skills. All residents receive guidance about online safety best practices.

Devices provided include Windows laptops for most clients, Chromebooks for youth, and computers in the Public Safety Facility for GED classes through the Helping Others by Providing Education (HOPE) program. Through a partnership with Housing Stability, a continuum of technology and navigation support to people transitioning to permanent housing is being developed. As part of this work, flip phones are provided as a temporary support for the Homeless to Housing program. Once these individuals are housed, case workers will submit a referral for additional technology supports.

Nine community-based providers have contracts for digital navigation services. These organizations have varied service models which include home visits for digital navigation, open technology labs in areas where residents lack personal devices or home internet, broadband adoption and outreach, access to assistive or adaptive devices, and skill-building training. These organizations collectively are providing services across the breadth of the county and can provide digital navigation and support in multiple languages including but not limited to Spanish, Somali and Hmong.

The Minnesota Office of Broadband Development awarded Border-to-Border grants, including funding for additional broadband infrastructure projects in the cities of Corcoran and Rogers that will leverage pandemic response matching funds. These projects will provide high-quality broadband to 602 un- or underserved households, as well as local farms and businesses. This is in addition to five projects already scheduled for the 2023 construction season, which will provide 225.7 miles of fiber anticipated to serve 2,724 households. An RFP to Hennepin County cities was also opened, soliciting project ideas from cities for broadband infrastructure and adoption activities. These projects complement continuing efforts to fill broadband access gaps, including the Minneapolis Wireless Internet project and efforts in different multi-tenant properties, including county-owned facilities and other county-funded affordable housing projects. A project manager was brought on board to manage these infrastructure projects, as well as the Hennepin County response to the updated FCC maps.

An analysis of the newly released FCC fabric data was conducted, to ensure it represents the broadband needs of Hennepin County as accurately as possible. Geospatial analysis focuses on new development in the rural western edge of the county and multi-family dwellings in qualifying census tracts.

Key performance indicators

– 470 new requests to support Hennepin County clients and library patrons were submitted to digital navigation team by Hennepin County staff. 23% are complete and 37% are in progress. The remainder are cancelled, duplicates or ineligible.

– 148 households were served during the period, providing digital inclusion services to 337 total household members. Some households have multiple interactions. A total of 667 interventions were reported, including device distribution, support with the Affordable Connectivity Program enrollment process, digital skills assessments, and training.

– 88 phones are currently in use by Homeless to Housing program members.

– 31 computers are in use by students enrolled in Hennepin Technical College.

– 9 contracted community partners provided digital navigation support and training to 391 Hennepin County residents and another 3,000 people were engaged during broadband adoption outreach activities at community events and through online promotion.

Next steps

– Hennepin County will formally submit any challenges to the FCC fabric to identify any gaps in broadband serviceable locations that are un- or underserved by internet service providers.

– The Broadband Expansion Fund RFP will close and an evaluation process of submitted broadband infrastructure and adoption projects will be conducted.

– ACP outreach and promotion will expand.

– A contract will be finalized for an online safety public awareness campaign; market research will begin.

– The project will continuously improve the digital navigation process, implementing identified enhancements to the system used to manage and track client interactions

– Project staff will participate in state and local planning and community engagement efforts related to the creation and adoption of a digital equity plan.

– Staff will explore additional contracts to fill gaps in training, digital navigation services, device distribution, and translation/interpretation.

OTHER/DOMAIN INFRASTRUCTURE

Countywide HVAC COVID-19 Response

Allocation amount: $5,000,000

Project description

As a result of the COVID-19 public health emergency and based on recommended best practices per the Centers for Disease Control and the American Society of Heating, Refrigerating and Air-Conditioning Engineers for providing safe buildings to the public, Hennepin County made improvements to the ventilation system in its facilities to reduce the spread of COVID-19. This project will maintain this safe level of ventilation while improving operational efficiency and reducing energy use. By providing safe buildings the county is protecting the health and wellness of staff and residents who visit the facilities. Priority will be given to 24/7 facilities such as correctional institutions, plus other key buildings serving residents such as the Hennepin County Government Center.

Funding will be used to study and implement needed improvements to building heating, ventilation and air conditioning (HVAC) and control systems in county facilities. This will allow better management of energy use and reduced operational costs associated with maintaining pandemic-level ventilation requirements.

Progress narrative

The HVAC pandemic study was finalized by county staff and the consultant (Erickson Ellison and Associates) on December 2, 2022. A proposal from Northern Air Corporation was received and work outlined to inspect and document filter banks in the air handling units at county facilities for any issues or air bypass along with test and balance if needed. Work for this task is expected to start in the first quarter of 2023.

A second action item identified in the report is to develop the sequence of operations for the pandemic mode and determine the required schedules and set points to operate in pandemic mode. A scope of work for the consultant to develop and document this is currently underway.

In addition, Minimum Efficiency Reporting Value (MERV) 13+ filters continue to be purchased by staff as needed to continue to provide safe spaces for county staff and patrons.

The HVAC work related to reducing cross contamination at the Adult Correctional Facility (a 24/7 facility) is moving forward. A contract was awarded to Moltron Builders, Inc. on August 14, 2022. Submittals were approved and equipment has been ordered. The project is waiting on arrival of equipment for installation.

Key performance indicators

Another 360 filters were purchased and delivered in this reporting period. No buildings have been modified yet on this project.

Next steps

It is expected that the first action item to evaluate the filter banks and test the air balancing will get started in the first quarter of 2023 with about half completed by the end of the first quarter.

It is planned to solicit a consultant to start drafting the sequence of operations and calculate the parameters for the pandemic mode. The goal is to have a consultant under contract for this and starting by the end of first quarter.

The equipment at the Adult Correctional Facility for making modifications to the HVAC system is not scheduled to be delivered until early April so no additional work is expected during this quarter on this portion of the project.

Additional MERV 13+ filters will be purchased for building maintenance as needed.

OTHER/DOMAIN INFRASTRUCTURE

Digital Experience

Allocation amount: $5,700,000

Project description

From the beginning, the COVID-19 pandemic required Hennepin County to rapidly shift to providing services to residents from in person to online. When physical locations closed to the public, the ability to serve digitally was critical to meeting ongoing resident needs. To date, the ongoing pandemic continues to fundamentally shift the county's service approach, making clear our need to build on these initial changes and provide a consistently positive and accessible experience for residents. This project is using funding to sustain and advance the digital transformation that has been required to respond to the pandemic by piloting a scalable, repeatable digital experience delivery model.

The Digital Experience team in the Operations line of business will lead this work in partnership with Hennepin County's communication and engagement teams, the IT community, and departments delivering resident services. This model will join key business, technology, communication and engagement partners together to deliver a digital experience that meets residents' varying digital needs. Funding will also support increasing digital content, user experience, and web infrastructure work for the county's digital service platforms, including the Hennepin.us and HClib.org websites. Teams will address both technical debt and continuous improvement needs to keep pace with increasing digital delivery.

The Digital Experience team will manage rapid change with an agile mindset and principles, determine long-term staffing and resource needs to support the model, and drive identified digital priorities that support Future Ready Hennepin. These efforts create digital equity and engagement for Hennepin County residents.

Progress narrative

The Office of Digital Experience (ODX) continues to make progress in all four focus areas: 1) establish digital experience (DX) model, 2) foster intentional DX culture, 3) establish resident listening program, and 4) demonstrate the DX value within Hennepin County.

ODX finalized four team values, which inform how we approach the work, and three strategic directions, which will inform the kind of work the team does. The ODX values are:

1. We prioritize people. We take a proactive, people-centered approach to digital service delivery. We believe in the empowerment of all people. Understanding the human experience is critical to our work.

2. We proactively collaborate. We approach the work with an open mind to people's processes and perspectives. We listen attentively, practice flexibility, share information, and seek inclusive feedback. We strive to build strong, continuous partnerships, which result in outcomes beneficial to residents.

3. We practice curiosity. We operate with a spirit of curiosity. We have a growth mindset that cultivates continuous learning and development. We take pride in our ability to be resilient, flexible, responsive, and adaptable to change.

4. We advance accessibility, diversity, equity, inclusion, and justice. By prioritizing accessibility, diversity, equity, inclusion, and justice, we ensure our people-centered work has meaningful impact.

The three ODX strategic directions are:

1. Drive an equitable and inclusive digital experience for Hennepin County community members.

2. Build and foster a culture of User Experience (UX) across Hennepin County.

3. Establish ODX structures, processes, and culture founded in our values.

Additionally, ODX held a session focused on identifying bias and microaggressions and thinking through what actions the team can take to keep the team values and strategic directions at the core of this community-focused work. The session was organized and facilitated by an external vendor, AMO Enterprise. This was one session with AMO Enterprise and there are plans to have additional sessions throughout 2023.

ODX signed the contract with WeCo, the community vendor who will develop digital accessibility training and provide access to training for Hennepin County employees who have a content creation and web development role. The digital accessibility coordinator is reviewing developed training content ahead of testing with a small user group of employees in the next quarter before launching to all employees.

In addition, ODX completed the first iteration of a digital accessibility complaint process to streamline how issues are reported and resolved across public-facing applications.

The Human Services engagement kicked off with the completion of the digital touchpoint scan. The digital touchpoint scan helps identify opportunities for enhanced digital service opportunities and mitigation of pain points/barriers to navigating digital services. In addition to the scan, ODX completed an experience mapping session with Human Services to better understand the different phases of customers' journeys:

– Find information on the website

– Submit the necessary information/documentation.

– Verify the information has been received and what next steps are for them.

The User Experience (UX) team included UX accessibility research feedback into the final stage of development of the Hennepin County Sheriff's Office website redesign. The new website officially launched in January 2023, when the newly elected sheriff was sworn into office. This team also completed a UX-focused review and provided accessibility consulting and technical assistance to the Resident and Real Estate Services chatbot prototype. Two UX specialist positions were posted during this reporting period. These positions will be filled in the first quarter of 2023.

The Website Communications team onboarded four new staff members in this reporting period. Additionally, the team resolved accessibility issues previously identified in an accessibility audit.

The Web Infrastructure team added an additional role. A content management system (CMS) administrator was hired to enhance on-site supports and continue to build out infrastructure processes and documentation. Having a CMS administrator on the team allows for a faster turnaround time to address site outages and to address new content needs within the organization.

Key performance indicators

– ODX won two awards at the annual Government IT Symposium, a learning event for government leaders and professionals from across the Midwest. The first Golden GovIT award won in the Collaboration category for the Digital Experience Model. The second Golden GovIT award won in the Innovation category for the Digital Service Automation project, more commonly known as the chatbot prototype, with Resident and Real Estate Services.

– ODX formalized team values and strategic directions, which will guide the work while holding true to how the work should be done in service of residents.

– The digital accessibility training from WeCo is the next big step to help employees understand the importance of creating and designing with accessibility in mind from the beginning and provide tools and resources to accomplish it.

– Adding the experience map with different phases of the experience journey (find, submit, verify) with the digital touchpoint scan can help the business better identify a scalable experiment to reduce barriers to service and increase the users' digital experience.

– The fully staffed Website Communications team allows for expanded capacity to support all business areas with web needs.

– Resolving accessibility issues creates a more constant and inclusive experience to all website users.

– Data from the RRES chatbot experiment show increased resident engagement with chat via the chatbot. The bot can provide a response more than 90% of the time when a resident asks a question.

– The Social Vulnerability Index (SVI) was included as a data point when evaluating chatbot usage. Chatbot usage and satisfaction remain consistent per capita regardless of SVI. SVI refers to the potential negative effects on communities caused by external stresses on people's health. Incorporating SVI data is another way to assess possible impact to residents through an equity lens.

Next steps

– ODX will socialize the team values and strategic directions and identify meaningful ways to incorporate them into everyday work.

– The UX team will post a UX/UI Designer position opening to increase capacity on having a user-focused approach to creating consistently positive, accessible, usable, and equitable digital experiences for users.

– The Website Communications team will lead initial scoping and planning for the hennepincounty.gov transition project.

– ODX will train, plan and begin Google Analytics 4 implementation.

– Contracts for CMS will be finalized and implemented.

– Property Information Search (PINS) feedback project will begin.

– Process and procedures will be refined for accessibility issues questions and complaints

– Digital accessibility training will launch.

– Digital Experience Champions program will launch.

OTHER/DOMAIN INFRASTRUCTURE

Engagement Services

Allocation amount: $1,680,000

Project description

The Engagement Services project will increase and enhance engagement staffing, services and programs as part of the county's ongoing COVID-19 pandemic response. The community will be connected to new and expanded programs and services, including continued mask distribution and education about the importance of getting vaccinated, as well as a variety of human services, housing, economic development, and employment resources.

With a focus on disparity reduction, these efforts will demonstrate the county's commitment to our residents along with providing Hennepin County's Engagement Services area the capacity to advance engagement systems and practices while sustaining community relationships. While this work is foundational to the county and will require long-term funding strategies to support continued development, immediate resources are needed now to continue the county's response to COVID-19.

Progress narrative

Trusted messengers

– Continued monthly meeting and check-ins with contractors, continuing to communicate information about vaccinations/boosters and health concerns, and referral to county program/services.

– Received final report on December 31, 2022, from trusted messengers regarding the outcomes of their work.

– Released RFP for 2023 Trusted Messenger Program, held information session, and evaluation panel reviewed and made recommendations.

Community Engagement Roster Program

– Continue to consult with other departments and promote contracts/agreements via the roster program.

– Continue to meet as a team to assess best practices, user experience and potential areas for improvement for the program.

– Developed schedule for and participated in the training of Hennepin County staff and community organizations on using the roster program.

– Developed communications for Hennepin County staff and community organizations.

Translations

– Continue to do research at similar counties and other internal departments on strategy.

– Continue to meet with key collaborators across the county to assess the current translations strategies and identify improvements.

Engagement vans

– During this period, Engagement Services entered into an agreement with the Hennepin County "Streets to Housing" program for using one of the Engagement Vans for outreach to encampments where people experiencing homelessness live. This van is used three days per week by Streets to Housing staff to show up at encampments and connect people to services. In addition, we conducted a risk assessment that resulted in the ability for the Streets to Housing staff to transport clients to Hennepin County Service Centers.

– The Engagement team finalized documentation including a van manual citing expectations around usage of the van for our staff and collaborators and approved the documentation with Fleet Services.

– The team also met with several county staff to go through a risk assessment and evaluate proper insurance documentation and procedures.

– Engagement Services advanced the design and build-out of a new electric Ford Transit van including a vinyl wrap.

– The team continued to meet with departments including Fleet Services, Streets to Housing, and Environment and Energy to collaborate on usage of the vans and further coordination efforts.

Healing circles/community building

– The engagement team facilitated National Coming Out Day Lunch & Learn for Staff, which featured guest speaker Ryan Fouts, executive director of RECLAIM, a Twin Cities-based organization that increases access to mental health care for queer and trans youth. The event was on Tuesday, October 11, 2022, noon – 1 p.m., 85 people attended the event.

Materials distribution

– The team continued to provide materials such as handouts, rice paddles, masks, frisbees, pens and COVID-19 test kits to departments across the county.

Key performance indicators

Trusted messengers

– 36 total contracts

– 13 community organizations spotlighted (impact of the program, programs/services they provided, etc.)

– Various county division/departments utilized feedback:

  • Navigation and Information Services (NIS)

  • Public Health

  • Hennepin Health

  • Department of Community Corrections and Rehabilitation

  • Department of Human Services

  • Department of Environment and Energy

  • Hennepin County Strategic Planning and Analytics

  • Elections

Community Engagement Roster Program

– Over 200 individuals and organizations registered

– 6+ projects/RFPs utilized this program to achieve contracts

Translations

– Continue to do research at similar county and other internal departments on strategy

Engagement vans

– During this time, the vans were used to engage residents and distribute materials at a handful of events including Open Streets. The Streets to Housing team continued to use the Brookdale van heavily through this time period, generally three days a week through all of October and a handful of days in November and December.

– The Richfield van was cleaned and winterized and placed in storage, where it could undergo routine winter maintenance. The vans are removed from the library parking lots each winter so that the lots are clear for plowing, and because there are significantly less outreach events in the winter season that require use of the vans.

– The Brookdale van was stored at the1256 Penn Avenue North parking ramp so that the Streets to Housing team could continue use it through the winter.

Materials distribution

– An engagement representative joined a workgroup evaluating best practices around the types of materials the county distributes, citing quality, environmental impacts, cultural relevance, and other factors.

– From October to December 2022, the team distributed 62,780 adult and child masks, and 8,986 COVID-19 test kits.

Next steps

Trusted messengers

– Finalize 2023 Trusted Messenger RFP final list

– Host kick-off/orientation meeting and ongoing check-in/large group meetings

Community Engagement Roster Program

– Training for Engagement Services team and Community Engagement staff throughout departments

– Offer simple plain-language training for organizations

– Elevate learning session for organizations

– Find ways to improve the roster program

Translations

– Meet with project manager hired under Communications to discuss existing translations efforts and assess future needs

– Meet with King County on background of their translation program

– Continue with analysis and research

Engagement vans

– The new Ford Transit vehicle is set to be completed by mid-February 2023.

– The team will continue meeting with other areas across the county

– The team is exploring using the new Ford Transit vehicle to support the Behavioral Health campaign, in collaboration with Public Health staff and consultants.

Healing circles/community building

– Plans for 2023 healing circles will be developed in the first quarter of this year.

– The team will continue to help planning and communications efforts with the multijurisdictional cohort (made up of cities and counties throughout the Twin Cities) to put on National Day of Racial Healing on January 17.

Materials distribution

– An engagement team member will continue to be on the working group evaluating best practices for materials distributed to staff and community. The working group hopes to develop countywide standards around types of outreach materials the county provides.

– Engagement Services will continue to provide materials including program handouts, hand sanitizer, rice paddles and other items, and will evaluate more in depth what items are most effective.

– Additionally, the team will continue to work on a clearer intake and tracking system for materials distribution.

OTHER/DOMAIN INFRASTRUCTURE

Enterprise Integrated Data

Allocation amount: $4,000,000

Project description

The Enterprise Integrated Data System aims to use meaningful integrated data from across county data systems to discover summary insights that enable the county to better respond to the COVID-19 pandemic, improve its disparity reduction efforts, and support key county strategies and enterprise initiatives. The project is framed around four key components: integrated data infrastructure, summary analytics, governance and security, and data use. The integrated data infrastructure entails the development of the technical infrastructure required to integrate county data and modernize county data systems safely and securely. This work would leverage modern data infrastructure tools to bring county data together effectively and iteratively in ways that meaningfully support ongoing reporting and analytics.

The analytics component entails the development of a variety of summary reports that provide ongoing and holistic insights into county services. Analyses would focus on the county's ability to rapidly respond to the COVID-19 pandemic and its negative impacts; the ways in which residents navigate county services across lines of business; the impact of county services on the well-being of residents, and county disparity reduction efforts, among others. The governance and security component entails the development of a robust and transparent governance structure that supports the development of robust strategic data insights while ensuring data security, privacy, and the ethical use of data. This work will be done in coordination with existing data governance activities including the county's responsible authorities, legal counsel and IT and data security staff. Lastly, this effort will also include a framework for data use that is intended to provide support for how the summary data insights created from this system can be used for effective decision-making..

Progress narrative

The Enterprise Integrated Data system project has focused on the underlying data infrastructure during this reporting period. The Integrated Data and Analytics (IDA) team has continued to update the underlying system design with a lot of work occurring to improve the data model and record linkage processes. A substantial amount of review, analysis, and planning work was completed in quarter four to develop the next iteration of the data model for this system. Much of this work was made possible by the team's early DataOps efforts and these insights have been used to further mature the team's ability to monitor the data ingestion and transformation processes to support the continuous improvement of this system.

The work in quarter four on the underlying infrastructure also highlights the continued work on data integration. IDA's data engineers are further refining data transport and transformation processes to bring together data from across the county in ways that are highly secure and are done in accordance with our data architecture design standards and data practice standards to a high degree of quality. This work includes the continued close consultation between IDA data engineers, IDA data scientists, and county analytics professionals and business subject matter experts.
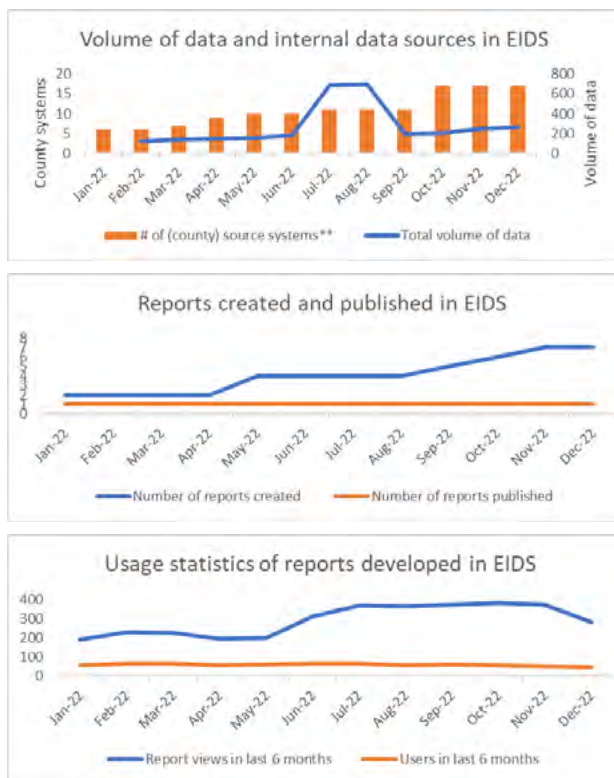
During this period, progress was made on analyses, shared data sets, and data-informed decision-making frameworks. IDA data scientists continued to make progress on all ongoing analysis and continued their work to share, refine, and vet preliminary findings with key stakeholders. Two of these efforts are near completion and results are expected to be published in quarter one of 2023. The IDA team also continued to identify new opportunities where data could inform key county strategies, and in quarter four two new analyses were started along with preparatory work for additional analyses that are expected to start in the first half of 2023. The IDA team completed an initial method to make public summary data available to a broader set of analysts and held

a workshop to build awareness and capability around how those data could be accessed and used using new tools at the county. Data strategists within the IDA made also made progress on additional supports for the county's data-informed decision-making framework (originally crafted as part of this effort in quarter three of 2022) and refined a draft of initial outcome definitions to support ongoing evaluation and impact analyses.

Key performance indicators

The key performance indicators for this project include:

– Total volume of data incorporated

– An evolving set of quality assurance metrics related to data quality and fidelity with established definitions

– The number of analytics projects utilizing this system

– Number of days it takes for a project to go through the governance process

– The number of report views as a proxy for utilization

Volume of data and internal data sources in EIDS

Reports created and published in EIDS

Usage statistics of reports developed in EIDS

Evaluation efforts to date have been formative in nature. For example, monitoring the total volume of data and quality assurance metrics have led to constructive changes to ensure adherence to design standards. This work has continued to further refine the underlying data model to better support the efficiency for which data can be used for ongoing analyses.

– Total volume of data is now around 260 GB with 17 county data systems included.

– There are now 10 analytics projects leveraging this system. Eight of these have preliminary insights and one project has been made available to county staff more broadly.

– Usage statistics of the reports available to staff declined slightly for the first time at the end of the year. In part this is likely due to a saturation point reached through our review/feedback process, and we expect this to rise as more reports are made more broadly available.

– Quality assurance metrics have been updated to ensure ongoing fidelity to design standards and data quality.

– The current average length of days for an analytics effort to go through the governance process is 44.2 days (inclusive of non-business days). This is a decrease of nearly 10 days from the prior quarter.

Next steps

In the next three months, the following efforts are expected:

– Finalize and share the results of at least two analytics projects to key county stakeholders and continue to make meaningful progress on all analytics projects in adherence to the system's principles of partnership, careful governance, and data security.

– Develop the next iteration of the Enterprise Integrated Data System's data model.

– Update our DataOps practices with new metadata components.

– Create the second iteration of audit log data to continue to solidify and monitor ongoing data security.

– Continue to phase out ad hoc data inputs and establish ongoing data pipelines.

– Review and update the governance process based on feedback and performance metrics.

– Refine short video segments and micro-learning strategies to support the effective of use of data by county staff.

– Refine initial public summary data sets available to all county staff and refine access mechanisms.

– Continue to formalize and refine processes for coordination and feedback between data engineering and data analytics functions.

– Take on four additional analytics projects.

OTHER/DOMAIN INFRASTRUCTURE

Information Technology

Allocation amount: $10,000,000

Project description

The IT Department will partner with all business lines to develop and deliver solutions to technology needs resulting from the pandemic. By engaging with each line of business, IT is identifying numerous applications and technology solutions that will significantly advance the county's ability to deliver services digitally. Funds will support IT work in four areas:

Improving the design and execution of health, public health, and relief programs
Improvements include modernizing systems, automating manual transactions, and gathering and using data to make informed decisions to support public health and relief programs.

Modernizing hardware and software
Future Ready Hennepin includes working and delivering services remotely. IT seeks to ensure staff will have the necessary technology to work in any approved county location and residents will be served by upgraded hardware for new or updated service offerings and provided with additional technology for public use. A modernized technology infrastructure allows for greater agility and faster innovation.

Protecting our critical infrastructure
To help protect county and resident data, IT will need to ensure our hardware and software is as up to date and secure as possible.

Modernizing business processes
IT created new solutions to connect residents with health care and services during the pandemic. These solutions and the relief programs they support now need to be operationalized and improved so Hennepin County can continue to dedicate resources to provide care to impacted persons, improve health outcomes for residents and build a healthier environment for all.

Progress narrative

Twenty-five projects have been identified that fit under the four areas listed above. Most projects are in the initial planning and development stages. Some notable accomplishments during 2022 include:

– Progress towards foster care referral system enhancements for initial placement matches with family whenever possible, and in family foster care when relatives are not available. Hennepin County Children and Family Services has prioritized stability for children and youth.

– Training and review of ADA website design to make online material more accessible.

– Investment in continuous deployment tool to accelerate application deployment and manage complexity.

– Modernized central services equipment to respond to pandemic-related and other special printing and mailing needs.

– Partial funding of hardware placed in collaborative work centers to enhance hybrid workforce and service delivery capabilities.

– Purchase and installation of digital signage at the Drop Off Facilities in Brooklyn Park and Bloomington.

– Enhancements to workforce management system used by the Hennepin County Sheriff's Office.

Next steps

Prioritized projects continue to proceed through IT intake to coordinate resources and ensure efficient use of enterprise tools. Projects have been identified across all lines of business including major backfile conversions to digitize paper files, implement kiosk solutions for residents, improve online payment options and location technology improvements in the jail. The majority of IT pandemic response expenditures will occur in 2023.

OTHER/DOMAIN INFRASTRUCTURE

Information Technology: Community Connectivity

Allocation amount: $4,000,000

Project description

The IT Community Connectivity project aims to meet the growing need for high-speed broadband by establishing secure, reliable, and redundant high-speed broadband connections to county facilities and equipment. The project partners with the State of Minnesota, the Metropolitan Council, cities and school districts within Hennepin County, and other public agencies to share fiber assets and provide mutual benefits. This project supports critical public service program needs such as 911 dispatch, libraries, human services and public health regionalization and data redundancy. The project works closely with the Public Works line of business to leverage existing fiber infrastructure for traffic management programs, and to share fiber planning, funding, and maintenance services. This project is the backbone that provides the foundation for future expansion of the county's fiber infrastructure.

Progress narrative

The Pandemic Response Projects will move the Community Connectivity project forward in two areas:

– $1.0 million to accelerate plans to connect county facilities to fiber.

  • We received a preliminary estimate from the Metropolitan Council for installation of fiber-optic infrastructure along Lake Street from France Avenue to the Mississippi River. Metropolitan Council is managing the design, procurement and installation of fiber along this corridor as part for the broader B Line Bus Rapid Transit (BRT) project. Once completed, the county will hold ownership of the trunk line fiber infrastructure and will lease strands back to Metro Transit for BRT operations at no cost.

– $3.0 million with Public Works to increase fiber connections and expand the Advanced Traffic Management System (ATMS). This includes:

  • Server infrastructure for the Video Management System (VMS) system for the Traffic Management Center (TMC)
  • Adding over 25 miles of fiber to connect 35 intersections
  • Purchasing wireless modem equipment for traffic signals not connected to county fiber (14 intersections)

Next steps

Fiber connections will be constructed in 2023. Additional county facility fiber projects are in the planning stages.

OTHER/DOMAIN INFRASTRUCTURE

Voter Participation

Allocation amount: $3,312,000

Project description

The Elections Department will:

– Support a countywide voter registration campaign and an absentee voting education campaign, building on the successful absentee voter outreach campaign that was conducted in 2020. Investing in pre-registering voters prior to election day and in ensuring absentee voters do not make mistakes on their absentee voting materials is cost-effective. Processing voter registrations prior to election day saves in time and materials as compared to processing election-day registrations, and reduces wait times in polling places. Helping absentee voters complete their paperwork correctly the first time saves time and materials costs in avoiding the necessity of issuing replacement materials to correct mistakes.

– Upgrade poll book hardware. The poll book system is used in all polling places during every election conducted in the county. This system upgrade is critical to the county's ability to maintain useability of the poll book system and directly impacts the county's ability to administer accurate and secure elections.

– Replace the current central ballot scanners with new upgraded models. Absentee voting rates increased significantly in 2020 to approximately 70% of voters, compared to 30% in previous years, and is expected to remain high for upcoming elections. New upgraded central ballot scanners will enable the county to continue to effectively manage the increase in absentee ballots. New models feature hardware upgrades that improve the efficiency of ballot processing, ultimately supporting timely results reporting despite the larger volume of absentee ballots.

Progress narrative

From October 1 – December 31, 2022, voter registration and absentee voting education campaigns continued to utilize strategies focused on community partner grants for voter outreach and education services, media and advertising campaigns.

Twenty-three contracted community organizations continued their voter outreach and engagement through a variety of tactics focused on voter education for the November 8, 2022 election and submitted their final reports and invoices. Select report highlights include:

– League of Women Voters MN produced voter toolkits (translated into Spanish, Somali and Hmong) and mailed toolkits to high schools throughout Hennepin County.

– LeadMN had a segment on Minnesota Public Radio: "Ballot Box 101: How to get first-time voters to the polls" and hosted a rap blitz week during which 125 volunteers delivered 5-to-10-minute talks in 658 college classes about how to register to vote and why elections are important for students; 3,021 students were registered and over 7,500 students developed a plan to vote.

– Project for Pride in Living provided voting information to young adults in Alternative Schools.

– The ANIKA foundation partnered with the Minnesota Timberwolves, YMCA and other local organizations to put on Get Out the Vote events.

– Catholic Charities focused on peer-to-peer outreach. One peer-to-peer educator shared: "Voting is a privilege, a privilege that not all of us had at one point in history. Voting is important to make your voice heard to those who will represent us."

– Center for Leadership and Neighborhoods focused a lot of their work on churches, partnering with local
  congregations to host cookouts/picnics and provide election information.

Hennepin County Elections staff conducted weekly optional trainings for the community organizations. Trainings covered topics including early voting, voter registration, special circumstances for registering to vote, election-day voting and the importance of voting. The trainings also provided a space for the contracted organizations to network and collaborate.

Advertising strategies and media campaigns focused on preparing for 2022 elections using local radio outlets (Hmong Radio, KMOJ, La Raza, Somali American Radio), local print media (The Circle Newspaper, North News, Spokesman Recorder) and social media (Facebook). Information and messaging focused on preparing residents to vote and reached more than 950,000 residents.

Hennepin County Elections conducted a post-election survey soliciting responses that will help inform future outreach tactics. To increase responses the survey was promoted through social media advertising, printed posters, and tabling events at Hennepin County libraries and service centers.

Key performance indicators

Contracted community organizations submitted their final progress reports highlighting their work and accomplishments through the November 2022 election. Work and accomplishments are described in terms of the following:
– How many people they talked to, or registered to vote
– Materials developed, translated, distributed
– Media utilized and engagement
– Events held or attended, and materials shared
– Other quantitative or qualitative information or stories and other activities and accomplishments

Key performance indicators for Hennepin County lead outreach and engagement may include:
– Increased institutional knowledge of election process among contracted organizations
– Number of toolkits developed, translated materials and other voter education materials produced
  and distributed
– Number of community organizations contacted and engaged with Hennepin County
– Number of people reached through targeted media campaigns
– Number of trainings for community organizations and service providers

Next steps

Hennepin County election staff will conduct debriefs with 2022 contracted community organizations and begin planning and coordination of community contracts for the 2023 and 2024 election cycles.

Post-election survey data will be analyzed and used to help inform future outreach tactics.

Efforts to maintain contracts and media campaign strategies (social media, digital advertising, print and radio advertising, on-air programming) focused on voter registration and absentee voting education will continue. Targeted media campaigns will focus on ensuring voters have the knowledge and resources needed to support participation in future elections.

Hennepin County

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