

Hennepin County Progress Report

Pandemic Response Projects

July – September 2024



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Executive summary

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

Through the ARPA-SLFRF program, Hennepin County has a total award of \$245.9 million to respond to the economic and public health impacts of COVID-19 and to mitigate its impact on the community, residents and businesses. In March 2022, the county board took action to use the dollars from ARPA-SLFRF for government services. Starting in 2022, the county has used other revenue sources for pandemic response and recovery efforts, which is anticipated to result in efficiencies. Programs and services previously authorized by the board will continue but will be funded through other sources outside of the ARPA-SLFRF.

Key principles and priorities have been set to build upon the county’s approach to disparity reduction and to support pandemic recovery efforts. Hennepin County is committed to using a racial equity lens to target resources and focus outcomes on reducing disparities in the following domains: connectivity, education, employment, health, housing, income and justice. In addition to the domain areas, overarching infrastructure and supports have been prioritized.

This progress report summarizes Hennepin County’s pandemic response projects from July 1, 2024 through September 30, 2024. Projects are presented by disparity domain area. The following details are provided for each project:

- Project name
- Allocation amount
- Project description
- Progress narrative
- Key performance indicators
- Next steps



Pandemic recovery funds

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

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

Principles

- Hennepin County embraces and embodies core values of continuous improvement, customer service, diversity and inclusion, employee engagement, and workforce development as we serve our residents.
- Hennepin County is committed to using a racial equity lens to target resources and focus outcomes on reducing disparities in the following domains: connectivity, education, employment, health, housing, income, and justice..
- In response and recovery efforts, Hennepin County embraces opportunities for transformative change including lasting investments and more efficient, effective and accessible service delivery for residents in communities disproportionately impacted by COVID-19.
- Hennepin County will pursue and leverage other available federal and state funding before using CARES or SLFRF funding to support the recovery of residents, communities and businesses.
- Hennepin County is committed to a people-centered, inclusive and equitable approach in policymaking and service delivery.

Priorities

- Fund health programs to respond to COVID-19.
- Ensure legally required functions of county government can continue during COVID-19 pandemic.
- Invest in capital resources and infrastructure that help improve service delivery, remove barriers and mitigate health risks.
- Prioritize strategic investments that will have long-term value or cost reductions.
- Support the recovery of communities, residents, small businesses and nonprofits impacted by COVID-19 in ways that will help our region emerge from this crisis with an even stronger, more inclusive and resilient economy over the long term.
- Expand support and outreach to culturally specific human services and health care providers to strengthen their long-term ability to meet community needs.

Revenue replacement

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



Project inventory

Hennepin County will continue to support residents through the pandemic and beyond as residents and communities work to recover. This progress report includes a summary of Hennepin County’s pandemic response projects from July 1, 2024 through September 30, 2024. Projects that have expended their full allocation amount prior to July 1, 2024 are no longer included in this report. Projects are presented by disparity domain area.

Project name

Allocation amount—This is the amount of funding allocated for the project. Minor allocation changes are included in this report. The allocation changes were approved through the budget process.

Project description

Progress narrative

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

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

CONNECTIVITY DOMAIN



Broadband and Digital Inclusion

Allocation amount: \$10,000,000

Project description

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

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

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

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

Progress narrative

As the pandemic relief period winds down, some Digital Navigation contracts have been completed. Five nonprofit, community-based organizations (CBOs) delivered services during this reporting period. These CBOs have varied service models that include home visits for digital navigation, open technology labs in areas where residents lack personal devices or home internet, broadband adoption and outreach, access to assistive or adaptive devices, and skill-building training. Collectively, they're providing services across the county, providing digital navigation and support in multiple languages, including but not limited to Spanish, Somali, and Hmong. Where possible, they leverage the county library system to offer additional classes and support.

During this reporting period, we completed 26 community events that focused on meeting with residents, CBOs, and other partners to strengthen existing relationships and begin developing new ones. Community events focused on the following resident groups: senior / aging individuals, veterans, residents of color, English-language learners, justice-involved individuals, and any other covered households, as defined by the Minnesota Digital Opportunity Plan. The department also met with residents at recently completed multi-dwelling unit (MDU) broadband installations and providing them with digital literacy support and CBO referrals as needed. When out in the community, we repeatedly received positive feedback about the impact the services made in their lives.

Expressions of gratitude from the community include an elder engaging in the community at the Minneapolis Public Schools American Indian Student Back to School Fair who shared their concern regarding digital literacy and online safety needs for themselves as well as the four grandchildren they care for. A resident from the Latino

community who attended the Hispanic Advocacy and Community Empowerment Resources (HACER) Fair shared how they were using the computer skills in hopes of getting a good job and to communicate with family back home. Hugs were shared along with the appreciation of how the technology equipment, broadband connectivity, and digital-skills training provided helped them and their families reach larger goals of education and employment while allowing them the flexibility to achieve these goals in the comforts of home.

An installation project at the American Indian Community Development Corporation (AICDC) completed by Procellis Technologies in late June 2024 was formally completed on July 15. This project provided Wi-Fi connectivity options to 117 residents of the Wakiagun, Anishinabe Bii Gii Wiin, and Anishinabe III. AICDC provides supportive housing development for homeless individuals with substance use disorders; residents are primarily American Indian.

Additionally, a project completed by Brave North Technology was recently completed at two Missions Inc. locations that provide housing and supportive services to individuals experiencing problematic substance use, as well as withdrawal management for individuals and adolescents over the age of 13 who are dealing with intoxication and / or withdrawal. This project provided connectivity options for 86 residents at Mission Lodge and 22 residents at Smith Lodge.

In addition to completing these installation projects in the community, we completed an analysis of the gaps in broadband subscriptions among renters, looking at understanding the root causes of the barriers faced by affordable housing residents and the solutions most likely to be successful. We analyzed quantitative and geographic data on broadband subscriptions from several sources and gathered qualitative data from landlords or building managers and residents. The results of this research will be used to inform ongoing programs and policies to address broadband disparities.

Multiple partners have noted the lack of affordable internet options and shared concerns about how to support their communities without the Affordable Connectivity Program (ACP), a federal broadband subsidy that ended earlier this year. To address the impact of the end of ACP on subscription-vulnerable residents, Hennepin County has successfully implemented the Hennepin Connectivity Program to provide a subsidy of up to \$10 for approximately 26,000 eligible households who might otherwise lose their broadband service. This program is in partnership with certain internet service providers who participated in the ACP and is planned to run through December 2024.

An internet-safety public awareness campaign launched in February encouraging residents to “Think before you click” with social media, educational videos, and an online resource hub at <https://think2click1.com>. The content includes specific tips for youth, parents, and elders that are culturally appropriate and empowering. A campaign inclusive of transit, out-of-home, radio, and targeted digital newsletter/email campaign in support of the site and its content launched in the previous quarter officially concluded on July 31 and helped to augment the digital ads to target those not actively engaged in social media and encouraged them.” to “stay safe online The campaign achieved over 1.8 million impressions in July. These impressions, when combined with the 1.8 million total views received as a result of engaging static and video digital ads across platforms during the reporting period, led to 13,166 site visits. Ads across platforms generated over 16,627 clicks for a 0.94% click rate, representing average engagement levels across platforms, including two new social media platforms added during the reporting period, Nextdoor and Snapchat, which are targeted at the general population and youth respectively. The site continues to be refreshed with new content to address evolving resident questions regarding QR codes and artificial intelligence (AI) and is currently undergoing a user experience review to inform future updates and continued optimization.

Key performance indicators

- 1,148 individual requests to support Hennepin County clients and library patrons were submitted to digital navigation team.
- 535 resident requests were completed during the period by the internal Digital Navigation team, who distributed 508 computers to residents in addition to other digital inclusion supports.
- Approximately 1,972 Hennepin County residents received digital navigation support or training through five contracted community partners.

- 80 phones are distributed for use by Homeless to Housing program members.
- Online safety public awareness campaign launched in February, with 16,627 clicks and 1,777,996 ad views.
- Transit, out-of-home, radio, and targeted digital internet safety campaign launched in May delivered 1,801,399 impressions throughout the month of July with the simple message “stay safe online” as the campaign ended.
- Completed projects with two vendors to install internet infrastructure in two multi-dwelling units (MDUs) covering 225 beds.

Next steps

- Collaborate with the State of Minnesota Office of Broadband Development and many regional partners on the Digital Opportunity Plan and Digital Connection Committees.
- Update user experience and content on Think2Click1 website.
- Assist CBOs as needed to finalize contract spending plans before contracts are completed at year’s end.
- Continue to engage with Minnesota legislators and state regulators to raise awareness of digital equity issues impacting urban and suburban residents with lower household incomes.
- Establish long-term equity and inclusion programs focused on sustainable implementation after the funding period is completed.
- Diversity panel in support of digital inclusion week and internet safety month in October.
- Update resource and news information for use by cross-functional group of practitioners.
- Transition funding of Homeless to Housing program to housing stability department.
- Partner with library staff to communicate end of the T-Mobile hotspot program on November 20 to the 180 residents participating in the program so they have time to find alternate connectivity options.
- Explore sustainable continuation of equipment distribution to eligible residents.
- Redefine digital navigation roles and responsibilities to ensure we’re meeting residents’ evolving needs. Establish internal delivery standards.



Educational Services

Allocation amount: \$500,000

Project description

Hennepin County’s Education Support Services (ESS) department provides support and resources to youth who receive county services with a focus on student empowerment, skill building and collaboration with families, schools, and support professionals. Hennepin County Library (HCL) is a national leader of library service, innovation, and excellence. The 41 libraries, website and outreach services serve 1.2 million county residents over 611 square miles. Hennepin County Library’s mission is to inspire, facilitate, and celebrate lifelong learning.

For this collaborative project, ¡Aprendamos juntos!/Let’s learn together, the objective is to provide immediate educational support to youth and families in the Hennepin County family shelter system who are new arrivals to Minnesota. The project team from Education Support Services and the Library has focused on assisting families with school enrollment, helping with integration into Hennepin County schools, and identification of needed academics supports for youth. The team has also worked to identify and deliver needed education supports for parents and caregivers.

Hennepin County Education Support Services and Hennepin County Library are partnering with culturally responsive community organizations to provide education supports to Spanish-speaking youth and adults in family shelter. Through engagement with families at the family shelter in Bloomington, MN, the project’s initial focus has been to identify needs and barriers in literacy and education and respond with services and supports to meet the needs of the families and remove barriers.

Progress narrative

During this reporting period, ¡Aprendamos juntos! has focused on providing educational and literacy supports that include English classes for adults, engaging activities for children, virtual tutoring, broadband and digital inclusion resources, literacy supports, and educational excursions, for newly arrived families staying at the Hennepin County Family Shelter in Bloomington.

The ¡Aprendamos juntos! team has focused on building relationships with families, shelter staff, and community partners to support and guide the work of this project. English classes were made possible by a partnership with Literacy MN and were offered five days a week. Concurrent children’s activities were hosted by HC staff with support from volunteers recruited through Volunteer Services, with a special onsite program offered by the Works Museum. Families participated in four off-site educational excursions to the Minnesota Zoo, Latino Nature Fest, Oxboro Library, and a Three Rivers Park District park. In addition to the aforementioned activities, ¡Aprendamos juntos! staff worked alongside shelter staff to support families in school enrollment and navigation.

Hennepin County needed to transition from the family shelter site in Bloomington, causing families to change sites throughout the months of July and August. In order to be responsive to families and Hennepin County partners’ needs, ¡Aprendamos juntos! shifted its approach to focus on supporting families during their site transitions, which resulted in decreased participation in the onsite program offerings as families moved out of the shelter.

In September, ¡Aprendamos juntos! focused on bringing services to Hennepin County family shelter sites in Minneapolis and Brooklyn Park. ¡Aprendamos juntos! staff worked alongside housing stability staff to help families navigate this transition by supporting school enrollment, transportation changes, and doing door-to-door outreach with families. Outreach and listening sessions were conducted with residents at both sites, in addition to school supply distribution. ESS staff enrolled new families in tutoring services, and distributed devices for this purpose.

Key performance indicators

In this reporting period, the following metrics represent instances of adults and youth receiving services, and individuals may have received services multiple times, therefore may be counted more than once:

- Number of contacts with youth and adults by ¡Aprendamos juntos! staff: 635
- Number of youth and adult contacts with educational excursions: 79
- Number of adults contacts with English classes: 96
- Number of youth contacts with youth engagement activities: 84
- Number of student contacts receiving tutoring: 27
- Number of youth and adult contacts for outreach, family engagement, and resource connections: 323
- Number of books distributed: 100
- Number of parents / caregivers who have identified their own education needs: 31
- Number of computers and technology support contacts provided in living spaces or to families: 26

Next steps

In the next three months, ¡Aprendamos juntos! will continue to provide education and literacy support to families at Minneapolis and Brooklyn Park shelter sites. The project will invest in educational play and learning spaces, broadband and digital inclusion resources, books for the shelter collections and distribution, and both on- and off-site educational experiences. Additionally, families at the shelter locations will be connected with resources at nearby libraries through tours and visits. This connection will ensure families learn about free library resources that are available to them even beyond their stay at the shelter site. Continued engagement with families to identify strengths, opportunities, and barriers will help ESS and the Library sustain support for newly arrived families sheltered by Hennepin County beyond 2024.



Employment Strategies

Allocation amount: \$9,280,000

Project description

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

Employment strategies will focus on:

- Partner with the Housing Stability area to provide employment and training services that will supplement case management and housing-related supports for anyone who is interested in work, is 18 years or older and single (no dependents), is currently or recently experiencing homelessness. Services under this project include, but are not limited to, employment coaching, skills development through training and education, and assistance with placement and retention.
- Create a consortia of workforce development providers that can provide just-in-time employment and training services leading to living-wage jobs by ensuring participants have the skills employers are seeking.
- Create the Workforce Leadership Council (WLC) which is the platform the county will use to convene business partners for cross-sector sharing of ideas, promising practices and resources, and for cultivating strong partnerships to address pandemic-related economic hardships.

Progress narrative

Employment and Training Services for People Exiting Homelessness initiative

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

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

Quarterly updates (July 1, 2024 – September 30, 2024):

This quarter, 67 new referrals have been received (45 to AIOIC and 22 to GWES).

Participants have been provided support services to assist in their ability to participate in training and / or employment. Support services have included bus cards, funds for groceries, a bicycle, steel-toed boots, interview clothing, work uniforms, pay-to-stay shelter nights, assistance with utilities and rent, fees to obtain certifications / licenses, and more. For this quarter, the total amount spent on providing support services for program participants was \$9,013.

Monthly case consultation meetings continue to be held for cases with program participation barriers identified by case managers and / or career navigators.

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

Expansion of pilot referral sources is underway. Hennepin County's Homeless to Housing and Streets to Housing case managers, Agate Housing and Services, Catholic Charities Higher Ground, The Dignity Center, and Simpson Shelter case managers and advocates have been onboarded since 2022. Refresher trainings are scheduled for current referral sources during 2024's fourth quarter. The Link shelter onboarding for youth 18 and older is scheduled. Expansion to family shelters will begin first quarter of 2025.

The stipend program rolled out January 1, 2023. To date, 40 participants have received stipends.

A collaborative private SharePoint collaborative site for Hennepin County and external community-based providers is established and includes the program referral mechanism as well as program and contact information and community resources.

- The program brochure was recently updated and is being dispersed to program referral sources to share with potential participants.
- A Power BI dashboard has been designed and continues to be enhanced.
- A program evaluation is underway with support of Hennepin County's Strategic Planning and Initiatives Department.

Workforce Leadership Council (WLC)

The Workforce Leadership Council is a partnership between Hennepin County and small and mid-sized business owners and stakeholder organizations to better understand employment and business operations needs and challenges and to explore opportunities for improvement and innovation. The WLC provides space for critical conversations, learning, new partnerships, and collaboration.

By creating strategic business partnerships, the WLC is aligned to meet industry demands. Through the collaboration of regional employers, business leaders, and partners, members exchange experiences and know-how, as well as the expertise necessary to align resources and champion strategies that prepare residents for careers and meet employers' needs.

The WLC has identified various pain points in employee attraction, recruitment, retention, and advancement. Three work groups were created to dig deeper to foster a better understanding of their challenges and opportunities for collective solutions. The purpose of each work group is as follows:

1. **The Technology Work Group** focuses on the unmet technology needs of small to mid-sized businesses and its employees. This workgroup is advising and learning from two Elevate Hennepin pilot programs: 1) to assist employers in identifying appropriate technology solutions to enhance their business operations; and 2) to help employees gain a better understanding of the essential technology skills needed for successful employment. Additionally, the work group has added translation services to the Elevate Hennepin platform to allow employers to utilize available services where English is not their primary language.
2. **The Talent Pipeline Work Group** focuses on building career pathways into roles experiencing current and projected shortages in the private sector. The work group compares and analyzes high-demand, hard-to-fill occupations and seeks to better understand minimum qualifications, pay scales, and skill requirements, to

create opportunities to expand a potential hiring pool. The work group has implemented two cohort programs focused on creating career pathways for Mental Health (MH) workers and Commercial Driver’s License (CDL) truck drivers respectively.

- 3. **The Barriers to Employment Work Group** focuses on helping businesses identify and implement promising talent attraction and retention strategies to become “employers of choice.” The work group partnered with Elevate Hennepin to deliver cohort-based, targeted programming focused on connecting businesses to teams of subject matter experts in human resources, compensation, budgeting, and finance to develop implementable and scalable solutions. Programming focused on financial wellness, asset building, and potential financial subsidies that may come in the form of wages, childcare assistance, and savings, and will be offered to employees of businesses enrolled in the cohort.

Quarterly updates (July 1, 2024 – September 30, 2024)

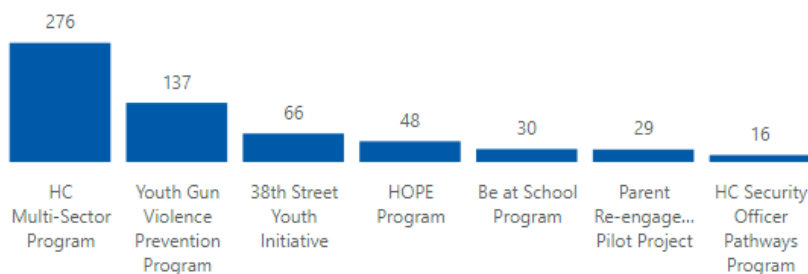
- This quarter we spent much of our time learning about the impacts of the implemented pilots, identifying potential sustainable solutions, as well as conducting a temperature check to determine if we are still on the path we want to be on.
- As it relates to the Technology work group, this group has determined there are viable solutions within the market, but the gap is connecting businesses to these solutions. The Hennepin County business navigators are a newer role at the county that now work as a connector for businesses to appropriate solutions on a case-by-case basis.
- The Talent Pipeline work group has determined the U.S. Chamber Foundation Talent Pipeline Management, and utilization of a local organization Real Time Talent, are viable solutions for employers to understand their internal talent needs, and therefore is exploring enhancement strategies and sustainable funding options.
- The Barriers to Employment work group is very excited about the human resource technical assistance that is being provided to five local businesses. The businesses have shared this was not something they would have thought they needed, but now understand the importance of such assistance. This element of the work is already underway as it relates to securing sustainable resources. The other element of this pilot is still under consideration as it relates to the connection between serving both the employer and the employee in an interconnected way versus parallel tracks.

Workforce Development Roster Program

In October 2021, the Hennepin County Board authorized \$10 million for career pathways programming as an employment strategy to address the inequitable impact of the COVID-19 public health emergency on Hennepin County residents, particularly those who are Black, Indigenous, and people of color. The strategy created a consortium of nonprofit organizations, able to provide just-in-time employment and training services leading to living wage jobs, by ensuring participants have the skills employers are seeking. To this end, the Workforce Development Roster Program was created. The WDRP partnered with the Minneapolis Regional Chamber to connect training graduates with living wage jobs and to work with providers to both connect them to employers as well as strengthen existing business relationships. Since program inception, there have been a total of 23 WDRP contracts and two MOUs executed.

Quarterly updates (July 1, 2024 – September 30, 2024):

- Total Roster Program enrollment to date:



- 18 WDRP contracts were sunset this quarter. Eight contracts will continue into the fourth quarter of 2024 including the Library Career Navigator program, HOPE program, Youth Gun Violence Prevention — Employment Strategy program, and the Be at School / Youth Diversion Program.
- To date, 320 participants were enrolled in the Roster Program and 282 have exited.
- A total of 98 participants have achieved employment with hourly wage increased this quarter.
- Currently, active programs include Youth Gun Violence Prevention Program (YGVP), HOPE program, Be at School Program, and Pre-Employment for People Exiting Homelessness Program:
 - There are 47 enrolled cases from which six cases are exited, 37 of which are from YGVP program. There are 24 female BIPOC and 26 male BIPOC participants.
 - In terms of program activities:
 - 27 participants are attending training
 - 13 are searching for a job
 - and six are employed
- Workforce Development staff and assigned contract managers meet with providers at least once per quarter to discuss progress and to identify potential barriers.
- The third WDRP collaborative meeting is scheduled for October 31, 2024. This space allows for organizations to work together to enhance service delivery for the residents they serve. The Minneapolis Regional Chamber will facilitate a panel discussion with a community-based organization and two local business leaders with a focus on building employer partnership.
- The total amount of support services accessed to date is \$149.96K:

Support services



Key performance indicators

Employment and Training Services for People Exiting Homelessness initiative

Key performance indicators:

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

Evaluation efforts include:

Continue program and participant data monitoring and evaluation

Ongoing discussion with implementing partners and Hennepin County management regarding data needs for long-term program sustainability

Six participants employed part-time; 11 participants employed full-time; seven participants are participating with GWES work experience program

Seven participants currently seeking employment

Six participants enrolled in training courses and 26 participants exploring training opportunities

Two participants enrolled in GED class; one participant exploring educational opportunities.

Since the program began spring 2022 there have been 350 individuals referred. Currently 119 participants are actively open.

Activities for open participants include:

Activity (groups)	Completed	In progress	Not completed
Assessment & Counseling	194	73	65
Education	2	8	3
Employment	57	45	11
Financial Education	1		
Job Search	46	18	21
Training	44	14	15
Work Experience	31	12	10
Total	202	115	109

Average participant wages:

Average wages (where available)

CaseStatus Activity description	Enrolled		Exited	
	Case count	Hourly wage	Case count	Hourly wage
Employed Full-Time	31	\$19.01	26	\$19.73
Employed Part-Time	27	\$15.95	18	\$16.63
Placed in Job	5	\$18.99	5	\$15.46
Total	50	\$17.67	44	\$18.19

Workforce Development Roster Program and Workforce Leadership Council (WLC)

Quarterly results data:

- Five businesses are continuing to receive human resources consulting services via Elevate Hennepin Talent, and their employees are receiving training, financial wellness, and supportive services from a workforce development provider. The human resources element is proving to be a crucial resource for businesses, the WLC has supported the goal of sustaining these resources beyond this pilot.
- The Talent Pipeline Management has maintained the number of employers engaged. This is continuing to be proven as a viable solution for businesses and their talent needs hence the WLC is looking for ways to sustain the work long term.
- Our collaboration with the local chamber has also demonstrated success this past quarter as we have seen continued collaborations fostered between employers and community-based organizations to ensure talent needs are addressed and met.

Evaluation efforts focus on:

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

Alignment with the country's disparity reduction efforts

Next steps

Employment and training services for People Exiting Homelessness initiative

Secure funding for 2025 programming. Budget recommendations go before Hennepin County Board in December.

If program funding is secured, extend current provider contracts and publish a Request for Proposal (RFP) to add a third provider to the program in 2025.

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

Continue to monitor quantitative and qualitative data and outcomes.

Continue to build / improve program Power BI dashboard.

Expand referral source to additional adult and family community shelters.

Complete the program evaluation process with Hennepin County's Strategic Planning and Initiatives Department by the end of December 2024.

Workforce Development Roster Program

- The Minneapolis Regional Chamber is scheduled to host a Workforce Development Roster Collaborative event that focuses on building employer partnerships with community-based organizations on October 31, 2024.
- The Department of Workforce Development will provide technical assistance and support to awarded providers with contracts that sunset in the fourth quarter of 2024.
- The Department of Workforce Development will continue to provide technical assistance and support to awarded providers with contracts that continue into 2025.
- Continue to monitor Power BI program dashboard data and program report data.
- Monitor program budgets.

Workforce Leadership Council (WLC)

- Provide technical assistance and support to awarded providers
- Monitor and evaluate quantitative and qualitative data and outcomes
- Monitor program budget and identify 2025 strategies for the WLC
- Make recommendations for scalable solutions, inclusive of sustainable funding options



Behavioral Health

Allocation amount: \$20,000,000

Project description

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

Initiatives toward these intended outcomes include:

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

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

Progress narrative

September 30, 2024, marks start of the final quarter of ARP reporting. Eight of 10 programs have finalized their programs for the period. With only three months remaining, 10 of 11 programs have met or exceeded targets in entirety or for the current fiscal year. Many programs have fully executed their contracts terms and are wrapping up final reporting in preparation for closeout. Sustainability plans are in progress with providers to continue services using non-ARP funding.

The Expanding School Based Mental Health (SBMH) initiative remains just shy of 100% of public (non-charter) schools receiving services. School Based Mental Health is currently active in 200 schools representing every Hennepin County School District. During Q3 2024, 95% of parents and caregivers reported being satisfied with the school-based services they received in July – September 2024.

Developing and Expanding a Network of Culturally Specific Mental Health Services, a sunset program, served 12,756 residents in fiscal year 2024 with 15 cultural groups represented (July 2023 – December 2024). As of Q2 2024, all contacts are complete.

The Sustaining Family Home Visiting initiative has created multiple dashboards including the Family Home Visiting data dashboard that will be completed by the end of Q4 2024. This work has been made possible through the collaborative partnership of the new Principal Planning Analyst and the Hennepin County Data and Assessment team.

Caring Connections 4 Kids (CC4K) screened 152 children for a total of 153 mental health screenings resulting in 22 positive screening results (~14% positive screening rate). This is down slightly from screened children earlier this year at 193 in Q2 2024.

The Expanding Access and Hours at 1800 Chicago initiative focused on continuing to increase collaboration with law enforcement and the Public Safety Facility to encourage increased utilization of the drop-off facilities by highlighting the benefits of this service at rollcalls and presented at three Crisis Intervention Team trainings during Q3.

For Q3 2024, Expanding Family Response and Stabilization Services (FRSS) launched a digital media campaign in September of 2024 targeting parents, teachers, and school districts to bring awareness to immediate, in-person support for families facing challenges with their children and youth.

Six training sessions were held for workforce development. This team participated in 94 community events and submitted a Medica grant application for Child and Adolescent Needs and Strengths (CANS) tool to help guide and standardize the recommendations for services at critical access points.

Key performance indicators

The 11 Behavioral Health initiatives have separate KPIs based on their individual approaches to supporting the mental health and substance use disorder needs of Hennepin residents. The quarterly KPIs reported for the annual fiscal year report reflect that the following initiatives have met or exceeded their established project goal at this time:

- **Expanding School Based Mental Health:** 93% of target of Hennepin County schools receiving services. Further action needed to obtain 100%. An estimated 6,600 students in 200 schools.
- **Developing and Expanding a Network of Culturally Specific Mental Health Services:** Goal Met. Target Complete. Final reporting: 12,756 residents were served with 15 cultural groups represented (July 2023 – June 2024).
- **Sustaining Family Home Visiting:** Secured \$2 million in funding for County Strong Foundations Family Home Visiting programs in 2024, and \$2 million in funding from the City of Minneapolis to serve city residents. Agreement is in place with funders through 2027. Expansion funds are being explored ongoing.
- **Expanding Caring Connections 4 Kids:** Annual goal of 500 children screened. For Q3 2024, 152 children were screened.
- **Reforming 911:** Supported 23 cases opened in Q3 2024, and eight referrals were made for community supports.
- **Expanding Access and Hours at 1800 Chicago:**
 - 2,435 total visits
 - 549 unique residents were served
 - 1,378 referrals for services
- **Expanding Family Response and Stabilization Services:**
 - 105 families served who called FRSS for services (halfway to year two goal of 200)
 - 32 served in stabilization (goal of 80)
 - 60 families received services in under one hour
 - 32% of families were referred to stabilization services (target of 40%)
- **Piloting a Family-Based Recovery Program:** Target met. Goal Complete. 51 families served to date. 57% of children remained at home.

Next steps

Goals for Q4 of 2024 include:

- By December 31, 2024, the Expanding School Based Mental Health initiative plans to work with vendor selection to complete the request for proposal (RFP) process for school based mental health contracts that will begin in January 2025 and engage school mental health providers in a survey process to learn about number of FTEs across Hennepin County schools and the ratio of unstaffed to staffed positions.
- In Q4 2024, the Expanding Caring Connections 4 Kids (CC4K) initiative will continue to work towards strategy, goals, and partnership improvement for CC4K, researching an improved database and case management system. Final program goals include increasing and improving children's mental health partnerships with providers to increase collaboration and communication, and address gaps in support especially culturally and racially-specific needs services for families.
- Reforming 911 will continue to identify which partners received the Department of Public Safety grant and seek opportunities to partner with these agencies to expand the Alternative Response Program in 2025.
- The Expanding Access and Hours for 1800 Chicago initiative for Q4 plans to increase utilization of the Standard Suicidal Screening and Risk tools to better aid in the rapid identification and response to mental health crisis and the Jail Diversion / Law Enforcement Officer drop-off service.
- During Q4, 2024, the Piloting an In-Home Family Recovery (IHFR) initiative will expand IHFR to all investigation units (seven additional units), train family group decision-making partners in IHFR and begin contract process with additional implementing agencies.



Maternal Health

Allocation amount: \$9,500,000

Project description

This initiative focuses on strengthening and expanding existing services, partnerships, and resources to improve maternal health outcomes for Black, Indigenous and birthing people of color. The resources will expand Hennepin County Public Health’s (HCPH) capacity to partner with the community to influence systems change, provide maternal and child health education, and promote access to health care in the community. To facilitate community-driven solutions to maternal health, HCPH is using these funds to invest in community-based efforts and providers focused on improving outcomes for those facing the worst disparities. This includes forging new partnerships and supporting a sustainable birth justice and maternal health infrastructure for systems change to get at the root causes of inequities.

The project activities include:

- Expanding existing programs focused on improving maternal health outcomes for Black and Indigenous persons and people of color affected by disparities.
- Developing and implementing a birth justice plan to improve maternal and infant health outcomes.
- Investing in community-initiated solutions and culturally congruent and innovative practices to reduce disparities.
- Increasing departmental capacity for data collection, reporting and analysis to support measurement strategies.

Progress narrative

Expanding access to care and services

Over the last quarter, the Maternal Health Initiative continued to work with contracted providers to deliver in-community care and services. Many providers have focused on social determinants of health and connecting patients to supportive resources to address the full range of patient needs. Hennepin Healthcare’s (HHS) doula on-call program has seen an increase in the number of doula-attended births since the beginning of this initiative, and they recently celebrated the fifth anniversary of this iteration of the program staffed by Everyday Miracles. HHS continued expanding screenings for food insecurity for all, as well as their Healthy Pregnancies Home-Delivered Food Program for high-risk pregnant patients up to eight weeks postpartum. The Immediate Food Support Program distributed over 7,200 food bags to patients this quarter. HHS also continued to partner with The Family Partnership and Northside Achievement Zone to develop a culturally congruent infant mental health curriculum, with the goal of increasing capacity of home visitors to better support families. Hennepin Healthcare’s East Lake Clinic continued embedding trauma-informed healing practices in the clinic. An evaluation revealed that Latine patients were 4.5 more likely and Black patients were 1.78 times more likely to continue receiving pregnancy care at East Lake Clinic following trauma-informed screening and treatment.

NorthPoint Health & Wellness Center continued integration of Clinical Services and Human Services to address the full range of patient needs and provide a seamless support system. Streamlined communication and care coordination has helped efficiently manage internal referrals to behavioral health, career services, and housing for pregnant and postpartum patients. Within Clinical Services, NorthPoint conducted new patient obstetric intake

processes that included a social worker to promote early assessment and access to social determinants of health supports. Patients were connected to Pack and Plays, diaper bags, and car seats if their health plan did not cover the cost. NorthPoint also hosted 36 Empowerment Group sessions this quarter, and their community health workers became certified as lactation educators, childbirth educators, and doulas.

Within Public Health clinical services, a Reproductive Health Educator has addressed reproductive health care needs for patients at the Red Door Clinic. There has been an increased demand for emergency contraception, and the clinic has worked to improve protocols and workflows to accommodate client requests, including receiving a second Plan B donation and translating the clinic contraception brochure into Spanish. The second clinical position supported through the initiative, a maternal child health (MCH) nurse with Healthcare for the Homeless, addressed gaps in care and helped patients navigate maternal health resources and services. The MCH Nurse supported mothers postpartum with lactation visits, coordinated care for patients with high-risk pregnancies, and built relationships with multiple youth who had not yet accessed Healthcare for the Homeless.

Implementing the birth justice strategic plan

Collective Action Lab and the Birth Justice Collaborative (BJC) partners are leading implementation, oversight, evaluation, and emergent developments of the birth justice strategic plan. Implementation is underway for birth justice plan programs, and activities are focused on:

- **Acknowledging and addressing the impacts of racism** Evaluation of the postpartum support pilot continued with surveys of pilot participants and of a comparison group. Evaluators also conducted focus groups with pilot participants to learn more about the impact of the program.
- **Investing in a network of trusted cultural providers and resources** Planning work continued for the African American HomePlace and the American Indian Birthing Center. The HomePlace team engaged consultants to support the work and advanced the workplan including the development of a framework and core goals for HomePlace. The American Indian Birthing Center team continued researching, conducted a community survey, and connected with experts to identify similar models and implementation steps.
- **Creating and expanding culturally meaningful workforce pathways** the BJC has partnered with Birth Equity Community Council (BECC) to support and train cultural providers, including offering doula business supports. Curriculum for doula billing training was piloted at two trainings held in September with 21 participants. Topics covered the doula registration process with MDH and how to enroll with DHS to receive reimbursement for providing doula services.
- **Supporting a system of anti-bias accountability** The BJC has engaged a Hennepin County health system in an obstetric racism pilot centering Black women. This quarter, BJC affirmed system commitment to engage in the pilot, developed a proposal, and are working to finalize a contract.
- **Advocating for and radically reforming policy** The advocacy team has pursued an administrative advocacy plan with emphasis on doula billing implementation, midwifery rates, and technical assistance needs. The team met with DHS and made progress on both issues.

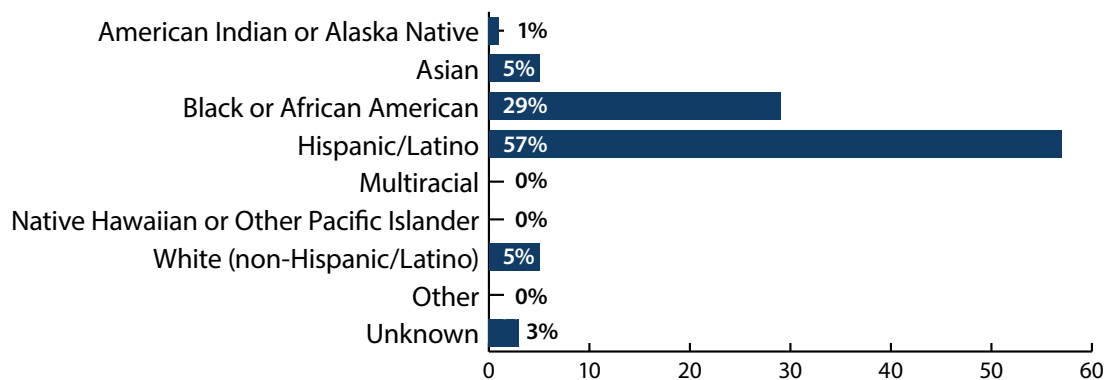
Key performance indicators

Expanding existing maternal health services

- Number of individuals served through expansion of Public Health Clinical Services: 108 individuals served
- Total number of individuals served through contracted providers Hennepin Healthcare and NorthPoint Health & Wellness Center
 - 796 total individuals served
- Number of training and educational sessions offered, topics covered, and attendance
 - 13 trauma-informed care trainings held
 - 36 education and group sessions held

- 401 community members and health care professionals attended trainings and classes
- Number of individuals receiving referrals to supportive resources
 - 7,253 culturally congruent food bags distributed to patients experiencing food insecurity
 - 363 individuals received 624 referrals to social determinants of health resources, including behavioral health, nutrition, dental, social work, and human services
 - 59 individuals screened via East Lake Clinic trauma screening tool and referred to trauma responsive supports
- Number of visits completed with patients including prenatal and postpartum OB/Gyn, doula, and midwifery care
 - 535 visits with practitioners
 - 53 visits with Maternal Health RN
 - 75 doula visits

Demographics of patients and clients served through expanded services



Develop and invest in community-initiated solutions to reduce disparities

- Hennepin County investments in birth justice strategies implementation: Over \$740,000 invested this quarter into
 - direct services, planning, and community education such as the postpartum support pilot program, African American HomePlace and American Indian Birthing Center planning, cultural provider business supports, and advocacy; and
 - ongoing birth justice infrastructure, community governance and participation, coordination, project management, and cross-agency collaboration.

Data-informed decisions and evaluation efforts

The team leading the maternal health initiative evaluation will conduct additional data collection this fall with county initiative staff and birth justice project partners. Data and learnings throughout the initiative will be summarized in an evaluation report. Evaluation of the birth justice plan pilot projects will also be summarized this fall. Evaluation findings will continue to inform initiative sustainability, disparities reduction leadership, and planning is underway to share out learnings more broadly to inform cross-departmental and cross-jurisdictional work. In September, results and preliminary evaluation findings to date were used to submit a workshop proposal at the 2025 Association of Maternal Child Health Programs (AMCHP) conference.

Next steps

During the next quarter, the maternal health initiative team will continue to focus on refining sustainability plans informed by the ongoing evaluation of the initiative, feedback received from contracted providers and birth justice partners, and priorities within HCPH and for disparity reduction. The evaluation team will draft an evaluation report summarizing data and learnings throughout the initiative, projected to be completed in late January 2025. Contracted providers will provide care and services through the end of their contracts, and BJC partners will continue to implement birth justice pilot programs and initiatives.

HCPH is proud of the ongoing partnership with the Birth Justice Collaborative and the many individuals, organizations, and cross-sector collaborators that are working to advance birth justice through this maternal health initiative. The initiative staff and leadership will continue to seek additional funding for 2025 and beyond to sustain efforts and accountability for changing maternal health systems, practices, outcomes, and experiences for Black, American Indian, and people of color in Hennepin County.



Public Health

Allocation amount: \$9,700,000

Project description

This project focuses on rebuilding and strengthening critical public health capabilities and services that are essential to protect community health during the pandemic and in a post-COVID-19 era. Efforts focus on bolstering public health infectious disease response and coordinated immunization outreach and delivery; increasing and enhancing capacity to respond to public health emergencies; strengthening health promotion programming to mitigate the impacts of COVID-19 in the community; and coordinating early childhood development strategies to improve access to early childhood services for families. Foundational to these efforts will be expanded assessment capabilities and increased project management capacity with the aim to address long-standing and newly emerging public health challenges. Project activities include:

- Investing in community-initiated solutions and culturally congruent and innovative practices to reduce disparities.
- Increasing departmental capacity for data collection, reporting and analysis to support measurement strategies.

Progress narrative

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

Prevent the spread of communicable diseases

Infectious disease response: The Community-Based Infectious Disease response team (CBID) was formed to ensure a rapid, effective, and culturally competent response to emerging infectious disease outbreaks. Now two years old, CBID continues to evolve and instill lessons learned. This past year, CBID helped maintain stable staffing levels in the Public Health Clinic (PHC) and Healthcare for the Homeless sites to ensure delivery of HIV medications, continuous infectious disease screenings, syphilis treatment, and continuation of suboxone services. This past quarter, CBID staff have also supported an increase in vaccines, including mpox, by staffing the PHC immunization clinic. We have provided education on mpox and assistance in scheduling appointments at Central Library where HIV testing is offered. We have also partnered with Minneapolis Mpox Taskforce in providing education and vaccine in at community events. Public Health continues to monitor measles cases in Hennepin County and a couple CBID staff were trained by the Epidemiology program area in preparation for needed response. We have also developed a partnership with MDH to support pregnant syphilis cases that are out of care and difficult to locate.

Infection control in long-term care facilities (LTCF): The key strategies that have been implemented from July to September 2024 by the Long-Term Care Infection Prevention Unit include:

- Continued support for Hennepin County Long-Term Care Infection Prevention Coalition, planning and organizing meetings of the steering committee and subcommittees (antibiotic stewardship, education, and toolkit).
- Finalized evaluation and reporting for the Antibiotic and Urine Culture Stewardship in LTC training series. Shared evaluation results with Antibiotic Stewardship Committee of the LongTerm Care Infection Prevention Coalition.

- Reviewed other improvement ideas identified in the Antibiotic Stewardship Needs Assessment Survey. Identified needs for pre-professional education, inter-organizational coordination, data access, and intra-organizational collaboration.
- Initiated LTC Connect of Hennepin County, a bi-monthly networking and collaboration virtual meeting of Infection Prevention staff from Long-Term Care Facilities, providing a forum to share successes and challenges and participate in guided discussions around topics of common interest.

Prepare and respond to emergencies

1. **Self-paced online learning module** Public Health Emergency Preparedness and Response (PHEPR) staff worked with Hennepin County Information Technology specialists on completion of the PHEPR self-paced e-learning module. Over the last year, PHEPR invested resources towards the ability of our program staff to develop and administer trainings internally, to allow for increased efficiency and accuracy of training content. PHEPR is currently adapting the drafted training to produce a product that better reflects the department's goal of preparing personnel to respond to future public health emergencies. The training objective remains unchanged, which is to provide department personnel with response expectations when activated for a public health emergency response role. The continued development of this training will resolve deficiencies and corrective actions that were identified in the COVID After-Action Report.
2. **Emergency Response and Recovery (ERRP) plan revision** The ERRP Base Plan revision is 95% complete. Work is continuing with a Public Health Strategic Initiatives project manager to incorporate health and racial equity elements into the base section and appropriate functional annexes of the plan. The Access and Functional Needs Annex will be maintained and updated, following extensive research and discussion surrounding its viability and value to the department. Recent plan revision activities focused on updating elements within the Disaster Behavioral Health Annex, the Mass Care Sheltering Annex, and the Logistics Support Annex. Revision of the High Consequence Infectious Disease has been completed.
3. **Hennepin County Point of Dispensing sites** As of September 30, 2024, six Memorandums of Agreement (MOA) have been formally executed with Hennepin County school districts, which include Facility Use Agreements for just-in-time execution to govern specific use of facilities during public health emergencies requiring medical countermeasure dispensing or administration.
4. **Continuity of Operations Plan** Public Health Emergency Preparedness and Response staff worked with other Public Health department programs to develop continuity of government plans that include considerations for future extreme disruptions to services. Focus of continuity planning include the identification of critical functions and services, identification of key personnel, orders of succession and delegation of authority, identification of support systems and vital records, identification of alternate facilities / worksites, and the identification of communication systems and emergency contact information.

Promote healthy communities and healthy behaviors

Chronic disease Through a partnership with the Community Health Improvement Project (CHIP), this initiative is funding four projects including community pop-up clinics to increase access to primary care, train-the-trainer models for mental well-being practices in communities of color, expanding referral networks for primary and mental health care, and increased access to dental care for youth without insurance. The four projects will continue through November 2024. A second community RFP focused on reconnection to primary care, mental well-being, and other health promotion activities awarded nine providers. Their contracts began December 1, 2023, and will conclude at the end of November 2024. Projects include addressing delays and gaps in primary care, chronic disease management, support to expand community health worker programs, mobile health screenings, and whole-person wellness initiatives. The initiative also supports a community health worker (CHW) HUB project with Pillsbury United Communities and that work began in December. The goals are to support the infrastructure for expanded CHW roles in community-based organizations who can access reimbursement support for their services and thus increase longer-term sustainability. The initiative also supports projects with the Reimagine Black Youth Mental Health program to bring youth together to support connectedness, resiliency and joy. As the ARPA funds come to a close, contracted partners are working to complete their projects and evaluations.

Community Health Improvement Partnership (CHIP) Hennepin County Community Health Improvement Partnership (CHIP) funded 16 mini community-led projects to advance community mental well-being, or support connectedness in housing communities, in collaboration with the City of Minneapolis and the cities of Bloomington, Edina, and Richfield. Examples of community-funded projects include connectedness activities in an affordable housing community that serves seniors and individuals with disabilities; grief groups at Black gathering spaces; a community engagement project at the Ecuadorian consulate in Minneapolis; and working with multigenerational Somali mothers and caregivers. The CHIP Housing Action Team has attended community gatherings at two mobile home parks in Dayton and Corcoran to meet neighbors and hear about strengths and barriers in the community. The Housing Action Team is working to deepen relationships with the Dayton community, but require a more tailored cultural approach, and is looking to partner with a Latine organization to do the outreach and asset mapping. The CHIP Evaluation Team, many of whom had attended a Ripple Effects Mapping (REM) training offered by Bloomington / Edina / Richfield in February, launched REM with the executive committee, and soon with the Community Mental Well-Being Action Team to better understand the impact of the current CHIP 2.0 initiatives. This will help CHIP leverage what is most impactful as the partnership plans for CHIP 3.0. The Community Health Assessment (CHA), which is the foundation to the Community Health Improvement Plan, was underway during this quarter, and staff are summarizing results. The CHA / CHIP committee has established prioritization criteria, and plans are underway to begin to prioritize the leading health issues in the county and begin the CHIP 3.0 process in October.

Age friendly The Public Health Age-Friendly Coordinator and team continue to implement the countywide Age-Friendly Action Plan. The team was awarded an Age-Friendly Communities MN grant that focused on conducting a feasibility study for the CAPABLE model. CAPABLE helps older adults age at home with support from small home improvements and a coordinated care team. The team is now exploring how the program can be implemented at the county in partnership with NorthPoint Health & Wellness. A logic model and evaluation plan are complete, and the team is tracking metrics related to community partnership, technical assistance, and long-term health outcomes. The team also launched a mini-grant process to support community partners in implementing activities focused on older adults and social connection. Twenty-two organizations were awarded funding to support their projects. The Age-Friendly team also supported the county in becoming a certified Age-Friendly employer. Additional work included partnering with other Age-Friendly local governments (Minneapolis, Brooklyn Park, and Maple Grove) to host a series of awareness activities in honor of Older Adults month in May. Activities included facilitated conversations on ageism, an elder panel, and the creation of a traveling mural – elders in community produced it and it will travel to county events and other places to spark conversations on aging and connectedness. As ARPA funds come to a close, Age-Friendly is shifting to seek other sources of funding and focusing on closing out ARPA-specific activities.

Coordinate early childhood development strategies The early childhood (EC) coordinator, in partnership with the Well-Being program area, identified two new sites to receive the Strong Beginnings designation in Q3, to begin services January 1, 2025. Strong Beginnings is a childcare and education program that serves low-income families. The two additional sites will increase access to high-quality early childhood services for families in the western suburbs and South Minneapolis. The EC coordinator conducted site visits with the current Strong Beginnings sites. Sites reported that children born during the pandemic (particularly children who are currently 3-4 years old) are experiencing significant behavior challenges, which causes issues in the classroom environment that are difficult for even the most experienced staff. They indicated a need for more early childhood mental health services in Hennepin County. In response, Family Health is offering centers the opportunity to participate in Circle of Security training. This training is a method of interacting with young children to promote secure attachment relationships, allowing for teaching staff to better intervene during behavioral outbursts. Additionally, Family Health facilitated a meeting of Hennepin County leaders involved with early childhood programs. This was the first time this group had come together for the purpose of sharing across programs, and the group plans to reconvene in October.

Assure an adequate local public health infrastructure

Expand Assessment Capability and SHAPE survey SHAPE (Survey of the Health of All the Population and the Environment) is an ongoing project of Public Health to provide data on the health status and factors that affect health for adults in Hennepin County that is used in planning, programming, and policy development. Project results are used to support health equity data analysis and surveillance of health disparities. Between July 1, 2023, and June 30, 2024, the SHAPE data was shared and presented to internal staff, community partners, and stakeholders, and continue to support data needs.

Increase planning and project management capacity During Q3 of 2024, Strategic Initiatives increased project management and planning capacity in several critical areas that support pandemic response and recovery. A major milestone in the department's Violence Prevention planning occurred as the multi-disciplinary committee completed a half-day strategic planning session to identify potential strategies for this plan. Also, continued work on the department's racial and health equity infrastructure has led to strides in this area, including an invitation to present on racial and health equity at a statewide conference in November. As part of the department's strategic planning efforts, Strategic Initiatives aims to analyze our department's ability to address disparities in the community through the direct and indirect services we provide to community members and partners through an Equity Analysis. Additionally, increased capacity has led to improvements in how the department receives requests from community organizations to participate in events that impact the public's health. Finally, a major initiative over the past quarter was the development of a departmentwide survey to assess the knowledge and perceptions of staff related to quality improvement and innovation and general workforce development competencies. This survey is a critical source of information to guide department planning in these areas for the next several years.

Key performance indicators

Efforts are underway to meet all key performance indicators.

By December 31, 2024, 70% of HCPH patients of any race will be fully vaccinated against COVID-19.

- COVID-19, mpox and other infectious disease screening and vaccination progress is being captured internally using Power BI.

By October 31, 2024: Foster partnerships with community and facility infection prevention and control (IPC) / antibiotic stewardship (AS) stakeholders to promote interorganizational communication and provide access to complementary community resources.

- Communicated program progress to steering committee in summer 2024 email update (August 20)
- Initial charter review completed in preparation for steering committee input in October (September 26)
- Antibiotic stewardship committee members rated committee value as 4.5/5 stars (July 10)

By October 31, 2024: Provide coaching / education to guide best practice implementation

- 277/288 (96%) of antibiotic stewardship series attendees who completed evaluations for live events agreed with the post-session evaluation question, "I found today's session to be a valuable use of my time." (results reported July 20)
- Worked with communications team to add training content to Hennepin.us website (August 30)

By October 31, 2024: Contribute to departmental quality improvement initiatives

- Worked with Public Health Accreditation team to evaluate program ability to help meet accreditation board requirements (June 12)

By December 31, 2023, 90% of HCPH staff will be trained in Emergency Preparedness.

- The Workforce Development Coordinator developed four trainings for Public Health Department staff and implemented a departmentwide communication strategy with the goal of increasing department personnel's knowledge of Public Health Emergency Preparedness and Response concepts and expectations of their role during public health emergency response activations.
- 81% of Public Health Department personnel (425 completed training of the 523 total department personnel) completed at least one of the Public Health Emergency Preparedness and Response (EPR) trainings that were offered. In total, 788 EPR courses were completed by department personnel in 2023.

By December 31, 2024, all health promotion community partners will have received technical assistance in implementing policy, system, and environmental (PSE) changes to mitigate the impact of COVID-19 in the community.

- Age-Friendly Hennepin County completed a logic model and evaluation plan. Metrics include tracking awareness, number of new and emerging partners, technical assistance provided both to internal and external partners, and systemic changes made as a result of applying an age-friendly lens.
- Evaluation plans are complete for projects funded by the joint RFP with CHIP, the Chronic Disease Prevention RFP, and all other contractual partners. Partners receive support and technical assistance along the way to improve outcomes.
- All evaluation work is ongoing through the end of 2024.

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

- From July 1, 2023 – June 30, 2024, the early childhood systems coordination plan was reviewed by Family Health program staff and edited as necessary

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

- In Q3, significant progress has been made in the capacity-building strategy with the addition of two Strong Beginnings sites.

By September 30, 2024, the SHAPE 2022 project will have shared and presented the SHAPE data to internal staff, community partners and stakeholders, and continue to support data needs.

- The SHAPE team has made presentations to the county board, Hennepin County executive team, Hennepin County Public Health staff, Disparity Reduction Governance Group, Trusted Messenger Group, CAPI, Adult Mental Health Local Advisory Council, Climate Action workgroup, Climate and Resiliency group, Hennepin County Library, Twin Cities Research Group, NorthPoint Health & Wellness staff, Highrise Health Alliance Leadership team, the Metro Public Health Analysts Network group, and Age-Friendly Hennepin. The SHAPE survey results were shared at the LGBTQ+ Health in Hennepin County: Data, Resilience, and Action Forum in April 2024.

Next steps

Prevent the spread of communicable diseases

- CBID will continue infectious disease screening as well as ART and PrEP delivery in homeless and unsheltered populations.
- Continue to engage with leaders from Little Earth to talk about supporting them and potential infectious disease screening.
- Communicable disease efforts will continue to focus on other infectious disease outbreaks such as HIV, hepatitis, and syphilis.
- Continue to monitor trends in mpox cases. Participate in community events to increase education and vaccination. Increase vaccination appointments at the Public Health Clinic using CBID.
- Monitor Measles cases (given the increase in recent cases). One CBID member has been deployed to support the Epidemiology program area with measles contact tracing. Other CBID staff available as needed to provide vaccinations / IgG as directed.
- Implement process with MDH to support treatment of pregnant syphilis cases.
- Partnering with Hennepin Health Wellness Wednesdays to provide COVID-19 and Flu vaccines.
- Work with Long-Term Care Infection Prevention Coalition to update charter and 2024–25 workplan.
- Develop LTC Infection Prevention and Control (IPC) Strategic Plan and determine necessary objectives, tactics, and timelines.
- Continue to provide support and logistics for Coalition, its subcommittees (education, toolkit, antibiotic stewardship), and Infection Prevention (IP) Connect meetings.

Prepare and respond to emergencies

- Continued development of the Integrated Preparedness Plan (IPP) to include multi-year training activities and a comprehensive exercise plan, based on corrective actions identified in the COVID-19 Response After Action Report / Improvement Plan, Drug Resistant Infectious Disease Response After Action Report / Improvement Plan, Mpox (Monkeypox) Response After Action Report / Improvement Plan, and the Immigrant Arrival Response After Action Report / Improvement Plan. The IPP integrates improvement planning activities identified by the Workforce Development Plan, the workforce training needs assessment, and Public Health Emergency Preparedness and Response strategic and operational planning activities. Public Health Emergency Preparedness and Response planning and exercise activities are represented in the IPP, based on requirements set forth by the Cities Readiness Initiative (CRI) grant, the Public Health Emergency Preparedness (PHEP) grant, the Medical Reserve Corps grants, the Response Sustainability grant, the Health and Racial Equity work plan, and the National Association of City and County Health Officials (NACCHO) Project Public Health Readiness (PPHR) and the CDC's Public Health Emergency Preparedness and Response criteria elements.

Promote healthy communities and healthy behaviors

- Close out of all contracted partnerships. Final reports and final invoicing due in December.
- Continue to work with staff from NorthPoint Health & Wellness to plan for CAPABLE implementation. Continue a payer collaborative with four plans that offer dual products in Hennepin County to support long-term sustainability.
- Partner with staff across the county to build out mental well-being initiatives and activities.
- Plan to merge work completed under this initiative with aligned work within our team, in particular with the Heart Health Initiative and other health care focused efforts.
- Implement an additional Ripple Effects Mapping (REM) session with the Community Mental Well-being Action Team in October and share results at a community conversation / celebration in December.
- Analyze final reports from CHIP's community-led projects by 11/1/2024
- Prioritize issues for CHIP 3.0 by November 30, 2024, and vet with community partners at community conversation / celebration in December.
- The early childhood (EC) coordinator will continue to support the meetings of countywide leaders to collaborate across early childhood services delivery within Hennepin County. The EC coordinator also continues to build relationships with the Adult Correctional Facility's Family-Friendly Visitation project.

Assure an adequate local public health infrastructure

- Continue to disseminate SHAPE 2022 findings to internal partners, community partners, and residents. The SHAPE team is also partnering with HUP/School of Public Health at the University of Minnesota to organize a SHAPE survey data competition in fall 2024. The team has also started planning for the SHAPE 2026 iteration of the survey.
- Continue implementation of the department's multi-year Racial and Health Equity plan.
- Present the department's innovative racial and health equity practices at a statewide conference in November 2024.
- Conduct an Equity Analysis as part of the department's strategic planning.
- Gather information from staff regarding quality improvement and innovation and core competencies for public health professionals via a departmentwide survey. This information will be used to begin crafting the department's Workforce Development Plan and the Quality Improvement and Innovation Plan.
- Continue development of a multi-year Violence Prevention Plan with strategies to address violence through a racial and health equity lens.
- Formalize partnerships with Hennepin County cities through kickoff meetings, communication products, and tools to facilitate data sharing and collaboration.



Vaccine Incentives

Allocation amount: \$2,000,000

Project description

Hennepin County Public Health’s (HCPH) response to the COVID-19 pandemic includes significant efforts to provide vaccines to communities. The vaccine incentive program uses funds for the provision of incentives and stipends to support those efforts. By partnering with communities that have historically experienced medical exploitation, experimentation without consent and marginalization, authentic relationships are built, leading to decreased vaccine hesitancy. The vaccine incentive program is designed to build trust between Hennepin County and its residents with the goal of increasing vaccination rates.

The vaccine incentive program includes:

- Partnering with trusted community groups to host vaccine events and support the provision of free meals, groceries, and/or entertainment.
- Distributing “Thank You” packs to residents who receive vaccinations, with contents tailored to the targeted population and event location.
- Hosting a lottery program.
- Other incentives for individuals who get vaccinated as appropriate.

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

Progress narrative

In the third quarter of 2024, Hennepin County Public Health (HCPH) continued to partner with a community medical provider to hold immunization clinics providing both child and adult immunizations in the community and breaking down barriers to immunizations. The need for immunization clinics in the community increased with the introduction of measles into the community. Outreach activities were carried out to educate the community about the importance of being up to date with immunizations and where to receive immunizations. Once measles was identified in the community, outreach and educational activities included information on measles being in the community and the signs and symptoms of measles. Several communication strategies were utilized to inform the public on the importance of childhood vaccines.

Key performance indicators

Immunization Clinics

July 1, 2024 – September 30, 2024

A total of 16 immunization clinics were held between July 1, 2024 – September 30, 2024. 508 individuals received immunizations, and 1,512 immunizations were provided. Our immunization clinics are divided into four categories:

- New immigrant immunization clinics

- Community-based immunization clinics
- Community-requested immunization clinics
- School-based immunization clinics
- New immigrant immunization clinics The need to host immunization clinics for new immigrant arrivals continued in the third quarter of 2024.
 - On July 13, a new immigrant immunization clinic at the Hennepin County Family Shelter in Brooklyn Park was held. At this clinic, we had encounters with 17 individuals. A total of 11 individuals received immunizations, 34 immunizations were provided. Immunizations and number given included: MMR – 9, Varicella – 9, DTaP – 1, Tdap – 8, IPV – 2, Hep B – 4, COVID – 1.
 - On September 7, a new immigrant immunization clinic at the Hennepin County Family Shelter in Brooklyn Park was held. At this clinic we had encounters with 21 individuals. A total of 21 individuals received immunizations, 64 immunizations were provided. Immunizations and number given included: MMR – 12, Varicella – 7, DTaP – 5 Tdap – 7, IPV – 5, Hep A – 2, Hep B – 9, Hib – 3, Meningococcal – 3, Pneumococcal – 1, HPV – 1, Influenza – 7, COVID – 3.

At the new immigrant immunization clinics, Baby Tracks community health workers door knocked at the rooms of shelter residents who were identified as either needing one of the following immunizations: MMR, Varicella, or DTaP/Tdap or who did not have an immunization record in MIIC. Shelter residents needing immunizations and who we were able to connect with were encouraged to come down for immunizations. Shelter residents whose immunization records were not in MIIC but had immunization records were also encouraged to come down and have their immunization records added to MIIC and receive immunizations if needed.

- **Community-based immunization clinics** The need to increase access to immunizations in the community by bringing immunization to the community, reducing, or eliminating barriers to access and educating families about the importance of immunizations, and the need to follow the CDC immunization schedule drives these community-based immunization clinics.
 - On August 24, a community-based immunization clinic was held at the Hosmer Library in south Minneapolis. At this clinic we had encounters with 48 individuals. A total of 45 individuals received immunizations, 174 immunizations were provided. Immunizations and number given included: MMR – 20, Varicella – 31, DTaP – 9, Tdap – 24, IPV – 28, Hep A – 15, Hep B – 10, Hib – 4, Meningococcal – 16, Pneumococcal – 2, HPV – 15.
 - On August 27, a community-based immunization clinic was held at the Westonka Library in western Hennepin County. At this clinic we had encounters with 16 individuals. A total of 16 individuals received immunizations, 51 immunizations were provided. Immunizations and number given included: MMR – 4, Varicella – 6, DTaP – 1, Tdap – 10, IPV – 2, Hep B – 9, Hib – 1, Meningococcal – 9, HPV – 9.
 - On September 21, a community-based immunization clinic was held at the Eden Prairie Library in southwest Hennepin County. At this clinic we had encounters with 54 individuals. A total of 53 individuals received immunizations, 141 immunizations were provided. Immunizations and number given included: MMR – 14, Varicella – 16, DTaP – 4, Tdap – 13, IPV – 10, Hep A – 2, Hep B – 10, Hib – 1, Meningococcal – 14, HPV – 5, Influenza – 24, COVID – 28.
 - On September 28, a community-based immunization clinic was held at the Brookdale Library in north Hennepin County. At this clinic we had encounters with 36 individuals. A total of 36 individuals received immunizations, 102 immunizations were provided. Immunizations and number given included: MMR – 12, Varicella – 13, DTaP – 4, Tdap – 10, IPV – 7, Hep A – 7, Hep B – 8, Hib – 1, Meningococcal – 15, Pneumococcal – 1, HPV – 5, Influenza – 10, COVID – 9.

At all community-based immunization clinics, information on registering for health insurance, a list of low-cost clinics, CDC parent-friendly immunization schedules, and Baby Tracks program information was also provided. Due to the outbreak of measles in the community, increased education and outreach centering on measles was also conducted.

- **Community-requested immunization clinics** If a community partner makes a request for an immunization clinic, the request is taken into consideration and honored if possible.
 - On July 19, a community-requested immunization clinic was held at Corcoran Park in south Minneapolis. At this clinic we had encounters with four individuals. A total of four individuals received immunizations, 16 immunizations were provided. Immunizations and number given included: MMR – 3, Varicella – 3, DTaP – 2, Hep A – 3, Hep B – 1, Hib – 2, Meningococcal – 1, HPV – 1.
 - On July 26 a community-requested immunization clinic was held at Corcoran Park in south Minneapolis. At this clinic we had encounters with 14 individuals. A total of 14 individuals received immunizations, 45 immunizations were provided. Immunizations and number given included: MMR – 2, Varicella – 6, DTaP – 5, Tdap – 5, IPV – 4, Hep A – 8, Hep B – 3, Hib – 5, Meningococcal – 3, HPV – 3.
 - On August 2 a community-requested immunization clinic was held at Centro Tyrone Guzman in south Minneapolis. At this clinic we had encounters with 16 individuals. A total of 16 individuals received immunizations, 74 immunizations were provided. Immunizations and number given included: MMR – 10, Varicella – 10, DTaP – 8, Tdap – 6, IPV – 12, Hep A – 4, Hep B – 12, Hib – 4, Meningococcal – 2, HPV – 6.
 - On August 17 a community-requested immunization clinic was held at The Family Partnership in south Minneapolis. At this clinic we had encounters with 10 individuals. A total of six individuals received immunizations, 8 immunizations were provided. Immunizations and number given included: DTaP – 1, Tdap – 1, Hep A – 1, Hib – 1, Pneumococcal – 1, HPV – 3.
 - On August 23 a community-requested immunization clinic was held at Division of Indian Works in south Minneapolis. At this clinic we had encounters with three individuals. A total of 0 individuals received immunizations, 0 immunizations were provided.
 - On August 30 a community-requested immunization clinic was held at Corcoran Park in south Minneapolis. At this clinic we had encounters with 62 individuals. A total of 61 individuals received immunizations, 223 immunizations were provided. Immunizations and number given included: MMR – 24, Varicella – 33, DTaP – 10, Tdap – 31, IPV – 17, Hep A – 10, Hep B – 28, Hib – 5, Meningococcal – 27, Pneumococcal – 2, HPV – 2, Influenza – 24, COVID - 10.
 - On September 8 a community-requested immunization clinic was held at Cedar Fest in Minneapolis. At this clinic we had encounters with 27 individuals. A total of 27 individuals received immunizations, 54 immunizations were provided. Immunizations and number given included: MMR – 3, Varicella – 5, DTaP – 2, Tdap – 4, IPV – 2, Hep A – 2, Hep B – 4, Meningococcal – 3, Influenza – 14, COVID - 15.
- **School-based immunization clinics** In the spring of 2024, outreach was carried out to school districts in Hennepin County with low immunization rates. The below school districts agreed to host back-to-school immunization clinics.
 - On August 10 a back-to-school immunization clinic was held at the Brooklyn Center Back to School Fair in north Hennepin County. A total of 22 individuals received immunizations, 71 immunizations were provided. Immunizations and number given included: MMR – 12, Varicella – 15, DTaP – 3, Tdap – 11, IPV – 13, Hep A – 4, Hep B – 4, Hib – 1, Meningococcal – 3, HPV – 2, Influenza – 2, Rotavirus - 1.
 - On August 28 a back-to-school immunization clinic was held at the Robbinsdale School District Back to School event in north Hennepin County. At this clinic we had encounters with over 100 individuals. A total of 100 individuals received immunizations, 275 immunizations were provided. Immunizations and number given included: MMR – 34, Varicella – 43, DTaP – 17, Tdap – 45, IPV – 34, Hep A – 23, Hep B – 30, Hib – 2, Meningococcal – 42, HPV – 5.
 - On September 4 a repeat immunization clinic was held at the Robbinsdale School District due to the high turnout the week before. At this clinic we had encounters with 76 individuals. A total of 76 individuals received immunizations, 180 immunizations were provided. Immunizations and number given included: MMR – 12, Varicella – 17, DTaP – 8, Tdap – 20, IPV – 16, Hep A – 21, Hep B – 10, Hib – 1, Meningococcal – 39, Pneumococcal – 1, HPV – 25, Influenza – 7, COVID – 3.

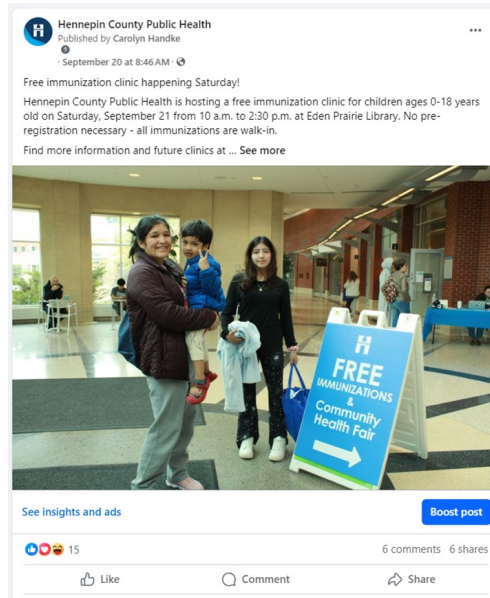
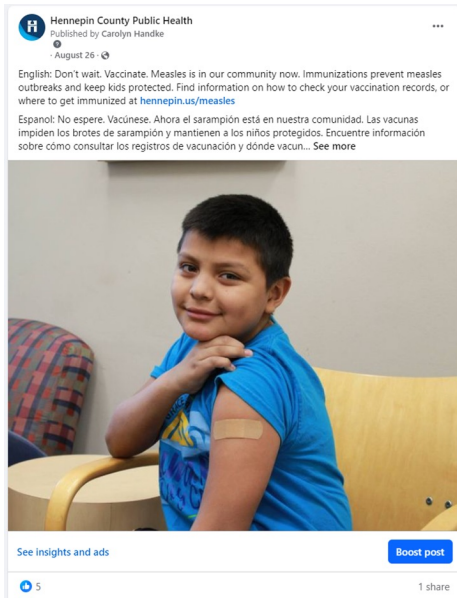
Flyers for vaccine clinics For the immunization clinics listed above, the Hennepin County Public Health communications team created a series of flyers to advertise the immunization clinics. Flyers for the community-based immunization clinics, community-requested immunization clinics, and school-based immunization clinics were disseminated through partner organizations, posted at community sites and distributed by school nurses. The for the new immigrant immunization clinics, flyers were shared with new immigrant families by placing the flyers under the doors of the shelter/hotel rooms and having shelter staff distribute.

Hennepin County immunization clinic website The Hennepin County Public Health communications teams created and maintains a website that lists all immunization clinics with the exception of the new immigrant immunization clinics. This website allows for community wide distribution of immunization clinic locations, times, and dates.

- **Measles response communication plan / campaign** HCPH communications team continued to implement and update the Measles Communication Plan, which was developed in the prior reporting period. The objectives were: 1) share timely health education messages (seriousness / risk of measles); 2) share local vaccination options with the community, especially groups at higher risk (based on data); and 3) keep staff and partners informed of our actions and the current situation. The audiences were parents and caregivers, especially those in zip codes with lower rates of MMR vaccination, and area health care providers. The messages were approved and informed by Minnesota Department of Health Infectious Disease Epidemiology, Prevention and Control Division. Key tactics included web updates and social media strategy (e.g., organic posts and paid ads, translations, and creation of a social media toolkit for partners). The team also implemented a paid ad campaign to promote vaccine clinics June through October 2024. All tactics are ongoing, and some are described in more detail below.
- **Social media toolkit regarding measles and the MMR vaccine** During this reporting period, the HCPH communications team continued to create and share social media posts to promote the MMR vaccine and build awareness that measles is in our community. The team designed and shared posts in English and translated into Somali, Spanish, and Hmong. In response to a large increase in cases in the community in late summer, the team updated the messaging to “Measles is in our community now. Don’t wait. Vaccinate.” Earlier messaging included catching up on routine immunizations, “back to school” reminders, “check your vaccine records,” the importance of vaccination prior to travel, and a general reminder that “Measles is increasing in Minnesota.” The posts were shared in a rotation on the department’s Facebook page. Posts were consolidated into a social media toolkit and shared with other local health departments and trusted messengers in community-based organizations on August 22, 2024.

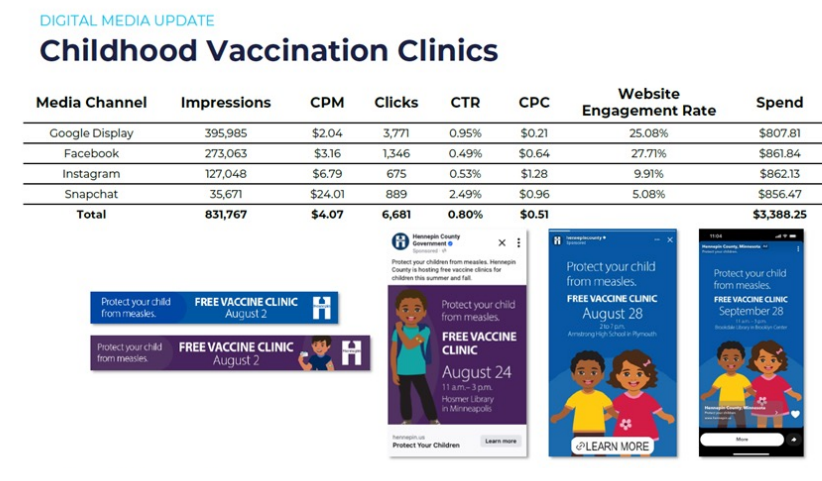
Figure 1 Facebook post messaging “Don’t Wait. Vaccinate.”

Figure 2 Screen shot of Facebook post promoting the vaccine clinics.

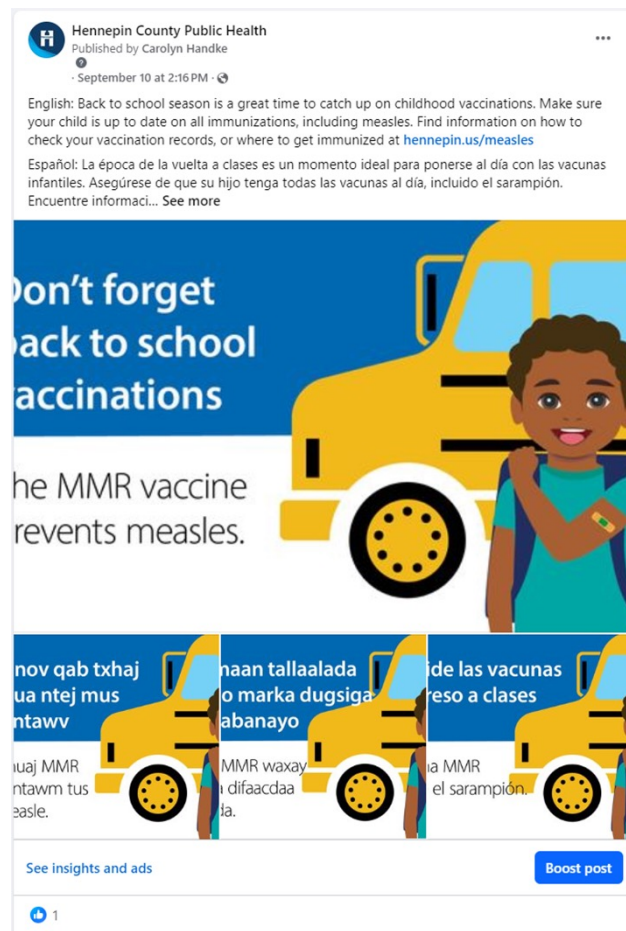


- Paid campaign to promote childhood immunization clinics** The HCPH communications team worked with ad agency partner, Metre, to repurpose existing campaign collateral promoting childhood vaccinations into a paid ad campaign to advertise the free childhood immunization clinics in Hennepin County. This campaign started July 25 and runs through October 21, 2024. The total budget is \$30,000. Preliminary results, July 25 – September 17, were shared with Hennepin County. As of September 17, just under \$13,000 had been spent. Messaging: Protect your children from measles. Hennepin County is hosting free vaccine clinics for children this fall. Audiences: 1) targeted county ZIP codes near vaccination clinics; 2) targeted county ZIP codes with lower vaccination rates; and 3) parents of children ages 0-18. Paid ads were shared on a wide variety of channels, including diverse community radio, community websites (local news sites and publications), community TV, targeted digital, and some free / donated PSAs on various channels. As of September 17, a total of 6,774 clicks through to the website (hennepin.us/immunizations) had been received. Metre estimates the ads generated over 1.8 million impressions. Additionally, a convenience survey of clinic participants was conducted at three clinics in August and September: 101 people responded. Only 5% of respondents recalled seeing the campaign ads. Most indicated that they'd learned about the clinics from their child's school. As a result, the leadership team has decided not to continue to fund the paid ad campaign past the original end date of October 21.

Figure 3 Screenshot of preliminary campaign results on digital channels; ad images



• **Flyers for vaccine clinics** The HCPH communications team continued to create a series of printed flyers that partner organizations, including schools, could use to advertise the free, community-based immunization clinics as well as the free clinics for newly arriving families staying in overflow shelters. During this reporting period six flyers were created (see example images below). Community clinic flyers were disseminated through partner organizations and by school nurses. The new arrival clinics were shared with families by placing the flyers under the doors of the shelter / hotel rooms.



Next steps

During the fourth quarter of 2025, HCPH will continue to offer free clinics in the community. These clinics will include:

New immigrant immunization clinics

- Clinics are planned for October, November, and December at the Hennepin County Family Shelter in Brooklyn Park and at the Hennepin County Family Shelter in Minneapolis in October. The October immunization clinic at the Minneapolis Shelter is being held due to the measles outbreak and wanting to reduce the risk of a measles outbreak at a shelter.
- Baby Tracks community health workers will continue to door knock at the rooms of shelter residents who are identified as either needing one of the following immunizations – MMR, Varicella, or DTaP/Tdap or who does not have an immunization record in MIIC.

Community-based immunization clinics

- Clinics are planned for September at the Brookdale Library in Brooklyn Center, in November at the Hosmer Library in south Minneapolis, and in December at the Brookdale Library in Brooklyn Center.

Community-requested immunization clinics

- Hennepin County will continue to take into consideration and honored, if possible, immunization requests from community partners. At this time, we have community-requested immunization clinics planned in October and November.

School-based immunization clinics

- Currently two school-based immunization clinic are planned in October.



Housing Recovery

Allocation amount: \$45,500,000

Project description

The economic impacts of COVID-19 were felt most heavily by people with low incomes, and by Black and Indigenous people and people of color. The pandemic exacerbated existing inequities from the very beginning, and while emergency response efforts in 2020 and 2021 ameliorated these impacts — keeping people fed and in their homes — the economic fallout continues to disproportionately impact those who already had less before the pandemic.

As Hennepin County moved from emergency response to long-term recovery, the county board approved \$46 million in funding to support equitable housing recovery strategies. These strategies aimed to create or preserve approximately 2,000 units of affordable housing and support more than 100 households in buying homes by directly addressing both causes and symptoms of the economic fallout from the pandemic. Planned activities included:

- Investments to immediately increase affordable multifamily housing production, such as:
 - Gap funding to kick-start projects delayed by pandemic-related construction cost increases.
 - Financing to accelerate the development of affordable housing projects serving populations disproportionately impacted by the COVID-19 public health emergency: those most vulnerable to economic recessions.
 - Investments to address a backlog of deferred rehab needed in naturally occurring affordable housing (NOAH) properties and support for additional nonprofit preservation acquisition of at-risk NOAH properties, which are a primary source of housing for populations disproportionately impacted by the COVID-19 public health emergency.
- Acquisition of properties supporting affordable housing along the housing continuum, especially for single adults who were disproportionately impacted by the COVID-19 public health emergency and are now struggling with homelessness and housing instability.
 - Homeownership programs targeting populations disproportionately impacted by the COVID-19 public health emergency.

Progress narrative

Since Housing Recovery funds were authorized in August 2021, Housing and Economic Development (HED) has successfully accelerated development of affordable housing and surpassed impact goals. In a typical housing development, the county does not spend funds until 2 – 3 years after a funding award, and units become available another year after that. HED used Housing Recovery funds to implement new tools and strategies to drastically shorten this process while focusing the impact. Expediting development meets county goals to open doors faster.

In this last quarter, staff determined that one more project would not be able to meet ARPA timelines and rescinded that award. Removing all rescinded awards, HED has awarded \$39.3 million to 32 affordable housing development projects through competitive selection processes, and programmed remaining funds to acquire and rehabilitate properties to create single room occupancy housing.

Housing development finance progress

Thus far, HED has executed funding agreements for 30 of the 32 projects, which will create or preserve 2,470 units of affordable rental housing, and create 60 homeownership opportunities. The signed agreements total \$37.9 million in pandemic recovery funding.

Program component	Number of project awards	Award amount	Project agreements executed	Funds encumbered	Affordable units funded
Affordable Housing Accelerator	15 projects	\$27,970,348	14 projects	\$26,570,348	1,037
Homeownership	7 projects	\$3,792,665	5 projects	\$2,748,000	60
NOAH Preservation	4 projects	\$5,080,520	4 projects	\$5,080,520	986
Pandemic Cost Increase	7 projects	\$3,492,314	7 projects	\$3,492,314	447
TOTALS	34 projects	\$40,335,847	30 projects	\$37,891,182	2,530

Single room occupancy housing strategy progress

HED and Facilities Services partnered to use \$5.3M to purchase and rehabilitate properties for Single Room Occupancy housing (SRO). This effort has completed rehab, conversion and sale of the University Inn (45 units) and Metro Inn Motel (38 units) to experienced affordable housing operators with long-term affordability restrictions, and awarded the Aqua City Motel and Stevens Square Residence to affordable housing operators. The Robin continues rehabilitation.

Key performance indicators

Financing goals

Housing Recovery goals were to finance the creation or preservation of 2,000 units of rental housing, and 100 homeownership opportunities, while meeting the county's ongoing goals to maximize affordability. HED surpassed the rental goal with funding awards to multifamily projects containing 2,666 affordable rental units, including pending SRO units, and is close to the homeownership goal with 72 units.

Affordability goals

Progress also surpassed the County and the Housing and Redevelopment Authority affordability goals.

30% AMI rental goal: 25% of new units financed are affordable to households with incomes below 30% of the area median income (AMI)

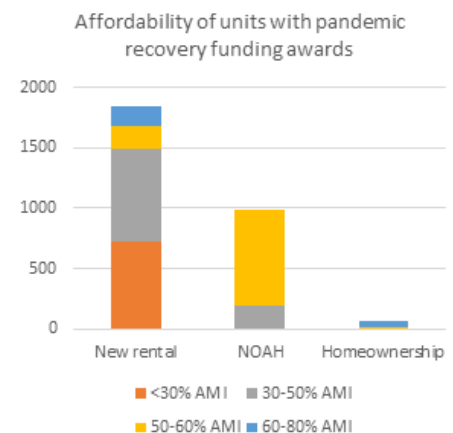
- Outcome: 39% of new units financed through Housing Recovery are affordable at or below 30% AMI

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

- Outcome: 80% of new units financed through Housing Recovery are affordable at or below 50% AMI

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

- Outcome: 22% of homeownership opportunities financed through Housing Recovery are anticipated to be affordable at or below 60% AMI



Production goals

Creating affordable rental housing typically takes 5–7 years. With HED’s Housing Recovery goal of accelerating production, measures show that we have more than doubled our production from average years.

	Number of projects closed	Number of affordable units in those projects
Average (non-pandemic) annual	11	615
Last 12 months (October 2023–September 2024)		
Pandemic recovery-funded	11	595
Projects without pandemic recovery funding	11	890
Total	22	1,485

HED is partnering with Integrated Data and Analytics to evaluate impact of SRO on people exiting homelessness in order to demonstrate social return on investment, and used lessons learned from Affordable Housing Accelerator and Pandemic-Related Cost Increase Assistance to inform the county’s Metro Sales and Use Tax for Housing Implementation Framework.

Next steps

Over the next three months, HED will continue to progress undertaking financial closings and expenditures in order to open even more doors to new and preserved affordable housing.

Planned activities for October – December 2024:

- Finalize purchase agreements to sell two SRO properties to create affordable housing
 - Negotiate and execute two final funding agreements:
 - Minnesota Indian Women’s Resource Center, 22 units of affordable and supportive housing in Minneapolis
- Minnetonka Boulevard Redevelopment, eight new homeownership opportunities in St. Louis Park



Services for People Experiencing Homelessness

Allocation amount: \$35,495,000

Project description

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

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

Progress narrative

System-wide shelter diversion: Hennepin Shelter Hotline

- Hennepin Shelter Hotline staff report a steady number of New American families calling for shelter
- Recent turnover in staffing allowed for an opportunity to restructure; contract is now co-led by two staff to ensure the singles and family sides of the program work together efficiently and effectively
- Service area leads and Hennepin Shelter Hotline management continue to meet regularly to identify trends and improve system performance
- Ongoing collaboration with local providers to refine workflows
 - Better scripting from staff based on feedback from providers
 - Improved customer services based on ongoing collaborative feedback with community partners
- Diversion continues to be established as primary access point for individuals seeking housing resources, with new workflows implemented to ensure that all families experiencing homelessness are first routed to diversion to assess for ways to prevent entering emergency shelter

Board and lodge capital improvements

- Two floors of Mission’s Lodge were renovated. This work included changing common sleeping areas into private bedrooms. It also included new lighting and new resident lounge areas.
- Monthly meetings were held with the owner of Elev8 Lodging / Cullen Homes during these months. It was determined after the September meeting that the installation of air conditioning units at Elev8 Lodging / Cullen Homes could not be completed within the funding timelines given barriers with permitting and electrical systems. Therefore, the funds from this project were reallocated to the 180 Degrees renovation of Clifton Place.
- Renovations continued at 180 Degrees’ Clifton Place . This included the demolition of the garage, new windows throughout the building, installation of air conditioning units, and enlarging the dining area. A check-in was held virtually on September 27 to review photos of the work being done and Gantt charts of the projects with major project milestones.
- A site visit was held on September 20 at Pursuit Hometel to view the progress of the bathroom renovations and new laundry room installations. The team also reviewed the landscaped outdoor meditation garden that was funded as part of the board and lodge capital improvement projects and completed in November 2023.

Homeless to Housing: housing-focused case management

- During this reporting period, Homeless to Housing (H2H) ARPA-funded staff housed 29 people from the shelters or streets. The average time from assignment to housed was 133 days.
- H2H onboarded and trained a new MNSure Housing Assistor. This case aide meets people where they are at and assists them with applying for or reconnecting them with benefits.
- The Long-Term Homeless team works closely towards the efforts to end chronic homelessness to ensure that those experiencing the longest periods of homelessness in our community are quickly assigned to a housing-focused case manager and brought forth to the community chronic case conference for additional services, supports or ideas on pathways forward towards housing.
- The short- and long-term units have stabilized staffing, and turnover has been zero during this reporting period, which allows us to assign the maximum number of cases. 418 people were assigned to these staff for location, engagement and possible enrollment into the program. Case managers maintain case loads of 15–17 people.
- Homeless to Housing won the People’s Choice Award in Hennepin County for its commitment to the community, the people we serve, and the unmatched housing outcomes for people experiencing literal homelessness.
- The H2H unsheltered housing specialist social workers were interviewed and shadowed by a Wall Street Journal reporter and will be featured in a forthcoming article. Additionally, they continue to provide a few hours of street outreach alongside Streets to Housing (S2H) and the Homeless Action Team (HAT) from Metro Transit.
- H2H supervisors spearheaded a safety alert system workgroup with Streets to Housing and Healthcare for the Homeless leadership and developed a quick, consistent way to notify staff of safety alerts in the community and providing staff from all three programs the same concrete information and instructions regarding the safety risk.

24/7 shelters

- Four agencies have funding to operate 24/7 emergency shelter for single adults (18+ without dependents) at five shelter locations
- Most funded programs have been at or near full capacity, operating 24 hours a day, 7 days a week, while providing shelter guests with meals, housing-focused case management, access to laundry, and more
- Funded programs continue to enter their data into the Homeless Management Information System (HMIS)

- There is a software transition ongoing (Statewide Homeless Management Information System). Providers worked to learn new software, workflows and processes. Full functionality of the system is not yet restored.
- Shelters work with Adult Shelter Connect (ASC) to use an equitable bed reservation system
- Funded programs had access to more new housing and housing barrier funds to help breakdown financial barriers to housing, which has contributed to an increase in positive exits to permanent housing

Low-barrier shelters

AICDC Homeward Bound

- Continued to work with staff at AICDC Homeward Bound to ensure accurate data quality
- AICDC continues to provide highly needed shelter resources to the American Indian community with a housing focused mindset

Avivo Village

- Avivo has connected participants to housing through coordinated entry and providers with housing opportunities outside of coordinated entry

Eliminating self-pay at Harbor Light Center

- Staff continue to work with Salvation Army staff to ensure that guests are not asked to self-pay for shelter services in the future
- Shelter guests in this program are consistently connected to housing-focused case managers, Coordinated Entry assessments and referrals, as well as other vital resources such as employment and medical services.

Encampment response: Streets to Housing

- Streets to Housing continues to provide trauma-informed, person-centered street-based housing triage and system navigation services for people experiencing unsheltered homelessness in Hennepin County.
- The team sees continued success in the model by authentically engaging people with living experience of homelessness to inform service delivery.
- The team was very busy this quarter as it is summer in Minneapolis and there are a lot of activities and energy in the street-based landscape. In addition, repeated closures of encampments create additional challenges as we seek to find and be found by service recipients during these highly mobile times.
- Streets to Housing continues to be a leader in housing-focused street outreach services and partner with other street-based service teams to decrease duplication and increase service coordination, as well as leverage the skills and expertise of each team.

Key performance indicators

System-wide shelter diversion: Hennepin Shelter Hotline

- 9,076 calls received by the diversion line, with an increase of 2,169 calls (31%) compared to Quarter 2
- 50 households have received bus tickets to reunite with family in other locations
- 48 households have been diverted from emergency shelter and entered directly into permanent housing with the assistance of diversion navigators since January 1, 2024
- 1,712 households were served (2,820 clients); please note this may be a slight undercount

Board and lodge capital improvements

- The key performance indicators are the completion of all funded renovation projects by December 31, 2024.

Homeless to Housing: housing-focused case management

- During this reporting period, Homeless to Housing (H2H) ARPA-funded staff housed 29 people from the shelters or streets. The average time from assignment to housed was 133 days.
- The short- and long-term units have stabilized, and turnover has been zero during this reporting period which allows us to assign the maximum number of cases. 418 people were assigned to the ARPA units of H2H for location, engagement, and possible enrollment into the program. Case managers maintained case loads of 15–17 people.
- During this reporting period, H2H completed all required ClientTrack trainings. Additionally, H2H held a number of scheduled drop-in trainings and support for staff regarding getting caught up on case notes, client living situations, and enrollments from the lengthy blackout period.

24/7 shelters

- The team worked with shelter providers and ICA to clean-up incorrect, outdated data
- 1,477 people used shelter / nightly

Low-barrier shelters

AICDC Homeward Bound

- Continued to work with staff at AICDC Homeward Bound to ensure accurate data quality
- For the last two years we have successfully housed about 260 per case management

Avivo Village

- Avivo Village has housed over 200 individuals in the community since opening

Encampment response: Streets to Housing

Streets to Housing engaged with 434 unduplicated households during the Q3 2024.

- 21% White
- 45% Black / AA
- 20% American Indian / Alaskan Native
- 6% White / Hispanic
- 8% Other / no info

91 or 21% exited S2H during Q3; 45 have known destinations

- 40% exited to permanent housing
- 33% exited from unsheltered homelessness to emergency shelter
- 9% exited to transitional housing
- 4% exited into hospital / non-psychiatric facility
- 4% substance abuse treatment
- 2% incarceration

Next steps

System-wide shelter diversion: Hennepin Shelter Hotline

- Will continue to meet with the Family Shelter Team and Adult Shelter Connect to ensure clients move through the homeless response system seamlessly
- Will continue to meet with Service Area Leads to improve HMIS functionality for the diversion team
- Will continue to build new relationships and collaborate with different programs to find alternatives to shelter

- Will continue to host weekly meetings with program manager and monthly meetings with program director to analyze data, trends, gaps, and opportunities to ensure excellent customer service and satisfaction and progress toward target performance measures

Board and lodge capital improvements

- The dining area improvements of Mission’s Lodge will be completed. The funded renovation of Mission’s Lodge living floors and dining area will be completed by October 11, 2024. The board and lodge capital improvements team will conduct a site visit that day to review renovations were completed correctly and meet funding requirements.
- The renovations of Clifton Place will be completed in late November 2024. A site visit by the Board and Lodge project team will occur at that time to review the newly renovated site and confirm that the renovations meet requirements.
- Renovations of the bathrooms at Pursuit Homotel are in progress and will continue during these months. The addition of three laundry rooms is also in progress and will continue throughout this time. Both projects will be completed by December 31, 2024.

Homeless to Housing: Housing-focused case management

- H2H will continue to input case notes and information to stay up to date

24/7 shelters

- 1,477 people who used a 24/7 shelter had access to bed, space for belongings, and services such as housing-focused case management

Low-barrier shelters

AICDC Homeward Bound

- Will provide support with HMIS transition and training
- Will modify how performance measures are collected and reported with upcoming HMIS transition
- AICDC sees the biggest barriers are substance use disorders and mental health disparities
- AICDC plans on helping them by connecting them to the proper services to meet their immediate needs

Avivo Village

- Will provide support with upcoming HMIS transition
- Will modify how performance measures are collected and reported with upcoming HMIS transition
- Will continue discussion about changes to how people access the shelter

Eliminating self-pay at Harbor Light Center

- Will provide support with HMIS transition and training
- Will continue partnering with Harbor Light Center’s program managers to ensure self-pay remains eliminated

Encampment response: Streets to Housing

- Minnesota transitioned from Community Services to Eccovia / ClientTrack for its HMIS vendor. This summer has been challenging due to limited functions in our HMIS system, which we typically use daily for client data entry, updating information to client profile, conduct service coordination with other community partners, and run a By Name List to inform service delivery. We are excited that we should be fully back to an operational system within the Q4 2024.
- As the colder months approach, Streets to Housing will be hosting a strategy / planning meeting to determine where this team has the most impact and how to lean into that for 2025. Streets to Housing will always be an encampment response; however, we must be responsive to the ever-changing landscape to ensure full geographic coverage and services to people experiencing unsheltered homelessness, whether they bed down in an encampment or not, in Hennepin County.



Economic Recovery

Allocation amount: \$17,900,000

Project description

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

Economic impacts of the pandemic were most deep and long-lasting in low-income communities and communities of color. In addition to small business impacts, many nonprofit organizations based in deeply impacted communities have been leading effective response and recovery efforts and providing services critically important to economic recovery. In some cases, the same nonprofits that faced the most acute financial hardship from the pandemic have been called upon to increase programming to meet higher levels of need in the communities they serve.

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

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

Progress narrative

Since 2022, the Hennepin County Housing and Economic Development Department has executed concurrent strategies to achieve three interrelated economic recovery objectives:

1. Build the long-term capacity of small businesses to recover, succeed and grow
2. Accelerate investment in, and driven by, disproportionately impacted communities
3. Explore innovative ways to advance economic mobility

Small business-focused economic recovery strategies

Housing and Economic Development's small business-focused economic recovery strategies have gained increasing visibility and interagency support in part due to the successful branding of a suite of programming under the banner "Elevate Hennepin." Activities over the past year have increased the depth and breadth of Elevate Hennepin's core offerings: in-depth technical assistance, "back-office" support, access to capital, and specialized expertise available at no-cost to small businesses in Hennepin County. To achieve an unprecedented level of inclusive access to resources, HED has invested in three critical strategies:

- An innovative web platform at www.elevatehennepin.org that curates and filters 133 business resources provided by city, county, state, and federal agencies
- Providing easy access for entrepreneurs to book appointments with Hennepin County's Business Navigators who can offer customized recommendations and referrals to the wide range of business consultants available

- Access to live interpreters who speak over 200 languages enabling business owners who speak languages other than English to benefit from county-funded one-on-one business consulting in multiple areas of expertise

A series of new cohort learning opportunities have launched to address specific needs and recovery challenges identified by business owners through early focus groups, ongoing discussions, and client feedback surveys. Systematic improvements were made to the online small business resource platform, generating measurable results in our ability to reach and serve entrepreneurs from specific cultural communities and business owners of color.

In the last quarter, HED took the final steps to implement a capital strategy to accelerate small business growth post-pandemic. Under this strategy, Hennepin County will invest \$4.22 million as seed capital to launch two new self-sustaining funds, the Elevate Hennepin Small Business Fund, and Elevate Hennepin Commercial Ownership Fund, in collaboration with a local community-based lender. These low-barrier funds will provide access to capital for a wide range of under resourced businesses, advancing economic growth well into the next decade.

Highlights of ongoing small-business-focused economic recovery strategies include:

- Expansion of the network of business advisors under contract to provide no-cost technical assistance and specialized expertise now includes a total of forty-one (41) organizations
- Certified Access Academy, cohort-based program to build capacity among women business owners of color to contract with government and corporate entities
- CEO Now, new cohort-based training for growth-minded businesses to build systems and scale
- Elevate Tech Essentials, offering training and support to meet small businesses' technology needs and help tackle the digital divide among many microbusinesses
- Elevate Hennepin Construction Advising providing technical assistance for smaller scale local construction businesses, with an emphasis on providing support for contractors of color (in collaboration with Purchasing Department)
- Elevate Nonprofits, providing customized consulting for nonprofit organizations that are currently under contract with Hennepin County (in collaboration with Purchasing Department)
- Elevate Hennepin Talent, new cohort-based training designed to tackle the challenges of attracting and retaining talent through in-depth support in Human Resources.

Community-focused economic recovery strategies

To accelerate investment in communities that experienced disproportionate economic impacts of the pandemic, Hennepin County launched the Community Investment Initiative (CII) in 2022 awarding \$10 million to eighteen (18) redevelopment projects that create new affordable commercial space, business incubators, or support nonprofits critical to economic recovery in Hennepin County. In early 2024, developers leading five (5) of the projects updated county staff that their projects would be unable to move forward by the end of 2024, the timeframe required to utilize pandemic-recovery funds. In keeping with the original intent of CII, HED proposed reallocating the funds associated with these projects to the Elevate Hennepin Commercial Ownership Fund, which will provide capital to business owners to acquire and renovate commercial property. As designed, the Commercial Ownership Fund will enable business owners to own their commercial space, fix their overhead costs at an affordable level, and build transferable equity value over time.

Last quarter, the Hennepin County Board authorized a total of \$3,120,000 in funds from the five rescinded CII projects to establish the Elevate Hennepin Commercial Ownership Fund. With a unique equity enhancement financing product, the Fund creates equitable pathways to affordable commercial space and an opportunity to build generational wealth. Over the long-term, this type of financing model will help businesses stay in business districts and communities that may experience rising real estate costs, preventing displacement.

As of third quarter 2024, twelve (12) out of the thirteen (13) remaining CII projects have closed on financing or are under construction. Of those 13 projects, 85% are located in low-income communities or communities of color, exceeding our goals.

Economic mobility-focused recovery strategies

HED has implemented two innovative initiatives to advance economic mobility. Hennepin County teams collaborated with Economic Supports and other departments to plan the Guaranteed Basic Income (GBI) pilot, including a Hennepin-University Partnership (HUP) Collaborative Research Assistantship (HCRA) to bring in additional expertise to guide program design recommendations. Economic Recovery funds have been allocated to implement a mixed-methods evaluation, including focus groups, surveys, and interviews with GBI participants as part of an overall evaluation framework for the pilot. The evaluation work is underway and gathering insights into participants' lived experience as they participate in the pilot program.

A feasibility study funded, in part, with Economic Recovery allocation resources explored national models and the readiness of the local landscape to create or expand social impact investing. The study recommended steps to activate private capital among local investors to support local small business growth. A second phase of the work to expand social impact investing and activate private capital is now underway, with funding provided by other organizations.

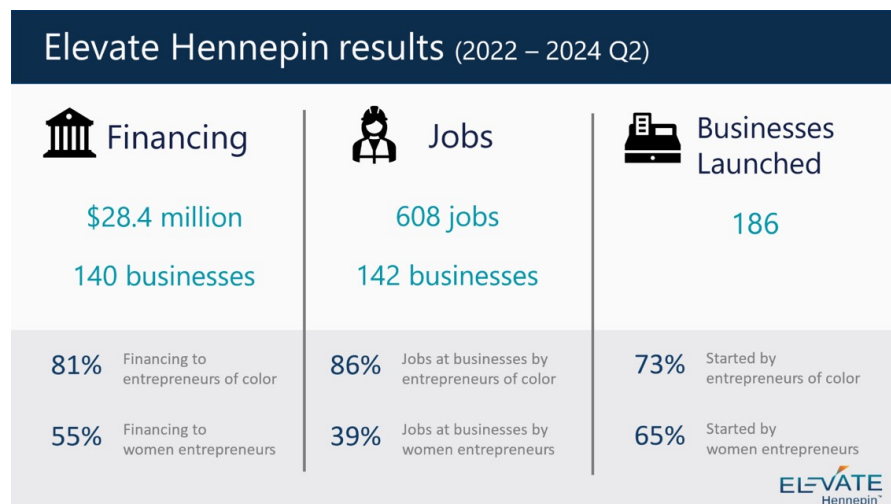
HED launched a new cohort-based program, CEO Start™, for idea-stage entrepreneurs in late 2023. This new program activates the strategy to increase access to entrepreneurship as a pathway to economic prosperity by supporting emerging entrepreneurs at the earliest stage of starting a business. CEO Start™ helps entrepreneurs developing a business concept adequately test, refine, and validate their business idea at the pre-launch stage. The first two sessions of the program took place earlier this year. The second group of cohorts is in session now, hosted in collaboration with the cities of Bloomington and Brooklyn Park.

Key performance indicators

To date, HED's multi-faceted Economic Recovery strategies have supported a combined total of over 3,400 businesses and stimulated investments valued over \$220,000,000 in low-income communities and communities of color, far exceeding our goals. Over 75 new contracts have been executed and closely monitored. Continuous monitoring and evaluation of these contracts have resulted in total of over 100 amendments to ensure timely spending and satisfactory deliverables.

Small business-focused economic recovery strategies

Hennepin County's strategies to support small businesses, promoted under the banner of Elevate Hennepin, have led to significant growth in entrepreneurship, many new businesses, and hundreds of jobs as shown below. Through second quarter of 2024, Elevate Hennepin has provided over 35,000 hours of specialized, expert consulting to over 2,912 businesses.



Community-focused economic recovery strategies

Outcomes generated by CII funded projects are shown below. Projects shown in bold text have closed on financing, are under construction, or are complete.

Hennepin County Community Investment Initiative (CII)

Project	Grantee	Located in low income community	Hennepin County CII Investment	Total Development Cost (TDC)	Affordable commercial business incubator spaces	Jobs Created or Retained*
Brooklyn Park Small Business Center	Brooklyn Park EDA	X	\$ 500,000	\$ 8,529,000	60	65
3030 Nicollet	Project for Pride in Living	X	\$ 750,000	\$ 57,388,591	4	60
Abyssinia Cultural Center	Ibyss LLC	X	\$ 375,000	\$ 6,884,590	9	34
Build JXTA	Juxtaposition Arts	X	\$ 300,000	\$ 14,195,695		31
The Coliseum Building	Seward Redesign, Inc.	X	\$ 1,500,000	\$ 29,876,653	25	120
Midtown Global Market	Neighborhood Development Center	X	\$ 450,000	\$ 1,750,000	37	125
Mikwanedun Audisookon Center for Art and Wellness	Indigenous Peoples Task Force	X	\$ 750,000	\$ 10,028,785		13
Minneapolis American Indian Center	Minneapolis American Indian Center	X	\$ 550,000	\$ 30,000,000		45
Northrup King Building	Artspace Projects, Inc.		\$ 500,000	\$ 51,526,350	350	
Regional Apprenticeship Training Center	Northgate Development LLC	X	\$ 250,000	\$ 3,780,139		20
Studio Technical Arts Campus	Pillsbury United Communities	X	\$ 300,000	\$ 5,428,026		5
TAP IN	New Rules	X	\$ 275,000	\$ 1,400,000	4	12
SLP Affordable Commercial Space	St. Louis Park EDA		\$ 380,000	\$ 3,071,000	7	21
Total		85%	\$ 6,880,000	\$ 223,858,829	496	457

* Jobs created or retained by nonprofit projects not included in total.

Economic mobility-focused recovery strategies

Earlier this year, 21 entrepreneurs in the first two cohort sessions of CEO Start™ successfully completed the program, advancing their business ideas closer to reality. CEO Start™ generated several success stories, including Abby Allen, founder of Gluestick, a beta application that provides creative projects for kids. Gluestick was among ten companies to reach the semifinalist level in the education division of this year's MN CUP competition in which entrepreneurs compete for a share of over \$400,000 in cash prizes. Another CEO Start™ graduate, Katie Ross, founded The Arts Creative and successfully opened a brick-and-mortar location in Bloomington this year. This fall, another 24 aspiring entrepreneurs are participating in CEO Start™, hosted in collaboration with the cities of Bloomington and Brooklyn Park.

Next steps

In the final quarter of 2024, HED's economic development team will focus on concluding all contracts supported with pandemic-recovery funding, gathering final outcomes from economic recovery efforts, and wrapping up an evaluation conducted by The Wilder Foundation.



Raise the Baseline — Empowering Families with Guaranteed Income

Allocation amount: \$2,500,000

Project description

Hennepin County's Raise the Baseline pilot is a cash transfer program that provides monthly payments to residents who were disproportionately impacted by the COVID-19 pandemic and who meet the pilot's eligibility criteria. The pilot gives recipients agency to decide how they would like to use the money to meet their family's needs and plan for their futures. Participants also have access to optional supportive services throughout the 15-month pilot period. Raise the Baseline differs from most public assistance programs, which commonly tie benefits to parameters such as fluctuations in recipients' earned income, and which restrict how recipients can use the money.

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

The pilot is expected to serve approximately 175 very low-income Hennepin County residents with dependent children under age 5. A pool of potential participants was identified through analysis of benefits enrollments gaps and calculations of who is least at risk for facing a reduction or loss in public assistance benefits.

The pilot will explore the impact of payments on participant's economic mobility, housing stability, employment outcomes, health and education factors, and quality of life. Pilot findings will help inform future policy and program decisions to better support working families.

Progress narrative

- This quarter Raise the Baseline served 161 families
- All participating families received monthly payments
- Participants in each of the three enrollment cohorts received their twelfth and final full payment and began to transition to their three months of partial payments. Participants received communication reminding them of the schedule and allowing them time to plan for the transition.
 - Cohort 1: first Raise the Baseline payment August 2023
 - Notification that July 2024 would be final full payment
 - Received final full payment in July
 - Notification that August would be first of three partial payments
 - Received partial payments in August and September
 - Notification that October will be final Raise the Baseline payment
 - Cohort 2: first Raise the Baseline payment September 2023
 - Notification that August 2024 would be final full payment
 - Received final full payment in August
 - Notification that September would be first of three partial payments

- Received partial payment in September
- Cohort 3: first Raise the Baseline payment October 2023
 - Notification that September 2024 would be final full payment
 - Received final full payment in September
 - Notification that October would be first of three partial payments
- The PowerApp IT solution built to support Raise the Baseline has been enhanced by adding additional features to support the final phases of the pilot
- Project for Pride in Living (PPL) connected with participants to offer supportive services
 - PPL's outreach coordinator connected with 69 of the 127 participants from the August and September enrollment cohorts to offer PPL services. Families were offered supportive services such as home ownership counseling and career coaching.
 - 58 participants indicated an interest in supportive services. PPL program staff connected with 30 of these families to discuss services.
 - As of September 30, nine families were receiving services from PPL
- Quantitative analysis planning with internal Hennepin County Data and Analytics staff continued. Evaluation will take place once the pilot has ended.
- The Improve Group continued work on Round 2 of their mixed methods evaluation:
 - Analyzed and synthesized data from Round 2 surveys and interviews
 - 58 participants completed surveys
 - 28 participants completed interviews
 - 15 participants completed photo elicitation interviews
 - Planning for Round 3 of the evaluation was completed with staff from The Improve Group and Hennepin County
 - Round 3 materials were approved by the Institutional Review Board

Key performance indicators

- Number of families participating:
 - 161 families fully enrolled
 - Payment:
- Percent of payments received on time: 100%
- Percent with accurate payment amount: 100%
- Quantitative analysis planning with internal Hennepin County Data and Analytics staff continues to move forward. The team is researching methodology and determining how to structure the evaluation. Evaluation will take place once the pilot has ended, and data is available in state systems.
- The Improve Group completed analysis of findings for the second round of the Raise the Baseline evaluation. Their research reflects people's experiences at the midpoint of pilot participation. The mixed methods evaluation included surveys, interviews, and participatory photo elicitation interviews.

Next steps

- Raise the Baseline participants will receive partial payments and final payments as the pilot concludes. Participants will receive communication reminders for final payments and pilot staff will be available answer questions and offer resources.
- Pilot management has been invited to share Raise the Baseline information at the Whole Family Systems and 2 Gen Network statewide event.
- The PowerApp IT solution will continue to be built out with functions related to final payment and closure.
- PPL's outreach coordinator will reach out to participants in the October enrollment cohort to offer supportive services. PPL program staff will work with interested participants to offer services. Participants will receive services upon screening and enrollment.
- Quantitative analysis planning with internal Hennepin County staff will continue. The Data and Analytics team will establish the evaluation methodology, decide on a timeline for analysis based on data availability, and complete tests of analytic measures and reporting.
- The Improve Group will complete Round 2 of their mixed methods evaluation and begin Round 3:
- Review Round 2 emerging findings with participants and staff to discuss findings and collaboratively interpret and contextualize findings
 - Synthesize input from the preliminary findings meeting discussion into the findings document to finalize learnings from Round 2
 - Begin conducting Round 3 mixed methods evaluation with participants



Anti-Hate Initiative

Allocation amount: \$1,000,000

Project description

The Anti-Hate Initiative supports community providers in raising awareness about hate crimes and bias-related incidents, encouraging reporting, and accessing services. It also aims to improve data collection to understand the extent of hate-based violence. Funds were allocated to hire a program coordinator responsible for fostering a common understanding among community providers and managing a Request for Proposal (RFP) to support local organizations addressing hate-based violence.

Progress summary

In the third quarter, Anti-Hate funds were directed towards programs focused on education, awareness, and strengthening organizational capacity. The programs have self-organized into an Anti-Hate Coalition, which is growing in capacity and numbers. This quarter, the coalition's efforts gained national recognition at the National Conflict Resolution Center's Conference in San Diego. Additionally, the website established by one of the providers, StopHateMN.org, played a key role in raising awareness and sharing educational materials, with a 43% increase in website traffic demonstrating its growing impact within the community.

Organizations continued to host events, recruit staff, deliver training sessions, and share best practices to counter hate. RISE Home, also known as Rise Beyond Hate, held multiple anti-hate events within the Liberian community, further expanding the coalition's reach.

Collaborative partnerships resulted in the creation of educational social media videos addressing Asian hate, Islamophobia, anti-Semitism, and allyship. Significant progress was also made in raising awareness and combating bullying through ongoing cooperation with the Minnesota Department of Human Rights.

The coalition continues to grow, with new organizations joining in the collective fight against hate. This report highlights the significant achievements in fostering understanding, unity, and action against hate, discrimination, and bias.

Key performance indicators

Over 100 hours spent on community outreach and seminars

Seven new organizations joined the coalition

Over 200 hours spent on campaign awareness efforts

Jewish Community Action (JCA), one of the providers in the coalition, gained national recognition as it partnered with Bend the Arc, becoming a primary co-author on several "Deconstructing Anti-Semitism" trainings. These Zoom-based trainings have reached hundreds of participants.

JCA and coalition partners engaged with researchers from the University of California, San Diego, contributing to their study on interventions against religious discrimination, including Islamophobia and anti-Semitism.

20+ hours were spent facilitating discussions and trainings for Hennepin County residents with law enforcement on reporting hate and bias-motivated incidents.

The coalition's website, StopHateMN.org, saw a 43% increase in visits

Next steps

Support external and internal organizations: Enhance efforts to advance Hennepin County's anti-hate initiatives, with a focus on data collection, community education, and agency collaboration.

Collaborate with community-based organizations: Work to identify gaps in services and plan for future activities to strengthen anti-hate campaigns.

These accomplishments demonstrate significant progress in the coalition's efforts to combat hate, foster collaboration, and increase community engagement. The upcoming steps will further solidify our commitment to eliminating hate in all forms, expanding our reach, and refining our strategies for greater impact.



COVID-19-Related Court Backlog

Allocation amount: \$4,511,066

Project description

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

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

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

Progress narrative

During the third quarter of 2024, the Hennepin County Public Defenders Office (HCPD) began to wind down the backlog project. HCPD contracted with four attorneys (2.75 FTE) and one legal office assistant (1.0 FTE) to handle adult felony cases. HCPD continued to fund two attorneys (.4 FTE) who staffed mandatory child protection calendars and represented children in these child protection cases.

Key performance indicators

HCPD was able to provide caseload relief to attorneys and allow them to focus more time on their older cases set for trial. In addition, the contract attorneys handle trial cases as part of the caseload relief. The Adult Court contract attorneys handled 135 new cases during the third quarter of 2024. The attorneys in Juvenile Court handled 25 separate half- day calendars, and 11 new child protection cases.

Next steps

HCPD is winding down the contracts. The legal office assistant contract is ending, and the remaining Adult Court attorney contracts will phase out at the end of the 2024. One of the Juvenile Court contracts is ending, and the remaining one will finish at the end of 2024.



Violence Prevention

Allocation amount: \$12,500,000

Project description

In June 2021, the Hennepin County Board authorized \$5 million for efforts intended to prevent, reduce, and mitigate gun violence in communities disproportionately impacted by COVID-19. The initial \$5 million was allocated for short-term efforts focused on getting resources into the community for violence interruption and intervention strategies, and for wraparound support services utilizing providers that had capacity and programming ready to provide immediate services. In March 2022, the county board authorized an additional \$5 million to support continued and new programming, and a final \$2.5 million was added in third quarter of 2023.

Hennepin County is committed to reducing community and gun violence through a holistic approach that identifies drivers of the violence, addresses risk and protective factors, and adopts evidence-informed policies and programs and effective strategies that improve outcomes for communities impacted by community violence, with particular focus on young people.

All of the programming falls within one of the three pillars of the Community Violence Prevention framework developed by the Centers for Disease Control: 1) Creating protective environments, 2) Connecting young people to caring adults and activities, and 3) Strengthening young people's skills.

Progress narrative

During this quarter, the 45 Community Violence Prevention (CVP) providers continued to implement their programming, and staff continued to support the Community Violence Prevention Network that serves every demographic population within the county. Using a countywide cohort approach, members of the Network collaborate with one another, leveraging resources, staff, and ideas. Providers also work together, within and across the three pillars.

The Community Violence Prevention Network meets quarterly as a whole cohort, and in the off months in smaller teams according to their work. These gatherings have proven to be valuable tools to build community and relationships, strengthening the individual organizations, and expanding the number of youth who are reached. As the CVP Network has developed, other groups such as local neighborhood organizations, schools, local government agencies, and law enforcement have reached out to be a part of this growing community-based work.

Over the past three months, staff experienced significant gains in introductions and attendance at community meetings, councils, and coalitions. From this experience, gaps were identified and contracts were amended to address violence intervention / outreach needs. Also, small group collaboration among CVP providers continued. Safe Communities continues to work closely with other service areas in Hennepin County, particularly the Opioid Response team and Public Health, to avoid duplication and leverage resources.

The Q3 Quarterly convening was held at the newly remodeled Minneapolis American Indian Center on August 13. The biggest concerns raised by the providers were sustainability, financial capacity, and communications strategies for conveying the violence prevention narrative.

Key performance indicators

- Staff designed the implementation program evaluation plan including surveys, focus groups, and analysis of data, for Q4 implementation
- 320 young people completed Step 1 of the Challenge for Change
- 14 organizations provided 67 hours of mental health supports
- 14 organizations provided 1,014 hours of mentoring
- 71 community events were held
- 301 eligible people reported developing a practice of well-being
- More than 800 young people received services from providers

Next steps

- Staff will continue the program evaluation, focusing on violence intervention and youth mentoring, through surveys, focus groups, and analysis of data provided by providers each quarter
- The Q4 Quarterly Convening is scheduled for November 15, 2024

OTHER/DOMAIN INFRASTRUCTURE

Countywide HVAC COVID-19 Response

Allocation amount: \$5,000,000

Project description

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

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

Progress narrative

In July 2024, one payment was processed for an invoice from the vendor Efficiency Commissioning LLC.

As part of this project, Efficiency Commissioning LLC studied a large subset of the county's library facilities to verify compliance with the new ASHRAE Standard 241 Control of Infectious Aerosols. The final report for phase 1 of the study was delivered on June 24, 2024.

Next steps

Work is complete. All invoices have been processed and funding expended.

OTHER/DOMAIN INFRASTRUCTURE

Digital Experience

Allocation amount: \$5,700,000

Project description

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

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

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

Progress narrative

Digital Experience (DX), and its DX Model partner teams, Website Communications and Web Infrastructure team in the Communications and IT departments respectively, continues to make progress and achieve accomplishments in the third quarter of 2024. This DX quarterly report is organized to reflect the work done that supports the DX three strategic directions at each of the community, organization, and team levels:

1. Drive an equitable and inclusive digital experience for Hennepin County community members.
2. Build and foster a culture of User Experience (UX) across Hennepin County.
3. Establish DX structures, processes, and culture founded in our values.

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

DX team members presented at a metro-area accessibility meet-up group. Team members presented about the county's digital accessibility journey, highlighting the years of work done in incremental steps including a digital accessibility policy, naming a digital accessibility coordinator, all leading to the county's first design system. The Hennepin County Design System is a single source of truth for creating and sustaining quality digital products and experiences. The design system is rooted in designing and developing for accessibility at the very beginning of any project.

DX is working with a team in the Facility Services department to build out a space that will serve as a usability testing space. Community members will be invited to the county space to engage with and share feedback about the prototypes. This kind of usability testing centers the voice of the end-user while providing DX team members insights about how the user navigates through a prototype to understand how effective it is at meeting the user's needs.

Work continued on the HennepinCounty.gov project. During this reporting period, edits were completed on initial content reviews, which determined prioritization for work, tree testing for information architecture was completed with users, and an outline for website governance was drafted. Additionally, the project team engaged with U.S. Digital Response to obtain coaching and guidance for best practices on structuring design sprints.

The ability to translate public-facing content is needed to serve more residents who speak languages other than English. DX initiated a research project to learn about various translation approaches that have been successful in other government agencies. The research project focused on Somali and Hmong languages and explored the effectiveness of artificial intelligence / machine learning (AI/ML) tools by doing interviews with users who speak these languages.

The Resident Experience Cohort is a cross-departmental effort with the Strategic Planning Initiatives (SPI) and Outreach and Community Supports (OCS) departments. The purpose of the cohort is to establish an ongoing, relational approach to community engagement. Hennepin County contracts with three community organizations to recruit and coordinate diverse populations the county can engage with to better understand community members' experiences with the county. County employees meet with members of the cohort and ask questions about when they've experienced pain points when interacting with the county and what improvements the county can make to have a meaningful impact on their experiences.

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

DX successfully created and submitted the 2025 budget request. County Administration supported the requested budget proposal. This is a significant milestone, and 2025 will be the first year the department operates without any pandemic response funding.

DX worked with contracted vendor, Pira Consulting, to develop templates for common user journeys. Journey mapping is an effective way to understand a customer's experience. Other benefits include identifying current gaps and needs in service, fostering inter-department collaboration, and can increase empathy for county customers. DX team members worked with the vendor to learn the foundational theory and skills to creating journey maps to be successful in honing this skill in the future.

DX contracts with a local accessibility organization, WeCo, to provide digital accessibility consulting services. These consulting services are available for all county lines of business and departments to leverage to improve the organization's ability to meet its commitment to providing accessible content and applications on the public-facing website. During this reporting period, there were six consultation engagements between county departments and WeCo.

Establish ODX structures, processes, and culture founded in ODX values

During this reporting period, DX continued to evaluate internal work management. A departmentwide work management retrospective provided space for team members to share their experiences and insights on existing work management processes and offer suggestions on how to improve processes.

In addition to evolving the department's work management processes, DX established a continuous learning and research agenda. A continuous learning and research agenda connects the work to the strategic plan. It maximizes the ability to apply learnings from previous work to better understand the user journeys and provides insights for the organization to take meaningful actions to better serve residents.

Key performance indicators

- More than 20 community members attended the digital accessibility meet-up presentation. The presentation demonstrates Hennepin County as a leader in advancing digital accessibility work in the community.
- Having a dedicated physical space for users to engage and interact with county digital prototypes and applications allows users to provide feedback that drives the accessibility and usability of the county's public-facing website.
- Working with U.S. Digital Response created the opportunity to gain industry best practices for organizing design sprints that determine prioritization and organized work.
- Project team members learned how to design for both broad user journeys and task-specific user journeys during design sprint reviews, increasing skillsets internally.
- Hennepin County is rooting its website translation efforts based on best practices from other local government organizations while leveraging technology where appropriate to better serve residents speaking languages other than English.
- Contracting with community organizations to gain access to under-represented populations provides a pathway for community members to engage with the county to share feedback about their experiences when working with the county.
- Successfully creating and submitting the 2025 budget request demonstrates the organization's commitment to investing property tax dollars in consistently positive and accessible digital experiences for residents.
- Eight common customer experience journey map templates were developed and will be used as an input to the development phase of HennepinCounty.gov.
- With six different consulting engagements, this is the largest number of engagements with various departments since the WeCo consulting contract was established in 2023. More departments utilizing accessibility consulting services demonstrates the need for these services and bridges the knowledge gap in designing and building for accessibility internally.
- Investing in time together as a department allows for deeper understanding of each other's experiences and provides a space for team members to share their experiences and build trust with each other. Aligning DX work to continuous learning and research creates a foundation for organizational success in taking meaningful actions to meet residents' needs.

Next steps

- Incorporate templated journey maps into HennepinCounty.gov development phase
- Hold DX Stakeholder Update meeting, scheduled for November 14
- Conduct future engagements with Resident Experience Cohorts where the primary languages spoken are Spanish, Somali, and Hmong
- Create a repository framed with the continuous learning and research agenda to document and store learnings from DX work to gain insights about efforts that are successful and where there are pain points
- Convert three remaining temporary positions to permanent positions in DX
- Reflect how the pandemic response funds allowed for all the digital experience work to happen and celebrate the critical milestones of the past three years

OTHER/DOMAIN INFRASTRUCTURE

Engagement Services

Allocation amount: \$3,180,000

Project description

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

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

Progress narrative

Trusted Messengers Program

- Ongoing relationship management of 25 contracted community-based non-profit agencies
- Shared and communicated information on county program / services
- Shared consultation and feedback with departments / service areas

Community Engagement Roster Program

- Continued to consult with other departments and promote contracts / agreements via the roster program
- Managed and added new organizations to the roster
- Reviewed new RFPs, projects, agreements, and work orders for internal departments

Translations

- Translation policy undergoing leadership review

Engagement vans

- Maintenance: The engagement vans were outfitted with Telematics. Van managers will be trained in how to monitor van use with this system. Samsara telematics will improve vehicle diagnostics, fuel economy, mileage tracking, vehicle utilization, and reduce operational expenses. Telematics data continues to help us increase vehicle fuel efficiency, ensure proper vehicle safety, and support the county's Climate Action Plan.
- Recognition of excellence: The Ford E-van won a Special Vehicle award from NAFA, a national fleet management association. Here is a quote from the award letter "What particularly impressed us, neat as the vehicle itself is with its special outfitting, is that the County uses this for community outreach. To us, it was a way of putting the whole green fleet idea together into one project. As you know, the judging panel takes community outreach very seriously as part of the contest criteria, and this was a great synthesis of an eco-friendly vehicle, a great special project, innovative use of technology, and of course the community outreach."

- Dodge Grand Caravans: During these months, the two Dodge Grand Caravans were reserved 11 times by 10 different Hennepin County lines of business serving thousands of residents. The vans were utilized for mobile pop-up engagements at community events and festivals such as Hmong Community Explore Your Parks, Latino Nature Fest, MN Thai Festival, and Open Streets West Broadway. In addition, Streets to Housing continued to use the vans on a weekly basis, serving people experiencing homelessness, until the end of July when they secured their own vehicle.
- Ford E-van served thousands of residents at outreach events. The Ford E-van was reserved 15 times for events such as health fairs, MN POC Pride in the Park, and National Night Out.
 - A highlight for the e-van was attending Hmong Day at the Minnesota State Fair where staff were able to serve up to 2,000 Hmong community members along with other cultures. Hennepin County's engagement team provided important information and resources about elections, environment and energy, child and teen check-ups, and public health and mental health services. More than 35 employees from 14 departments volunteered their time to represent Hennepin County to educate the public on our programs and services such as the Assessor's Office, Hennepin Health, the Office of Multi-Cultural Services, the Sheriff's Office, Department Navigators and the Asian Connections ERG.

Healing circles / community building

Our goal in hosting these healing circles is to promote the health and well-being of our communities. Each healing circle focuses on a certain community and the facilitators, from those communities, guide them on their journey to healing.

We held one healing circle on September 28 focusing on the Latino community. This workshop connected participants with their inner child and practiced fostering emotional and spiritual growth. The facilitator takes the group on a ride to cultural healing, holistic practices, and ancestral teachings. At the end of the workshop, the participants reflect on themselves.

Materials distribution

- The team continued to work with the Minnesota Department of Health on distribution of COVID-19 test kits and masks.
- The team also continued to share promotional items with community, including lip balms, frisbees, drawstring backpacks, tote bags, program handouts, and more.

Key performance indicators

Trusted Messengers Program

- Monthly meetings with large group
- Check-in meetings with Community Engagement Liaisons
- Communicate and ensure Trusted Messengers are billing monthly and utilize full funding by end of year
- Serve as Subject Matter Expert and consultant in county projects and initiatives:
 - 911 calls
 - Hennepin Experience Access
 - Climate Action and Resiliency

Community Engagement Roster Program

- 287 individuals and organizations registered
- Seven principal agreements executed
- 22 work order agreements executed
- Two RFPs
 - 2024 Summer Voter Engagement – Elections Department
 - Lead Poisoning Prevention Outreach – Housing and Economic Development Department

Translations

- Continued to meet and work with the Translation Policy Project committee

Engagement vans

The three community engagement vans continued to be a crucial strategy in serving community where they gather, with a focus on communities of color, to provide essential information about Hennepin County programs and projects:

- Handout materials include information about Hennepin County programming on general Hennepin County helpline, child & teen health, mental health support, election education, Metro Blue Line Extension Project, employment at Hennepin County, and specific flyers on Hennepin County events and special projects.
- Giveaway items include fun and useful items such as indoor flexible frisbees, tote bags, notebooks and pens, rice paddles, hand sanitizers, and refrigerator magnets with information on Hennepin County programs. In addition, STEM family activity kits were given away regarding the Blue Line Extension project.
- Vans were reserved 26 times either through the Motor Pool Key Valet system (Dodge Grand Caravans) or the Outreach and Community Supports (OCS) engagement calendar (Ford E-van)
- Up to 5,000 residents of Hennepin County were served with an average of 100 per event. OCS is in the process of developing a countywide engagement tracking systems for all engagement staff.
- Ongoing maintenance and systems support includes installation of Telematics, along with regular van maintenance of restocking handouts and giveaway items.
- Motor Pool Key Valet provides a summary of use upon request to Fleet Services

Healing circles / community building

A staff who supported the Inner Child healing session reported her observations of the space and what they heard:

- Participants said, “This was something that I needed” and appreciated the facilitator for creating a space for their emotions to flow. It brought a lot of things from their past and feel that they have finally started their healing journey.
- Another participant mentioned, “today they can show up with a better attitude [for my kids].” It was a good refresher to this participant who came with their daughter.
- We also had someone who recently arrived in the U.S. and felt overwhelmed. This space gave them a sense of community.
- We had an older lady in her 60s, she started dancing to the drums and was screaming as part of the healing. She said, “This gave me an opportunity to let things go” and felt that today they can move forward and “love myself.”

An evaluation of the session was sent afterwards, and we are waiting for the feedback to come back. The feedback and evaluation of the sessions help us determine the needs of each individual / community. Based on what was observed and heard from this session, we would like to continue working with this facilitator.

Materials distribution

- During this reporting period, 27,900 masks were distributed with 5,500 in July 27; 900 in August; and 21,500 in September.
- In July through September, OCS distributed 1,882 COVID-19 test kits to community organizations.
- Promotional items were distributed at various community events to foster conversation with residents, including Hmong Day at the MN State Fair and the MN Thai Festival.
- OCS continues to provide materials to county departments and service areas, such as Housing stability, Elections and Public Health Promotion.

- Items were also shared with commissioners for their community events as requested.
- During this report period, the team has distributed over 2,500 promotional items.

Next steps

Trusted Messengers Program

- Contracts ending November 30, 2024
- Final meeting late November to wrap up the year and ensure invoices and billing are sent timely
- Discuss the future of the 2025 Trusted Messenger Program and seek other funding to sustain the program for long term
- Send final reporting template

Community Engagement Roster Program

- Anti-displacement work orders around the Blue Line Extension project
- Lead poisoning prevention community outreach
- Grants Management utilizing organizations off the Community Engagement roster to help review grants
- Library workshops

Translations

- Work and consult with project manager hired under the communications department to discuss existing translations efforts and assess future needs
- Work with translation policy project lead on countywide policy for translation services

Engagement vans

- Schedule a meeting before 2025 of the engagement team van users to evaluate progress and recommendations for improvements
- Training key staff in using Telematics to monitor van use and efficiency
- Schedule winter parking and maintenance
- Establish a tracking system for van supplies and equipment

Healing circles / community building

We will be hosting these upcoming healing circles in October:

- October 5 Inner Well-being
- October 7 Sound Bath Healing
- October 12 Free the Body
- October 14 Sound Bath Healing, virtual
- October 19 Exploring Animal Migration through Linography (youth-based event)
- October 25 Native American Healing Circle
- October 26 Free the Body
- November 8 Native American Healing Circle

We are working with the Communications department to create a video of the healing circles and will record three of these sessions. The video is set to be done by January 2025.

Materials distribution

- The team will continue to manage current inventory of materials and distribute them to staff and community accordingly, as well as order more items to cover the remainder of the engagement season.
- The team will continue to work with other departments across the county to create new policies and procedures around outreach items, which will help improve efficiencies as well as ensure that items are environmentally friendly, cost-effective, relatively easy to carry and transport, culturally specific, and usable by community members.
- The team will evaluate which items were the most popular, the quality, and the communication with the vendors as they plan for procuring more items for next year.

OTHER/DOMAIN INFRASTRUCTURE

Enterprise Integrated Data System

Allocation amount: \$3,000,000

Project description

The Enterprise Integrated Data System aims to integrate data from across county systems to discover summary insights that enable the county to better respond to the COVID-19 pandemic, reduce disparities, and support key strategic initiatives. The project includes four key components: integrated data infrastructure, summary analytics, governance and security, and data use.

The integrated data infrastructure entails the development of the technical infrastructure required to integrate county data and modernize county data systems safely and securely. This work leverages modern data infrastructure tools to bring county data together effectively and iteratively to meaningfully create summary reports and analytics.

Summary analytics entails the development of a variety of summary reports that provide ongoing holistic insights into county services. Analyses focus on the county's ability to rapidly respond to the COVID-19 pandemic and its negative impacts; how residents navigate county services across lines of business; the impact of county services on the well-being of residents, and county disparity reduction efforts, among others.

The governance and security component entails the development of a robust and transparent governance structure that supports the development of strategic data insights while ensuring data security, privacy, and the ethical use of data. This work is done in coordination with existing data governance activities including the county's responsible authorities, legal counsel, and IT and data security staff.

Lastly, this effort includes a framework for data use that is intended to provide support for how the summary data insights created from this system can be used for effective decision making.

Progress narrative

In the last quarter, continued progress has been on each component of the Enterprise Integrated Data System with a clear aim of completing a well-established foundation that can continue to grow and scale well beyond the initial development phase of this project. To this end, the team continues to develop the integrated data infrastructure by focusing on improving a systematic approach to ingesting and integrating data into the system. Progress continues to be made on summary analytics projects with an emphasis on partnership to help maximize the meaningfulness and potential impact of summary insights. Ongoing continuous improvement efforts related to governance and security are underway and viewed as critical to ensuring this system is highly secured and carefully governed. And lastly, the framework for data use continues to be extended into a complete data literacy program for the county. As the project enters the final quarter of its development phase, work has also begun on codifying the lessons learned and ensuring each aspect of this system is well documented and poised to transition effectively to an ongoing and sustainable system.

Work on the underlying integrated data infrastructure continues to focus on ensuring a robust and systemic approach to ongoing data ingestion and integration. As noted in the prior report, the engineers continue to implement and refine a structured mechanism to manage all data ingestion processes. Overall, the total volume of data continues to increase and is now over 1,000 GB with data from 40+ systems (22 county systems are contributing data to the EIDS). This coincides with the development of internal DataOps practices that provide

ongoing insights into how this system is functioning. Monitoring the success rates and timeliness of data processes enables the team's data engineers to learn more systematically about what works and what doesn't. In addition, this past quarter marked a milestone as the team established a working prototype of a graph entity resolution process and preliminary comparison metrics of the existing relational database approach and the graph approach. Early results have been promising and the team will look to build off this in the next quarter.

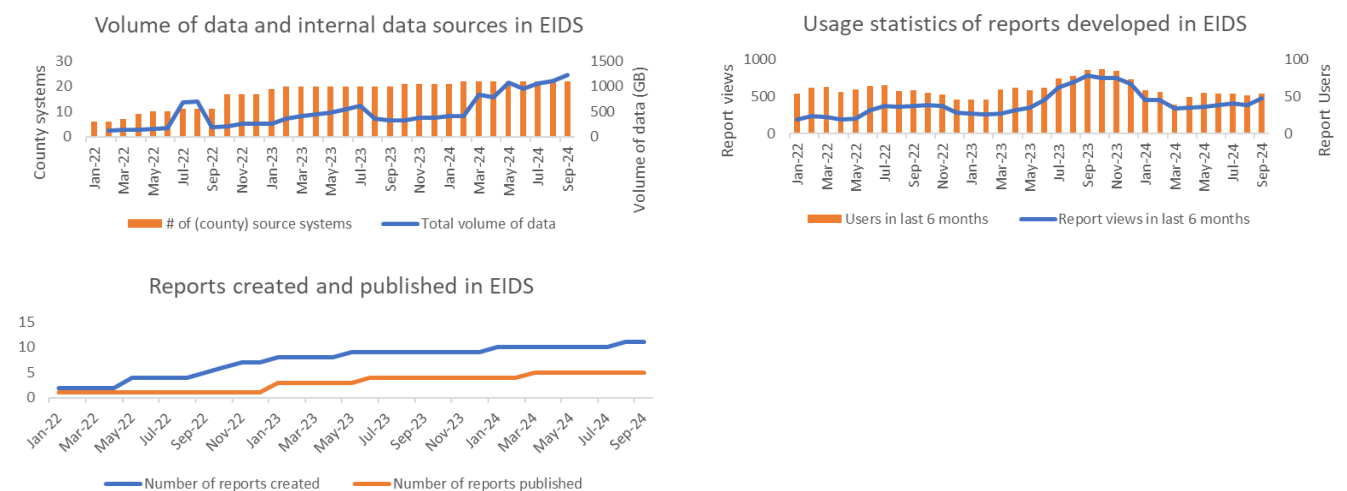
The team's data scientists continue to make progress on all active summary analytics projects. In the prior quarter, one new project was launched (compared to three in the prior quarter) and a second phase of the Who We Serve report was initiated where data scientists are working closely with county leaders to refine the current report and plan subsequent versions. In addition, three projects have moved into their final quality assurance checks and are expected to wrap up in quarter four of this year. To help support ongoing and effective partnerships between data scientists and county leaders, the team has also begun working more closely with the county's data strategists to identify mechanisms to embed data literacy support throughout an engagement instead of just via a user adoption plan at the close of a project.

As noted in the prior report, the team is looking for better ways to ensure the robust governance process established for EIDS projects takes place efficiently. Process improvement efforts have yielded a slight decrease in the overall governance timeline back to 44 days (inclusive of non-business days). Ongoing collaboration will continue with the county attorney's office and responsible authority to maximize efficiency yet also ensure this system remains highly secured and carefully governed.

The county's data literacy program has become a central component of this effort's framework for data use. In the past quarter, work has focused on executing the existing plan related to the data literacy community of practice, structured trainings, and county events. Of note, the planning for the county's second annual Data Week, an event that aims to help all staff effectively use data in their work, was completed. In addition, the initial planning for a director focused data-informed decision-making workshop was completed and is now being refined. Overall, this work continues to be well received. In the past quarter, the community of practice has had an average monthly attendance of over 130 staff. Nearly 90% of these staff reported they found content relevant to their work and that they were likely to share what they learned with their colleagues.

Lastly, as the development phase of the EIDS enters its last quarter, work is turning to documenting key lessons learned. Much of this work has been focused on gathering feedback on various aspects of the work including data engineering toolsets, the ways in which data scientists engage with key stakeholders, and analytics project management. Data collected will support the ongoing operation of this system and the scaling of key lessons to the rest of the county.

Key performance indicators



Monitoring of key performance indicator data continues to be formative in nature.

Total volume of data has increased to over 1 TB (1,000 GB) as of the end of the third quarter in 2024. The upward trend in the volume of data is primarily due to adding additional data from existing source systems. The total number of county systems contributing data to EIDS remains flat at 22 (although data from external sources continues to grow slightly).

Fifteen analytics projects have now leveraged this system. Five have been made available to stakeholders based on business need, three are nearing completion, one has been put on hold, and six are in active development.

Usage statistics continue to trend upward, albeit slightly. As the total number of users interacting with reports has remained relatively flat, this is largely due to increased engagement. As noted in prior reports, the decrease in utilization from 2023 was thought to be due to either a lack of timely data or insufficient user adoption support. While still too early to draw definitive conclusions, additional updates of more timely data in the upcoming quarter should provide clearer insights about whether these assumptions are accurate. Regardless, staff in Integrated Data and Analytics are utilizing these data and other feedback to drive towards more and more effective summary data insights.

Data pipeline success rates continue to improve. In the recent quarter, pipeline success rates averaged over 98% per month, safely above the target of 95% per month.

The current average length of time for an analytics effort to go through the governance process has decreased to 44 days (a decrease of five days inclusive of non-business days).

Next steps

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

- Continue to make meaningful progress on all analytics projects in adherence to the system's principles of partnership, careful governance, and data security.
- Version 1.2 of the Who We Serve report will be completed.
- Continue to implement the user adoption plan for each completed analytics project.
- Revise initial implementation of a graph-based entity resolution process and update comparison metrics. Outline comparison metrics methodology.
- Continue to refine and implement the EIDS's data model.
- Establish the first DataOps practices into a code base to enable scaling across the county (only very preliminary work was done in Q3 of 2024 on this task).
- Continue to carry out data literacy programs; hold data week 2024 and director level workshop on data-informed decision making.
- Continue to improve the governance process based on lessons learned.
- Complete summary documentation related to the development phase of the EIDS. This is expected to include a lessons-learned document; updates to the county's data lake, modern data architecture standards, and best practices; a refined operating model; and training and skill requirements for the EIDS.

OTHER/DOMAIN INFRASTRUCTURE

Information Technology

Allocation amount: \$10,000,000

Project description

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

Improving the design and execution of health, public health, and relief programs

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

Modernizing hardware and software

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

Protecting our critical infrastructure

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

Modernizing business processes

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

Progress narrative

Twenty-six projects have been identified in the four areas listed above. Nineteen projects have begun spending pandemic response fund allocations and the other seven will use remaining funds by the end of 2024.

Key performance indicators

Some notable accomplishments include:

- Modernization and migration to Azure for secure, cost-effective, and environmentally responsibility provision of services
- Backfile conversions that reduce offsite storage costs and make records more accessible to both the public and county employees. These efforts support decision making, data integrations, remote working, and resident services.
- Key valet for motor pool vehicles available at multiple locations
- Progress towards foster care referral system enhancements for initial placement matches with family whenever possible, and in family foster care when relatives are not available. Children and Family Services has prioritized stability for children and youth.
- Training and review of ADA website design to make online material more accessible
- Investment in continuous deployment tool to accelerate application deployment and manage complexity
- Modernized central services equipment to respond to pandemic-related and other special printing and mailing needs
- Partial funding of hardware placed in collaborative work centers to enhance hybrid workforce and service delivery capabilities
- Purchase and installation of digital signage at the drop-off facilities in Brooklyn Park and Bloomington
- Enhancements to workforce management system used by the Hennepin County Sheriff's Office

Next steps

Prioritized projects continue to proceed through IT intake to coordinate resources and ensure efficient use of enterprise tools. Projects have been identified across all lines of business and the remaining of IT pandemic response fund expenditures will occur in 2024.

OTHER/DOMAIN INFRASTRUCTURE

Voter Participation

Allocation amount: \$3,312,000

Project description

The Elections Department will:

- Support a countywide voter registration campaign and an absentee voting education campaign, building on the successful absentee voter outreach campaign that was conducted in 2020. Investing in pre-registering voters prior to election day and in ensuring absentee voters do not make mistakes on their absentee voting materials is cost-effective. Processing voter registrations prior to election day saves in time and materials as compared to processing election-day registrations and reduces wait times in polling places. Helping absentee voters complete their paperwork correctly the first time saves time and materials costs in avoiding the necessity of issuing replacement materials to correct mistakes.
- Upgrade poll book hardware. The poll book system is used in all polling places during every election conducted in the county. This system upgrade is critical to the county's ability to maintain useability of the poll book system and directly impacts the county's ability to administer accurate and secure elections.
- Replace the current central ballot scanners with new upgraded models. Absentee voting rates increased significantly in 2020 to approximately 70% of voters, compared to 30% in previous years, and is expected to remain high for upcoming elections. New upgraded central ballot scanners will enable the county to continue to effectively manage the increase in absentee ballots. New models feature hardware upgrades that improve the efficiency of ballot processing, ultimately supporting timely results reporting despite the larger volume of absentee ballots.

Progress narrative

From July 1, 2024 – September 30, 2024, Hennepin County Elections staff have continued to implement two key outreach and engagement strategies: contracting with community organizations for voter outreach and education services, and a tailored voter outreach media campaign focused on registration and voting. The reporting period includes the state primary on August 13, 2024.

During this reporting period, Hennepin County Elections worked with the Hennepin County roster program to post a request for proposal for one-time voter engagement activities between August and November. Thirty-three organizations submitted proposals. Elections staff reviewed each proposal and selected 13 with which to contract. These organizations are hosting events such as a voter engagement picnic with homeless youth, a civic engagement hip hop concert, door knocking, art installations, and candidate forums.

Hennepin County Elections continues the January – November voter engagement contract program. Twenty-two organizations are contracted to do sustained voter outreach through the November 2024 election. Contracted organizations work to increase trust in hard-to-reach communities with low election engagement. During this reporting period, these contracted organizations encouraged participation in the state primary election on August 13, 2024, and provided voter registration and education in preparation for the state general election on November 5, 2024. Contracted organizations attended or hosted over 250 events, had more than 18,000 in-person conversations with residents, and reached over 128,000 people via voter outreach media campaigns.

Examples of work completed during this reporting period include creating translated voter outreach materials, hosting candidate forums, collaborating with other organizations to co-host voter engagement events, tabling at summer community events and providing voter outreach materials, posting election information on social media, and preparing for fall voter outreach events.

Hennepin County Elections continues to build and support community partnerships. During this reporting period, Voter Engagement has hosted three community partner meetings on the topics of conducting voter registration drives, absentee voting, and Election Day voting.

Voter Engagement continues to work with an advertisement agency in developing content and placing ads with the goal of educating residents on voter registration and upcoming elections. The media placements focused on reaching communities with historically low voter engagement, including Black, Indigenous, people of color (BIPOC); people experiencing homelessness, disabilities, or language barriers; seniors; renters; and veterans. Digital media channels for this advertisement campaign include Facebook, Instagram, Google, Snapchat, Nextdoor, Twitch, and YouTube. During this reporting period, the paid advertisement campaign received a total of 19,812,199 impressions and 5,707 clicks.

During this reporting period Hennepin County Elections staff conducted 39 outreach events. At these events, staff registered voters, provided education on upcoming elections, and handed out informational materials in multiple languages. Twelve of these events were focused on voter engagement with disability communities. During these events, election staff demonstrated the accessible voting devices to ensure voters feel comfortable and confident voting independently.

During Disability Voting Rights week, Voter Engagement staff worked with the community organization Rev UP to host an accessible voting open house at the Minneapolis Central Library and demonstrate the accessible voting machines and the accessible absentee ballot. This event was covered by WCCO and Fox9.

In preparation for the August 13, 2024, state primary and the November 5, 2024, state general elections, Voter Engagement staff developed new social media content and creative to engage Hennepin County residents around voting.

Key performance indicators

Key performance indicators for Hennepin County-led outreach and engagement may include:

- Increased institutional knowledge of election process among contracted and partner organizations
- Number of toolkits developed, translated materials, and other voter education materials produced and distributed
- Number of community organizations contacted and engaged with Hennepin County
- Number of people reached through targeted media campaigns
- Number of trainings for community organizations and service providers

Contract organizations submitted mid-point reports in August 2024. Work and accomplishments were described in terms of the following:

- How many people organizations talked to or registered to vote
- Materials developed, translated, and distributed
- Media utilized and engagement
- Events held or attended, and materials shared
- Other quantitative or qualitative information or stories and other activities and accomplishments

Next steps

In the next three months, Hennepin County Elections will prepare voters for the November 5 general election. Elections staff will continue to work with a contracted media agency to conduct an advertisement campaign focused on voter registration, absentee voting and Election Day voting.

The contracted organizations will continue their voter outreach work through the November 5 general election. Contract invoices and reports will be due in November.

Hennepin County Elections staff will continue to conduct in-person voter outreach events throughout the county. Events will focus on communities who face the highest barriers to voting and in areas with low voter turnout rates.



Hennepin County

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