

2012 Hennepin County Highlights

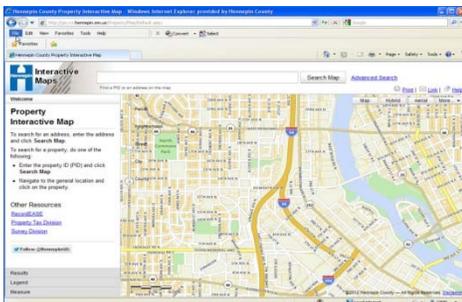


TABLE OF CONTENTS

Public Works	1
Environment	1
Workforce Development.....	3
Transit Oriented Development	3
Transportation – Mobility	3
Housing Development and Finance	5
Real Estate.....	7
Infrastructure – Asset Assessment.....	7
Communication – Outreach to Public.....	7
Public Safety	8
County Attorney’s Office.....	8
Department of Community Corrections and Rehabilitation	8
Public Defender’s Office	10
Sheriff’s Office	11
Health	12
Hennepin Healthcare System, Inc.....	12
Hennepin County Medical Center	13
Medical Examiner.....	14
Metropolitan Health Plan	14
NorthPoint Health and Wellness Center.....	15
Libraries	16
Human Services	17
General Government	20
County Administration	20
County Assessor’s Office	21
Emergency Management	21
Examiner of Titles.....	22
Human Resources.....	22
Information Technology.....	23
Intergovernmental Relations	26
Internal Audit	26
Labor Relations	27
Office of Budget and Finance.....	27
Property Services.....	27
Public Affairs	28
Purchasing and Contract Services	28
Research, Planning and Development.....	29
Taxpayer Services.....	31
Countywide Initiatives	32
Volunteering	32
Accelerating Graduation by Reducing Achievement Disparities	31
Aging Initiative	33

Public Works Program

During the first nine months of 2012, the public works team created a new strategic plan embracing all public works departments. This plan was developed with collaboration from over 50 percent of the staff. This strategic plan supports a new organizational structure integrating a new department – Strategic Planning and Resources. This new department will include technical experts who will facilitate cross department communication and integrated solutions.



Lowry Bridge

Environment

Hennepin County residents now have options to dispose of their unwanted medicines

In March, medicine drop boxes were installed at six locations (Brooklyn Center, Brooklyn Park, Edina, Minneapolis, Minnetonka, and Spring Park). Medicines from households, including prescription medicines, over-the-counter medicines, vitamins, supplements and pet medicines, are accepted. Proper disposal of unused medicines is important to prevent abuse or poisoning and to protect the environment.

On June 26, the board approved a resolution endorsing a plan for the Great Lakes region that envisions a future in which all residents have access to convenient, secure ways to get rid of unwanted medicines. The endorsement supports the concept that those who benefit from the manufacture, sale and use of pharmaceutical drugs have the greatest responsibility to ensure their proper and safe disposal, including funding expansion of existing disposal programs and creating new ones.

Experiential environmental education for urban youth

Hennepin County awarded funding to five programs that will provide hands-on, outdoor learning opportunities for inner-city youth. The projects focus on engaging youth in North Minneapolis in project direction, implementation and evaluation. More than 450 North Minneapolis youth will engage in various projects. Funding for this program is provided through the Minnesota Environment and Natural Resources Trust Fund as recommended by the Legislative-Citizen Commission on Minnesota Resources.

Hennepin County solid waste management master plan approved

The Solid Waste Management Master Plan was approved by the county board on April 10 and subsequently by the Minnesota Pollution Control Agency. The plan outlines the county's strategies for increasing recycling and reducing landfilling through 2030.

Aquatic invasive species

Hennepin County, in collaboration with the University of Minnesota, installed signage and made infrastructure changes at the county-operated North Arm Public Boat Access on Lake Minnetonka. These modifications were made to encourage boaters to check for aquatic invasive species.

The signage includes clear instructions and flashing red and yellow lights to remind boaters of the actions they need to take to prevent the spread of aquatic invasive species. Additional infrastructure changes include a place to pull over and check their boat without feeling rushed and a place to compost unwanted bait and weeds.

Recreation and learning center in Minneapolis opens with assistance from the Environmental Response Fund

El Colegio Charter School in south Minneapolis opened a new public recreation and community space. The new space, named El Patio, includes a soccer field, basketball court, garden and patio/outdoor classroom.

The project was awarded \$345,023 from the Environmental Response Fund (ERF) for removal of contaminated soil, design and installation of a storm water infiltration system, placement of a clean soil cover, and final site restoration activities. The environmental cleanup activities represented unexpected costs, and without the Environmental Response Fund, it is unlikely the project would have found sufficient funding for the necessary cleanup work. The project also received funding from the Hennepin County Youth Sports Program for sports fields and the Minnehaha Creek Watershed District to assist with the storm water management costs. The project turned a vacant, blighted lot into a public recreation and community space that also provides the opportunity to teach students about the relationship between land use and water quality.

Lead Program

Hennepin Lead Program conducted 511 risk assessments and rendered 349 housing units safe from lead paint hazards.

County vehicles

Central Mobile Equipment Division (CMED) received Honorable Mention for 2012 for the Government Green Fleet Award from The 100 Best Fleets. CMED increased the number of Hybrid vehicles in the fleet by 20 percent, and one 100 percent electric vehicle continues to be used for mail delivery between county buildings.

Energy

Thirty intersections were converted from incandescent bulbs to light emitting diodes. The conversion will save taxpayers approximately \$25,000 per year. Energy saved from the conversion will power 40 houses per year and eliminates 294 metric tons of carbon monoxide emissions the equivalent to taking 56 cars off the road.

Workforce Development

Over 1,600 Workforce Development Program participants became employed at an average wage of over \$46,200 per year.

Sentencing to Service (STS) Homes

Summit Academy Partnership: Since inception, 66 Hennepin County probation clients have participated in the program, 13 clients have successfully completed the 20-week training program, and 11 have been hired by construction companies earning an average wage of \$16.74 an hour.

STS Homes is partnering with Little Earth of United Tribes, City of Minneapolis, Greater Metropolitan Housing Corporation, and Community Land Trust to build five new energy efficient panel homes.

Transit Oriented Development

The Center for Transit Oriented Development (TOD) conducted a land use planning workshop with all six cities along the Bottineau Transitway with funding provided by the Sustainable Communities Regional Grant program.

The seven TOD projects awarded funds in 2012 will generate the following outcomes:

- 413 housing units, 349 of which will be affordable
- 240+ permanent jobs (FTEs)
- \$164 million in total development value

Transportation – Mobility

Roadway - 2012 and beyond construction

The department completed design for a \$22.3 million road, bridge and trail improvement project. The project includes North Shore Drive (CSAH 19) bridge over the West Arm Channel, 85th Avenue North (CSAH 109) roadway reconstruction, pedestrian ramp improvements at various locations, and pavement rehabilitation.

Construction complete and open to users:

Minneapolis

- Lowry Avenue Bridge over the Mississippi River
- Lyndale Avenue South Bridge over Minnehaha
- Lyndale Avenue South between West 56th Street and Minnehaha Parkway

Orono

- North Shore Drive Bridge over the Forest Lake Channel of Lake Minnetonka

St. Louis Park

- Excelsior Boulevard between Louisiana Avenue and Dakota Avenue, including the bridge over Minnehaha Creek

Crystal – Robbinsdale

- Bottineau Boulevard from TH 100 in Robbinsdale to north of Bass Lake Road, including the bridge over the CP Rail line

Wayzata

- Retaining wall repair along Gleason Lake Road

City of Independence

- Crow River Stream bank stabilization and pavement repair along Rebecca Park Trail

Medina and Corcoran

- New traffic signal at the intersection of County Road 116 and Hackamore

Countywide

- Completed 111 lane miles of pavement overlay

Transit

Southwest Transitway (SW LRT) - release of the Draft Environmental Impact Statement (DEIS) for public review, SW LRT designation as a project for expedited permitting by President Obama, and initiation of a Transitional Station Area Planning process.

Bottineau Transitway - anticipate submitting the preliminary DEIS to Federal Transit Administration in December 2012. Completed Scoping Phase for Bottineau Transitway Health Impact Assessment (HIA).

Central Corridor - final track connection has been made between the Blue Line (Hiawatha) and the Green Line (Central).

The Interchange Project - under contract for design–build; opening will occur in 2014 in time for Central Corridor opening.

American Disability Act (ADA) implementation

Funded construction of 35 pedestrian access ramps for disabled households through the Hennepin County Housing and Redevelopment Authority (HCHRA) Modular Ramp and Stairs program (Minnesota Housing grant funding).

Completed (re)placement of 122 pedestrian access ramps in the City of Minneapolis to be in conformance with current guidelines for ADA.

Installed accessible pedestrian signals (APS) for the north and west legs of Golden Valley Road and Noble Avenue in the City of Golden Valley.

Pedestrian / Bicycling

Conducted community engagement sessions in eight cities and began drafting the first-ever Hennepin County Pedestrian Plan.

Both Transportation and Housing Community Works & Transit developed and launched a solicitation process for Hennepin's capital improvement plan's bikeway and sidewalk funding programs.

After milling and paving was complete, restriped Park Avenue (CSAH 33) and Portland Avenue (CSAH 35) as two lanes instead of three lanes, moved the bike lane from the left side to the right side and installed buffer zones from 46th Avenue to Washington Avenue in the City of Minneapolis.

Safety / Traffic Management

Installed flashing yellow arrows for protected/permissive left turns at six intersections: Valley View Road at Baker Road, Valley View Road at Prairie Center Drive, Valley View Road at Plaza Drive. Eden Prairie Road and at Edenwood Drive in the City of Eden Prairie, Old Shakopee Road at Bloomington Ferry Road in the City of Bloomington and Winnetka Avenue at Golden Valley Road in the City of Golden Valley. This new application has proven to reduce accidents at intersections.

Implemented a completely wireless zone of coordinated traffic signals. A wireless modem connection was established between the Medina Traffic Management Center and the traffic signal system at Bottineau Boulevard and Elm Creek Boulevard in the City of Maple Grove. The traffic signals between Elm Creek Boulevard and Maple Grove Parkway were then interconnected by radio rather than by copper or fiber optic interconnect.

Converted 12 traffic signals from loop detection for vehicles to video camera detection during the pavement overlay program. Cameras allow for direct feed to Medina Traffic Management Center and reduces long-term maintenance costs.

Housing Development and Finance

Higher Ground: An innovative approach to housing and shelter

On June 7, Catholic Charities of St. Paul and Minneapolis held the dedication and grand opening ceremony of Higher Ground, an innovative housing facility, combining emergency shelter, supportive housing and efficiency apartments all in one building. The seven-floor building will serve as an upgrade from the mats used at Secure Waiting Space, the building Higher Ground replaced. The first floor has 171 beds. The second floor contains 80 pay-for-stay beds, where residents pay \$7 per night for their bed. The

next four floors contain 74 single-room occupancy units. The top floor has 11 efficiency apartments, each with its own kitchen and bathroom.

Higher Ground serves people in all stages of the housing continuum, whether they need overnight emergency shelter, a supportive housing environment or an efficiency apartment of their own.

Tax Forfeited to Affordable Housing Program

A small, vacant two-bedroom, one-bath house at 1715 East 37th Street in south Minneapolis was turned over to Hennepin County Taxpayer Services for nonpayment of taxes. Through a collaboration between the Hennepin County Housing and Redevelopment Authority (HCHRA), Sentencing to Service (STS) Homes, and the City of Lakes Community Land Trust (CLCLT), the house was transformed into a three-bedroom, two-and-one-half-bath home with an attached garage.

The HCHRA provided affordable housing funds (Affordable Housing Incentive Fund) to acquire and rehabilitate the property, STS Homes provided foremen and construction crews, and CLCLT worked with an income-qualified homebuyer to purchase the finished project.

In addition to providing affordable homeownership -- critical to healthy neighborhoods -- the program puts vacant/tax-forfeited properties back on the tax rolls; provides STS crews with the opportunity to learn marketable skills that help them get jobs when they return to their home communities; and, through CLCLT, provides support to help buyers succeed as homeowners.

Awarded \$2.0 million in Affordable Housing Incentive Funding

- Assisted 174 affordable housing units
- 42 assisted housing units will serve families earning less than 30 percent of area median income

CDBG, HOME and Minnesota Housing funding

- Assisted 307 affordable rental units
- Assisted 139 low income homeowners rehabilitate their home
- Assisted 20 low income households purchase a home

Foreclosure and foreclosure prevention

- 37 foreclosed units (151 units to date) assisted with federal Neighborhood Stabilization Program (NSP) funding
- Foreclosure prevention counselors assisted 1,089 households – 161 foreclosures prevented

Real Estate

Land acquisition

County Road 81 - acquired 48 parcels (7 by condemnation), deconstruction of 13 properties and the removal of one home. Numerous other projects and programs for temporary construction easements, purchasing right of way and disposing of excess right of way were supported.

Leasing management

Managed over 110 leases in county leased or county controlled space, significant 2012 accomplishments include lease agreements with Hennepin Technical College for training space for the Sheriff's Office, securing an interim parking lot for NorthPoint Health and Wellness Center, and working with Property Services and Human Services and Public Health Department (HSPHD) on the opening of the Northwest Family Service Center.

Asset management – county owned properties

Supported right of way management (easements, permitting, property transactions) for the 55 miles of Hennepin County Regional Railroad Authority owned corridors and property. Major tasks in 2012 included collaborating with the Metropolitan Council for installation of three sizeable sanitary sewer projects and facilitating permits for 20 events held within the Midtown Greenway.

Infrastructure – Asset assessment

Completed the required annual bridge inspection program, inspecting 116 bridges owned by the county and other agencies.

Communication – Outreach to Public

Road construction locator map placed on the front page of Hennepin County's website. Added to the locator map in 2012 was the various countywide overlay projects.

Public Safety Program

County Attorney's Office

The Hennepin County Attorney's Office filed suit against Fannie Mae and Freddie Mac in August for failing to pay the Minnesota Deed Tax from 2005 to 2012 during the housing foreclosure crisis. The lawsuit, filed as a class action on behalf of Hennepin County and the other 86 Minnesota counties, seeks at least \$10 million. In addition, because the County Attorney's Office is handling the case, the 25 percent fee a private firm would bill, will be kept by the counties and the State of Minnesota.



SafeZone patrol in downtown Minneapolis

In a major change to the county, the Hennepin County Attorney's Office played a key role in bringing about the merger of the Hennepin Faculty Associates with the 650 employees of the Hennepin County Medical Center.

The Hennepin County Attorney's Office, working with Court Watch organizations in Minneapolis, used innovative charging provided by law. They combined that with victim and community impact statements, to get career criminals long prison terms.

Department of Community Corrections and Rehabilitation

The Department of Community Corrections and Rehabilitation (DOCCR) is completing the second year of contract medical services provided to our department's three correctional institutions: the Adult Corrections Facility, the Juvenile Detention Center, and the County Home School. A general overview of the data reflects a stable financial picture and efficient clinical operations at all three facilities. The managed care model continues to show positive performance in the areas of personnel services, pharmacy, off-site clinic appointments and in-patient billings. Most clinical data reflects a consistent workload and provides adequate information for staffing determinations as well as budgeting. The National Commission on Correctional Healthcare (NCCHC) recently completed their final of three initial audits of all three DOCCR facilities for standards compliance and it is expected to result in NCCHC accreditation.

In collaboration with the 4th Judicial District Court and County Administration, DOCCR initiated a redesign of Family Court. One of the outcomes of this review and evaluation are proposed fee revisions that will:

- Provide more equity in the fee schedule for all clients;
- Provide financial incentives to encourage the use of less costly alternative dispute resolution services; and
- Expand our Ready Response services to meet the immediate needs of families and the Family Court bench.

The Evidence Based Practices (EBP) Team was formed to assess the progress of the department's EBP implementation, make recommendations for the organizational development and collaboration needed to reach the department's EBP goals, and coordinate with department staff to reach those goals.

An automated recidivism report was developed and implemented allowing us to collect, measure, and monitor the recidivism rates of our client populations. Three measures are tracked and, so far, those indicators suggest we are on the right track:

- Recidivism is on a slight decline since November 2008 and it is expected that this trend will continue.
- There has been a significant drop in probation revocations to prison since 2007.
- Based on client assessment scores, a drop in risk from the beginning of probation through the first six to twelve months is also being seen.

DOCCR's Organizational Growth and Development Team was formed in 2012 to support the strategic plan goals of transparent administration and operations to support fair and respectful treatment of stakeholders, clients and staff. The team's work is primarily focused on the following topics:

- Diversity and inclusion
- Workforce composition
- Leadership development
- Work climate
- Mentorship
- Two-way organizational communication

DOCCR is part of Hennepin County's Transition from Jail to the Community (TJC) Team, which also includes representatives from the Sheriff's Office, the Human Services and Public Health Department, the bench, and the broader community. Selected as one of six TJC sites in the country, this team will receive two and a half years of technical assistance from the National Institute of Corrections and the Urban Institute to explore this new TJC model aimed at improving outcomes for clients returning from jail to the community through:

- Reduced reoffending
- Reduced substance abuse
- Reduced homelessness
- Improved health
- Increased employment
- Increased family connectedness

DOCCR's Adult Corrections Facility will be participating along with Hennepin County's jail to better coordinate services to help clients get what they need to be successful when returning home.

The work of DOCCR's Juvenile Services and the Juvenile Detention Alternatives Initiative (JDAI) to implement evidence-based practices was recently featured in the

Twin Cities Public Television documentary, “Redesigning MN: Margin of Safety.” This documentary focuses on how public safety organizations across the country are working together to meet the challenges presented by the large number of Baby Boomers retiring and the effect of that on the decreasing amount of tax revenue available to maintain public services.

The Downtown 100 Initiative, of which DOCCR is a partner, recently received the International Downtown Merit Award – one out of 76 submissions – for its substantial impact on chronic offender crime. Chronic offenders on probation commit fewer crimes than unsupervised offenders – particularly if probation has active supervision. Since this initiative was implemented, reduction in crime among this client population has been as large as 78 percent.

This summer, the DOCCR’s Correctional Program Checklist (CPC) project team received a 2012 Achievement Award from the National Association of Counties (NACo). This award was given in recognition of the CPC team’s implementation and use of a nationally accepted evaluation tool to provide evidence-based interventions for correctional clients. Since 2008, the department has been using the CPC, an evaluation tool developed by the University of Cincinnati, to look at the vendors providing services to our clients, both adult and juvenile. The results of the CPC are used to work with the vendors to improve their services, and to help the department inform contracting decisions. Institutionalizing the use of the CPC in this way has led to a stronger and more effective network of evidence-based programs that serve county clients.

Public Defender’s Office

Pre-Charge Diversion

The Pre-charge Diversion Program has been initiated as a result of conversations between the Public Defender’s Office and the County Attorney’s Office. The program is also being supported by DOCCR.

The County Attorney’s Office reviews cases, decides if they meet general charging criteria, and then decides if they meet the diversion criteria. If the diversion criteria are met, the person who is the subject of the allegations receives a letter informing them of the diversion program and when they should appear to discuss their case. The Public Defender’s Office informally staffs the appearance location and provides information to the potential participant. If the potential participant wants to take advantage of the program they meet with a representative of Operation de Novo to begin the formal diversion process.

One of the underpinnings of the program is that evidence about recidivism and behavior change indicates that minimal intervention is sometimes the most effective way to deter future criminal behavior. The program also allows successful participants to avoid all of

the collateral consequences related to housing and employment that can arise from being charged with a crime.

Father Pilot Project in CHIPS cases

Participant fathers in child protection cases have historically not received the assistance of counsel until fairly late in the proceedings. This has resulted in delays and fewer viable placement options being considered. The Office of the Public Defender has been working with other juvenile justice partners to give fathers a voice in child protection cases at an earlier stage of the child protection case. A process was developed where attorneys are appointed for participant fathers early in the child protection case. Getting fathers involved earlier will provide more options for the court to consider and will provide for more possible case outcomes. This should also save resources for Hennepin County as well as the court.

Technology

Beginning November 5, all discovery from the City of Minneapolis will be handled electronically.

Sheriff's Office

Since 2006, violent crime in the county has dropped approximately 39 percent. When comparing 2012 to the previous year, the Sheriff's Office (HCSO) has had a 15.3 percent increase in patrol arrests. Jail bookings were higher each month of 2012 compared to the same month of 2011 – with an overall 4.2 percent increase in jail bookings. The Crime Lab has had a 28.9 percent increase in DNA submittals and 14 percent more cases.

With the increase in public safety needs in downtown Minneapolis, HCSO significantly expanded SafeZone patrols with additional weeks of coverage and longer hours. The number of HCSO personnel working SafeZone was doubled.

Progress has continued on the new Sheriff's Emergency Communications Facility at Parkers Lake. The detailed design specifications were approved. The City of Plymouth approved the building permit. The Best Value Bid was published. Ground-breaking is expected in 2013.

Efforts were expanded to reduce the supply of unwanted and expired medications. Working with Environmental Services, there have been six new, permanent medicine disposal boxes installed at locations throughout the county. Sheriff's Office personnel visited senior citizen living facilities to collect medicines for disposal. Since March, 1.5 tons of medicines have been incinerated which reduces the supply that could be diverted for illegal sale or abuse.

Special Deputies were cross-trained to increase the skill set of these Sheriff's Office volunteers. The comprehensive training for Special Deputies includes a new emphasis

on collaboration for training and emergency response. In 2012, Special Deputies provided approximately 20,000 hours of service.

The operations of Civil, Warrant, Patrol, and SERT Units were consolidated. The consolidation improves supervision and creates greater efficiencies. When deputies are on duty in different communities throughout the county, they perform multiple public safety responsibilities – including civil process, warrant apprehension, and emergency response. The consolidation maximizes productivity and increases the ability to respond quickly to emergent events.

Health Program

Hennepin Healthcare System, Inc.

In January, Human Services and Public Health Department (HSPHD), in partnership with Hennepin County Medical Center (HCMC), NorthPoint Health and Wellness Center (NorthPoint), and the Metropolitan Health Plan (MHP) launched Hennepin Health, an integrated health care delivery network designed to serve the unique needs of the county's safety net population. By integrating medical, behavioral health, and human services in a patient centered model, Hennepin Health seeks to improve health outcomes and dramatically lower the total cost of providing care and services to its members.



NorthPoint Health and Wellness Center's first annual Fit 4 Fun day

Since its successful January launch, the program has implemented a number of promising initiatives including:

- Creating a single patient record which reduces service duplication and increases communication among the providers involved in care planning;
- Diverting clients from emergency departments (ED) to dental clinics designed to more appropriately address dental pain;
- Addressing the trend of high pharmacy benefit utilization by targeting outreach to members seeing multiple providers and offering medication therapy management to reduce medications and connect members to health care homes; and
- Addressing poor medication compliance and transportation barriers faced by its members not utilizing “traditional sites of care.” This is done by enhancing services provided through the county's Health Care for the Homeless sites (e.g., medication delivery to shelters, and pharmacists on site).

Hennepin County Medical Center

Hennepin Faculty Associates, the physician practice and clinic system, was successfully integrated into the operations of HCMC on January 1, 2012. The integrated healthcare system now includes a highly regarded medical staff of physicians and mid-level providers, the Parkside Clinics located in the Parkside Professional Center, and the Minneapolis Medical Research Foundation, now a subsidiary of Hennepin Healthcare System, Inc.

The new Center for Hyperbaric Medicine opened in July. The center includes three multi-place chambers and one mono-place chamber, private spaces for patient evaluation, procedures, and dressing changes and comfortable facilities for patients and their families. HCMC has been providing hyperbaric oxygen treatments for patient care and research continuously since 1964. It is the only multi-chamber hyperbaric oxygen facility in the region that is available for 24/7 emergency treatment of critically ill patients.

The new Center for Wound Healing opened in June. The Center for Wound Healing is an advanced care center for the treatment of difficult-to-heal wounds of the lower extremities caused by diabetes, hypertension, and other conditions. It features four private treatment rooms in a spacious, comfortable, easy-to-access setting that is adjacent to the new Center for Hyperbaric Medicine.

A new Urgent Care center opened in September on the downtown campus, providing a convenient option for those seeking care for minor injuries and illness.

HCMC became the first Twin Cities hospital to reach the highest level of Electronic Medical Record (EMR) implementation, as recognized by the HIMSS Analytics Stage 7 Award which tracks EMR progress at hospitals and health systems across the country. HCMC is one of only 95 U.S. facilities, or 1.7 percent, of the more than 5,000 hospitals in the HIMSS Analytics® Database to be awarded the HIMSS Analytics Stage 7 Award.

Three more primary care clinics were certified as Health Care Homes (HCH) by the Minnesota Department of Health: Whittier Clinic, Brooklyn Center Clinic, and Brooklyn Park Clinic. HCMC's six existing HCH clinics were recertified in 2012, including East Lake Clinic, the downtown Pediatric Clinic, Richfield Clinic, Positive Care Clinic, Aquí Para Ti, and the Coordinated Care Clinic. A health care home or a medical home is a patient- and family-centered way of providing coordinated primary care for patients, especially those with chronic and complex conditions.

The first year of Hennepin Health, an integrated health care delivery network that coordinates medical, behavioral health, and social services in order to better serve low-income, high-risk residents was successfully completed. HCMC provided the inpatient and intensive ambulatory care services and collaboration with the other partners to focus on improving health outcomes, increasing patient and staff satisfaction, and reducing average costs per patient through enhanced coordination, reduction in service

duplication and a model of “right care at the right time” to reduce more expensive costs downstream.

Medical Examiner’s Office

The Hennepin County Medical Examiner’s Office (HCME) and the Minnesota Regional Medical Examiner’s Office (MRMEO) will merge staff and operations in January 2013. The newly expanded office will operate from Hennepin’s state-of-the-art facility in downtown Minneapolis and service not only Hennepin County, but provide all death investigation services to Dakota and Scott Counties through a cooperative services agreement effective January 1, 2013.

In 2012, nearly full functionality of our new case management system was realized—a groundbreaking project several years in the making. The system went “live” on January 1, 2012, and now has the ability for staff working remotely and/or off-site to access all cases, photographs and medical examiner data without needing to drive into downtown Minneapolis to complete their work.

2011 ended with a record 4,059 reported cases (previous high was 3,971 in 2010).

The office provided the bulk of administrative organization to the Minnesota Coroners’ and Medical Examiners’ Association, including the planning and facilitation for the long-standing annual statewide two-day educational conference. Attendance in 2012 was a record high.

Metropolitan Health Plan

EPIC, an electronic health record that is shared between Hennepin County partners, HCMC, NorthPoint, HSPHD and MHP was implemented. This data source will serve as a mechanism for sharing selected data, such as transportation information that can be used to support the patient’s care.

MHP has met or exceeded each of the regulatory requirements throughout 2012 for all state and federal agencies. This includes Centers for Medicare and Medicaid, Department of Human Services, Minnesota Department of Health and others.

MHP Member and Provider Service Department provides information and resolution to members and providers on a daily basis. The department is projected to answer 84,000 member and provider calls in 2012.

A Resolution Service handled by MHP staff was created for MHP members who have critical issues that require immediate response. The needs range from housing, food, medical services, to transportation needs.

MHP has expanded the number of provider and service contracts to meet individual member needs. MHP members now enjoy the availability of ten times greater provider choice as state and federal requirements.

NorthPoint Health and Wellness Center

NorthPoint hosted its first annual “Fit 4 Fun” Day on September 15 as an event to promote physical activity and healthy lifestyles for families. The event was attended by over 700 community residents and families and included activities such as a 5K walk/run, bicycle riding, aerobics, jump rope and hula hoop. There were also free health screenings and healthy food demonstrations. Families that attended will receive information throughout the year on how they can continue to incorporate physical activity and healthy eating into their daily family activities.

The phone system averages 16,406 English calls, 669 Hmong and 2,243 Spanish calls per month. Since implementation, abandoned calls have declined from 1,168 to 499 per month. The answered rate has increased from 89.4 percent in 2010 to 93 percent in 2011. The hold time has gone down from an average of 1 minute 2 seconds in 2010 to 38 seconds in 2011. Now patients have easy access to a scheduler in the language they speak. In addition, the communities’ health is positively impacted at a higher level, serving more community members in less time, with more efficiency.

FOX 9 visited NorthPoint in June to follow-up on a national story that ABC News was airing based on an investigation by the Department of Health and Human Services’ Office of the Inspector General findings that many providers of immunizations meant for low-income children apparently do not store the vaccines at proper temperatures, potentially rendering them ineffective and placing many children at risk for contracting serious diseases. The Minnesota Department of Health recommended that FOX 9 visit NorthPoint because of our outstanding processes and procedures with the storing of vaccines. The video aired on FOX-9 news June 6 and featured NorthPoint’s pharmacy, pediatric providers and patients.

Other highlights include:

- Opening of the Northside Teen Clinic at PYC Arts & Technology High School. The teen clinic provides clinical services for adolescents living or attending school in North Minneapolis by healthcare providers that specialize in adolescent care.
- The Behavioral Health Department, through collaboration with the Minneapolis Public Schools, began providing mental health services for students attending the Harrison and W. Harry Davis schools for children with level 4 emotional behavioral disorders.
- The Joint Commission renewed NorthPoint’s accreditation after a three-day site visit in May. The accreditation indicates that NorthPoint has met all of the Joint Commission standards for patient safety and quality of care.

- NorthPoint is projecting to reach 83,130 patient patients in 2012 which is an 8 percent increase over 2011 and a 48 percent increase since 2007.
- NorthPoint opened its Public Computer Lab this year as part of the University Minnesota's Broadband Access Project, a \$3.6 million initiative of the University of Minnesota's Urban Research and Outreach-Engagement Center. The computer lab is free and open to the community to provide access to high-speed internet and access to information on employment, health, and computer software training. NorthPoint is one of 12 community-based public computer labs established with this funding by the University and has the second highest public use.

Library Program

Hennepin County Library

Patrons continue to use Hennepin County Library services in buildings, online and in the community, at significantly higher rates when compared to our peer libraries that serve populations over one million. Seven out of 10 Hennepin County residents are active library card holders, while our peer group averages 5 out of 10 residents.



Outreach volunteer services

Projected year-end numbers for 2012 include an estimated 5.9 million visits to our 41 library locations, about 18 million items checked out, more than 21.5 million visits to our website and an estimated 750,000 downloads of books, music and movies — a 64 percent increase over the previous year.

In 2012, Hennepin County Library provided Outreach Services at 26 sites in various Hennepin County corrections and treatment facilities, and served an estimated 10,000 seniors through on-site deposit collections at assisted living residences, nursing homes and other group homes in the county.

Volunteers extended library services to the community by leading book discussions, providing computer assistance and delivering library materials to residents who could not come to a library due to disability, illness or lack of transportation. By the end of 2012, an estimated 2,400 volunteers will have contributed 100,000 hours of service. More than 200,000 children, teens and adults will have attended Library-sponsored programs and classes by year's end. These programs and classes support lifelong learning and address a myriad of topics, from how to write a resume, to how to plant a garden. New eBooks classes are teaching eBook and eReader basics, as well as how to find, check out and download eBooks from the Library.

The Library partnered with the Research, Planning and Development Department to begin a re-design of Homework Hub, our homework assistance program that aims to increase graduation rates across Hennepin County. The Library also worked with partners in 2012 to open a new Play and Learn Spot for children at North Regional Library and a cutting-edge Teen Tech Center at Minneapolis Central Library.

Construction began for the new Walker Library and for the renovation of Roosevelt Library. Penn Lake Library received modifications and updates to refresh the building and allow better service to patrons.

The Library began a radio frequency identification (RFID) tagging project, which will ultimately allow patrons to access Library materials more quickly. The library book classification systems were also reviewed and work was initiated to move from two systems to one. These 2012 projects and others laid additional groundwork for continued superior library service in 2013.

Human Services Program

Human Services and Public Health

Human Services and Public Health Department (HSPHD) opened its first regional hub at the Northwest Family Service Center in Brooklyn Center on October 1. The human service office was expected to serve 220 clients per day; more than 420 showed up the first day alone. This marks a major milestone in HSPHD's efforts to make services more convenient and accessible for clients.



Northwest Family Service Center in Brooklyn Park

Child Support worked with partners in the courts and County Attorney's Office to develop and implement the eFiling of Child Support court documents. In 2011, Child Support Officers filed more than 4,800 motions and attended over 12,200 hearings. Having electronic information ensures convenient, timely and appropriate access to case information for all stakeholders.

When National Guard members return from Iraq or Afghanistan, they are met by staff from Hennepin County Veterans' Service unit. Staff help the returning troops complete combat theater questionnaires, and they discuss Veterans Affairs (VA) benefits. Now, 98 percent of Minnesota National Guard veterans are enrolled in VA Health Care compared to only 30 percent in 2007. By using VA health care, Hennepin sees

reductions in uncompensated care, Medicaid expenditures and private health care spending.

Veterans' Service established their third regional service site at Hennepin's Ridgedale Service Center in September with appointments two days per month. Veterans' Service expects that 30 percent of its claims will come from regional sites.

HSPHD convened a Community Health Improvement Partnership with the Minneapolis Department of Health and Family Support, and the Bloomington Division of Public Health for the Boards of Health of Bloomington, Edina and Richfield. More than "just another collaboration," the partnership authored a Community Health Improvement Plan (CHIP) which provides action steps to address four overarching community health priorities, which were set via community forums and a community health assessment. With the CHIP foundation, action groups composed of community partners, public health, hospitals and health care organizations are working on the top priorities:

- Increase early childhood school readiness;
- Ensure regular physical activity and proper nutrition;
- Promote community and social connectedness; and
- Address health care access and social conditions that impact these issues.

Teenage birth rates have declined in Hennepin since 2006, yet the need for education to help teens make choices that delay parenthood are important. HSPHD's Better Together Hennepin: Healthy Communities, Healthy Youth initiative – aimed at preventing teen pregnancy -- has reached more than 6,500 youth and parents. Results of the evidence-based programs include increased family communication about pregnancy prevention and sexually transmitted infections, increased use of health services and more. Children born to a teenage parent are at high risk of many societal ills – including persistent poverty, school failure, child abuse and neglect, and health issues – and often become teenage parents themselves. This year, with several partners HSPHD launched a pilot project to work with 90 adolescent parents in Minneapolis. In this program, a trained public health nurse becomes a mentor to the new mom to help her:

- Complete high school;
- Develop a plan for MFIP compliance, benefits coordination, and family stability; and
- Proactively connect the family with prenatal care and child development services.

So far, more than 429 visits to 90 teen parents have happened.

Mental health problems can interfere with education success, and an estimated one in five children have a diagnosable mental health disorder yet an estimated 75 percent receive no or inadequate levels of treatment. HSPHD, in partnership with school systems, private agencies, health plans, and the State of Minnesota, has helped establish on-site mental health programs at 81 schools in 14 school districts. Last year, these services reached over 2,300 students while providing ready access to services for all 70,000 students at these schools. The Minneapolis Public Schools, Intermediate

District 287, and other school districts are reporting a decrease in school suspensions, and improved student behavior, mental health functioning, and academic achievement for students who received these services at their school. In October, as part of the county's AGRAD initiative, the superintendents of all Hennepin County public school districts met with Hennepin County Commissioners, recognized this effective school-mental health partnership, and developed recommendations to sustain and expand this initiative.

In 2012, HSPHD received a Parent Support Outreach Program (PSOP) grant from the Department of Human Services aimed at reducing maltreatment of young children in families who are at risk of Child Protection involvement. A recent study indicates that families who address risk factors such as chemical dependency or financial need were less likely to have future involvement in child protection systems than families who don't receive services. With PSOP, HSPHD staff identify families who are at risk, and ask them to voluntarily accept services from either a public health nurse or social worker. In Hennepin, 46 percent of families approached by PSOP staff accept services, which is close to the state average of 50 percent. Since its inception in April, the program has served 76 families. Families can be served for up to three months in the program.

HSPHD initiated a collaborative pilot project with the Minneapolis Police Department to:

- Improve coordination and communication across systems that work with runaway youth;
- Assist these families to access services; and
- Use limited resources more efficiently by targeting youth most in need.

The pilot grouped runaway youth into three risk categories: low, medium, and high risk. All missing persons reports were sent to a team of police investigators and social workers for file clearance and intervention depending on the level of risk. Cases open for county services (either HSPHD or DOCCR) were referred to their case worker or probation officer for follow up. In six months, the pilot reviewed 289 missing person cases. A total of 36 percent of these youth were open in another area of the county for services. Sixty percent were female (173) and 40 percent were male (116). Almost 75 percent of all absenting youth in the pilot were between the ages of 14-16 years old. Almost half of all youth in the pilot were African American (46 percent). The south and north regions of Minneapolis had the highest number of missing persons reports. The department opened an additional 26 cases for voluntary assistance. Of these, about half closed successfully.

The Commission on Accreditation of Rehabilitation Facilities (CARF) International organization awarded accreditation to HSPHD after a comprehensive review of our Vocational Services Programs and administrative services. CARF standards are rigorous and comprehensive, so a CARF accreditation assures clients and potential partners that HSPHD provides excellent service. CARF made special note that HSPHD joins a very small rank – about 3 percent – of organizations that had NO recommendation for improvement from CARF, which is an extraordinary accomplishment. HSPHD was praised for using stakeholder feedback to identify

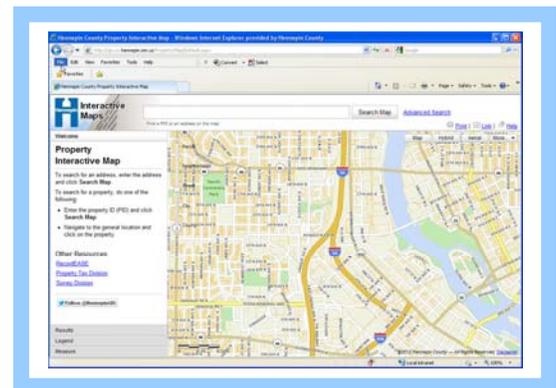
improvements, its commitment to cultural competency and Project Diversity, and its use of data to analyze results and improve efficiencies.

Child Crisis, Hennepin's 24/7-365-day phone-and-mobile mental health team, provides suicide prevention parent training and resources for removing or securing items that children might use for self-harm. Removing weapons, medication and sharp objects greatly reduces the likelihood of youth suicide. This "Means Restriction Education" is provided at no cost to parents and professional groups and includes free lockboxes and gun locks made possible through a National Alliance for Mental Illness (NAMI) grant. Both the National Association of Counties (NACo) and the National Association of City and County Health Officials (NACCHO) awarded this innovative effort earlier this year. To date, this effort trained 140 professionals and over 500 parents, and provided 66 lockboxes/gunlocks. Next steps include exploring the use of a mobile application to distribute suicide prevention tips and preparing recommendations to state government for the development of a statewide suicide prevention text service network (based on the Text4Life program) that connects county mobile crisis teams.

General Government Program

County Administration

County Administration continued the strategic planning across the organization to best position Hennepin County for the future. Using information gathered from a number of venues, including initiatives currently underway (i.e. Aging, Volunteering and eGov), we are driving toward organizational culture change. Department directors have identified and are now developing strategic collaboration opportunities both within the organization and with outside partners. The collaborations are working to foster interdepartmental knowledge transfer and resource sharing. Alignment of work and resources and employee engagement are the overall goals of this change.



Property Interactive Map

Employees are being engaged in conversations to discover more ideas on how we move forward as an organization. The county board adopted a new Diversity Policy this year which supports our belief in diversity as being foundational to the county. Conversations around diversity and inclusion across our workplace are being held to further understanding and recognize the unique skills and values each employee brings to the workplace and to build that foundation.

Succession planning continues to be a critical focus for the organization. This year has seen the retirement of several long-time senior managers and soon the county administrator. Our recruitment efforts last year resulted in Debra Brisk being appointed as the assistant county administrator of Public Works. Continuing the training, mentoring and experiential opportunities for our next generation of leaders is needed to support transition and retain the talent needed for success.

This year was without the more significant financial turmoil of the past several. While the county still faces unknowns related to federal and state funding, our fiscal position was more stable this year due to strong oversight, supported by the work accomplished by departments to streamline processes and redesign service delivery.

County Assessor's Office

The County Assessor's Office was an early adopter of the Electronic Certificate of Real Estate Value (eCRV) system developed by the Minnesota Department of Revenue. County Assessor staff trained all local suburban assessors on the system, manages equitable sale reviews and has implemented improved workflow processes. This electronic system will replace the 20,000 hardcopies of CRV's filed annually with the county.

The County Assessor's Office continues to maintain equitable assessments across all submarkets in suburban Hennepin County. The 2012 assessment was approved by the Department of Revenue at the State Board of Equalization this past June. The county has consistently maintained a median direct sales ratio of 95 percent on all 274,000 suburban residential properties.

Emergency Management

The focus of Emergency Management in 2012 was to engage emergency managers and emergency response leaders across the county and around our region. A strategy council composed of senior representatives from emergency management, fire, law enforcement, emergency medical services, hospitals, public health, public works and public information was formed to provide the vision for an integrated and unified countywide emergency effort. Significant advances were made which enable Emergency Management to provide timely and accurate situational awareness products to municipal and other customers well in advance of the impact of natural hazards and other potential emergencies.

Improvements were also made to the county's Emergency Operations Center in Medina that will allow Hennepin County to better support Incident Commanders in the field as well as provide better decision support tools for senior officials and leaders during emergencies.

As part of a formal mutual assistance compact, Emergency Management was called upon to provide assistance at the Massachusetts and New York State Emergency Operations Centers in the wake of Superstorm Sandy.

Examiner Of Titles

While mortgage foreclosure reviews and reports to the court continue to dominate the work of the office, there has been a welcome reduction in the number of foreclosure cases this year, with last year's cases numbering over 2,000 and this year's cases predicted to be between 1,600 and 1,700. Equally encouraging is the rise in number of "pre-closing" document approval packages, indicating a rise in the number of home sales.

E-filing was instituted in January and became mandatory for all Torrens court files in September. E-filing cuts waste and improves efficiencies.

The office continues to explore additional ways to use technology to improve service to customers and the county.

Human Resources

New skills and awareness prepare staff for on-the-job challenges and opportunities. In 2011, 1,598 employees completed instructor led and online classes. In addition, 222 employees gained in-depth professional development in programs, such as the Leadership and Management Academy, Management Institute and Fundamentals of Successful Supervision.

HealthWorks received the Elaine McCormick Wray Award for Family-Supportive Workplace Initiatives in recognition of the county's commitment to educating, supporting and affirming working families by providing work-life and wellness education at the worksite.

The Generations' Committee, partnering with Learning and Development, is developing an Emerging Leadership Program to identify and cultivate high potential Gen X and Gen Y employees to prepare them for future leadership positions and ensure knowledge transfer as the Traditionalists and Baby Boomers retire.

The Flexible Workplace Policy and Guidelines were developed with the requirement that quality services continue to be delivered at an equal or improved level of timeliness and efficiency. Communications include an emphasis on developing performance standards and measures with a focus on results. Flexibility in the workplace can provide a way to improve coverage/extend service hours; enhance recruitment and morale; and manage people, time, space and workload more effectively.

Stats

2011 Hiring

1,041 job openings

28,230 job applications

5 year average: 27,670 applications

2,226 visits to the Be Well Clinic in 2011 resulted in a savings of 6,678 productivity hours (the average time, including travel, spent on clinic visit equals 3 hours).

In 2011, 7,830 employees, covered spouses, and retirees participated in wellness activities and resulting in 74 percent earning the 2012 health incentive (reduced office co-pay).

Employee Recognition Program - In 2011, 24 teams and 23 individuals were nominated for their exceptional contributions to our workplace or community. The program, coordinated by Human Resources, recognized over 395 employees.

Information Technology

Library Network Integration

The Hennepin County Library network integration project focused on eliminating redundancy and improving services to clients. The Hennepin County Library provided a public/staff network infrastructure that supported over 3,200 networked devices throughout 41 libraries. Hennepin County Enterprise Network systems support over 10,000 network devices throughout 10 downtown sites and 130 leased and owned satellite locations. Consolidation of the two network systems was completed in May 2012 and resulted in the elimination of redundancy and provided a backup internet connection and increased the bandwidth to the county libraries allowing them to meet the growing capacity demands.

Microsoft Enterprise Integration

A significant initiative in 2012 is the implementation of the Microsoft Enterprise toolset. Conversion of products has begun and will continue through 2013. Over 8,000 county computers were upgraded to Office 2010. Work is well underway to upgrade all county users to Windows 7 during 2013. An implementation partner has been engaged to help the county move off of Lotus Notes and Vignette intranet. Moving to the Microsoft Enterprise suite will position Hennepin County for a major overhaul of its website, lay the foundation for enhanced e-Government service delivery, promote document exchange with business partners and other government entities, and resolve problems with our current, outdated "mix and match" set of enterprise applications

eGov

2012 brought renewed focus to one of the county strategic initiatives – e-Government – in order to develop and promote the delivery of services via e-transactions as the primary means of service delivery for Hennepin County. Six demonstration projects were launched that rely on fundamental building blocks, which, when implemented, will provide scalable capabilities for many other departments to use across the entire organization. The Interactive Property Tax Statement, launched mid-November, includes detailed tax drill downs for all properties in the county – providing a much greater level of access and transparency for taxpayers. In addition, the Payment Card Industry (PCI) Compliance and Standardization project evaluated 17 applications across 8 departments that accept credit card transactions and policies were enacted that establish an annual PCI compliance process.

GIS

In late 2011, the Enterprise GIS initiative moved to the Information Technology (IT) Department. A GIS Steering Committee, comprised of leaders from eight county departments, was established to help set the strategic direction of GIS at the county. A call for project proposals resulted in selection of several GIS interactive systems for development including an external map viewer, mobile field inspection data collection system, a natural resources data viewer, assessor map and mobile application, sign inventory, and community resource map. The Property Interactive Map, completed in 2012, is a resource for the public to use to get information about property within Hennepin County. Since the updated application's release on February 2012, the application has received more than 13,000 visits per week. An enterprise GIS Data Warehouse was set up to share access to standardized GIS data produced and contributed from several lines of business. The warehouse now contains more than 200 data sets and county desktop GIS users are connecting to the warehouse more than 300 times per week, using the data for mapping analysis functions in support of their business needs.

GIS provides technical support to the lines of business and the public, serving more than 500 customers in support of application usage, mapping, analysis, data design, and data development. Significant projects supported include redistricting, fiber optic data collection and management, and a CDC grant-funded mapping project.

Infrastructure

In 2012, the Information Technology Department established a program of infrastructure audits conducted by external partners. The audits examine the county's IT hardware, systems, and software configurations to ensure stability, efficiency, and security. Server availability continues to be high, with uptime across all platforms averaging 99.9 percent.

Every day, IT Department technical staff:

- Support 778 virtual servers and 280 physical servers
- Ensure the availability of over 1,560 applications/systems

- Support nearly 1,400 SQL Server Databases
- Support over 10,000 VoIP Phones
- Receive over 15,000 calls per weekday in county Contact Centers and IVRs
- Support 1,960 wireless access ports
- And provide connectivity to 52 buildings and 41 libraries

User Support

The Service Desk completed several areas of process improvement to streamline services and provide improved service quality. Working with the Office of Budget and Finance APEX team, a special call line was established for users to receive direct assistance for APEX inquiries. The Service Desk reduced response time on email service requests and expanding the automated call distribution expansions added more defined call tree options – getting the callers to the help they need quickly. In an average month, the Service Desk handles 4,468 phone calls, 3,937 emails, and 584 self-service tickets.

The Desktop Support unit provides support for desktop computers, laptops/tablets, and other related equipment to meet customer business needs. Over the past 12 months, Desktop Support handled 4,876 service tickets referred from the Service Desk; successfully resolving over two thirds and referring the remainder to specialized services.

The Identity Access Management (IAM) unit provides support for key identity, network and application security functions. In a given month, the team processes an average of 475 system access requests/changes, including 50 DOCCR and 200 HSPHD access requests.

Project Priority Setting

In order to ensure the county's technology investments are aligned in support of the Hennepin County strategic and business line objectives, an IT Governance process was established in 2011. Spring 2012 held the first call for strategic initiatives resulting in prioritized projects aligned with dedicated resources and approved funding. The IT Executive Priority Board ensures technology resources are directed toward business-driven enterprise priorities. Having strategic initiatives tied to annual budgets ensures funding to the county's top priorities.

IT Strategic Plan

The Information Technology Department is in the process of updating its strategic plan, last done in 2005. To ensure the technical resources of the county are aligned to meet business needs and directions, an inclusive process is being used involving both lines of business and external CIOs along with the county technology staff and customers.

IT Central Services

Central Services is the in-house printing and mailing service provider for the county. Mailing Services consists of sorting and delivery of incoming and outgoing interoffice

and USPS mail to 225 mail stops located throughout the county. Central Services delivers over 34,000 packages to county offices, averaging 657 per week. Outgoing U.S. mail amounted to 3.6 million pieces of mail, 89 percent which is presorted by zip code saving the county \$324,000 in postage.

Printing Services currently produces over 15.7 million documents per year. These documents consist of Property Tax and Truth in Taxation statement mailings (of 430,000 pieces each), daily reports, checks, invoices, and miscellaneous print requests.

In 2012, Central Services coordinated the donation of 223 skids of computer equipment to Computers for Schools.

Technology Fair

In September, the department hosted its first Technology Fair for county employees. This one-day event offered county executives, management and employees an opportunity to see the latest county technology efforts from the IT department as well as other county departments and key technology vendors. The fair included 23 exhibits, 18 presentations, and attracted nearly 500 visitors.

Intergovernmental Relations

Worked with stakeholders and secured funding for:

- The Interchange received \$2.5 million and Washburn Children's Center received \$5 million.
- \$4.584 million in Emergency Medical Assistance (EMA) statewide funding was appropriated to fund kidney dialysis and cancer treatments to help alleviate uncompensated care at HCMC; \$645,000 was secured for Family Medical Education at HCMC.
- \$5.5 million included in the bonding bill for Minnesota Housing Finance Agency to rehab housing for low-income persons; \$200,000 for supportive housing and \$30 million for housing infrastructure bonds were included in the health and human services omnibus bill for affordable housing and neighborhood stabilization.

Internal Audit

Internal Audit initiated 24 projects in 2012, including five consulting projects in which departments proactively requested our assistance to help them evaluate and improve business processes.

Internal Audit provided approximately 2,800 hours to support the work of the independent financial auditors, including coordination of the Single Audit and Information Technology audits, and Metropolitan Health Plan claims testing.

During 2012, Internal Audit coordinated the issuance and evaluation of a Request For Proposal for independent public accounting firms to conduct the county and Hennepin Health System audits for 2013-2019. Both entities expect to see a reduction in audit fees as a result of this process.

The initial implementation of audit management software was completed, going live with project time reporting in January and audit project documentation and workflow in October.

Labor Relations

Throughout 2012, collective bargaining continued with units which have not yet accepted the terms settled upon with the majority of our bargaining units. To date, 12 of the 16 bargaining units have settled for calendar years 2012 and 2013. Currently, 91.5 percent of the total workforce (union and non-union) is settled for 2012 and 2013. The settlement pattern reached with these 12 units reflects the current financial times, calling for a wage freeze in 2012.

The wage freeze for 2012 is the fifth time wages have been frozen at Hennepin in the last nine years. In fact, there has not been a wage increase for last three years (2010, 2011 and 2012). The agreement also addresses Hennepin's concerns about the rising cost of health insurance. The new agreement calls for employees to contribute a greater share of their health insurance premium and more in the form of increased co-pays and deductibles.

Office of Budget and Finance

The county continues to maintain its AAA credit rating from three credit rating agencies. This is the highest possible credit rating. The county has maintained a AAA credit rating for over three decades.

Hennepin County prepaid \$10.0 million of General Obligation Bonds and \$11.4 million of BallPark Sales Tax Revenue Bonds in 2012. Additionally, the county refinanced two outstanding bond issues and achieved over \$6 million of present value interest savings.

Property Services

As part of the HSPHD regionalization plan, the north half of the Government Center, A-tower, 15th floor underwent a transformation to a new flexible workspace as a prototype hub. This new flexible design was used as the basis for the new Northwest Family Service Center which just opened in October. Work spaces are not assigned to staff; lockers have replaced workstations as holders of all personal and individual work items. Future hubs -- four currently under development -- will be similarly designed.

Interim weapons screening was implemented at Brookdale, Ridgedale and Southdale suburban courts beginning in April. The Hennepin County 4th Judicial District Facility Alternative Study, just submitted to the board, includes longer-term options for securing district court operations.

In its continuous effort to be environmentally conscious, Property Services made changes in its provision of restroom paper products, worked with Environmental Services to implement an organics recycling program in the Park Café located in the Government Center and initiated a pilot program to replace the traditional waste basket with a small desk top container and a central wet trash container. Each of these efforts has resulted in increased recycling and lower operating costs to the county.

Construction is underway at the Roosevelt and Walker libraries. Schematic design work is scheduled to begin soon on Excelsior and Brooklyn Park libraries. Refurbishment of the Penn Lake Library is completed.

Public Affairs

Public Affairs issued hundreds of news releases, responded to and pitched thousands of stories to local and national media.

Hennepin County's social media communities have grown steadily from under 2,500 to almost 3,700 on Twitter and from 288 to 651 on Facebook since January 2012. Facebook posts earn an average of 14 likes and have started positive conversations about county services and news. Twitter has also been a new venue for sharing important county communication during board meetings, Citizen's Academy sessions and special events such as bridge and county facility openings.

Public Affairs continues to expand the county's plain language program. Since January, the department has worked with the Taxpayer Services and the Department of Community Corrections and Rehabilitation in rewriting materials to meet plain language standards. In addition, nearly 400 seats have been filled this year in writing classes designed to teach county staff how to apply plain language principles. And these efforts are making a difference. The public has visited the county's plain language website nearly 2,500 times in 2012, and departments are reporting reduced phone calls and measurable increases in the public's ability to find and understand county information.

Purchasing and Contract Services

In 2012, Purchasing and Contract Services (PCS) established approximately 700 contracts for commodities and biddable services and assisted departments in reviewing and negotiating approximately 300 contracts for professional services.

PSC completed a revision of the county's Purchasing Rules, which were adopted by the County Board in June 2012. The revised rules incorporate changes recommended by various county departments, the County Attorney's Office, County Administration, by Board Resolutions and Minnesota Statutes since 2005, and other changes to streamline or improve contracting processes.

The Purchasing Vendor Portal project, an eGov Demonstration Project, was initiated in 2012 to improve business access to county contracting opportunities. This project streamlined the Doing Business with Hennepin webpage on the county's website, and in subsequent phases will improve the county contracting process with features such as vendor self-registration and online bidding.

Research, Planning and Development

In 2012, Research, Planning and Development (RPD) worked with departments across the county, as well as community organizations and other government agencies, to provide data and information to support integrated service and strategic planning, program evaluation, continuous process improvement and data-driven decision making.

Evaluation, Analysis and Surveys

RPD researchers supported Hennepin County departments and community organizations to evaluate program outcomes by developing evaluation plans and collecting and analyzing program evaluation data. Evaluation projects included: the Human Services and Public Health Department's Client Services Delivery Model (CSDM) evaluation, the Metropolitan Alliance of Connected Communities initiative to build evaluation capacity in county youth serving agencies, the Department of Community Corrections' grant-funded Adolescent Alcohol and Other Drug Pilot program, and the second phase of the Hennepin County Family Court Services evaluation assessing the durability of Early Neutral Evaluation custody agreements.

The RPD research team expanded its survey work and developed new data collection tools for departments to support their efforts to improve data-driven decision making. Researchers designed surveys and analyzed data for several initiatives that span county business lines including the Volunteer Initiative, the Hennepin Youth Sports Program, and the Office of Diversity and Inclusion, Heading Home Hennepin, and completed an analysis of survey data about county departments' and divisions' readiness for providing services electronically for the eGov Initiative.

RPD researchers also studied Group Residential Housing (GRH) program data to determine the length of stay in various types of housing placements and the client and housing characteristics associated with achieving stable housing for the Human Services and Public Health Department to inform decision making by the County Board and the Minnesota Legislature about the program.

RPD provided research support for a comprehensive study of results achieved with Recovery Act funding in Hennepin County. The study used data reported by county recipients and summarized findings from a series of interviews with Recovery Act project managers.

As additional 2010 Census and American Community Survey data became available, RPD prepared and distributed the *2010 Census Population, Income and Poverty Fact Sheet*, which describes Hennepin County's population by age, race, education, immigration, income and poverty.

RPD is also conducting a study of a cohort of youth involved in three county program areas: teen parents receiving MFIP, youth in foster care, and youth on supervised probation. The study aims to examine the education-related challenges youth face as they interface with county systems, the supports and resources provided by the county, and the education outcomes realized by these youth. A-GRAD will use findings from the study, expected to be released in early 2013, to better target programs and services to reduce disparities in educational outcomes for county system-involved youth.

Continuous Improvement

RPD facilitated workshops with 25 staff from around the county to complete the continuous improvement strategic plan. The plan acknowledges that the organization has many continuous improvement efforts and this plan is bringing a discipline and practice to the organization that facilitates learning and growth. The plan specifies two elements that will be implemented in 2012 and 2013 – training and experiential opportunities and a resource center for employees to access tools, templates and training information.

By the end of 2012 three process improvement sessions will be completed for contracting, emergency preparedness and research using the methods learned from the state.

Strategic Planning

Departments have been supported in strategic thinking and planning by creating a standard list of strategic planning documents that all departments will have completed and supporting the planning sessions with design and facilitation services as needed. At the department director level, strategic thinking facilitation helped directors identify strategic directions across the organization. RPD is assisting with the implementation on a number of these efforts by providing best practice reviews, facilitation, surveys and project management services.

Humphrey Fellows

RPD hosts and facilitates the University of Minnesota Humphrey Fellowship, which creates opportunities to leverage and exchange knowledge of public management in local government between Hennepin County and Fellows from University of Minnesota Humphrey School of Public Affairs. The Fellows represent public sector managers from

diverse countries, who exchange public policy ideas and best practices with Hennepin County mentors. This year's Fellows came from Sierra Leone, Swaziland, Azerbaijan, Peru, India, Morocco, South Korea, Nepal, Manila, Afghanistan, Bhutan, and Vietnam.

Public Policy and School Readiness

Senior staff provided content expertise and planning assistance to the launching of two federal grant projects focused on School Readiness and School Success, the Northside Achievement Zone Promise Neighborhood and the Minnesota Race to the Top--Early Learning Challenge, both of which benefit children and families in our communities. Staff also participated in strategic planning with the Minnesota Office of Early Learning and the Governor's Early Learning Council with a focus on research based strategies to increase school readiness opportunities for low income children.

Taxpayer Services

The e-recording of real estate documents continues to grow with an average of 25 percent of all mortgages, deeds and assignments being recording this way in Hennepin County.

Develop a strong eGov presence:

- Interactive Property Map is up and was well received.
- Interactive Property Tax Statement is scheduled for early December 2012 release.
- E-filing began in December in the County Recorder's Office and we are now close to 25 percent e-filings of real estate documents with a goal of 90 percent e-filings.

Taxes and Assessment Software Project

The County Board approved the agreement with ACS a division of Xerox Corporation (Taxes) in 2012. ACS together with Vision (Assessment) is now on site and is working with staff members from the County Assessor and Taxpayer Services Department over the next 24 months to implement the software and to eliminate the need for the last remaining departments utilizing the mainframe computer.

Service Center Study Group

Pursuant to county board resolution, a study group was appointed by the county administrator that met three times and produced a comprehensive report with recommendations as to the current state and future of Hennepin County's service centers. This was also the subject of a County Board retreat in June 2012.

Countywide Initiatives

Volunteering

Hennepin County considers volunteers to be a tremendous resource, and the county is increasingly taking an organization-wide perspective to take full advantage of volunteers' talent and energy. With the help of a summer student intern from the Step-Up program, seven county departments now use a comprehensive web-based volunteer management system to more efficiently and effectively engage volunteers.



Hennepin Volunteers for Habitat

This year the county introduced an online volunteer manual—a great resource for volunteers. By establishing consistent standards and expectations, the county assures volunteers they and their contributions are valued. The manual addresses general policies and procedures for volunteers in all county departments and may be found on the main and department volunteer pages on the county's website.

Two groups of county employees, representing six departments, volunteered in October to help construct two houses through Habitat for Humanity. This was the first county-sponsored employee volunteering event. Additional volunteer opportunities for employees and retirees are planned for the coming year.

Accelerating Graduation by Reducing Achievement Disparities (A-GRAD)

A-GRAD is working with the Minnesota Urban Debate League (MNUDL) to expand debate programming in Minneapolis Public Schools. The mission of MNUDL is to empower students to become engaged learners, critical thinkers, and active citizens who are effective advocates for themselves and their communities. To date, over 80 students are participating in the Minneapolis programs with 20 participating in the new program at Roosevelt High School. Roosevelt is off to a good start with two students advancing to the quarter-finals of the most recent debate tournament. Evaluation data of the MNUDL shows that participation increases reading proficiency by as much as three grade levels, boosts self-esteem, decreases risky behaviors such as drug and alcohol abuse, and assists in graduating from high school and finding pathways to higher education.

A-GRAD is working with Minneapolis Community and Technical College to support the eight-week Jump Start to College program. Jump Start to College is a tuition-free program that provides students the opportunity to take pre-college classes that will count towards high school graduation requirements. Jump Start to College course offerings include: reading, English, math and English as a second language. This past

summer over 120 students participated in the program with a class pass rate of 93 percent and an 89 percent class completion rate.

The A-GRAD Initiative spent part of 2012 refocusing its efforts through two projects: staff engagement that has allowed A-GRAD staff to meet with over 150 staff at all levels to introduce the Attendance, Attachment and Achievement framework; a national approach to school success from the National Center for School Engagement. From these sessions, additional support, tools and connections to resources are being developed. The second project is in partnership with Research, Planning and Development as well as targeted school districts. A study is being completed to provide educational and county service data on youth in three targeted areas, teen parents, youth on supervised probation, and foster care youth. This information will assist A-GRAD in making policy, practice and program recommendations that will support increased school attendance, enhanced academic achievement and greater connectedness to school, with the ultimate goal of increasing high school graduation rates.

Aging Initiative

RPD analysts began the roll out of findings from the Aging Research Initiative to Hennepin County department directors at a day-long retreat. Research was presented on seven topics with countywide implications: aging population demographics and projections, economic security, elder abuse and neglect, health, housing, transportation and mobility, and workforce. RPD researchers also summarized findings from 22 focus groups conducted with 179 county residents between the ages of 55 and 65.

Presentations were also made to staff from Human Services and Public Health and other county departments, to the Board of Directors of the Metropolitan Area Agency on Aging, to City of Minneapolis planning, housing, health and economic development staff, and to the County Board's Mental Health Local Advisory Committee. RPD research about aging and solid waste management has been incorporated into the most recent version of Environmental Services' *Solid Waste Management Master Plan*.

To further disseminate this research, RPD launched an Aging Research Initiative intranet site and piloted the use of online data videos to deliver research information to staff throughout the county in a way Internet-savvy audience members have come to expect.