

2013 Hennepin County Highlights

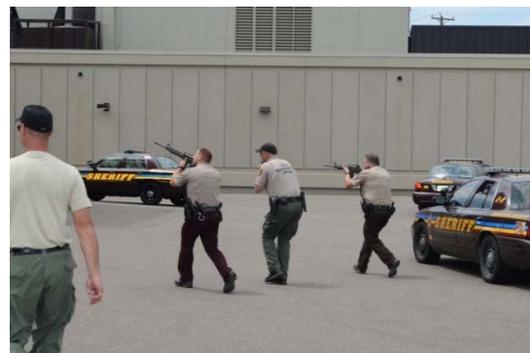


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Operations Line of Business

County Administration

This has been a transformational year for the county. After weathering the great recession, changes have and are taking place. A new business alignment structure was implemented during the second quarter. Five lines of business have been created with a new leadership structure. The new lines of business are: Operations, Human Services, Health, Public Works and Public Safety.



Hennepin County Library – Read Together

A commitment to continuous improvement, innovation and methods to improve everything we do is critical to our success. Engaging our workforce by seeking their input and ideas is a large part of our continuing evolution—our employees are at the forefront each day and have first-hand knowledge of the needs in our community. We are focused on providing outstanding customer service—our residents should receive nothing less. Workforce development is part of our organizational commitment to foster a well-trained, motivated and committed staff to continue to provide services into the future. Diversity and inclusion is core to our viability and to our ability to represent the community we serve.

Included in our approach is the alignment of thirty-six separate departments within five lines of business. Working together, the lines of business will establish and achieve strategic and operational goals through improved integration and coordination of services. Additionally, we are focusing on employee resource groups as a means to make staff connections and informed decisions; performance management to support the development and success of our employees; continuous improvement to ensure efficiencies remain at the forefront of operations; and innovation to continue our history as a national leader among county governments.

Organizationally, we are seeking a culture change that focuses on employee engagement, inclusion and communication. Supported by the Diversity Policy, this culture change will create leadership and responsibility across the organization and allow innovation and continuous improvement ideas to be easily implemented.

The Diversity and Inclusion Team continued to advance the vision laid out in the Hennepin County Diversity Policy by increasing awareness and knowledge of the meaning of diversity and inclusion (D & I) and building commitment for its principles and values. Communication is being broadened through the development of a robust intranet page focusing on the business case for D & I, featuring resources for employee engagement and diversity management and highlighting D & I activity within the organization. Great success has been had in connecting with staff through the D & I

blog, “Join the Conversation,” currently reaching over 200 subscribers with semi-weekly posts. Conversations around D & I continued within multiple departments and staff across the county with the rollout of “Diversity Matters,” a 10-minute video produced by the D & I Team which highlights two Hennepin County departments that are successfully leveraging the diversity of their staff.

Constructive discussion is being generated around unconscious bias and perceptions of race and identity with two enthusiastically received presentations, opened to all county staff, of Michael Sydney Fosberg’s “Incognito,” with a DVD of the play and discussion guide available for use within work units. First steps have been made for establishing baseline measures of employee engagement and workforce composition, and with the completion of a review of model D & I practices in peer counties the D & I Team is working to identify metrics for monitoring Hennepin County’s progress toward the creation of an inclusive, diverse workforce that reflects and engages the communities and residents we serve.

Budget and Finance

Finance, Budget Analysis and Accounting

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 \$11.0 million of BallPark Sales Tax Revenue Bonds in 2013. Since the bonds were issued, we have prepaid \$42.3 million of bonds.

The audited Hennepin County Comprehensive Annual Financial Report was published on May 31, which was one full month earlier than publication dates in prior years. This improvement was attributable to negotiated efficiencies achieved with auditors, various financial system improvements, and excellent cooperation from departments in meeting accelerated deadlines.

APEX

Over the past year, staff has become much more acclimated to using APEX for tasks such as creating expense reports and purchase requisitions. This has allowed APEX staff to turn more of their attention to improving and enhancing the system. These improvements range from small projects such as creating a way for requisitioners to load a very large, multi-line order on an Excel worksheet; to larger projects such as upgrading the Finance environment to the most recent PeopleTools version. In alignment with our software release strategy, an upgrade to the PeopleSoft Financial system will be accomplished in 2014.

Purchasing and Contract Services

Purchasing and Contract Services (PCS) established approximately 700 contracts for commodities and biddable services for use by county departments. PCS also assisted departments in procuring and negotiating approximately 300 contracts for professional services (e.g. consulting, accounting, architects, etc.).

The Purchasing Vendor Portal project resulted in an improved Contract Opportunities webpage on the county's website. In 2014, Strategic Sourcing will streamline the county's bidding process using Internet-based sourcing and will feature online bidder registration, electronic downloading of solicitations, electronic submittal of bids and proposals, and immediate posting of bid results.

PCS played an active role in establishing a cooperative purchasing agreement among the metropolitan counties. The cooperative agreement authorizes the member counties to share their purchasing powers, and is expected to be used to purchase goods and services commonly needed by counties that support areas such as community corrections, libraries and law enforcement. In addition, metro purchasing managers communicate on a frequent basis around strategic purchasing initiatives which create shared cost savings, greater consistency and standardization.

County Assessor

The County Assessor's Office sponsored two Kaizen events to review the filing and refund process of tax court petitions (Minnesota Statutes Chapter 278). Under the current process, it takes over 200 days to issue refund checks. Using the LEAN approach, eliminating redundancy, repetitive tasks, and utilizing new technology, refund checks were issued in less than a week during testing, a 90 percent reduction in time. The reduction in processing time will result in significant savings in interest payments for all taxing jurisdictions.

The County Assessor's Office continues to maintain equitable assessments across all submarkets in suburban Hennepin County. The 2013 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.

Examiner of Titles

As mortgage foreclosure numbers continue to decrease, the work of the Examiner of Titles has shifted more to new real estate development, including projects around the new Vikings stadium. Developers in the metro area, where land values are high, routinely will register any unregistered land within their project as they want the government-backed assurance of good title that registered land (Torrens) offers. Likewise, the year saw an increase in registrations for undeveloped land in the outer reaches of the county. The land will be platted into residential lots, houses built and the

lots sold. The developers register the land before platting, not only to make sure that their title is good and to get rid of old interests that no longer encumber the property such as easements and restrictions, but also to offer the assurance of Torrens title to the new homeowners.

Human Resources

- The newly expanded Human Resources Service Center (HRSC) handled approximately 1,000 inquiries from employees, retirees, and applicants monthly. The HRSC is a customer-focused model of service with clear processes, accountabilities and measurements to deliver efficient, accurate and consistent information to employees, supervisors/managers, retirees, job applicants, vendors and the general public.
- Launched a new countywide training to support managers, supervisors and staff in leading and managing change and incorporated change management curriculum into leadership training programs.
- Launched Workplace Bullying training sessions for both employees and supervisors.
- Created a Knowledge Transfer SharePoint site to provide resources to departments as they address the need for capturing critical knowledge that may be lost as employees leave the organization. Knowledge transfer is also being addressed in workforce planning efforts and supervisor/manager training.
- Coordinated the countywide STEP-UP Program and partnered with Achieve Mpls and county departments to place 57 Minneapolis public high school students in county jobs throughout the summer. Additionally, in partnership with the A-GRAD initiative, HR expanded the Hennepin County STEP-UP summer program by hosting a Career Panel and worksite tours for students. A Public Works equipment manager, probation officer, social worker, youth librarian, attorney, 911 dispatcher, health educator, and environmental services employees participated on the panel to represent their respective profession. Twenty students attended the Career Panel. The Sheriff's Public Safety Facility and Public Work's HERC and the Interchange hosted tours. The Career Panel and worksite tours were successful both in attendance and satisfaction from participants. We are also participating in a new STEP-UP program and have placed 20 additional students this fall.
- Analyzed the impacts of new legislation (Federal Affordable Care Act, Minnesota Same Sex Marriage Law and PERA). The new legislation required substantive changes to both the APEX system and changes to the administration of benefit programs.
- Be Well Clinic visits increased by 5 percent to 2,327, resulting in a savings of 6,981 productivity hours plus improved work/life balance (the average time, including travel spent on clinic visit equals three hours).

- Benefits implemented an electronic process for leave of absence requests that eliminates all paper from the request process. Employees complete an electronic form and submit it directly to the Leave and Absence Management (LAM) office. Upon receipt, the LAM office processes the request and sends electronic notification to the employee's supervisor. This process improvement has enriched the level of service provided to our customers.
- Benefits implemented a health insurance plan with an alternative care delivery model that changes how providers are reimbursed. Providers will be incented based on total cost of care rather than quantity of care. The new "Advantage" plan offered to eligible employees during 2013 open enrollment will come with a reduced premium and contractual features that ensures the financial viability of the plan well into the future.
- In 2012, 6,715 employees, covered spouses, and retirees participated in wellness activities and resulting in 68 percent of enrollees earning the 2013 health incentive (reduced office co-pay).
- Learning and Development created the Do-It-Yourself resource guide for employee development. Based on research that says the best form of development is through challenging experiences and assignments, the guide includes information on the many ways employees can take charge of their own development.
- Learning and Development implemented ten in-depth training programs for leaders at all levels of the organization: Unleashing Your Potential, Emerging Leadership Development Program, Building Influence and Effectiveness for strategic project leaders, Covey Seven Habits Signature Program, Exploring Supervision, Fundamentals of Successful Supervision, Performance Management Certificate Program, Management Institute, Leadership Academy and Communicating Across Differences.
- Staffing partnered with HSPHD to implement a strategic recruitment and hiring process to respond to the need to hire up to 75 new employees for the MNsure specialty area. Within one month, HR Staffing responded to the MNsure need by creating an innovative community outreach effort and comprehensive hiring plan which resulted in over 1,700 applicants, with broad diverse and North/near North Minneapolis community representation.

Statistics:

2012 Hiring

- 1,358 job openings
- 31,462 job applications
- Five-year average: 26,454 applications

2012 Employee Recognition Program

25 teams and 25 individuals were nominated for their exceptional contributions to our workplace or community. In total, the program recognized 585 employees.

Information Technology

The mission of the Hennepin County Information Technology (IT) community is to deliver innovative, effective, and timely business driven technology solutions in a secure, reliable, accessible, and fiscally responsible manner. The Hennepin County IT community consists of nearly 480 IT staff. Everyday county IT staff work to fulfill their mission, and collaborate with business partners, to serve the residents of Hennepin County in a complex computing environment. In addition to the delivery of strategic technology projects to support new business capabilities, IT staff support the following:

- 15,000 calls per weekday through county contact centers and Interactive Voice Responses (IVRs)
- 11,600 personal computing devices
- 7,855 email accounts
- 1,960 wireless access points
- 1,900 SQL databases
- 1,560 business systems and applications
- 1,277 servers
- Network connectivity to 52 buildings and 41 libraries

National Awards and Recognition in 2013

In 2013, The Center for Digital Government recognized Hennepin County as a second place winner of the 2013 Digital Counties Survey. Hennepin County was recognized as one of the best counties in the United States for finding better ways to provide better information security, transparency, and citizen engagement with innovative uses of social media and advanced decision support tools.

IT also played a significant role in delivering new, or improved, business capabilities that resulted in five National Association of Counties (NACo) Achievement Awards in 2013. The capabilities were in the areas of GIS Data Warehouse; Hennepin Health; Interactive Property Map; Interactive Property Tax Statement; and Library-County Network Integration Project.

Key IT Accomplishments in 2013

Community Connectivity: In 2013, the Community Connectivity project partnered with six public agencies to construct a 12-mile fiber backbone in Minnetonka, Plymouth, Maple Grove and Brooklyn Park. The fiber backbone will serve as the foundation for future fiber initiatives in the western and northern communities of Hennepin County. With IT network communications staff, Community Connectivity established fiber connections to the Ridgedale Library and Service Center, the Maple Grove Service Center, the Sheriff's Patrol Headquarters and the Golden Valley 911 dispatch center. These connections provide cost-effective, ultra-high-speed broadband Internet and network service for both staff and residents. Projects are under way to partner with several school districts and cities to establish fiber connections to the Adult Corrections Facility campus and new 911 dispatch center; the Brookdale Library and Service Center; the Plymouth Library; the Wayzata Library; and several sites in Edina and Bloomington in 2014.

Hennepin County Website Redesign: The new Hennepin.us website was launched for public access on December 4, 2013. As a part of this initiative, the web content migration/redesign project is also delivering the following features and functionality.

- Retire the current platform (Vignette) in December 2013.
- Reduce the number of web pages by more than 50 percent.
- Re-write the website with a user focused design that works with mobile devices.
- Implement a new Content Management System (CMS).
- Implement a new search engine with custom search capabilities.
- Integrate applications currently running on Vignette.
- Increase partnerships between multiple departments.

Natural Resources Interactive Map: Interested in how a development project may impact a wetland, prairie or floodplain? Wondering if there are important natural resources on your property? Landowners and local governments can now access Hennepin County's natural resources information through the Natural Resources Interactive Map online application. This inventory classifies every acre in the county in terms of land cover using the Minnesota Land Cover Classification System developed by the Minnesota Department of Natural Resources. The interactive map includes detailed information on vegetative cover, natural resource corridors, soils, wetlands, floodplains, geology, topography and the ecological significance of an area.

Landowners are encouraged to use the interactive map to learn more about their property, and local governments should find the map helpful in making everyday land use decisions and in long-term planning efforts.

Online Hazardous Waste Licensing and Reporting: All hazardous waste generators will have access to online hazardous waste reporting for the 2014 annual licensing process, which will begin in November 2013.

The online system allows users to:

- Submit annual reports electronically.
- Get real-time access to license information for all operations under the user's control.
- Add wastes to a license and update all supporting documents, such as test results.
- Terminate wastes that are no longer generated.
- Update site contact information.
- Print copies of licensing documents, including reports, licenses and invoices.

Benefits of the system include:

- Reduction of manual data entry waste from physical report documents to improve accuracy of the data in the system.
- Reduction in the flow of paperwork to conserve physical resources and postage costs.
- Control workflow by allowing users to add multiple users to an account, enabling assignment tasks to individuals within the organization.

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 33,000 packages to county offices, averaging 634 per week. This number is similar to the previous year. Outgoing U.S. mail amounted to 3.8 million pieces of mail, 88 percent which is presorted by zip code saving the county \$342,000 in postage. Printing Services produced over 18.5 million documents this year. This is an increase from the previous 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 2013, Central Services coordinated the donation of 183 skids of computer equipment to Computers for Schools.

MHP Claim System Replacement: Metropolitan Health Plan (MHP) is replacing their claim system and this project is in the build phase. There are a number of motivating factors: cost of system maintenance, difficulty with vendor support, and a major enhancement due in October 2014. Since the replacement system will be provided as "software as a service", MHP staff are responsible to work with the vendor to get the system up and running. IT Department staff are responsible for setting up data interfaces between the new claims system and the remaining in-house systems as well as the construction of a data warehouse for reporting.

Hennepin Health Reporting: IT staff was involved in the setup of the Hennepin Health Data Warehouse (housed at HCMC), assisted with quality problems, refined a request process and produced a number of reports for this program.

Microsoft Enterprise Integration: A significant initiative for 2013 was the implementation of the Microsoft Enterprise toolset. Conversion of products will be complete in 2013 with the exception of Windows 7 which will continue into early 2014.

Microsoft SharePoint: The redesigned Hennepin County intranet is now live on the SharePoint 2013 platform and available to all county employees. Seventy-one new sites have been created in SharePoint and IT staff has responded to 53 requests for assistance from customers getting started on the new platform. There have been 275 people trained to be Site Owners and Site Collection Administrators; end user training on SharePoint is available in the fourth quarter for any employee. The SharePoint environment uses more than 25 servers in support of five working and production environments. Tasks to decommission Vignette (the previous content management system) will be complete by the end of the year.

Microsoft Outlook / Exchange: Nearly 8,500 county employees were migrated to Outlook as their email and calendaring platform between June and October from Lotus Notes (an average of 177 people per evening, three nights per week). 100 Terabytes of data was converted and migrated. This was accomplished with a well-planned and robust process that could be repeated, coupled with a solid team of players prepared to pitch in late at night when problems occurred.

Microsoft Lync: All county staff was converted to Lync as an instant messaging platform in June. SameTime (the previous IM Platform) was fully decommissioned in October, allowing the county to save \$18,000 in maintenance fees in 2013.

Windows 7: By the time Microsoft ends support of their XP operating system in April 2014, approximately 8,000 county PCs must be migrated to the Windows 7 operating system. This involves not only installing the operating system, but also ensuring all critical business applications are Windows 7 compliant and available for installation. Approximately 50 enterprise level applications have been identified and more than 400 business applications.

Moving to the Microsoft Enterprise suite positions Hennepin County for a major overhaul of its website, lays the foundation for enhanced e-Government service delivery, promotes document exchange with business partners and other government entities, and resolves problems with our current, outdated mix and match set of enterprise applications.

Enterprise Risk Management (ERM): Several significant data security milestones have been achieved during 2013. Hennepin County IT recognizes that our greatest strength as an organization is our employees. This year, IT Risk Management focused on initiatives that will both leverage and celebrate the abilities and contributions of our staff. With the rollout of the new intranet also came a site dedicated to providing employees with useful and user-friendly data security information. The new Cyber Security Awareness Site, maintained by the ERM team, features practical information security guidance for people with any level of technical ability – from novice to expert. The goal

for this site is to keep it up-to-date with the latest tips, advisories, and facts that our employees can use here, at work or at home. Providing useful information, and using plain language to do it, will make our employees our best first line of defense against an ever-changing list of digital threats.

In conjunction with this effort, online security awareness training has also been developed. Staff from ERM, working with HSPHD's training team, has created an interactive data security training tailored to meet the needs of Hennepin County. They worked with staff from several lines of business for input, feedback, and testing. The training was completed in early October with a countywide release scheduled in 2014.

Finally, significant progress has been made in realizing a long standing need to provide identity and access management services here at Hennepin County. The ERM team has played a major role in this project. By the end of 2013, new employee accounts, email access, and instant messaging will be created automatically the moment the person is hired. This will save a great deal of time in the hiring process for all lines of business. This new model of managing access internally, as well as the ongoing work to bring external identity management to Hennepin County, will continue to be a priority for our team going forward.

Mobile Device Access / Phone Stipend Project: The Mobile Device Access / Phone Stipend Project set out to encourage employees to use their personal smartphones to access Hennepin County email, calendar and contact data. The program officially launched in July 2013. Through the program, county employees can volunteer to use their personal smartphone to connect to Outlook email, calendar, and contact data that were not previously accessible to personal smartphones. Employees who participate in the program, and meet department criteria, may also be eligible for a phone stipend in lieu of a county provided phone.

Intergovernmental Relations

During 2013, Intergovernmental Relations accomplished many legislative goals that had been in the platform for several years. These included: reinstating and extending the Environmental Response Fund for another 15 years, approximately \$1.5 million per year that would have been lost; increasing driver's license fees, adding about \$750,000 per year; and new funding of \$500,000 per year for the HCMC Poison Center, a statewide resource which has been funded by Hennepin County taxpayers for many years.

Funding early education programs was a priority during 2013 and approximately \$46 million was appropriated statewide during the next biennium for these important programs. School-based mental health programs received funding statewide of \$7.4 million in 2014-15 and \$9.8 million for 2016-17. Homeless prevention received \$25 million statewide over base funding.

Other important results achieved during the 2013 legislative session are: Medicaid expansion, approximately \$3.9 million per year for HSPHD and \$5.4 million per year for HCMC; County Program Aid, about \$6.4 million to Hennepin County per year; and the state sales tax exemption for counties which resulted in a savings of about \$3.6 million per year to Hennepin County. In addition, \$37 million was appropriated for the Southwest LRT.

Internal Audit

- A contract compliance Kaizen event in September 2013 resulted in a significant decrease in the number of days to conduct an audit from the vendor site visit to the final report (90 days to 8 days).
- Developed a trained team of investigators to conduct formal complaints via the Non-Discrimination and Respectful Workplace policy.
- Merged IT Forensics into Internal Audit
- Continued maturing of IT Audit function and technology capabilities of Digital Forensics.
- Merging of Human Services audit functions into Internal Audit
- Continued audit fee savings due to Single Audit coordination and MHP claims testing to assist McGladrey (independent financial auditors).
- Evaluated several major system implementations resulting in sponsor support for project management improvements.

Statistics for 2013:

- 6 Single Audit Major programs
- 50 Digital Forensics investigations
- 25 Audit and Consulting projects
- 15 Respectful Workplace investigations
- 32 Vendor Audits

Labor Relations

Seventy percent of Hennepin's workforce is unionized and 2013 was a bargaining year. This means all 16 labor agreements expire on December 31, 2013. Over the past 10 years our employees have partnered with us in addressing our significant fiscal challenges. Wage freezes were jointly negotiated in five of the last ten years. Negotiations on new labor agreements began in earnest in August of this year and a tentative agreement has been reached with the largest union – AFSCME. This tentative

agreement provides for a well-deserved across-the-board wage increase and other improvements.

Hennepin County Library

Residents continue to use Hennepin County Library services in person, online and in the community. The Library has more than 867,000 active library card holders.

Projected year-end numbers for 2013 include an estimated 5.6 million visits to our 41 library locations, 15.8 million items checked out, 2.4 million computer sessions, 19.5 million visits to our website (www.hclib.org) and 1 million downloads of books, music and movies. About 210,000 adults, teens and children attended library-sponsored programs and classes.

In 2013, the Library completed its review of open hours and finalized a new open hours framework, which adds 249 open hours per week across the system. New hours are effective at all 41 Hennepin County libraries on January 5, 2014.

Twenty-six Hennepin County libraries completed a smooth classification change from Dewey Decimal to Library of Congress. This brought all 41 libraries under the same classification system to create process efficiencies and cost savings.

Upgrades and renovations were completed at Augsburg Park, Champlin, Rockford Road and Roosevelt libraries. Improvements included: early learning spaces, workflow enhancements, more open floor plans, better sightlines, and furniture and carpet replacements. The Best Buy Teen Tech Center opened in January at Minneapolis Central Library's Teen Central.

Construction continued on the new Walker Library and is on schedule for an opening in spring 2014. In August, ground was broken for the new Excelsior Library. In November, the schematic design for the new Brooklyn Park Library was approved.

Hennepin County Library furthered the role of Community Advisory Committees in helping to develop library services in new buildings. The Library also worked to enhance services we currently provide to students, seniors and readers, and continued work to align Homework Help, a free tutoring program for K-12 students, with Hennepin County's A-GRAD project to increase graduation rates across the county.

Law Library

As part of the county's business alignment strategy, the Law Library and Hennepin County Library are interacting and collaborating closely. Access to online legal information is a critical part of legal research. To improve patron access to a variety of online databases, the Law Library implemented Research Pro, a federated search engine that searches many databases at once – legal, general interest, news, books and more.

Another tool for improving online access to legal information that was implemented is WebBridge. WebBridge expands the search beyond the Law Library's catalog, searching other databases for additional articles on specific subjects.

The Law Library also upgraded the content available under its Westlaw contract, providing increased online access to Minnesota trial court orders, nationwide forms, and labor arbitration materials.

The Law Library continues to explore additional ways to improve access to legal information for library patrons and the county.

Public Affairs

Public Affairs (PA) worked with all five lines of business to review website content in preparation for the move to a newly designed website at the end of the year. Working together, the departments and Public Affairs eliminated out-of-date web content and used plain language standards to revise other content, reducing the number of web pages from 2,500 to 350.

Users can now access the county's website on any device. The appearance of the site transforms depending on the device that is being used. It is accessible, readable, searchable and clickable, whether the user is viewing a desktop or laptop computer, a tablet device or a mobile phone.

Inbound communication—where residents choose to be part of a discussion, is up across the board. The county's email and text messaging accounts have 20,000 new subscribers this year, raising the total to nearly 60,000. The average subscriber has chosen to receive messages about at least two topics.

Interaction with residents through their Facebook and Twitter activity is up 50 percent in 2013. The most popular Facebook post was on June 6, which showed the first same-sex couple to apply for their marriage license in Hennepin County, and was viewed by 51,296 people, liked 439 times and shared in 290 other feeds. Other notable events covered on Facebook and Twitter in 2013 included water main breaks downtown and in the western suburbs, regular snowplow callouts, youth sports openings, a sinkhole, the Step to It campaign, new exhibits in the Hennepin Gallery, a library groundbreaking, service center changes and progress on the Target Field Station. Popular tweets included information about the Affordable Care Act, construction and traffic changes, the Master Recycler program, and Valentine's Day weddings. PA also worked with Environmental Services and the Library on new analytics offerings and paid social media ad placements. We also helped Human Resources launch a new Twitter account for Hennepin Jobs to help recruiting efforts. The account already has 643 followers.

Research, Planning and Development

The Research, Planning and Development (RPD) department's mission is to support and inform the county's public policy and practice through research, strategy management and initiative development. The key results and priorities of the department are to provide quality products on projects requested by the County Board, County Administration and departments to aid our customers in their ability to make operational and policy decisions and have better outcomes.

Research, Evaluation and Survey Analysis

RPD researchers supported county departments and community organizations by providing: studies across complex service systems using multiple databases; return on investment analyses on service delivery to vulnerable populations; economic impact studies on county-owned facilities; long-term population forecasting; and exploring new tools for computer-aided survey design and implementation.

The RPD research team analyzed data to conduct the *Cohort Study of County-Involved Youth (CIY Study)* and reported outcomes on youth involved in three county program areas: teen parents receiving Minnesota Family Investment Program (MFIP), youth in long-term foster care, and youth on supervised probation. The analysis encompassed more than 750 million data points from multiple county, state and court databases. The *CIY Study* examined the entire trajectory of a county-involved youth's life in county services and Minnesota public schools. The analyses chart the intersections between the path youth take as they move through county systems and their educational outcomes.

In 2013, RPD researchers also conducted a rigorous cost/benefit analysis of Group Residential Housing programs (GRH). In this project, comprehensive data on the benefits of GRH services were collected and compared to both actual and deferred costs to determine the program's overall return on investment (ROI). The GRH-ROI Analysis produced estimates of cost effectiveness which are helping to inform the Human Services and Public Health Department's contract and program planning activities, and to support future policy decision-making by the County Board, the Minnesota Department of Human Services and the Minnesota Legislature.

RPD supported the data analysis needs of the City of Robbinsdale and neighboring suburbs in Northwest Hennepin County by producing long-range population forecasts and trend models on the area's senior population for the next 30 years. The trend forecasts were used to provide recommendations to the *Five Cities Senior Transportation Program* regarding changes in the level of demand for rides for a city-operated "on-demand" transit service to residents age 60 and older in the cities of Brooklyn Center, Crystal, Golden Valley, New Hope and Robbinsdale.

Additionally, RPD adopted new computer-aided survey design software Qualtrics and used it to conduct a Survey of Licensed Child Care Centers for the Minneapolis Youth

Coordinating Board (YCB Child Care Survey). The new technology was also used to conduct a survey of county employees and retirees about their use of the Hennepin County Be Well Clinic for the Department of Human Resources in conjunction with the Hennepin County Medical Center.

Continuous Improvement

Continuous Improvement efforts in 2013 included 11 rapid improvement (Kaizen) events with quantifiable outcomes. For example, the Recorder's Office reduced the length of their process by 87 percent. The County Assessor's Office reduced their tax court petition refund processing time by 90 percent, saving a substantial amount of interest paid. And finally, Metropolitan Health Plan was able to reduce service authorization lead time by 82 percent and by standardizing their communication tools and methods, was able to completely eliminate an audit process.

RPD partnered with the State of Minnesota to train over 260 employees in Lean 101 concepts. Thirty-three county staff have been trained as rapid improvement (Kaizen Event) facilitators.

RPD further supported Hennepin County's Continuous Improvement efforts by partnering with General Mills. Leaders from Hennepin County, General Mills and the State of Minnesota, Department of Natural Resources attended a Continuous Improvement Leadership Awareness Event at General Mills World Headquarters on August 27, 2013.

Performance Management

RPD worked with IT and the Office of Budget and Finance to develop the County Commissioner Dashboard prototype in 2013. The dashboard included historical population data from the Hennepin County Sheriff's Office, the Department of Community Corrections and Rehabilitation, the Office of Budget and Finance, and the Human Service Department. Commissioners viewed and approved further development of the dashboard in July 2013.

Hubert H. Humphrey Fellowship Program

RPD partners with the University of Minnesota, Humphrey School of Public Affairs, Hubert H. Humphrey Fellowship Program to create opportunities to leverage and exchange knowledge of public management in local government between Hennepin County leaders and Humphrey Fellows. This year's ten Humphrey Fellows came from Cape Verde, Argentina, Turkmenistan, Macedonia, Pakistan, Ghana, Montenegro, Zimbabwe, and Colombia. RPD hosts and facilitates two program elements; a *Mentorship Experience* and an *Overview of Hennepin County Public Policy and Administration*.

Public Policy and School Readiness

Senior staff provided content expertise and planning assistance to the implementation 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 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. Finally, staff provided expertise to the successful effort of a statewide coalition to create an Early Learning Scholarship fund of \$46 million for this biennium.

Taxpayer Services and Real Property

Assessment and Property Tax Software Project

This major project to develop and implement software required to eliminate the dependency on the mainframe computer continues to make progress. The project team and the vendors (Xerox Government Systems, LLC. and Vision Government Solutions, Inc.) have completed phase 1 (Fit/Gap) where our critical requirements were evaluated against the vendors' existing software. Modifications needed were documented and added to the project plan for development and testing. We are currently in Phase 2 (Design, Development and Testing) where hands-on software functionality and usability testing are being performed along with the rigors of multiple data migration iterations.

Elections Division

This year, Hennepin County purchased new voting equipment. 550 precinct scanners and four high speed central scanners, many of which saw their first use in city and school district elections on November 6. The central scanners are used to process absentee ballots at speeds up to 300 ballots per minute. Voters and Election Judges benefit from the new precinct scanner's 12-inch color LCD touch screen display, which provides easy-to-read instructions and feedback. Both types of scanners are also able to take digital images of ballots with write-in votes, allowing write-in tallies to be done digitally.

The new machines were a success on Election Day, assisting in timely election night results reporting with all precincts reporting by 10:10 pm. The system also produced a Ranked Choice Voting data report so the City of Minneapolis did not need to conduct a hand count. As a result, the city, analyzing the report to declare winners, was able to complete the process two weeks earlier than in 2009.

Tax-Forfeited Land Program

With County Board approval, Taxpayer Services negotiated a Memorandum of Understanding (MOU) with the City for Minneapolis' tax-forfeit properties in targeted

communities. The MOU increases the number of properties available at discounted market values (\$1) for redevelopment within 24 months by the Community Planning and Economic Development Department (CPED) and allows the city to transfer up to 50 percent of those parcels to the Twin Cities Community Land Bank.

Of the 425,637 tax parcels in Hennepin County, only 3.63 percent were late for 2013 first-half payment.

New tax-delinquent parcels for 2012 taxes in January 2013 represented only 1.37 percent of the total.

eRecording

Since December 2011, the Hennepin County Recorder's office has been accepting land record documents electronically (eRecording). The Recorder's land records system (RecordEASE) is integrated with and accepts electronic recordings from four submission vendors (aka Trusted Submitters), Simplifile, CSC/Ingeo, EPN, and Indecomm. On average, recordable documents are processed by the county and returned electronically to the document filer through an interface between RecordEASE and the submission vendor's application within one or two days of receipt by the county. In some instances documents can be recorded within hours depending on the volume. Year to date, the Recorder's office records about 43 percent of documents submitted electronically.

Main benefits of eRecording are:

- Enhanced customer satisfaction – Electronic documents returned to customer in 1-2 days versus 5-8 for traditional paper recordings.
- Greater productivity for staff processing electronic recordings.
- Reduced time in communication and resubmission of rejected documents.
- Electronic recording allows for a streamlined workflow, which eliminates batching of documents and other process bottlenecks.
- Less paper traveling through the office, which greatly reduces missing or lost documents and accompanying materials (like checks).
- Green friendly.

Human Services Line of Business

Human Services and Public Health

Better Lives, Fewer Homeless

Midway through an intensive two-year pilot project – Top 51 – aimed at getting long-time, single adult shelter users who typically have been homeless for 7 to 14 years into stable housing, the results look very promising. By focusing on the most frequent users of emergency shelters, Hennepin is saving dollars and improving lives. Of the first 55 clients helped by the project, 26 found stable housing, and shelter use among the group as a whole dropped 23 percent.



HSPHD Staff assists in finding housing.

The project assigns case managers to the clients. Case managers have smaller caseloads – about 20 clients – than normal, which gives them the ability to track clients down, build trust and help them through myriad problems, including fear.

Many of the long-term shelter users have spent more time in shelters than in normal housing and long ago gave up the hope of having their own home. They are nervous and anxious about going somewhere else. Most of the long-term homeless have multiple issues such as mental illness, chemical dependency or health issues. They often lack a personal safety net such as family or friends. Without persistent, personalized help, they would recycle to emergency shelters.

Services Where Clients Are: Everywhere

HSPHD is putting offices where clients live and work in the community. HSPHD is on track to open four hub offices in 2014: Bloomington, Hopkins, near north Minneapolis and a renovated Health Services Building in downtown Minneapolis.

In addition to the hubs, which will provide access for programs such as Medical Assistance and food support, our staff is on the move to several smaller, satellite offices. For example, Work Services is now at Sabathani Community Center and the Office of Multi-Cultural Services is now at Powderhorn Partners.

Regional offices make it easier for clients to reach us, so they do not wait until they are in crisis before coming to us. Regional sites also make it much easier to partner with local agencies and faith communities. By leveraging each other's strengths and services, we are in a more strategic position to help people develop better lives.

Community Connections

Residents of North Minneapolis have strong feelings about their neighborhood, so when they heard that HSPHD was interested in having an office on Plymouth Avenue; they

had a lot of questions. To get input and get to know community members, HSPHD hosted four community meetings in May and June that invited people to come in, have a bite to eat, see the proposal and discuss it. The Ackerberg Construction Group also came to show pictures of the proposed site as well as architectural drawings of the renovated building.

The Northside Residents Redevelopment Council co-hosted the meetings with HSPHD, and Vivian Jenkins Nelsen of the INTER-RACE Institute of Augsburg College assisted in organizing the meetings. Small-group discussions were facilitated jointly by community members and county staff. Interpreters were available for Spanish, Somali and Hmong speakers.

While the county could not address all the concerns, our willingness to meet and continue conversations shows our commitment to building better relationships. The site is several weeks into the renovation and will be open to serve clients this spring.

MNsure and Modernizing State Public Assistance IT Systems

HSPHD pulled together a cross-department team to work with the State of Minnesota as it implemented the federal Affordable Care Act legislation and launched MNsure, the state's one-stop shop to look for and buy health insurance. The team quickly mobilized and began sharing information, developing strategy and training, and finding solutions. They serve as consultants to the state and partner with other counties to bring forward potential issues and solutions, and they have been instrumental in raising awareness of MNsure to county employees and management groups.

The team's efforts will be on-going since there are federal dollars available to modernize the state's public assistance IT systems, which counties rely on to do their work. The state has invited county staff to the table to provide input and problem solve. The state's human service system is complicated with multiple eligibility requirements, so we are also asking for a streamlining of eligibility criteria such as income and family size.

In addition, Eligibility and Work Services hired 75 new human services representatives to be ready for a surge in clients as Medical Assistance eligibility expands in 2014.

United for Efficiency

HSPHD Contract Management is collaborating with the Greater Twin Cities United Way to explore how we can improve effectiveness and efficiency across commonly funded jobs-and-training service providers. Today, when combined, there is an annual investment of \$3 million. By streamlining activities and improving performance measures and metrics, we believe we can find opportunities for both organizations to become more effective.

Core components of the collaborative agreement include:

- Aligned criteria and measures of high quality job training programs; includes criteria we use to select programs as well as accountability measures aligned with quality criteria and outcomes that lead to better alignment in selecting providers, reporting on metrics, etc.
- Joint participation in capacity building efforts using data to improve program performance; a medium that includes joint participation in the *National Benchmarking Project* – a series of workshops for providers and peer learning sessions.
- Exploration of pilot projects that increase effectiveness, efficiency, or create cost savings to county government.

Teamwork Gets Things Done

A focused team effort between staff in the Initial Contact and Assessment (ICA) and Case Management and Adult Protection (CMAP) areas successfully eliminated the waiting list for long-term care assessments. In addition to determining service needs for 640 people waiting to be assessed, work was done by staff from ICA, CMAP, Office Support, Finance, IT, Staff Development, and the Process Analysis Unit to problem solve and discover efficiencies in the initial assessment process. This was a true effort at horizontally managing an issue across the department.

More than 70 percent of the people who receive these services are age 65 or older. Services include:

- Information and education about local long-term care options,
- An in-person visit to assess needs and help plan services,
- Information about public programs that can help pay for services, and
- Transition assistance for people who want to return to community settings after admission to a facility.

Power Out, Crisis On

In June, strong storms knocked out power for several consecutive days to thousands of Hennepin families. Without electricity, refrigerators died and food spoiled. About 140,000 residents in Hennepin rely on food assistance, so it was not a surprise to staff on Monday morning when long lines began forming outside our human service offices. People came for emergency reissuance of Supplemental Nutrition Assistance Program (SNAP) benefits to replace ruined groceries.

There were so many people that the lines wound outside the buildings. The weather was extremely hot. The air conditioning was failing at Century Plaza. Yet staff from HSPHD, Taxpayer Services and Property Services took the situation in stride, sending nearly 12,300 requests for emergency food replacement to the state Department of

Human Services. Statewide, there were 13,600 requests. The total value replaced? \$2.39 million statewide.

Almost Perfect

Hennepin has the largest SNAP caseload in Minnesota, yet HSPHD staff had a 0 percent error rate for April and May. Hennepin broke below 4 percent cumulative error rate for the year in May 2013. The falling rate comes at a time of rising caseloads. The state estimates that overall SNAP caseloads have doubled since 2007 – Hennepin’s caseload alone increased by 89 percent.

When HSPHD noticed their SNAP error rate was rising, they launched into problem solving. The service area focused on developing an extensive SNAP-second-check case review that was subsequently implemented by all staff working in the program. Partnering with HSPHD’s Staff Development and Quality Improvement team, they created e-learning sessions tailored to SNAP error-prone case types along with training to ensure interviews are conducted correctly and needed documentation is gathered.

Rising Tide

Even though the newspapers are declaring the recession over, for many low-income families – who are the first to feel recession and last to recover – their economic stability is fragile at best. HSPHD staff in Eligibility and Work Supports saw a nearly 22 percent increase in the number of families using the county’s emergency shelters over 2012. Already in 2013, we have provided shelter to more than 6,000 family members. From 2008, when the recession began, family emergency shelter use is up 67 percent.

Homeless advocates point to high foreclosure rates and a tight rental market, especially for low-income renters as reasons for the growing need.

Thankfully, other HSPHD programs that address homelessness, such as the Top 51 project and Rapid Exit, are seeing success at helping people with histories of repeat shelter needs.

Veterans’ Services

Demand for assistance from our staff in Veterans’ Service is at an all-time high. We processed 1,259 claims in 2008 compared to 1,994 in 2012. This increase correlates with the demobilization of National Guard members from Iraq and Afghanistan, so we expect the number to continue increasing.

Health Line of Business

Hennepin Health

Hennepin Health is an innovative healthcare delivery program that was launched in January 2012 to meet the needs of the county's safety net population. This program is a collaboration between Hennepin County Medical Center (HCMC), NorthPoint Health and Wellness Center (NorthPoint), Metropolitan Health Plan (MHP), and the Human Services and Public Health Department (HSPHD) of Hennepin County. Hennepin Health takes a holistic view of healthcare. In addition to focusing on a member's medical concerns, Hennepin Health considers a member's social and behavioral health needs. By integrating these services, Hennepin Health seeks to improve health outcomes, improve patient experience, and lower the total cost of patient care. Innovative features of the program include a coordinated care delivery system, a common electronic health record, and tiered care that is based upon a member's identified needs.



Spanish-language interpreter helps a patient at NorthPoint Health and Wellness Center.

Some of Hennepin Health's ongoing and recent accomplishments include:

- Assigning a Single Accountable Individual (SAI) to each member; this person has primary accountability for care management and coordination and provides a single point of contact for members. Successfully assigned an SAI to the top 20 percent highest utilizers in Hennepin Health.
- Implemented public health promotion into the Hennepin Health care model via smoking cessation initiatives and expanded dental services.
- Launched a county-operated Intensive Case Management Team that will identify and respond to the needs of Hennepin Health members with serious and persistent mental illness.
- Implemented a Supported Vocational Services initiative for members with at least one behavioral health hospitalization in the past year. Offered members career and financial counseling and successfully placed individuals in new jobs.
- Implemented an Emergency Department (ED) In-Reach initiative. Linked high utilizers of the ED and/or other crisis services to primary care and non-emergent behavioral health services.
- Analyzed the data from over 1,200 Life Style Overview surveys. Identified social determinant areas that Hennepin Health members perceive as having a high potential of impacting their quality of life (e.g. food, social support, employment, medications).

Medical Examiner's Office

The Hennepin County Medical Examiner's Office and the Minnesota Regional Medical Examiner's Office successfully merged staff and operations in January 2013. The newly expanded office operates from Hennepin's state-of-the-art facility in downtown Minneapolis and provides complete death investigation services to Hennepin, Dakota and Scott counties, as well as other Minnesota and Wisconsin counties on a referral basis.

The Medical Examiner and staff provided a variety of forensic and medicolegal training opportunities to medical students and residents, as well as staff from partnering law enforcement agencies within the three-county jurisdiction. Through partnerships with the University of Minnesota Medical School and Hennepin County Medical Center, as well as through their own ACGME-accredited Forensic Pathology Fellowship Program, physicians on staff provided over 130 weeks of training to visiting medical students, residents and fellows. Furthermore, law enforcement personnel from various agencies statewide spent valuable hands-on time in the Medical Examiner's facility learning death investigation best practices from forensic pathologists and medicolegal death investigators alike.

As a result of the regional expansion to both Dakota and Scott counties in January 2013, the office is on track to receive over 6,400 reported cases for all counties combined in 2013. In addition to providing services to counties under the medical examiner's jurisdiction, Chief Medical Examiner Dr. Andrew Baker and his staff of forensic pathologists provide expert autopsy services to other Minnesota and Wisconsin counties on a referral basis. This sharing of expertise will result in over 1,100 autopsies being done in the facility in 2013 – a service that positively impacts the quality of death investigations throughout the region.

In collaboration with both the Minnesota Coroners' and Medical Examiners' Association and the Minnesota Medical Association, the office planned and facilitated the 30th Annual Forensic Science Seminar in October 2013. The educational conference was attended by over 200 participants and presenters from around the region, offering continuing education credits for physicians, law enforcement personnel, attorneys, medicolegal death investigators and funeral directors.

Metropolitan Health Plan

- Continued to decrease administrative expense from 17 percent in 2012 to 15.6 percent in 2013.
- Restructured major contracts to contracts that are now value based and shared risk as a means to ensure best value for the residents we serve.
- Established an enrollee high risk program that identifies high risk enrollees earlier resulting in focused management and decreased health expenditures.
- Outpaced state and national benchmarks for Healthcare Effectiveness Data and Information Set (HEDIS) health outcomes.

- Provided grant funding to community agencies that serve the disabled Special Needs Basic Care enrollees resulting in the creation of innovative programs. For example, a housing locator for young disabled adults, expansion of a food shelf, new vocational services, and new medical services.
- Successfully passed all state and federal audits.
- Exceeded HEDIS results by 50 percent as compared to other local health plans.
- Managed 2,400 cases for disabled population.

NorthPoint Health and Wellness Center

Give Kids A Smile Day was held in February at NorthPoint as part of a national event started ten years ago to provide access to oral healthcare for children living in underserved communities. NorthPoint has been an active clinic participant since 2005. Over 36 dental clinic employees (many as volunteers) staffed the event and over 127 children received treatment. The Minnesota Twins Mascot, TC Bear, participated in the event to bring laughter and smiles to the children and their families.

In the first annual Guard Your Grin event, the NorthPoint dental clinic was able to provide 124 homeless and low income adults with a comprehensive or emergency dental examination at no cost to those who were eligible. All participants were screened for oral cancer during the three-day event. Through these examinations, patients were informed of any potential problems for further evaluation and/or treatment.

NorthPoint received funding from Health Resources and Services Administration (HRSA) and MNsure to conduct outreach and enrollment activities that connect residents to information and enrollment in health insurance through the Minnesota Health Exchange, MNsure. The funding will be used to support an enrollment specialist and outreach worker that will work both in the community and on-site at NorthPoint.

NorthPoint Behavioral Health Clinic was invited to participate in the national Platform to Employment Initiative with the City of Minneapolis Employment and Training Program and private foundations including Walmart, Citigroup Financial, and AARP to provide employment resources for long-term unemployed adults over the age of 50 and veterans. NorthPoint provided the mental health assessment, individual therapy and group counseling as part of this national model. Participants enrolled in a five-week training program that included skill assessment, career coaching and support followed by an eight-week paid internship with local employers. The placement rate for participants nationally is 80 percent with 90 percent finding full-time permanent employment.

NorthPoint's work with the growing Latino population in Minnesota was highlighted by Minnesota Public Radio and featured the personal story of a NorthPoint employee and interpreter and his mission to ensure that language does not prevent access to health care services in Hennepin County. NorthPoint serves over 5,000 Latino patients annually.

Other highlights include:

- Saturday, September 14, 2013, marked the second annual Fit4Fun event at NorthPoint Health and Wellness Center. Approximately 650 participants enjoyed a lively day of movement, healthy food and health screenings.
- NorthPoint Health and Wellness Center, Inc. was listed as a high-impact nonprofit by national experts working in the field of access to healthy foods. As a result, NorthPoint was highlighted on Philanthropedia's website and on the GuideStar Take Action website.
- NorthPoint has maintained accreditation with the Joint Commission for over 36 years and the laboratory was reaccredited in March with a 100 percent compliance rating.
- Over 95 percent of NorthPoint patients surveyed in 2013 reported that they would refer friends and family members to NorthPoint.

Public Health

CHIP School Readiness "Close the Loop" Pilot

Multiple school districts, clinics, local health departments and health plans have begun working together to make sure more preschoolers with identifiable delays are screened, identified and provided supports and services to advance their development and help them be more ready for school. The Community Health Improvement Partnership (CHIP) School Readiness Action Team's "Close the Loop" pilot project aims to strengthen referrals and communications between clinics and school districts. While this project is still in its early stages, a similar pilot in Rochester sparked a 48 percent increase in referrals of preschoolers by clinics to schools, so the idea holds great promise.

The Minneapolis Public School District is leading this initiative along with the Osseo, Wayzata, Richfield, and Bloomington school districts. Participating clinics include three Hennepin County Medical Center (HCMC) clinics in Richfield, Minneapolis and Brooklyn Park, as well as the Wayzata Children's Clinic. The Bloomington Division of Public Health, the Minneapolis Health Department, Hennepin County Public Health, HCMC, Northwest Family Services Collaborative, Medica, HealthPartners, and others from community organizations are collaborative partners.

Hennepin County Public Health is coordinating the overall CHIP initiative which, in addition to School Readiness, now also has Action Teams working on the issues of social connectedness plus nutrition, obesity and physical activity.

Mental Health Center Drop-in Medication Clinic

Born of necessity when a psychiatrist retired and several hundred clients needed reassignment, the Drop-in Medication Clinic Pilot Project was initiated two years ago to address what then was a greater than 40 percent appointment no-show rate among 112

existing clients. The drop-in model does away with the need for medication appointments.

Currently, some 375 clients are being served by the Wednesday drop-in clinic. It is estimated that 1,200 appointment slots have been saved and \$216,000 has been generated from the drop-in clinic attendance as well as from the slots that were preserved and used by scheduled client visits. The pilot's success has resulted in the replication and expansion of drop-in services by each center prescriber, which has allowed us to increase access, preserve quality of care, and make efficient and judicious use of resources.

Smoke-Free Multi-Unit Housing

Owners of multi-unit housing in the county are increasingly choosing to enact smoke-free policies in their facilities, with Public Health's nonprofit partner, Live Smoke Free, playing a key role with each of them. This partnership is made possible through support from the Statewide Health Improvement Program (SHIP) grant and CDC's Community Transformation Grant (CTG). In 2013 alone, the effort yielded 44 additional smoke-free multi-unit housing buildings. Owners of facilities who have gone smoke free have seen no change or an actual decrease in tenant turnover and vacancy rates, prompting virtually all to indicate an intention to continue to expand their number of smoke-free residential buildings.

Large Salmonella Foodborne Outbreak Investigation Collaboration

After eating food at a large Latin American festival in Minneapolis on August 11, many attendees became ill with fever, vomiting, and diarrhea. More than 80 visited health care providers in the following days as their symptoms became worse, triggering reports to public health for follow-up investigation.

The county's epidemiologists took on the task of contacting all of the affected individuals to identify the foods they each had eaten and symptoms they were experiencing. As the majority of the patrons spoke only or mostly Spanish, bilingual staff members were tapped to assist in this process. Through this collaboration, more than 100 patrons were interviewed. In the meantime, the City of Minneapolis Health Department Environmental Health unit investigated the food preparation and handling practices of all food vendors at the festival, while the Minnesota Department of Agriculture worked to identify the source(s) of potentially contaminated meats and other foods.

In the end, an eColi bacterium was determined to be the illness causing culprit. The cooperating agencies were able to identify and implicate one vendor for preparing and selling food contaminated with the bacterium through a combination of unauthorized food sourcing and unsafe food handling and preparation. City and state authorities have since taken the necessary actions to stop the implicated vendor and a related store owner from selling food.

Better Together Hennepin

The teen birthrate in Hennepin County has declined 40 percent in five years, outpacing state and national declines. HSPHD's Better Together Hennepin: Healthy Communities, Healthy Youth – aimed at preventing teen pregnancy – reached more than 4,000 young people this year. The initiative partnered with more than 30 schools, 18 clinics, and multiple community-based agencies to provide young people the key supports they need to wait until they are adults to become parents. 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.

A pilot project begun last year to connect all minor parents on Minnesota Family Investment Program (MFIP) with a Public Health Nurse (PHN) has now expanded county wide. With PHNs supporting teen parents on MFIP who remain in school, there is better tracking of the teens. In addition, school attendance has improved, teens are assisted to get quality child care and there is continual support for delaying a second pregnancy. There are approximately 290 teen parents connected with a PHN and parents and children in this group have received over 1,470 PHN visits.

Health Line of Business - Horizontal Projects

Transitions from Jail to Community

Health staff worked with the Department of Community Corrections and Rehabilitation to activate health benefit application processes in the county's Adult Corrections Facility, enabling health benefits to be restored upon release as a means to increase medication compliance in the community and enable timely clinical connections.

Improvements in Behavioral Health

A continuum of care document was created to assist in bridging health and welfare programs. By educating providers to the spectrum of services available to meet individual needs across funding streams, we can better meet individual needs by dialing up or down the levels of supports instead of working the extremes (inpatient-outpatient).

An escalation process was created for clinicians as a means to identify and resolve gaps in care for individuals and for the system as a whole. Various projects include involvement by hospital, clinics, social services, Sheriff's Office, courts, advocates/consumers, and the Minnesota Department of Human Services.

Public Works Line of Business

Advancing Livability

Federal Programs: Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), Emergency Shelter Grants (ESG)

- Assisted in the creation and/or preservation of 84 affordable housing units and supported the provision of emergency/supportive services to 24,631 low-income families, seniors, and youths in suburban Hennepin County.
- Federal funding in the amount of \$4.4 million leveraged \$39.1 million in other public/private resources.



Lead Program

- Conducted 329 risk assessments and rendered 205 housing units safe from lead paint hazards.

Healthy Homes Program

- Conducted 150 healthy homes assessments and repaired hazards in 90 units.

Open to Business

- During the pilot year: 252 businesses were served by providing 1,150 hours of technical assistance, facilitating \$3.9 million in business financing, and retaining 97 jobs.

Hennepin County Pedestrian Plan

- Implemented the first pedestrian plan for Hennepin County with goals to improve the safety of walking; increase walking for transportation and improve the health of county residents through walking.

Workforce Services

- Served over 2,500 people who lost their jobs through no fault of their own, adults entering the workforce and economically disadvantaged youth.
- Fifteen percent of statewide funding for employment and reemployment services was received in Hennepin County which served 30 percent of the participants statewide.
- Hennepin-Carver Workforce Investment Board cosponsored the Big Tent Career Fair which attracted over 75 businesses and 1,600 job seekers.

Sentencing to Service (STS) Homes

- Constructed four new homes and one complete rehabilitation in partnership with Little Earth, Greater Metropolitan Housing Corporation, City of Lakes Land Trust, and the City of Minneapolis.
- STS Homes crews were at 12 Habitat for Humanity sites in North Minneapolis and other sites in St. Paul, West St. Paul, Bloomington, Richfield, St. Louis Park, Robbinsdale, Brooklyn Center, Brooklyn Park, Coon Rapids and Columbia Heights.

2012-2013 Winter Season Snow Plowing Events

- Twelve weekday - working day callouts (full response callouts starting earlier than 3:00 AM)
- Hours to plow complete system during a snow event:
 - Urban routes - 4.7 hours
 - Rural routes - 4.6 hours

Mill and Overlay Program

- Goals are to preserve pavement structure and increase ride smoothness on county roads.
 - Increased the percentage of county roads with smoothness ratings of good or better from 29 percent in 2003 to 61 percent in 2012.
 - More than 100 lane miles repaved in 2013.

Open to the Public

Roads

- Reconstructed 85th Avenue North (County Road 109) from Maple Grove to Brooklyn Park.
- Pavement rehabilitation on France Avenue (County Road 17) from Bloomington to Edina.

Bikeways - gaps closed in the bikeway system

- 5th Avenue SE (Minneapolis) – Stone Arch Bridge to Hennepin Avenue
- County Road 61 (Plymouth) – Northwest Boulevard and Medicine Lake to Luce Line
- County Road 6 (Plymouth) – Parkers Lake to Xenium Lane (County Road 61)

Buildings

- Roosevelt Library - grand opening was held on June 1. The historic library underwent a complete renovation.
- Walker Library will open April 2014.

- Excelsior Library will open late summer / early fall of 2014.
- 911 Emergency Communications Facility in Plymouth will open late 2014.
- Brooklyn Park Library will open Fall of 2015.

Advancing Environmental Stewardship

Facility Environmental Projects

- Coordinated more than 12 asbestos-related projects including building materials surveys, clean-up of asbestos contamination, and abatement ranging from a few hours to the bid project for abatement of hazardous materials at Hyperbaric Building.
- Participated in and responded to Minnesota Pollution Control Agency (MPCA) inspections affecting about 30 underground storage tanks and related systems, coordinated repair and troubleshooting of portions of five tank systems, and updated materials for the upcoming storage tank operator certification testing for selected facilities staff.
- Recycled over 3,000 lamps and ballasts, removed hazardous chemical waste, dozens of appliances, and hundreds of pounds of electronic items.

Grants Promoting Environmental Stewardship

- Granted \$6 million to 100 partnering organizations for projects that assess and cleanup contaminated lands; improve recycling and organics collection in cities, schools and businesses; preserve critical habitat and protect water quality; and promote environmental stewardship.

Hazardous or Recyclable Item Disposal

- Operated two drop-off facilities and hosted seasonal events enabling nearly 125,000 residents to properly dispose of hazardous or recyclable items.

Hennepin Energy Recovery Center (HERC) and Great River Energy

- Produced clean, reliable and renewable energy and recycled metal from 450,000 tons of garbage.
- Completed \$3.1 million in repairs of the turbine and generator.
- Generated steam from natural gas or fuel oil for the county's district energy system, supplying heating, hot water and chilled water for more than 4.3 million square feet of building space (15 buildings) in downtown Minneapolis.

Recycling Program Metrics

- Increased recycling and organics recycling to 43 percent in 2012, up from 41 percent in 2011.

- Switched all households with curbside recycling in Hennepin County to the single sort method of collection which does not require any separation of materials. New materials added to curbside collections including plastic cups, containers and packaging and paper milk, juice and soup cartons.
- Provided an additional \$200,000 in recycling grants to school recycling programs. A total of seventy (70) percent of public schools and eleven (11) percent of non-public schools have organics recycling programs.

Fix-it Clinics

- Over 1,000 items have been brought in to 13 Fix-It Clinics by nearly 700 attendees.
- Around 75 percent of items brought in have been repaired preventing over two tons of waste.

Basing decisions on Sustainable Principles

Asset Management System

- Began loading data and testing systems in the electronic inventory of signs, signals, guard rails and other Public Works assets that allow remote connectivity for work crews and more sustainable management of our assets. This includes a road video inventory that is 80 percent complete.

Fort Snelling Upper Post

- Stabilization of the Territorial Jail (Building 65) and the Administration Building 67 are nearly complete while stabilization continues on the Hospital (Building 55).

Corridors of Opportunity Initiative (CoO)

- Supported coordinated land-use and transit planning efforts on the Bottineau (\$150,000) and Southwest (\$825,000) Light Rail Transit (LRT) Corridors as a Met Council sub-recipient of nearly \$1 million via the federal Department of Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant.
- Completed Bottineau LRT Pre-Planning Study in February 2013.
- Southwest LRT Community Works Transitional Station Area Action Plans are to be completed by the end of the year.

Community Works

Minnehaha-Hiawatha Community Works

- Leveraged \$600,000 from Minnesota Department of Transportation (MnDOT) and the City of Minneapolis to make pedestrian and bike improvements at intersections along Hiawatha Ave.

Bottineau LRT Community Works

- Working with the City of Crystal on the acquisition and demolition of the former Cavanagh School site. Property is being redeveloped as a 124 unit affordable senior housing complex.

Penn Avenue Community Works (PACW)

- Planned and implemented 77 community engagement meetings and events between May and August to introduce PACW and gather early input.
- Established steering committee of city, school board, park board, county, Met Council, Metro Transit, state, foundation, and anchor institution representatives.
- Established project implementation committee comprised of city, county, and Metro Transit staff and broad representation from Penn Avenue corridor communities.
- Planned and co-hosted design charrettes/workshops with corridor neighborhood groups.

Recommissioning Projects

- Recommissioning is the process of testing and evaluating building mechanical and electrical systems in order to improve efficiency.
 - Over half of county space scheduled for recommissioning has been completed. Goal is to have the majority of buildings in the first round of recommissioning completed by 2015. Based on these efforts, the county is saving an estimated \$680,000 per year.

Advancing a Seamless Transportation Network

Transit Oriented Development (TOD)

- Approved six projects that increase density and improve transit access. These projects are projected to construct 299 housing units, of which 119 are affordable, and create 149 jobs.

Target Field Station

- Target Field Station (formerly known as The Interchange) is the critical link between the blue and green LRT lines, as well as the future Bottineau LRT line.
- The project is on schedule and slated to be opened prior to the All-Star Game in July 2014.

Planning for the Future

Penn Avenue / 44th Avenue / Osseo Road – Reconfiguration Plan

- Reconfiguration plan developed included conversion of a four-lane undivided design to a three-lane design with a center turn lane plus bike lanes, traffic signal removal, new medians / refuge islands, and new crosswalks.

- Plan was a collaborative effort between county staff, city staff, and the Victory neighborhood residents and business owners.

Online Training

- Workplace Safety created two new online training programs to address safety of staff that are mobile and working in two unique environments: client's home and in the field.
- Seven online training programs were completely updated to meet changing needs and provide a fresh experience for our employees.
- An estimated 8,000 employees completed an online safety training program this year.

Public Safety Line of Business

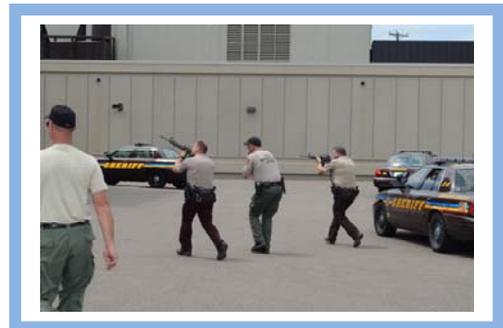
County Attorney's Office

The Adult Prosecution Division handles the bulk of the criminal cases that come into the office. This year, about 3,750 cases were reviewed for possible criminal charges. Among the cases resolved this

year were a guilty verdict in the brutal slaying of a daycare provider and her parents in their Brooklyn Park home, a guilty plea by two teenagers who fired shots into a house resulting in the death of a five-year-old sleeping on a couch and convictions of nearly 20 defendants in a major methamphetamine ring with ties to crime families in Mexico. In two unusual cases, a husband and wife pleaded guilty to installing credit card skimmers into gas pumps at a New Hope gas station in order to steal names and credit card numbers and a woman was charged with killing her boyfriend and stuffing his body in a freezer.

The civil practice areas of the county attorney's office handle a wide range of legal issues. For instance, the Adult Services Division is expected to file 1,350 involuntary commitments this year, placing those who need help into facilities to treat psychological or chemical dependency problems.

A number of the Civil Division attorneys represent all five lines of business. When the county is sued an assistant county attorney will represent the interests of the county. This year, for instance, the Civil Division argued to have a defamation suit against two county commissioners to be thrown out of court. In another case, the Best Care Home Health Service Co. sued Metropolitan Health Plan for \$1.2 million. When the Civil Division finished its work, a judge ordered Best Care to pay the county \$690,000 instead.



The Sheriff's Office conducted training for responding to an Active Shooter.

The Child Support Division this year successfully converted to a paperless format for nearly all aspects of its legal work. Eventually, all divisions will go paperless. The Child Support Division helped the county collect more than \$125 million last year.

Department of Community Corrections and Rehabilitation

The Department of Community Corrections and Rehabilitation (DOCCR) continues to work as 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; resulting in improved health; increased employment; and increased family connectedness.

In January, the Adult Field Services division replaced its old data management system for adult clients with a new Court Services Tracking System (CSTS). This system is already used by the other 86 counties in the State of Minnesota as well as the Minnesota Department of Corrections. By converting to CSTS, we are now able to send the county's corrections data to the Statewide Supervision System, which makes data sharing with our criminal justice partners much more timely and effective.

In March, all three DOCCR facilities (Adult Corrections Facility, Juvenile Detention Center, and County Home School) were notified by the National Commission on Correctional Health Care (NCCHC) that they had achieved national accreditation for the resident health care clinics operating within their facilities. This achievement was a major component of moving to a new managed care model and is a significant accomplishment for our facilities and our vendor. The NCCHC's stringent standards ensure that residents in these facilities are receiving quality health care.

Twenty vendor-supported kiosks were installed in the Adult Corrections Facility (ACF), which empowers residents to be responsible for their own canteen accounts and orders. This new technology has reduced the workload of ACF staff, contributed to the county's green initiatives by eliminating paper canteen order forms, and increased canteen item sales by 15 percent in comparison to 2012 for the same time period.

Four vendor-supported reverse ATMs were also installed in the ACF's public and booking areas. These reverse ATMs allow residents to load cash into the ATM at the time of booking, give residents' family and friends the ability to deposit cash for them in the ACF lobbies, and allow clients on Electronic Home Monitoring to pay their fees electronically. Family and friends of residents can also deposit money for them off-site through several fee-based services.

In September, the Evidence-Based Practices (EBP) Resource Team received a Board of Directors' Award from the Minnesota Association of Community Corrections Act Counties (MACCAC). This award is given annually in recognition of exemplary individuals, programs, or projects that serve to advance the knowledge, effectiveness, and integrity of the criminal justice system. The EBP Resource Team received this year's award for the team's dedicated efforts to effectively implement EBP across the department. These efforts included the assessment of current practices, the creation of an implementation plan, and the execution of 37 enumerated strategies focused on specific EBP areas (actuarial assessment, motivational interviewing, cognitive behavioral interventions and organizational development). Measurements produced throughout the implementation process now show downward trends with our overall recidivism rates and probation revocation rates.

From May to October, a project team consisting of representatives from DOCCR, Hennepin County Medical Center, and others worked to successfully implement the EPIC electronic health record system. All three facilities were fully operational with EPIC by October 18. The completion of this project brings all three DOCCR medical facilities into compliance with state and federal guidelines. This project has also led to the use of an electronic medication accountability record, several operational benefits for the clinics, and tremendous strides towards continuity of care.

Emergency Management

Hennepin County was struck by several large storms in 2013, including two severe storms that hit the county within 12 hours of each other on June 21. High winds, large hail, torrential rains and intense lightning produced widespread damage. Thousands of trees were blown over, many falling into power lines, resulting in the largest power outage in state history. Vehicles and structures were also damaged by falling trees or were burned after lightning strikes. Flash flooding covered streets and filled basements.

Emergency Management provided early indications, alert and warning services to emergency responders and to the public to prepare for the arrival of the storms. Emergency Management teams in the field performed immediate impact reconnaissance and assisted municipal governments with their response activities.

Collaborative efforts with public and private partners have resulted in greater communication abilities. One example is the partnership with ClearChannel Outdoor in using commercial digital billboards to alert motorists about severe weather warnings from the National Weather Service.

Sheriff's Office

The Sheriff's Office organized and conducted an extensive series of events and exercises for disaster and critical incident response training, including active shooter incidents. A variety of training opportunities were conducted in partnership with dozens of law enforcement agencies and community members including representatives from

school districts, hospitals, and faith centers. Federal and state agencies, along with nationally-known experts, provided presentations on recent case studies, such as the Boston Marathon bombing. The police chief from Newtown, CT was among the speakers who presented lessons learned about mass casualty incidents. There were also scenario-based training events that involved as many as 300 officers in order to test officer/deputy readiness and response.

In partnership with the criminal justice system, the Sheriff's Office has led an initiative to improve mental health services for individuals who are booked into the jail. A series of changes in the system has prompted better access to psychiatric care for inmates identified by the courts as mentally ill and a threat to themselves or others.

Since 2006, violent crime in the county has dropped approximately 38 percent. To prevent crime and identify crime trends, the Sheriff's Office Criminal Information Sharing and Analysis Unit (CISA) is expanding efforts to organize law enforcement collaboration. Criminal information sharing and crime analysis efforts were expanded among nine county sheriff's offices. The group is called the Metro Regional Information Collaboration (MRIC). Working across multiple jurisdictions improves efforts to identify crime trends and locate violent criminals more quickly.

The Sheriff's Community Engagement Team (CET) expanded to include five personnel who teach residents about crime prevention and the work of law enforcement. The CET builds trust between law enforcement and diverse communities.

Countywide Initiatives

Heading Home Hennepin

The Office to End Homelessness continues to coordinate and make progress on the benchmarks laid out in "Heading Home Hennepin", the Community 10-Year Plan to End Homelessness, which was launched in 2007.

As the community reaches the 7th year of the ten-year plan, the Office to End Homelessness continues to convene and support the working groups and community conversations that push the work forward.



A-GRAD – Career Planning

This year, the office convened an Annual Community Meeting that highlighted past success and gave strategic direction for the coming year and held trainings and community conversations on a variety of topics related to homeless youth, families and best practices.

In addition, the office led planning efforts to create a new intervention that will lead to the reduction of family shelter use and provide support and success to young homeless moms and their children and families that repeatedly return to the county shelter system.

At the 15th Project Homeless Connect event on May 20, 2013 at the Minneapolis Convention Center, 800 volunteers and 500 service providers from over 130 agencies helped provide assistance to 2,000 people who were homeless or in need of services to stabilize their housing.

The Office to End Homelessness continues working to implement the introduction of a federally-mandated coordinated assessment system for the providers of services to people experiencing homelessness. Under new federal guidelines, our community must establish and operate a coordinated assessment system. Coordinated assessment can be a powerful system designed to ensure that homeless persons are matched with the right intervention, among all of the interventions available, as quickly as possible. It standardizes the access and assessment process for all people and coordinates referrals across all providers. People will thus be served with the most appropriate intervention and not on a “first come, first served” basis. Hennepin’s coordinated assessment system will be designed to allow anyone who needs assistance to know where to go to get help, to be assessed in a standard and consistent way, and to quickly connect with the housing/services that best meet their needs.

Volunteering

Two-thirds of county employees who completed the annual health assessment indicated they volunteered at least one hour in the previous twelve months – confirming our long-held belief that county employees are committed to improving the communities where they live and work. In support of employee volunteering, the county developed a new Internet page with profiles of county employees who are active volunteers, search tools to find volunteer opportunities, and information and online registration for county sponsored volunteer activities. Employees from eight county departments participated in county sponsored activities such as conducting mock interviews with clients at People Serving People and painting and repairing a home for a senior who was unable to afford the repairs. County employee volunteers served students at Sullivan/Anishanabe and Harvest Prep/BEST Academy in October. Employees are invited to continue volunteering at Harvest Prep/BEST Academy every month through the end of the academic year. And a small group of employees are volunteering every Tuesday over the lunch hour as reading buddies to students at Marcy Open School through Everybody Wins Minnesota.

Volunteering as means of supporting charitable organizations was one of the key messages of the 2013 Employee Combined Charitable Campaign (ECCC). Ahead of the campaign, county staff joined other downtown employees for the United Way Action Day Speed Volunteering. In as little as fifteen minutes volunteers prepared literacy kits, welcome home packets, and blankets. Volunteering to set up a mobile food pantry to

distribute groceries to elementary school students through Second Harvest Meals for Mind was another opportunity to connect with one of the charities supported by the campaign.

Accelerating Graduation by Reducing Achievement Disparities (A-GRAD)

A-GRAD established the Youth Education Network as a result of information gathered during staff engagement sessions. The bi-monthly meetings offer practical support to county staff and highlight ways to integrate education into our daily interactions with youth. The Youth Education Network (YEN) has covered the topics of parent engagement, library resources and youth engagement. With an average of 50 attendees, from departments across the county like Human Services, Department of Community Corrections and Rehabilitation and the Library, YEN offers networking opportunities and the exchange of innovative ideas that support educational success for Hennepin County youth.

In partnership with Research, Planning and Development, preliminary results from the Cohort Study of County Involved Youth has allowed A-GRAD to engage staff from across the county in discussions regarding defining educational success for youth accessing county services. Through these discussions, staff has provided the foundation for launching A-GRAD's strategic framework that includes educational indicators that will support policy recommendations, program enhancements and practice changes.

A-GRAD launched, Get Schooled, an internal newsletter that keeps the organization updated on A-GRAD activities, provides links to educational resources and will highlight promising practices, people and programs.

RPD also distributed the information about changing age demographics developed during the initiative to the wider Hennepin County community through pages on the Hennepin County website.