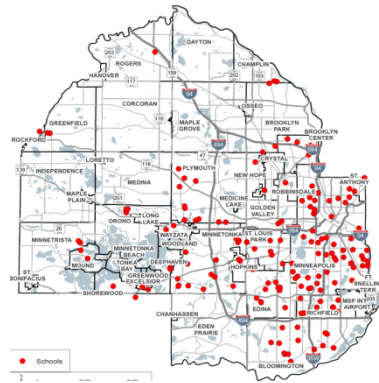


# 2014 Hennepin County Highlights



## Health Line of Business

### Hennepin Health

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



*Fit 4 Fun day at NorthPoint Health and Wellness Center*

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

- Increasing the number of people enrolled in Hennepin Health to an all-time high of nearly 10,000 members
- Further decreasing the rates of emergency department use and inpatient hospitalizations
- Developing new and innovative workforce roles, including outreach community health workers functioning outside of the traditional clinic setting
- Investing significant savings into focused reinvestment projects and measuring the return on that investment
- Launching a risk scoring and tiering system that assesses each member's likelihood of future health care expenditures, assisting in targeting interventions

Providing focused housing navigation to medically complex members, housing nearly 150 members and demonstrating system savings through reductions in health care utilization (55 – 70 percent reduction in costs, unmeasurable improvement in lives.)

### Medical Examiner's Office

The Medical Examiner's Office is located in the Forensic Sciences Building in downtown Minneapolis, with a satellite investigator's office located in the Dakota County Western Service Center in Apple Valley. Hennepin County's state-of-the-art facility provides complete death investigation services to Hennepin, Dakota and Scott counties, as well as forensic autopsies for other Minnesota and Wisconsin counties on a referral basis.

In 2014, the Medical Examiner and staff provided a variety of forensic and medico-legal training opportunities to medical students, residents and fellows, as well as personnel from partnering law enforcement agencies within the three-county jurisdiction and beyond. Through partnerships with the University of Minnesota Medical School and Hennepin County Medical Center, as well as through their own ACGME-accredited Forensic Pathology Fellowship Program, physicians on staff provided over 140 weeks of training to visiting students, residents and fellows. Furthermore, law enforcement officers from various agencies statewide spent valuable hands-on time in the Medical Examiner's facility learning death investigation best practices from forensic pathologists and medico-legal death investigators.

In 2014, the Chief Medical Examiner was one of 17 forensic science experts nationwide to be appointed to the new Forensic Science Standards Board (FSSB). This board is a key component to the U.S. Commerce Department's National Institute of Standards and Technology (NIST) Organization of Scientific Area Committees (OSAC). One of the office's investigations supervisors has been placed on the FSSB's scientific committee that focuses on crime scene investigation, and two medical examiner physicians were appointed to key subcommittees. The talent employed in this regional office is continually recognized on a national level.

The office is on track in 2014 to receive over 6,800 reported cases from the tri-county area. In addition to providing services to counties under the medical examiner's jurisdiction, the Medical Examiner's seven board-certified forensic pathologists provide expert autopsy services to other Minnesota and Wisconsin counties on a referral basis. This sharing of expertise will result in over 1,100 autopsies being done in the facility in 2014 – a service that positively impacts the quality of death investigations throughout the region.

In partnership with the Minnesota Coroners' and Medical Examiners' Association, the office planned and facilitated the 31<sup>st</sup> Annual Forensic Science Seminar in October 2014. The two-day educational conference was attended by over 220 participants and presenters from around the region, offering continuing education credits for physicians, law enforcement personnel, attorneys, medico-legal death investigators and funeral directors.

## **Metropolitan Health Plan**

In 2014, Metropolitan Health Plan (MHP) recognized membership growth in a number of products, ultimately providing health care coverage for approximately 14,000 enrollees. 2014 was also the final year MHP offered a Medicare product, terminating the contract with the Centers for Medicare and Medicaid effective December 31, 2014. The MHP team worked within regulatory guidelines and focused on transitioning care for the Medicare members previously serviced under the MHP Medicare products.

MHP focused on health plan efficiencies and process improvement. The operations team worked on completing a significant claims migration project which streamlines and optimizes claims processing. The initiative included an extensive review of policies and procedures that cover enrollment, benefit set up, customer service, provider data and claims adjudication.

MHP participated in a number of regulatory audits, including Centers for Medicare and Medicaid, Minnesota Department of Human Services, Minnesota Department of Health, Minnesota Department of Commerce and the Minnesota Department of Revenue.

MHP continues to invest in case management and care coordination support for the members we support. This effort continues to engage members in their care and to reduce medical expenses. MHP is on target to complete over 90,000 member inquiries. MHP will also provide support to the new Hennepin Advantage product which will be offered to all Hennepin County employees in 2015.

### **NorthPoint Health and Wellness Center**

NorthPoint Health and Wellness Center (NorthPoint) is presently celebrating its 47<sup>th</sup> year as a primary, preventive health care center in North Minneapolis. It provides a wide range of medical, dental, behavioral health, pharmacy, laboratory, nutritional, optometry and specialty health services to residents in its primary service area and to a number of patients in adjacent neighborhoods and communities. The following are recent accomplishments and highlights for NorthPoint in 2014:

- NorthPoint was honored at the annual UCare's "A Salute to Excellence" event as an "Excellence in Cultural Care" recipient. At the event, UCare honored clinics and health systems for earning quality excellence awards in UCare's 2013 Pay for Performance program or for going the extra mile to deliver culturally responsible health services to Ucare's members and to reduce barriers to care for people with disability.
- NorthPoint hosted another successful Fit-4-Fun day on Saturday, September 13, 2014. In its third year, the annual event catered to approximately 1,000 participants up from 650 last year. Adults and kids alike participated in a variety of fitness activities, demonstrations and health screenings to encourage healthy eating and healthy behaviors.
- NorthPoint successfully completed its third year recertification as a health care home with the Minnesota Department of Health. A recent patient advisory group applauded and praised the team model of primary care at NorthPoint.
- NorthPoint hosted its annual See Test and Treat event to provide on-site cancer screenings for Hmong, Latina and African American women. This year, over 231 women were screened for breast cancer, cervical cancer and colorectal cancer during the three-day event. This event is held in partnership with the College of

American Pathologists, Minnesota Department of Health, American Cancer Society, HCMC and many of other community partners.

- NorthPoint tracks 24 clinical quality improvement indicators and 80 percent of those indicators were at or above 80 percent of goal with 67 percent of the quality indicators at or above 90 percent of goal.

## **Public Health**

### Cultural Services Units help address Ebola concerns

After successfully recruiting and training the first-ever Medical Reserve Corps Cultural Services Unit (CSU) in Brooklyn Center in 2013, the effort was repeated this year in Brooklyn Park and Minneapolis, supported by ECHO and the cities' public health, fire and police departments. The CSU volunteers – former immigrants/refugees who have established new lives in Hennepin County – are recruited to help recently arrived immigrants understand and appropriately respond to local civic, safety and health issues before or as they occur. The large West African populations in Brooklyn Center and Brooklyn Park parallel the large percentage of West African CSU volunteers in those two cities. That provided a fortunate and immediately leveraged benefit this year in our ongoing public health outreach and education efforts surrounding the Ebola outbreak in those individuals' home countries. Having a cadre of in-community communicators has, on multiple occasions, helped us learn about emerging community concerns and address them, and identify instances of misinformation and correct them. Additional Cultural Services Units will be pursued in other suburban cities in 2015.

### Helping depressed moms cope

In partnership with HCMC's Obstetrics and Gynecology Clinics, a Hennepin County Public Health Nurse (PHN) has been working to identify pregnant or new mothers with depression. The PHN provides depression screening and follow up to these mothers and families. In addition to connecting the women to mental health resources in the community, the mothers are offered intensive home visiting services that can be provided on a weekly basis. These services are provided by trained professional home visitors who have child development and infant mental health experience. More than 30 Hennepin County families have received these services. This is very important for the babies as mothers who are depressed are sometimes unable to provide adequate nurturing to promote typical development of the infant.

### PrEP added to HIV prevention toolkit

Public Health Clinic Red Door Services this year added pre-exposure prophylaxis (PrEP) to its existing array of HIV prevention efforts, in this case targeting high-risk men who have sex with men. Built around a new HIV preventive medication, the PrEP program's first year objective was to serve 60 clients, regardless of health insurance status. Now at 17 months, the program so far has conducted 168 PrEP assessments and enrolled 114 patients.

### The state's first accredited health department

Hennepin County's Public Health Department was the first in the state, and among the first 30 state and local health departments nationwide, to receive accreditation from the national Public Health Accreditation Board (PHAB), a partner of the U.S. Centers for Disease Control and Prevention. The accreditation process tracks and ensures that health departments provide high quality programs that promote good health and disease prevention through a review process that occurs every five years. To earn PHAB accreditation, health departments also must have a Community Health Improvement Plan that identifies priorities and coordinates with hospitals, health systems, school districts, businesses and cultural, charitable and faith-based organizations.

### Wellness for every body recognized as promising practice

Hennepin County's Wellness for Every Body initiative this year was recognized by the National Association of County and City Health Officials as a national "Promising Practice." Through contracts with adult group homes and day training centers, the program creates healthy eating, physical activity and living environments for individuals with intellectual and developmental disabilities to reduce obesity and other chronic diseases. Web-based training keeps costs down and works well in facilities where high turnover rates and evening/weekend shifts are commonplace.

## **Better Together Hennepin**

Hennepin County's teen birthrate continues to decline and continues to outpace state and national declines. Since 2006, HSPHD's Better Together Hennepin: Healthy Communities, Healthy Youth – an initiative to decrease teen pregnancy and support healthy youth development – has provided a variety of programs and services to over 10,000 young people. Investing in prevention is smart fiscal policy, as the public cost of benefits and services to teen parents and their children is high. Teen parents are less likely to graduate from high school and the children of teen parents are at high risk for persistent poverty, school failure, and child abuse and neglect. Better Together Hennepin's work is supported by a substantial federal grant that ends in 2015. County staff is working to diversify the initiative's funding base for this successful work.

In 2012, Hennepin County began a pilot project to provide public health nursing support to teen parents involved in the Minnesota Family Investment Program (MFIP), with the goal of improving school attendance, improving access and engagement in quality child care, improving healthy child development, and delaying a second pregnancy. Due to its success, the pilot was converted to an ongoing countywide program. In 2014, with new state grant funding, Hennepin County initiated a new project to increase the number of MFIP youth (ages 18 through 25) that complete high school or obtain a GED and go on to postsecondary education and career training. The new *Pathways Project* focuses on rapid engagement, remediation, and relevant career training and retention services for these youth and will serve an estimated 200 participants each year, with a goal of 120 high school/GED graduates and 90 who have completed postsecondary

training, all by June 30, 2016. The new project partners Hennepin County with Minnesota Visiting Nurses Association, the school districts of Minneapolis and Brooklyn Center and ISD287, along with Minneapolis Community and Technical College and Hennepin Technical College.

## **Health Line of Business - Horizontal Projects**

### Health and welfare supports

The collective health partners across Hennepin County continue to work to improve health outcomes at lower costs for Hennepin County residents. In the past year, they rolled out integrated programming adding housing and vocational supports to health services for individuals who needed them in order to stabilize their medical conditions. The housing initiative resulted in >52 percent cost reductions and the vocational supports resulted in >60 percent cost reductions, and above all, created pathways out of poverty for some of our highest need residents.

### Use GIS/mapping technology

We have worked across the Health line of business and partnered with Information Technology to ensure better access to services and create cost saving efficiencies where possible. Some sample uses:

- HCMC - Information on geographic needs and response times to scenes
- Public Health - Inform the public on cooling centers/beach closures, local health resources
- Hennepin Health, HCMC, NorthPoint and MHP - geographic locations for health services
- Define areas of orientation for focused outreach (i.e., teen birth rates)

### Criminal Justice - Behavioral Health Initiative

- In 2014, we launched the Criminal Justice Behavioral Health Initiative, (a partnership between public safety, our health system and human services), with a goal of providing better service access to individuals with behavioral health who are encountering the criminal justice system. We believe we can do better, working together to ensure we get individuals into services and supports.
- Launched an integrated access team in the jail to provide screenings and rapid access to services and supports. In addition we are looking at local options for competency restoration to ensure rapid access to treatment and supports. As we monitor recidivism levels and costs, we believe we will see better outcomes for lower costs as systems work together.

## Public Safety Line of Business

### County Attorney's Office

The top priority of the County Attorney's Office continues to be reducing gun violence. The office has deployed a broad array of tactics including aggressive prosecution, coordination with federal prosecutors, prevention and creative outreach to stop gun violence.

Using forfeiture dollars, the office engaged a local playwright to create an anti-gun violence play called Stars & Stripes. Mixed Blood Theater performed the play in 26 junior and senior high schools throughout Hennepin County, reaching at least 3,100 young people. After each performance, volunteers from the county attorney's office facilitated post-play discussions in classrooms. To further the message, a website, [www.changethestoryhennepin.com](http://www.changethestoryhennepin.com), was created to host videos and stories from victims about gun violence.



*Sentence to Service Crew*

Heroin use and related fatalities is a nationwide problem. In 2013, a record 56 people died in Hennepin County from heroin overdoses. The County Attorney's Office aggressively seeks ways to hold drug dealers responsible including charging those who provided heroin resulting in death, with third-degree murder. Since 2011, the office has charged seven cases of third-degree murder and obtained convictions in all but one with a few cases still in process.

The nationally recognized Domestic Abuse Service Center (DASC) celebrated its 20<sup>th</sup> anniversary in 2014. Partnering with the Minneapolis City Attorney, the Sheriff's Office and the courts, DASC is a one-stop shop for victims of abuse, providing a safe space, counseling and referrals for victims and their children. While DASC has approximately 27,000 contacts each year with victims, domestic abuse is declining in the county. Through efforts at DASC, police training, and public education, the number of restraining orders issued has dropped by 22 percent since 1994.

The civil divisions in the County Attorney's Office handle a wide range of legal issues. This year, civil lawyers engaged in more than two years of complicated legal negotiations with nine governmental agencies and two private partners to close the public-private development deal at Target Field Station. Beyond creating new jobs and growing the tax base, this agreement creates a vibrant public space with fantastic amenities for residents and visitors.

The Community Prosecution division worked closely with police departments, especially those in North Minneapolis, to close down nuisance properties that are repeatedly the sites of loud parties, drug dealing or prostitution. Partnering with investigators, housing inspectors and community groups, the office worked to improve the quality of response to nuisance properties, focusing on data sharing, reducing time and eliminating



redundant work between agencies. Since January 2013, we have taken action against 259 properties with a majority of them already successfully abated.

## **Department of Community Corrections and Rehabilitation**

### Adult Corrections Facility (ACF)

The ACF is participating in a Transition from Jail to Community grant project which strives to improve clients' outcomes, decrease recidivism and enhance public safety. We have made changes to our assessments to better evaluate risk levels and needs. Our collaborations are intended to assist successful reintegration into the community.

### **Resident Assessments**

- Implemented screenings for risk/need to target programming to populations, including the Brief Jail Mental Health Screen and the Level of Service Case Management Inventory.
- Classification redesigned to align with recommendations by National Institute of Corrections consultant Captain Demery.

### **Partnerships**

- Collaborative work with HSPHD, bringing social workers onsite to assist residents.
- Collaborated with HSPHD and Portico Healthnet to offer applications for health insurance to ACF residents.
  - 321 applications submitted in 2013 under the old system of sending paper to HSPHD.
  - 153 applications submitted between February and August 1 under the new MNsure System with Portico.
- Expanded the Private Sector Work Program and partnering with area businesses to offer ACF residents real-world work skills. 130 residents have worked nearly 50,000 hours in 2014, 14 residents have been offered jobs.
  - \$552,341.60 has been billed so far this year
  - \$245,882.14 has been paid to the resident (net pay)
  - \$7,428.27 has been collected for child support
- Collaboration with Community Offender Management (COM) and the Fourth District Hearing Office providing Sentence to Service (STS) while incarcerated resulted in 1,004 days of STS served and 123 residents satisfying all days owed prior to release this year.
- Incarcerated pregnant women now receive one-on-one parenting, coaching and birthing support.

- MOU with Minnesota State Department of Vehicle Services allowed us to provide 38 state ID's for residents in 2014.

**Accreditation** received from the National Commission of Correction Health.

### **Education**

- All electronic GED testing, with more rigorous content and standards, practice tests, and two fully functioning testing centers. Instruction in word processing, college-preparedness and work-readiness skills.

### **Improved Resident Communication**

- Resident Handbooks and Rulebooks translated to Spanish and Somali made available electronically on kiosks.
- Software installed to assist hearing impaired residents through sign language.

### **Facility Structure**

- Transitioned to Property Services for all building and grounds maintenance.
- The women's facility was renovated with new paint and flooring.

### **Planning for Near Future**

- Monitoring of residents on Electronic Home Monitoring (EHM) transitioned to Community Offender Management on September 15, 2014.
- Transitioning kitchen staff from correctional officers to cooks and food service workers.
- eNotez rollout during fourth quarter of 2014 will allow residents to send and receive an e-mail message from the public.

### Adult Fields Services (AFS)

Adult Field Services continues the work of transitioning to a business model based on Evidence Based Principles (EBP) and utilizing practices proven effective in reducing recidivism. These principles and interventions identify and guide service delivery for improved outcomes in regard to community safety and offender change.

### Realignment of AFS business model to support EBP

- Redesigned Central Intake unit to expand assessment capacity to align with EBP risk principle and determine supervision level and client services
- Redesigning the Supervised Release unit. Changes include: five new probation officer FTEs; reduced caseload sizes; enhanced supervision and contact standards for highest risk clients and incorporation of EBP interventions and practices
- Merged investigative functions to transition from an offense driven model to a risk and needs focused model

- Reallocated staff resources to deliver timely and accurate risk and need assessments which drive appropriate level of supervision and interventions

#### Enhancing EBP competence

- 91 percent of all direct service staff have completed Motivational Interviewing training
- 40 AFS staff have facilitated Cognitive Behavioral Interventions (COG) including Thinking for a Change, Beyond Trauma, Connections and Driving with Care

#### Enhancing client stability

- Developed collaborative case management model across Adult Services
- Participation in Department of Corrections' Transition from Prisons to Community (TCP)
- 235 clients participated in COG in 2013; 157 graduated (67 percent)
- Use of Private Sector Work Program (PSWP) as a tool for COG graduates to obtain long-term livable wage employment
- Strengthen partnership with HSPHD to enhance access to resources, services and data to better serve complex needs of our clients

#### Technology initiatives

- Evaluating the efficacy of AnyTrax voice recognition technology for group supervision of low risk offenders
- Participating in the design of the countywide enterprise solution for electronic document management/ case files. AFS will be the first recipient of the selected vendor solution
- Collaborated with HJIP to develop proposals that enhance two-way electronic data sharing among criminal justice partners that will utilize district court funding
- Continued ongoing implementation of e-Filing in AFS to the court
- Implemented an electronic Bail Evaluation in Pretrial
- Exploring the use of technology (GPS tracking) to support staff safety in the field
- Working with Central IT/ GIS to utilize client mapping technology
- We continue to make enhancements to CSTS, the case management system for Adult Probation, including mobile apps to allow agents to work more effectively when in the field and away from their desk and office.
- Created business case to be presented to Central IT/Communications regarding a need for an alternative cell phone provider and use of the smartphones to increase safety and reduce potential harm to agents when in the field dealing with high risk clients, especially on Intensive Supervised Release.

### Staff safety, communication

- Enhanced communication and listening to staff's needs through regular meetings with AFS members of the Employee Engagement committee. Starting in September, AFS management team meetings will be rotated through our physical locations and a corrections unit supervisor will be invited to partake in our meeting. We will then remain at that location for an additional 45 minutes for an open door conversation with any and all staff who wish to join us.
- Safety audits have been completed on four of our largest locations with work underway to implement recommendations to increase safety and decrease risk to our staff. The Workplace Safety Engagement Team now reviews all submitted incident reports on a monthly basis and makes recommendations to management regarding possible needs or changes to policy.

### Work with criminal justice partners and responsiveness to communities and citizens

- Focus placed on placement of level three sex offenders within communities to mitigate and minimize potential concentration issues of offenders living in one area.
- Worked with bench to develop enhanced orientation including PowerPoint and handouts for new judges to ease their transition and working with adult probation, the ACF and COM division.
- Provided "brown bag" training sessions to the Public Defender's office and attorneys regarding a variety of topics including EBP; assessment tools, COG skills, etc.
- Provided training to Minneapolis City Attorney's office regarding how probation serves and addresses DWI offenders through thorough assessments, programming and supervision.

### Community Offender Management (COM)

- 62 percent of our staff is newly hired/being trained, etc.
- Collaboration with Minneapolis Police, Minneapolis Property Services, Folwell Neighborhood Association to create GROW ON PENN Communal Garden at 36<sup>th</sup> and Penn North. The first successful planting and harvesting were completed.
- Project Corridor 81 for the All Star Game (750 crew hours)
- Completed expansion of the COM office building and shop
  - Shop safety needs met
  - EHM moved out to CHS for seven months without disruption to service
  - Stretching program developed
- STS Safety Plan is up and running and well on track for completion
- Online scheduler e-Gov project for STS
- ACF STS Crew established and successful

- Completion of five picnic tables for the south plaza of the Government Center
- New contract with Golden Valley
- STS Attendance Project – Phase 1 complete
  - Interns researched client attendance trends, communication etc. to help develop new informational materials and better client communications
- Effective September 2014, Adult Probation, Fifth District Court and STS are collaborating to create STS Violations Court Calendar to reduce workload on the other court calendars.
- Division wide e-Filing initiative

### County Home School (CHS)

- During the 2013-2014 school year, 11 students received their GED and eight students received their high school diplomas. Fifteen students received a post-secondary scholarship for \$3,000 through the Epsilon Scholarship Fund.
- To date, 84 percent of staff are trained in Motivational Interviewing, an evidence-based strategy to increase intrinsic motivation that supports offender change.
- A new Restrictive Procedures curriculum was rolled out as a first step in a workplace injury reduction strategy to reduce staff injury related to restraint procedures. In 2014, CHS's safety goal is to reduce OSHA recordable incidents from our current rate of eight to five or less in 2014. To date in 2014, CHS has had no OSHA reportable injuries as a result of a restraint.
- In September 2013, a process to transfer facility management of the CHS to the Property Services department was begun. This transition is now complete.
- Accreditation by the National Commission on Correctional Health Care.
- CHS completed a Mock Audit in May of 2014 to prepare for the federal auditor in January of 2015. CHS was in compliance with 21 standards at the time of the mock audit.

### Family Court Services

#### Family Court Enhancement Project

- Fourth Judicial District, one of four counties nationwide, selected for a three-year project being funded by the Department of Justice, Office on Violence Against Women
- Family Court Services participating in collaborative work group to determine what family court procedures, practices, and structures related to custody and parenting time can help keep victims of domestic violence and their children safe from further violence and trauma
- Integrated framework for assessing domestic violence in custody and parenting time evaluations

- Expanded pilot of structured parent-child observation method to all staff for integration into evaluative processes
- Coordination between Family Court, Family Court Services, and NorthPoint
- Integrates judicial case management, parent education/supportive services, and mediation to create long-lasting parenting plans
- Launch of online Self-Referred Mediation Request Form through the public website
- Increased efficiency processing 300 or more requests annually
- Provides client electronic means to alert and invite the other party to participate
- Provides auto-generated documentation of proof of mediation efforts required by Family Court in considering motions for further relief
- Shortens wait time for mutually requested mediation services

### Juvenile Probation (JP)

- We have incorporated the uSPEQ survey results into our daily operations via ongoing work plan maintenance, monthly forums, which have led to improved survey results. Survey results have also guided us to improved hiring practices, increased use of subject matter experts to support operations and policy development, safety audits at our regional offices and increased visibility and availability of supervisors and managers. There has also been an increased emphasis on the power of conversation with staff leading to improved communication and relationship building. The May 2014 uSPEQ results reported that of those that completed the survey, 94 percent were satisfied with their job.
- The JP Extended Jurisdiction Juvenile (EJJ) unit incorporated the Level of Service/Case Management Inventory assessment tool for clients that are 18 years or older. Connected to that effort was a comprehensive review of cognitive based interventions that could be incorporated into the EJJ aftercare group. Following staff realignment, training and curriculum development the aftercare group began and has doubled in size.
- Trained all 116 JP staff on trauma informed care; created required trauma informed training for all new staff; collaborated with HSPHD regarding services for girls and a trauma screening tool; realigned JP staff to create a Gender Specific unit to focus and organize our girls supervision and service efforts.
- The EJJ unit supported and implemented the A-GRAD high school graduation celebration ceremony for 34 county involved youth.

### Organizational change management highlights

#### **DOCCR IT**

- Windows 7 roll-out-worked in collaboration with the IT Department to deploy 968 Windows 7 desktops and laptops

- Moved most physical servers in our IT infrastructure to the Hennepin County Private Cloud and virtualized servers. Nearly all DOCCR servers have been virtualized creating more efficient use of electrical and physical computing resources while creating a more resilient and redundant infrastructure.
- Completed the creation of an Inmate Learning Center network at the ACF that includes 25 computers used for inmate education and online GED testing. The creation of the network revolved around the federal mandate that all GED testing needs to occur online. In addition to this learning center, we also used the same model to deploy four resident access computers at the County Home School.
- Continued work on the e-Gov project titled the STS Online Scheduler. This is a pilot project that uses a new enterprise solution called Q-Flow to allow Sentence to Service (STS) clients to schedule their court ordered community service. The solution is intended to create efficiencies within the business unit by reducing call volumes and empowering the clients to schedule their own work.
- Working on a project with Adult Field Services (AFS) that has been named Electronic Case File. This project goal is to reduce paper to a minimum and to automate some business processes. The project focuses on the electronic creation, distribution, receiving and storage of all client probation documents. The intent is that all probation officers use their system of record, CSTS, as the portal to all necessary documents. CSTS will be integrated with a document/content storage system that will handle the document workflows and storage. The ideal solution would have all criminal justice partners using the same storage solution with integrations to their systems of record. This project has become dependent on the Document Management and Imaging project. This is a pilot for all other DOCCR divisions that would ultimately use the same model.
- Established the infrastructure necessary to enable the Monitoring and Communication Center (MACC) at the Community Offender Management building. The MACC is a room that currently contains four workstations, each with a computer and two monitors. The room also has an advanced video switching system that has four wall mounted large screen monitors. The monitors can be configured to display any output from any of the four workstations as well as live TV feeds. The MACC will be used to monitor the safety of DOCCR staff to include probation officers making home visits, Electronic Home Monitoring Systems, Community Work Crews, and any emergent event information. There is a pilot in the works with the ArcGIS online team that will allow officers in the field to graphically display their location and status using a smart phone.
- Implemented maintenance and enhancement updates to four of our major DOCCR systems. CSTS was released to the MCCC Corrections User Group to include enhanced functionality for Intra-State transfers of probation clients. The Domestic Relations System and Financial Tracking System were also enhanced to provide better functionality related to business processes for the Family Court Services division as well as those for Juvenile Probation and AFS. The Offender Management System was upgraded to the latest release which allows for a series of enhancements including Officer Messaging, a new assessments module allowing for

PREA assessments, and some infrastructure changes that will allow the use of some new handheld technologies in the coming year.

- Completed an evaluation and recommendation on an Actuarial Risk Assessment tool to be used by all of DOCCR. The system would allow DOCCR staff to enter and store data based on multiple risk/needs assessment tools. It will be a central repository of all current and historical assessments to allow for the improvement of programs and treatment using Evidence Based Practices. The decision was made to acquire the State of Indiana Risk Assessment Application at little or no cost to the county. The DOCCR IT development group will then modify the system code to fit the business needs of DOCCR.

### **Transition from Jail to Community**

- Implemented screenings for risk/need to target programming to populations, including the Brief Jail Mental Health Screen and the Level of Service Case Management Inventory
- Partnered with HSPHD, bringing social workers into the ACF to work with this population
- Partnered with community agencies, including the United Way, Hennepin Health, TC Rise employment, St. Stephens housing and others to deliver reentry services
- Expanded the Private Sector Work Program and partnering with area business to offer ACF residents real world work skills
- Transitioned to electronic GED delivery
- Collaborated with HSPHD and Portico Healthnet to offer applications for health insurance to ACF residents

### **Professional Standards and Conduct (PS&C)**

- In less than two years, PS&C has fingerprinted and/or record checked 3,101 individuals to become fully compliant with FBI/BCA rules and PREA Standards.
- In September 2013, PS&C entered into a Reciprocity Agreement with the Sheriff's Office to 'Share' criminal record check responsibilities on shared (property services) contract staff resulting in a steam lined, cost effect method of record checks.
- In November 2013, PS&C began Conditional Hire Background Studies on all hires new to DOCCR. Within nine months, we received 174 Background Study referrals. This has resulted in a consistent hire practice, fully adherent to EEOC, PREA, and DHS. This has also resulted in DOCCR making case-by-case decisions regarding the hiring of individuals who have had past issues; however, now show personal growth and rehabilitation.
- In 2014, a Memorandum of Understanding was entered into with the Sheriff's Office whereby referrals for criminal investigations are centralized and screened, thus making this process highly effective, timely, and resource efficient.



## **District Court**

### Hennepin County DWI court named National Academy Court

The Hennepin County DWI Court received national recognition as one of only four DWI Academy Courts in the United States, an honor bestowed by the National Center for DWI Courts in partnership with the National Highway Traffic Safety Administration. The Hennepin County DWI Court is a voluntary, minimum 18-month, post-conviction program involving the coordinated efforts of the judge, prosecutor, defense attorney, law enforcement, social services, probation, treatment specialists, and victim advocates to quickly identify and intervene in order to break the cycle of chemical dependency and drunk driving.

### A view of the bench

The Fourth Judicial District (Hennepin County District Court) has 62 judge positions. Of the 61 judges currently on the bench, there are 31 females and 30 males. Judges self-reported ethnicity as 31-white and 16-other ethnicities (2-American Indian/Alaska Native; 2-Asian/Pacific Islander; 6-Black/African American; and 6-Hispanic/Latino). By the end of 2014, 13 new judges will have been appointed or elected to the Hennepin bench. The average age for a judge in Hennepin County is 55.82 years, a slight decrease from a few years ago.

### Leadership changes in public safety

Kate Fogarty, judicial district administrator, and Mary Moriarity, chief public defender, were recognized by the Hennepin County Board of Commissioners as the first women in their respective positions. Kate Fogarty succeeded Mark Thompson, currently the Assistant Hennepin County Administrator – Public Safety.

## **Emergency Management**

In 2014, Hennepin County was struck by a record-breaking wet spring, coupled with severe winds, flooding and landslides that resulted in a Presidential disaster declaration - the second such declaration in two years. Hennepin County Emergency Management supported emergency responders, county departments and government leaders before, during and after the disaster with information, assessments, supplies, equipment and expertise. Emergency Management worked closely with the state and with the Federal Emergency Management Agency (FEMA) to assess damages and impacts to Hennepin County. Twenty-six cities, departments and other eligible organizations applied for federal disaster relief. Impacted residents and businesses were eligible for various state-sponsored relief programs.

Other significant Emergency Management activities in 2014 included planning assistance and hazard monitoring support to the City of Minneapolis for the Major League Baseball All Star Game. The threat presented by the Ebola virus in 2014 led to joint situation monitoring and response planning with Hennepin County Public Health and other state, county and municipal organizations.

## **Sheriff's Office**

The Hennepin County Sheriff's Office (HCSO) continues to address the heroin and medicine abuse crisis in the county. In partnership with numerous state, federal and local law enforcement agencies, HCSO has investigated and arrested individuals and groups involved in narcotics distribution. There has been a 200 percent increase in heroin confiscations in 2014 compared to 2013. The Sheriff's Office has also led prevention and education efforts. In 2014, HCSO hosted four Heroin Town Hall meetings which included north Minneapolis, Brooklyn Park, Hopkins, and Plymouth. In addition, HCSO advocated at the Minnesota State Capitol in support of a new state law that allows law enforcement officers to administer the heroin antidote, Narcan. It is an effort to provide the life-saving antidote to heroin victims more quickly. After passage of the new law, HCSO became the first agency in Minnesota to equip law enforcement officers with Narcan.

HCSO continued to facilitate Active Shooter training with law enforcement partners, community members, and military bases in the county. Among the training exercises, HCSO and the 133rd Airlift Wing at Fort Snelling simulated an Active Shooter incident on the base. Over 100 deputies, police officers, and military personnel participated in the training. Additionally, throughout the year, we trained businesses and community groups about how citizens should prevent, prepare and respond to Active Shooter incidents by presenting the "Run, Hide, Fight" video. Also, the Sheriff's Leadership Series organized three events in which national experts discussed public safety topics including recent high-profile Active Shooter incidents.

The Adult Detention Center (Jail) and the Hennepin County Sheriff's Office Crime Lab earned re-accreditation. To receive re-accreditation, HCSO must comply with approximately 400 different rules and procedures on a daily basis at the jail and Crime Lab. Only five percent of jails in the United States are accredited by the American Correctional Association and this distinction indicates that HCSO maintains the highest standard of inmate custody and care. During the international re-accreditation process at the Crime Lab, the assessment team found zero non-conformances. This is essentially a "perfect score."

Working with Human Services and Public Health, HCSO launched the Integrated Access Team (IAT) into the jail. The team will reduce recidivism by providing resources to inmates affected by homelessness, chemical dependency, unemployment, and mental health issues. The IAT includes deputies, jail medical personnel, mental health workers, social workers, a chemical health counselor, a housing specialist, and a case management assistant. In addition, HCSO added five mental health nurses to work full time to assist with identifying those in need of treatment and administering/monitoring care.

HCSO's Community Engagement Team (CET) expanded community outreach efforts in multicultural communities throughout the county. To build trust and strong relationships, the CET uses proactive "community policing" techniques. The CET responds to citizen

inquiries/requests for assistance, conducts culture specific diversity training for law enforcement, and partners with community organizations to address public safety concerns. Among the CET events; citizen academies for the Latino, Somali, and Vietnamese communities, 21 community roundtables, 10 crime prevention events including youth gang discussions, and 25 cultural events such as participating in Ramadan gatherings.

Construction on the 911 Emergency Communications Facility (911-ECF) was completed in 2014. This multiyear project, with a budget of \$34 million, will greatly enhance the ability of HCSO to continually improve the service of dispatched 911 calls, and will facilitate implementation of new emergency communications technologies (Next Generation 911). The Sheriff's Office 911-ECF is the largest consolidated dispatch facility in the region with dispatch services to 21 fire departments and 24 police departments in 37 communities.

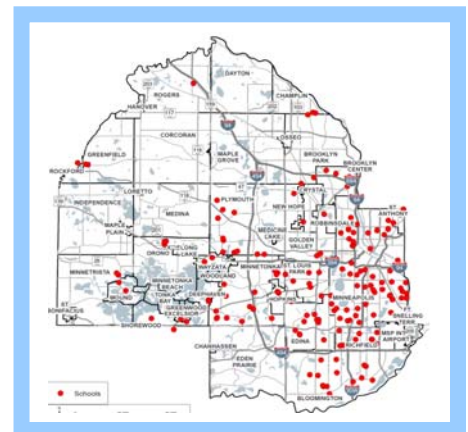
## Public Works Line of Business

### Cross all programs:

#### Geospatial resources

Strategic Planning and Resources Information Technology team has created a variety of GIS maps for Hennepin County, including:

- Transportation system map is a comprehensive view of all current and planned construction activities impacting our transportation system (including roads/bridges/off road trails/all modes) including anticipated start and end dates.
- Detailed maps are in place for Environmental, Facilities, Safety, Public Works (PW) projects, Human Services, Land, Water, Emergency Management, Hennepin County parks, and Resident and Real Estate Services.



*GIS Application*

#### Performance measurements/dashboards

- The beginning of the performance measurement initiative is making headway toward a dashboard for PW. A total of 90 measures have been identified to validate the initiative's scope, work plan, and outline requirements for the dashboard.

#### Project and Program Management Initiative was launched in 2013-2014 focusing on developing people, processes and tools

- 140 staff across all areas of PW received training in project and program management.

- A process improvement Kaizen event for Project Delivery was held early in 2014. The purpose of the kaizen was to develop documentation to support a Public Works project management manual / guide book to support knowledge transfer, guidance to new team members and standardize delivery. Supporting documentation include:
  - OnePagers – consists of an executive summary of the project, the project schedule, key project partners, scope, description, budget and funding and current issues, barriers and concerns.
  - 7 Sentences – A brief status report on each project viewable by team members consisting of accomplishments, plans, scope changes, budget status, schedule, input needed and issues and concerns.

## **Community and Economic Development**

### Housing

- Since 2000, the Housing and Redevelopment Authority (HRA) has invested \$51.8 million through the Affordable Housing Incentive Funds (AHIF). AHIF funding has leveraged over \$1 billion towards the development and preservation of over 5,600 affordable housing units. In 2014, 335 affordable housing units, including 23 for households at or below 30 percent of area median income were developed and preserved.
- Federal Programs: Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), Emergency Shelter Grants (ESG) - Assisted in the creation and/or preservation of 160 affordable housing units and supported the provision of emergency/supportive services to 20,679 low-income families, seniors, and youths in suburban Hennepin County. Federal funding in the amount of \$4.8 million leveraged \$39.5 million in other public/private resources.
- Lead Program - Conducted 175 risk assessments and rendered 110 housing units safe from lead paint hazards.
- Healthy Homes Program - Conducted 136 healthy homes assessments and repaired hazards in 106 units.
- Ramp Program - 17 modular accessibility ramps were constructed for low and moderate income homeowners.

### Economic Gardening and Open to Business

- Through the Economic Gardening program, participating businesses created 358 new jobs through growth.
- The Open to Business program assisted over 500 businesses and entrepreneurs, which led to the creation or retention of over 230 jobs.

### Workforce services

- Served over 3,400 people who lost their jobs through no fault of their own, adults entering the workforce and economically disadvantaged youth.
- 15 percent of statewide funding for employment and reemployment services was received in Hennepin County which served 30 percent of the participants statewide.
- Hennepin-Carver Workforce Investment Board cosponsored over 20 career fairs which attracted over 775 businesses and 6,500 job seekers.

### Fort Snelling Upper Post

- Stabilization of the Territorial Jail (Building 65) and the Administration Building 67 are complete while stabilization continues on the Hospital (Building 55) assisted by a \$250,000 Minnesota Historical Society grant for historic roofing materials.

### Hennepin County Community Works

- 20 Years of Transforming Places for People, an evaluation of past performance and lessons learned from the Community Works program was published in June. The report concluded that Community Works program investments show strong, positive tax-base impacts, including:
  - More than \$883 million in public and private investment has been attracted to Community Works programs areas.
  - Average property values increased 17 percentage points more in Community Works program areas than in surrounding communities.
  - Community Works programs also have made positive, tangible changes that improve quality of life: 13 acres of open space, three miles of enhanced waterways, 50 acres of developable land and 19.5 miles of sidewalks and trails have been created or improved in program areas.
  - In October, more than 115 Community Works partners, colleagues and friends celebrated Community Works 20th anniversary at the Midtown Global Market.

### Minnehaha-Hiawatha Community Works

- Minnehaha-Hiawatha Community Works (MHCW) completed pedestrian, bike, and ADA improvements at four intersections along Hiawatha Avenue. Improvements included 44 ADA ramps, 30 audible push buttons, 15 enhanced crosswalks (including bumpouts and median improvements). The project filled a two-block gap in the local bike network, improving connections to area high school and local businesses. MHCW also planted, with funding support from MnDOT, 350 trees along Hiawatha Avenue to expand the urban tree canopy, improve air and water quality, enhance the pedestrian and bike realm, and enrich area aesthetics.

### Bottineau LRT Community Works

- Station area planning for all eleven proposed stations is underway. The work is split into two overlapping phases. Phase 1 includes the station area planning for the four stations located in Minneapolis and Golden Valley and will be complete by spring 2015. Phase 2 includes the remaining seven stations in Robbinsdale, Crystal and Brooklyn Park. This second phase of station area planning will be complete in spring 2016. All planning work is being completed in partnership with the cities and is being coordinated with Metro Transit.
- Penn Avenue Community Works:
  - Play on Penn series activated seven vacant and underutilized sites, involved more than 30 local entrepreneurs and artists in creating activities that could change perceptions and demonstrate the possibilities for public places on Penn. It drew more than 1,500 people to the area.
  - Development/Redevelopment concepts, roadway concepts developed and seeking community feedback in fall 2014 through community open houses and smaller group discussions.

### Lowry Avenue Community Works Northeast

- Initiated and completed the update to the Lowry Avenue Community Works Plan for the Lowry Avenue segment in Northeast Minneapolis. Engaged the community to obtain their input and keep them informed and recommended roadway sections that improve the bicycle and pedestrian environment throughout the corridor, also recommended strategies to improve the quality and control the quantity of storm water entering the Mississippi River from Lowry Avenue NE.

### Shady Oak Road Community Works Project

- Redevelopment properties acquired, buildings demolished, and ownership transferred to developer, developer began construction of new building, City of Minnetonka purchased an additional redevelopment site with the Community Works project area and design of parking improvements initiated.

### Real Estate and Land Acquisition Group (LAG)

- This team has provided real estate support to HCMC hospital and clinics, and was a major partner in acquiring a site for a new HUB in South Minneapolis, as well as managing and administering lease activities for Hennepin County. In addition the LAG has been heavily involved in a number of transportation projects as well as HCRRA projects with land acquisition/disposal of right of way parcels including transactions with citizens.

## **Energy**

- Decommissioned the oldest boiler at the Energy Center and switched to ultra-low sulfur diesel fuel, resulting in lower emissions of sulfur dioxide.

## Environment

- Recycling: In Mid-September 2013, the Hennepin County Government Center converted to a recycling system of only one sort. In conjunction with the single sort system we rolled out what we call our mini-bin program. Each and every staff gave up their wastebaskets and was issued a small bin to place on their desk. Since this program began, we are very pleased to report that we are consistently diverting two tons a month from the garbage stream to the recycling stream. We are reducing our waste hauling costs, and more importantly our carbon footprint. We have virtually eliminated our problems with mice (another cost reduction) and staff is moving around more since they have agreed to empty their own mini bins. We are saving \$7,000 a year on wastebasket liners and \$5,000 on waste disposal costs and we have a potential to save even more in janitorial labor costs.
- Achieved 80 percent landfill diversion goal two years ahead of schedule by reducing waste, improving recycling, expanding organics recycling programs and processing waste for energy.
- Improved recycling at nearly 10,000 multifamily housing units by providing on-site assistance, resident outreach, and educational materials.
- Granted \$5.9 million to 192 partnering organizations that assess and cleanup contaminated lands; improve recycling and organics collection in cities, schools, and businesses; restore natural areas and protect water quality; and promote environmental stewardship.
- Received a \$400,000 grant from the U.S. Environmental Protection Agency to assess environmental contamination and develop remediation plans for under-utilized properties located along six transit corridors (Bottineau, Central, Hiawatha, Lowry Avenue, Penn Avenue and Southwest). This work will improve environmental conditions for disadvantaged communities and support jobs development along the corridors.
- Completed 11 law enforcement cases and 1,600 inspections and self-audit reviews to assure compliance with hazardous waste regulations.
- Transferred the duties and authorities associated with a soil and water conservation district to Hennepin County from the Hennepin Conservation District, which reduces complexity, increases efficiency and improves transparency by reducing the number of organizations involved in the governance of land and water conservation.
- Expanded online service opportunities, including commercial hazardous waste e-licensing and web-based self-audit pilot, Environmental Partners business recognition program and numerous online service request forms.

## Facilities

- New facilities were added in 2014:
  - Eden Prairie and Brookdale HSPHD satellites
  - New Excelsior and Walker libraries

- New 911 Emergency Communications Facility
  - Target Field Station
- Workplace violence prevention online training developed and provided to over 6,000 employees
- New security badges issued to all employees.

## **Transportation**

- Transit Oriented Development (TOD) - Since 2003, \$24 million has been invested through the Transit Oriented Development Program, leveraging over \$780 million in other public and private financing; assisting projects to create or retain over 4,800 jobs and included over 3,000 housing units. 2014 TOD program funds will create over 1,000 housing units and create or retain over 800 jobs.
- Target Field Station - Target Field Station opened May 17, 2014 and serves as a central, multi-modal transportation hub and community gathering space in downtown Minneapolis.
- Metro Green Line LRT - Opened to riders June 14, 2014 and the ridership numbers continue to grow. The months of September and October both had ridership numbers over one million. Ridership numbers are 35 percent more than the projected ridership for 2015 and slightly less than ridership projections for 2030.
- Southwest LRT - The project completed the Municipal Approval process and is moving towards advanced design and engineering for proposed construction in 2016. The project also refreshed the New Starts application and submitted to the Federal Transit Administration (FTA) in order to advance the project.
- Bottineau LRT - Completed the Draft Environmental Impact Statement in April and was granted approval by FTA to begin the Project Development phase in August.

### 2013-2014 snow and ice control season

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

### Mill and overlay program

- Goals are to preserve pavement structure and increase ride smoothness on county roads.
  - Increased the percentage of county roads with smoothness ratings of good or better from 29 percent in 2003 to 62 percent in 2013
  - More than 175 lane miles overlaid in 2014



### Wheelage tax activities

- \$6.7 million in wheelage tax revenue have been utilized to preserve infrastructure.
  - 40 lane miles overlaid as part of the 175 total lane miles overlaid as mentioned above
  - Contracted out 57 intersections for traffic signal painting and installed push button decals on all intersections
  - Installed 40 battery backup systems at various intersections that were on main county roads, including 12 that were at intersections with railroad preemption
  - Installed video detection at 22 intersections
  - Converted one span wire signal system to a permanent mast arm signal system at: CSAH 5 (Minnetonka Boulevard) at Inglewood Avenue in the City of St. Louis Park, CSAH 3 (Excelsior Boulevard) at Woodland Road in the City of Minnetonka, CSAH 130 (Brooklyn Boulevard) at Northland Drive North in the City of Brooklyn Park, and CSAH 39 (Valley View Road) at Plaza Drive in the City of Eden Prairie
  - Completed traffic signal synchronization at 69 intersections in the cities of Brooklyn Park, Maple Grove and Osseo
  - Completed pavement crack sealing, guardrail end treatment, bridge maintenance and curb and gutter replacement at various location throughout the county

### Other department activities

- Addressing the many challenges presented by the 2013/2014 winter and the June rainstorms
- Developing and implementing asset inventory as a focus on resource use
- Replaced 21 culverts throughout the county for a combined length of 1,086 linear feet
- Installed 300 linear feet of safety fencing on the CSAH 70 (Medicine Lake Road) Bridge railing (over TH 169) in the City of Golden Valley
- Transitioned all after hours calls from a private vendor to the Hennepin County Security center (estimated savings \$10,000)
- Flashing Yellow Arrows (FYA) were installed at seven intersections in the City of Eden Prairie and one intersection in the City of Crystal reducing the wait time of left turning vehicles at the signalized intersections
- Rectangular Rapid Flashing Beacon (RRFB) systems were installed to improve the safety of pedestrians crossing county roads at CSAH 31(Xerxes Avenue) and 64th Street and CSAH 31 (Xerxes Avenue) and Park lawn in the City of Edina
- Installed police enforcement lights, one direction only for the City of Bloomington at: CSAH 1 (Old Shakopee Road) and Lyndale Avenue, CSAH 1 (Old Shakopee Road)

and CSAH 34 (Normandale Boulevard), CSAH 17 (France Avenue) and American Boulevard, and CSAH 34 (Normandale Boulevard) and 84th Street

- Converted 15 intersections from incandescent bulbs to light emitting diodes (LEDs) in the City of Plymouth
- Completed the annual Night Sign Inspection Program. In 2014, county staff changed out approximately 700 signs that did not meet retro-reflectivity standards
- The county is working with Three Rivers Park District to update the Hennepin County bike plan which will be completed in 2014 to reflect current and growing uses of cycling in the region. 6.4 miles of trail segments on the county's planned bicycle system were constructed at:
  - CSAH 32 (Penn Avenue) from 67th Street to 75th Street in the City of Richfield
  - CSAH 52 (Nicollet Avenue) from I-494 to 67th Street in the City of Richfield
  - CSAH 61 (Xenium Lane) at Luce Line Trail Bridge in the City of Plymouth
  - CSAH 81(Bottineau Boulevard) from CSAH 10 (Bass Lake Road) to 63rd Avenue North in the cities of Brooklyn Park and Crystal
  - Boone Avenue from CSAH 10 (Bass Lake Road) to 49th Avenue North in the City of New Hope
  - CSAH 61(Xenium Lane) from CSAH 6 to TH 55 and CSAH 6 from CSAH 61 to Fernbrook Lane North in the City of Plymouth
  - 60th Street South from CSAH 35 (Portland Avenue) to Chicago Avenue in the City of Minneapolis
  - West 36th Street from East Calhoun Parkway to Dupont Avenue in the City of Minneapolis
  - Three bicycle gaps (3.7 miles) on the county's planned bicycle system were closed at:
    - CSAH 61(Xenium Lane) from CSAH 6 to TH 55 and CSAH 6 from CSAH 61 to Fernbrook Lane North in the City of Plymouth
    - West 36th Street from East Calhoun Parkway to Dupont Avenue in the City of Minneapolis
    - 6th Avenue SE from the Stone Arch Bridge to CSAH 52 (Hennepin Avenue)
- Replaced 216 pedestrian curb ramps on county roads.

## Human Services Line of Business

### Human Services

#### Reducing recidivism by improving health

HSPHD is working with the Sheriff's Office and the Department of Community Corrections and Rehabilitation on a project aimed at reducing recidivism and improving health outcomes of inmates who have mental illness or chemical addictions. Our staff work with inmates at the time of their discharge to apply for medical benefits, assess their mental and chemical health needs, connect them to services, and help them plan for housing, chemical health treatment or mental health case management. Inmates are less likely to be re-booked into jail or end up at HCMC's emergency room if they have a plan that addresses their mental or chemical health needs. In less than a month, we have received almost 400 referrals. Of these about 10 percent had active workers and 20 percent accepted additional services and support.



*Enhanced early childhood services*

#### More clients being seen at regional offices

We opened three community-based human services centers or hubs in 2014: South Suburban in January, North Minneapolis in June and West Suburban in October. In June, we reached a milestone. We began seeing more clients at these community-based offices than our long-time downtown site at Century Plaza. The reason is obvious – clients prefer going to locations that are closer to where they live and work.

In addition, we opened or reopened five regional satellites - Brookdale in September, Hopkins in July, Health Services Building in August, Eden Prairie in November and Eastside Neighborhood Services in December. We moved 1,000 staff in 2014.

#### Developed a tool to find match housing for people with specialized needs

Housing is a challenge for many low-income families but add specialized needs... it becomes nearly impossible. HSPHD launched the Hennepin Housing Key, a web application that helps housing workers and providers find appropriate housing and services for people with specialized needs. The tool is remarkable for many reasons, including:

- Housing providers can update their own inventory data so housing workers get real-time information.
- The application was designed using service oriented architecture, which creates building blocks that can be reused in subsequent applications.
- This is the first e-Gov project deployed that leverages the countywide authentication framework.

### Serving those who fought for us

Veterans' Service staff is seeing veterans in regional offices, and now eight percent of veteran's claims are taken at these sites. Veterans' Service will increase their regional presence to ensure that 30 percent of veterans' claims are initiated at regional sites by the end of 2016.

### Helping those who fought for us

We have a unique partnership with the Fourth Judicial District Court to operate the Hennepin County Veterans Court. Launched in July 2010, the court recognizes that veterans who have served in the armed forces may have treatable behavioral and chemical health issues, such as post-traumatic stress disorder, anger management or substance abuse. Through a coordinated response with Hennepin Veterans' Service, community-based services, and the criminal justice system, we are able to divert veterans to a voluntary program.

- 76 percent of Veterans Court participants graduate, which means they are sober, compliant with their medications and are dealing with the issues that brought them before the court
- 83 percent of the graduates committed fewer offenses after six months in the program compared to the six months before entering
- The cost for a veteran in treatment or a mental health setting is \$2,000 to \$3,000 per day. The cost is about \$25 per day for the same person to be on probation with Veterans Court.

### Investing in children and early childhood opportunities

As a result of \$1.4 million in funding provided by the County Board this year, we have improved screening and identification of children ages 0-5 at high risk for developmental delays, and provided scholarships to targeted children to attend high-quality child care settings. To date, over 90 children are benefitting from these scholarships.

In addition, we are providing advanced training and support to several hundred child care providers who work with children who have developmental delays. Every training program offered to date has been filled to capacity.

### Partnerships that make a difference

By moving into community-based offices, we are learning more about local resources, and we're being better partners with community-based organizations. Our primary partners in our new sites include Volunteers Enlisted to Assist People (VEAP), Community Emergency Assistance Programs (CEAP), Interfaith Outreach Community Partners (IOCP), ResourceWest and the Osseo Public Schools. A number of other community-based organizations have staff that come to the sites and work alongside our county staff as well.

Another accomplishment you have heard about is how we are now doing "warm handoffs" with our providers. For example, Employment Service Providers now work in

three hubs connecting people seeking MFIP with employment services. Something that used to take 30 to 45 days is now happening the same day.

### Heading Home Hennepin

More than 250 people representing homeless service providers, advocates and Hennepin County attended Heading Home Hennepin's annual community meeting in October to celebrate successes and discuss strategic direction to continue progress on the City of Minneapolis and Hennepin County's 10-year plan to end homelessness. Now in its eighth year, the plan remains the focus of numerous working groups and community conversations, all facilitated by the Office to End Homelessness. Successes include:

- The Top 51 pilot, launched in 2012, is a two-year effort to test ways to move the long-term shelter users into housing. Through intensive engagement with the higher users of county-contracted single adult shelter – most began using shelter in the 1990s -- we've moved many into long-term housing. As of July 1, 63 percent were housed with the average time to housing being eight months. For 20 clients housed at least one year, HCMC emergency room visits declined by 84 percent and ambulance runs declined by 79 percent. The use of primary care doubled. Of the original 55 clients in the pilot, police arrests or citations declined by 17 percent.
- The Stable Families Initiative reduces shelter use among families with histories of repeat-shelter stays. The initiative integrates employment services, social service case management, housing search and subsidies, and coordination of eligibility services. In addition, due to the work of this pilot, Hennepin County received a special invitation to participate in the Partnership for Opening Doors, a federally-sponsored summit hosted by the Departments of Labor, Housing and Urban Development, and the U.S. Interagency Council on Homelessness. We were able to share and gather innovative ways to integrate employment programs with homeless services.
- This year, the Office to End Homelessness successfully transitioned the Project Homeless Connect model from a twice a year event to an on-going daily opportunity to connect people experiencing homelessness to the services they need. Homeless Connect events now include quarterly connect weeks at the opportunity centers and bi-annual women's health clinics.
- The Office to End Homelessness continues a major project around implementing a federally-mandated coordinated assessment system for the providers of services to people experiencing homelessness. Intense efforts by the coordinated assessment team helped create a system and tool that will be ready to launch in 2015. This system will match the person to the right intervention as quickly as possible. It standardizes the access and assessment process for all people and coordinates referrals across all providers. People will thus be served with the most appropriate intervention versus on a "first come, first served" basis.
- Finally, progress continues on several other fronts. The Office continues its involvement with the Minneapolis Downtown Council's '2025 Plan to End Street Homelessness'. The goal of the plan is to be the first city in America to end street

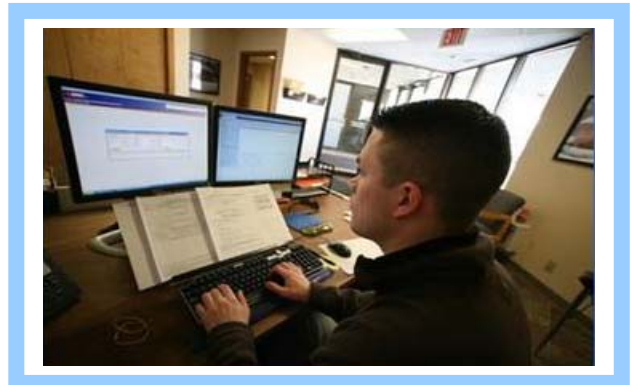
homelessness. In addition, the work of ending veterans' homelessness has made great strides including the receipt of a federal "surge" grant in the amount of \$3 million over the next three years to get the job of ending veteran homelessness done.

## Operations Line of Business

### Budget and Finance

#### APEX

During the past year, the APEX Team successfully upgraded the county's finance system to PeopleSoft Version 9.2 on schedule and on budget. New improvements from the upgrade include the ability to attach supporting documents in the system (for example, receipts on expense reports); and work centers, which are a feature that places all commonly used navigations, reports and links for a particular role on one page, improving efficiency for users.



*Operations – Behind the scenes*

In addition, the APEX team has the opportunity to implement and support a countywide Point of Sale (cashier) system. APEX, Resident and Real Estate Services (RRES) and IT Business Analysts partnered to implement the new iNovah Point of Sale system to the service centers for cash and check processing. We will be adding credit card processing soon and implementing the new system across all county departments over the coming years.

In the public transparency reporting area, a public dashboard of historical revenue and expenditure data was created in October and made available in an interactive format on the Hennepin County internet. Data is viewable at various levels of detail by county program or by type of revenue/expenditure.

#### Forecast application

The Office of Budget and Finance (OBF) developed and implemented a web-enabled Forecast application that replaces a manual process. The application provides end-users with historical and current period data, including, Prior Year Actual, Year to Date (YTD) Actual and Encumbrance, YTD and Annual Budget. The Forecast application can be used by all departments on a monthly basis and is required on a quarterly basis.

#### Purchasing and Contract Services

Purchasing and Contract Services (PCS) established approximately 600 contracts for commodities and biddable services for use by county departments. PCS also assisted

departments in procuring and negotiating approximately 300 contracts for professional services (engineering, architectural, consulting and accounting, etc.).

Construction hiring goals in county contracts were raised in 2014 to 32 percent minority workers and 6 percent women workers. The Targeted Contract Services unit within PCS worked with the lines of business to incorporate the revised goals into their contracts and is closely monitoring contractor progress in meeting these goals.

## **County Assessor**

The County Assessor's Office acquired the assessment contracts for the cities of Brooklyn Center and Plymouth in 2014, increasing the number of parcels under review by the county assessor to 120,000, a 42 percent increase. We are successfully meeting the challenges of acquisition that include data migration, process integration and the addition of 8 new staff. The cities realize a significant savings in assessment services in contracting with the County Assessor's Office.

To prepare for the end of paper Certificates of Real Estate Value (CRVS), an eCRV Kaizen event was held to review electronic CRV processing using Minnesota Department of Revenue (DOR) eCRV software. The eCRV Kaizen group included the Assessor's Office, Recorder's Office and the DOR. The Kaizen team accomplished a number of tasks including workflow improvements and program enhancement recommendations aimed at streamlining the processing of 21,000 sales in suburban Hennepin. In the revised process, sales processing is completed within 90 days of the date the eCRV was accepted in the Recorder's Office. This expedited timeline improves our ability to study ratios as sales occur, allows quarterly updates from the DOR, completes the sales file submission to the DOR earlier, and will allow for earlier notification of time adjustments from the DOR. These improved timelines are an aid to timely communicating market growth information to cities.

The County Assessor's Office continues to maintain equitable assessments across all submarkets in suburban Hennepin County. The 2014 assessment was approved by the DOR at the State Board of Equalization in June. The county has consistently maintained acceptable median sales ratios in spite of the large amount of market movement in the current market.

## **Examiner of Titles**

The Examiner of Titles office has statutory duties with regard to registered (aka Torrens) property. Approximately half of the parcels in Hennepin County are registered.

The office continues to provide timely and quality service to the public, the Registrar of Titles, and the District Court while revisiting processes and customer needs and expectations. The work of the office continues to shift away from mortgage foreclosure actions and to work associated with development and resale of properties.

## Human Resources

Human Resources (HR) coordinated the countywide STEP-UP Program, by partnering with AchieveMpls and county departments to place 60 Minneapolis public high school students in summer county jobs. The county also participated in the new fall program with 12 students. In partnership with the county's A-GRAD initiative, HR held a career panel event providing an opportunity for students to see the variety of county career options, a chance to speak directly to employees and learn what type of education or training is needed for county jobs.

The expanded Human Resources Service Center (HRSC) assists approximately 1,400 employees, retirees, applicants, vendors and the general public monthly. During last year's open enrollment, the HRSC handled over 3,000 calls in one month.

The eligibility of dependents on the health insurance plan was confirmed via a Health Insurance Dependent Verification Audit resulting in an estimated annual savings of \$987,965.

The health plan costs were controlled by continuing to manage the self-insured health plan. Several administrative elements were adjusted in order to continue the exceptional trend experience from 2010. In 2013, \$11.7 million in health insurance savings was realized. The average annual trend increase for the past 30 years is 8.7 percent. The county's average trend increase over the past 4 years is 0.5 percent.

HR facilitated the Special Leave without Pay Program which has resulted in savings of almost \$12 million since 2009.

Staff began collaborating with educational institutions and other partners on the Pathways Education to Employment initiative to create training programs to increase residents' access to job opportunities. This broadening of the future workforce pipeline is expected to forge ties with diverse communities and improve service delivery.

### Statistics:

2013 Hiring – Over 1,600 individuals were hired or changed jobs  
1,559 job openings  
40,983 job applications  
Five-year average: 33,708 applications

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2013 Workforce  
22.4% employees of color  
15.3% directors, managers and supervisors of color  
8.9% new hires of color

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## 2013 Employee Recognition Program

40 teams and 23 individuals were nominated for their exceptional contributions to our workplace or community. In total, the program recognized 582 employees.

## Information Technology

The Hennepin County Information Technology (IT) Community consists of nearly 500 IT staff working together to support the technology needs of county employees who serve our residents. The mission of IT is to deliver innovative, effective, and timely business-driven solutions in a secure, reliable and fiscally responsible manner.

### Another award-winning year

The Center for Digital Government (CDG) and the National Association of Counties (NACo) recognizes leading examples of counties using technology to improve services and boost efficiencies. Again this year, Hennepin County's Information Technology placed in the top 10 counties and received awards for:

- The **Natural Resources Interaction Map** was developed which provides Hennepin County municipalities and other members of the public with a web mapping application that allows easy access to relevant natural resources data to help them regarding land planning and development decisions.
- **Community Connectivity**, a project aimed at providing fiber optic connectivity to county facilities and more than 500 city halls, public schools, police and fire facilities operated by other units of government within Hennepin County greatly reducing ongoing costs while providing as much as 1,000-fold boost in bandwidth.
- The **Online Hazardous Waste Portal** gives customers of our hazardous waste database electronic access to the full suite of documents and forms they need to apply for a license, pay their fees, renew or modify their license, and even print a copy of their current license.
- The **Web Redesign** project redesigned the user interface for Hennepin.us and made it accessible from any mobile device (e.g., laptops, androids, tablets, and smartphones).

In addition to the delivery of strategic technology projects to support new business capabilities, in 2014 IT staff supported the following:

- Over 29 million printed pages
- Over 700,000 faxes sent/received
- Servicing over 389 multifunctional devices (MFDs) and providing all Hennepin County staff the ability to fax, scan, and print
- Backing up 51 terabytes (TB) of data per month; restore/recovery averaging 35 per month
- Managing 1,708 servers

- Deploying 8,500 new computers and recycled old computers

The Information Technology Department has embarked upon a number of initiatives that we will continue to build upon in 2015. Some of these efforts include:

#### Community connectivity

In 2014, the county's Community Connectivity initiative partnered with cities and school districts to provide new fiber-optic connections to the new Emergency Communications Facility, the Medina Public Works facility, the Brookdale Library and Service Center, the Adult Correctional Facility and the Maple Grove Service Center. These connections provide cost-effective, ultra-high-speed broadband Internet and network service for both staff and residents, and support future connectivity for public works infrastructure.

#### Data center

In an effort to control increasing costs for data center physical costs, the county is investing in cloud computing, which is a cost effective alternative that also allows for faster turnaround time for establishing new servers.

#### e-Gov

Hennepin County aims to meet citizen expectations for speed, convenience, and transparency in their everyday interaction with the county. The e-Government Technology supports projects such as a Hennepin.us redesign, purchasing vendor portal program, online scheduling for the Sentence To Serve project, Hennepin Health specialized housing, address cleansing for Geographical Information Systems, and the creation of electronic forms to improve customer service.

#### External access capability

A multi-year project that built the foundation for the county to serve residents through the Internet presence in a user-friendly and secure manner was completed. Last fall, 240 external users successfully registered their user accounts to access websites that are geared toward county business partners. In addition, the first e-Gov application went live in early November and is supporting residents as they obtain services from the Human Services line of business. Sustaining this entire framework are the IT personnel providing technical support as well as the newly introduced Online Support Center that was open and taking calls in October of this year. This was a major success in establishing a web presence to the residents that can be further integrated into the services the county provides.

#### Geographic Information Systems (GIS)

GIS developed a number of business systems and is providing open data to the public. A non-comprehensive list of systems follows:

- Internal Address Tool project providing a batch tool and transactional service to the business to help them cleanse their addresses and convert them to the GIS Address Standard

- Integrated Elections application – collaboration between Resident and Real Estate Services (RRES) Elections Division, IT Web Development team, IT e-Gov team and GIS Office
- Locate and Notify Application redesigned by RRES and offering an enterprise tool for the lines of business to easily create mailing labels and other notifications for an area drawn on the map
- Free and Open GIS Data Access – providing an easy to use website to provide public access to non-confidential data created by Hennepin County. Includes creation of a governance and approval process to identify datasets to be released.

### Internal Alignment

Internal Alignment enhances the organizational culture to focus on results and foster employee engagement. Through this program, IT teams established over 50 continuous improvement initiatives. These goals were used to improve services, develop alignment within and across teams in IT, and to inform the direction of the Business Alignment Program.

### Microsoft Productivity Tools program

The impact of this program is enterprise-wide and is expected to (a) provide a single, unified technology stack of productivity tools, (b) enhance collaboration and knowledge sharing, (c) replace Office 2003, Windows XP, Lotus Notes and intranet products with newer Microsoft products that better meet the county's needs, and (d) provide better support because of higher availability of skilled resources in these recent technologies.

In 2014, Hennepin County deepened its use of SharePoint as department collaboration sites were launched and a monthly SharePoint user group and recurring open lab sessions were offered to help users explore SharePoint's capabilities and enhance skills. External access to SharePoint for employees was established, along with HennPlace sites for initial external collaboration. IT staff migrated capabilities to SharePoint from decommissioned applications like Lotus Notes, DomDoc and Quickr. Lotus Notes was formally retired.

In December 2014, IT will introduce a customer service portal that offers opportunities for improvement in service management, ultimately improving service to customers.

### Operational metrics

Throughout 2014, there has been a concentrated focus on quality metrics for all technical operational teams. Through the development of quarterly reports covering all operational metrics and Key Performance Indicators (KPIs) related to all levels of the organization, these metrics are regularly communicated through in-person meetings to all audiences, as well as posted on the department website.

## **Internal Audit**

### Volume indicators year to date:

- 26 Audit and Consulting Projects
- 70 Digital Forensics investigations/consults
- 28 Non-Discrimination and Respectful Workplace investigations
- 35 Vendor Audits/3rd Party Projects

Established the Data Governance Officer position, resulting in development of a Data Governance framework and Strategic Council. Detailed work has begun to ensure the accurate classification of county data. Additionally, as the county's Responsible Authority, work is underway to ensure a consistent approach for meeting statutory requirements for the collection, creation, storage, maintenance, dissemination and access to Hennepin County government data.

In collaboration with Budget and Finance and our external auditors, the 2013 Single Audit report was issued earlier than any other previous year. In 2014, Internal Audit staff completed the earliest testing ever of Single Audit major programs.

Expanded vendor /3rd party services outside of Human Services and Public Health, with projects currently underway in Property Services and the Department of Community Corrections and Rehabilitation.

Improved quarterly reporting of audit projects, resulting in better communication to the Audit Committee as well as improved monitoring of open findings to ensure timely resolution by county departments.

## **Hennepin County Library**

Hennepin County Library continues to serve patrons by providing access to library buildings and resources, including materials, technology, and staff. The Library has 850,000 active library card holders.

Starting in January, the Library increased open hours by 249 per week, resulting in approximately 10,000 additional open hours for patrons in 2014. Visits to our 41 library locations increased to an estimated 5.7 million in 2014.

The Library also opened new and expanded Excelsior and Walker locations, and renovated Long Lake, Maple Plain, Osseo, St. Louis Park, and Washburn libraries in 2014 in partnership with Hennepin County Property Services. The Excelsior, Walker, and St. Louis Park library building projects created new meeting and study rooms for patrons to use. About 30,000 meeting room reservations were made at Hennepin County libraries in 2014.

Hennepin County Library continued to invest in its collection, offering greater access to both popular materials and special and historical collections in various formats. The Library responded to patrons and increased the number of items patrons can check out and put on hold. Downloadable content, including books, movies and music, continued to increase as a percentage of overall Library circulation, which held steady in 2014 at 15.8 million items checked out and renewed.

In October, the Library launched a redesigned website and catalog at [www.hclib.org](http://www.hclib.org) in response to patron requests. Website improvements include better mobile access, stronger search, new recommended reads and integrated eBooks. The site has received many positive reviews. The Library expects annual website visits to grow beyond the 19.5 million visits the website saw in 2014.

The Library invested in other new technology for patrons in 2014 including PC software upgrades, 3D printers, iPad kiosks, and RFID self-checkout machines, and with county IT, installed additional wireless access points in libraries to provide improved mobile device connectivity. The Library's 1,900 public computers supported 2.2 million sessions in 2014.

Across the system, Library staff hosted free programs and classes that engaged 201,000 patrons. Staff answered approximately 1.4 million reference questions in 2014.

In November and December, library staff in every Hennepin County Library location and section developed an action plan for patron service in 2015. These plans are rooted in three service priorities: reach out and partner, spark learning, and discover and use technology. The plans will help to ensure the Library continues to serve patrons well and remains a leading U.S. public library system.

Staff at Hennepin County Law Library also engaged in strategic planning in 2014. Future Law Library plans include staff exchanges, programs for the public, and other collaborative projects between the Libraries. These projects will set the stage for vital and integrated Law Library service to the community into the future.

## **Center of Innovation and Excellence**

On January 1, 2014, the Research, Planning and Development department was reorganized into the Center of Innovation and Excellence (CIE). The CIE has a mission to drive excellence throughout Hennepin County by: aligning strategies, leading change, sharing knowledge, supporting decision making, and improving and innovating. The key results and priorities of the department are to provide quality products on projects and initiatives requested by departments to aid our customers in their ability to make operational and policy decisions and have better outcomes.

The CIE is working to build a culture of excellence and innovation demonstrated by its leadership in operational efficiency and service excellence. That culture will be

evidenced by: a robust continuous improvement pipeline and mindset; a method to listen to and act on customer needs; forums for utilizing best practice sharing and knowledge transfer; approaches to navigating change by engaging and empowering employees; a process to harness innovative ideas and bring them to fruition; and growing leadership skills through action-based learning opportunities.

#### Evaluation, Policy, Research and Analysis

The main goal of Evaluation, Policy Research and Analysis (EPRA) is to deliver program evaluation, policy research and business analysis. Our staff works collaboratively with stakeholders, offers technical expertise and act as consultants across lines of business. Over the course of 2014, our team supported Hennepin County departments' efforts to continuously improve county resident services. Some examples include: conducting return-on-investment analysis of housing programs for low-income residents with disabilities; cost analysis of teen pregnancy prevention programming in Hennepin County; survey research to inform discussions about Hennepin County families' need for quality childcare at the Minnesota legislature; and studies examining the educational performance and service trajectories of youth involved in county systems.

#### Action-Based Leadership Experience

Action Based Leadership Experience (ABLE) is a new, 18-month program via mobility assignments and provides learning through doing. ABLE participants gain experience by working on projects based on organizational need in the areas of improvement, innovation, facilitation, change management, analysis, survey creation, risk management, strategy management, analysis, customer service, metrics and reporting. Through targeted recruitment, 37 qualified candidates were interviewed with two hired on October 6. Two additional ABLE members will join the CIE in February 2015. Due to the tremendous interest in this program, ABLE Light is being developed to provide a similar experience on a quarter-time basis focusing on projects within the participant's line of business. Approximately one dozen ABLE Light participants will start in January for a one-year experience.

#### Strategy Management

In a world of shrinking resources and rapidly changing resident needs, we are required to operate both effectively and efficiently to deliver services today and plan for the county of tomorrow. The Center of Innovation and Excellence has been charged with the development of a comprehensive Hennepin County strategy management system. Strategy management aims to better coordinate strategic direction and the review of operational results. The CIE has been working with each line of business to gather the metrics and initiatives that help tell the story of our operational performance and strategic direction. These will initially be part of a set of measures for review by the County Board, allowing greater insight into operational performance. The management and review of this information allows us to better serve residents by planning together and measuring our results.

### Employee Survey and Engagement

As one of Hennepin County's core values, Employee Engagement is critical to our success in achieving the county's mission and understanding our commitment to residents. This year we led more employees through change initiatives, shared and supported best practices of communication, collaboration, engagement, and conducted an employee survey to better hear our employee's perceptions about the place where they work. The results from all of these efforts impact how we look at and improve our work to provide excellent service to our residents.

Recently we began preparation for the 2015 Employee Survey, and we continue to work directly with staff to provide support and resources to county leaders, teams and employees in their action planning and communication efforts.

### Change Management

The CIE provides change management consultation and assistance to areas of the county, many of which are complex, with change impacting systems, processes, employees, and clients. The county's change management community continues to grow with over 30+ dedicated change leaders working with leaders, business analysts, project managers and others to assist departments in projects, initiatives, people, and culture changes to best meet the needs of our clients and residents.

### Collaboration and Engagement

Collaboration occurs on many levels within large organizations. Communities of practice, employee resource groups, learning communities, centers of excellence, affinity groups, and networks are some of the ways that people can come together and effect change that improves employee and organizational health and performance.

*Communities of Interest:* Individuals come together to share information, exchange ideas, and influence each other and the organization about issues that contribute to engagement, collaboration and practices in the work environment: Diversity and Inclusion, Hennepin-University Partnership, Employee Engagement.

*Communities of Practice (CoP):* Individuals come together to gain knowledge related to their specific field, profession or discipline by sharing best practices, tips and providing support to one another: Facilitation Network, Project Management, and SharePoint Users Group. New CoPs sponsored by the CIE include: Strategy Management, launching December 2014 and Improvement and Innovation, launching January 2015.

*Learning Communities:* The CIE contributes change management learning for the following cohort-based leadership programs: Fundamentals of Successful Supervision, Emerging Leadership Development Program, Leadership Academy, and the Management Institute.

*Networks:* Individuals come together in an emergent manner to exchange information, ask questions, express opinions related to a shared interest or particular topic of interest

to all members: Communicator's forum, Change Leaders Network, Inclusion Action Network, and the Technology Related Communications Network.

### Hubert H. Humphrey, International Fellowship Program



International Humphrey Fellows Tour the Hennepin Energy Recovery Center (HERC) on October 9, 2014.

The Center of Innovation and Excellence (CIE) partners with the University of Minnesota, Humphrey School of Public Affairs, Hubert H. Humphrey International Fellowship Program to create opportunities to leverage and exchange knowledge of public management in local government, as well as to build international collegueship, between Hennepin County leaders and International Humphrey Fellows. As part of the program, International Humphrey Fellows are introduced to Hennepin County leaders who have similar areas of interest and expertise. They exchange information about government,

services, professional best practices and culture over the course of their year-long fellowship. This year's ten International Humphrey Fellows came from the Philippines, Zimbabwe, India, Ukraine, Ecuador, Pakistan (2), Haiti, Cape Verde, and Lebanon.

## **Resident and Real Estate Services**

### Department name change

With the introduction of the realignment process, came the decision to strengthen the partnerships between the Assessor's Office and the Examiner of Titles with the Taxpayer Services department. With this restructuring, it became apparent that the name Taxpayer Services no longer most accurately represented what the department does for the residents of Hennepin County, nor its intrinsic connection to real estate.

*Resident and Real Estate Services* more accurately describe the joint functions and services provided to all residents of Hennepin County by the following divisions:

- Administrative Services
- Business Technology Solutions
- Elections
- Property Tax (including Tax Forfeited Land)
- The Recorder/Registrar of Titles
- Service Centers
- Survey



While the name change is intended to strengthen the connection to and partnerships with, the Assessor's Office and the Examiner of Titles retain their autonomy as separate offices.

#### Capital space planning: remodeling of a6, a5 and the skyway level

As part of the 2014-18 Capital Improvement program, the planning and design process has begun for the remodeling of multiple Resident and Real Estate Services' spaces.

The development of new business processes, combined with challenges presented by existing design configuration and functionally obsolete furnishings, necessitate the remodeling of current spaces.

#### Diversity and Inclusion Council

To further Hennepin County's core value of Diversity and Inclusion, Resident and Real Estate Services has created a Diversity and Inclusion (D&I) Council to assess the department's D&I efforts and offer recommendations to better implement the values and skills of our diverse workforce into our day to day operations. Areas of focus include:

- Performance management
- Training and development
- Technology
- Recruitment and retention
- Community relations

#### Service Centers

- Enterprise Point of Sale (iNovah) Software Implementation
  - The Service Centers and Property Tax Divisions piloted the implementation of an enterprise point of sale software system called iNovah from the vendor System Innovators, with approximately 200 computers and at nine locations. The next module to be rolled out will be for electronic check deposit.
- Opening of Service Centers off-site location
  - The Service Centers Division opened a limited service location in HSPHD's hub located at 1001 North Plymouth in Minneapolis. It is open on Wednesdays from 8am – 4pm offering such services as birth and death certificates; vehicle registration, titling, license plates and tabs; duplicate driver's license and identification cards; marriage applications and licenses; and boat, snowmobile and ATV registration.

#### Elections Division

2014 was the first election cycle with no-excuse absentee voting, where any voter could opt to vote via absentee ballot. Hennepin County saw a significant increase in absentee turnout – 11 percent of ballots cast in the primary and 12 percent in the general election were absentee ballots, up from 6 percent and 7 percent respectively in the 2010

midterms. The Elections office opened for extended hours in the weeks before the general election to accommodate the in-person absentee voter increase, adding 23 extra hours for Hennepin County residents to submit an absentee ballot in person.

In preparation for increasing numbers of absentee ballots in the years ahead, Hennepin County began working with city partners this year to centralize absentee ballot processing. As a first step in 2014, Hennepin County centralized the tabulation of absentee ballots cast by military and overseas voters. This change went smoothly and eliminated a lot of unnecessary Election Day ballot transfers to cities. City clerks unanimously agreed the change worked well and would like to see it continued.

The 2014 general election was also the first statewide general election since Hennepin County acquired new voting equipment. One notable outcome from the upgrade is there were no precincts that failed to wirelessly report results on election night – something that in the past would have happened due to modem or other equipment issues in some precincts. This has improved our results reporting time, with 98 percent of precincts reporting within 90 minutes of the close of polls.

Hennepin County elections conducted our second e-poll book pilot project this year. The results of the pilot are currently being compiled and analyzed. Preliminary data confirms the concept would work well for Hennepin County, with voters and election judges alike giving the e-poll books high marks for convenience and ease of use.

#### Property Tax Division

This year, the Property Tax division has continued to work with Xerox Government Systems and Vision Government Solutions on the Assessment and Property Tax Software Project for the development of software to replace our legacy tax system and the mainframe computer system. The division has also implemented a new point of sale cashiering system. This system replaces a system that was being used within the Service Center and the Property Tax divisions, and will provide functionality for the electronic bank deposit of checks. In 2014, the Property Tax division managed the collection of property taxes for 424,415 real estate tax parcels, along with the collection of personal property taxes and manufactured homes. Through the collection process the number of parcels that were subject to penalty notices, delinquency, and forfeiture has continued to decline. Of the total real estate tax parcels only 3.61 percent were late for 2014 first-half tax payment; the new tax-delinquent parcels for 2013 taxes in January 2014 represented 1.34 percent of the total; and the tax forfeitures in 2014 amounted to 0.032 percent of the total parcels, a reduction of 37.7 percent from the previous year.

#### Survey Division

A concerted marketing effort started in the latter half of 2014 is gaining increased traction throughout the Hennepin County organization and has already demonstrated a direct monetary savings to Hennepin County residents. Some of the new projects that the Survey division is involved in are: boundary and topographical surveys for the Hennepin County fiber optic initiative, asset collection for Transportation, and boundary and topographical surveys for Property Services.

In the past year, the Survey division has fully adopted ArcGIS Online for workflows and communication frameworks. The Survey division also assisted others with their deployment of web maps and applications. The Survey division initiated a parcel adjustment project for Minneapolis parcels and continued processing subdivision plats, registered land surveys (RLS), and common interest communities (CIC). Finally, the Survey division embarked on an internal marketing campaign in 2014 to offer Surveying services to additional county departments and divisions. Web map examples:

- Public Land Survey System (PLSS) monument inspections
  - Leveraging ArcGIS Online to allow inspectors to collect information in the field and have that information immediately available to stakeholders. Survey division inspectors collect field information via an iPad Mini and that information is distributed via a public facing interactive web map embedded in the <http://www.hennepin.us/residents/property/public-land-survey-monuments> webpage. This method has replaced the former paper collection method and has reduced information distribution time from weeks to minutes.
- Relevant and specific embedded interactive web maps
  - In addition to the above PLSS embedded web map, the Survey division deployed three other embedded web maps within the www.hennepin.us framework for public consumption. These interactive maps allow stakeholders and customers to quickly retrieve relevant information via www.hennepin.us in a desktop or smart phone environment.
    - Geodetic Control:
      - <http://www.hennepin.us/residents/property/geodetic-control>
    - Current and Historic Section Maps
      - <http://www.hennepin.us/residents/property/historic-and-current-section-maps>
    - Surveyed Properties
      - <http://www.hennepin.us/residents/property/surveyed-properties>
- Examiner of Titles Certificate Approval Application
  - The Survey division assisted the Examiner of Titles in creating a new communication framework utilizing an ArcGIS Online hosted web application. Previously, the Examiner of Titles office experienced high call volumes related to their Torrens Approval process. This new communication method allows the Examiner of Titles staff to update approval statuses within an interactive web map and for their stakeholders to view those statuses via an embedded web map at: <http://www.hennepin.us/business/property/document-status-tracking>
- TFL Auction Map
  - The Survey division assisted the Tax Forfeit group in creating an interactive web map related to the auction of forfeited land. The previous process

included static maps in .pdf form. The current interactive maps allow potential buyers to view properties with additional context such as aerial imagery and property pictures. The embedded interactive map can be found at: <http://www.hennepin.us/residents/property/tax-forfeited-land-map-and-pictures>. This web map has had over 7,000 page views during the auction periods.

The Survey division is currently about one third of the way through the completion of the Minneapolis parcel adjustments. There are approximately 130,000 parcels in Minneapolis that, upon adjustment completion, will accurately reflect the size and shape of the tax parcel description. This accuracy has a high downstream value for a variety of reasons including: accurate assessments and impervious surface calculations for the City of Minneapolis.

To date in 2014, the Survey division has processed 177 subdivision plats, RLSs or CICs comprising 1,864 lots, units, or tracts. These statistics are similar to 2013 but are 30 percent higher than 2012.

#### Recorder's Office

In 2014, the Recorder's office undertook several staff development projects to increase knowledge of real property law. These projects/sessions were not only beneficial to Hennepin County staff but through the innovative use of technology provided a collaborative method to share this training and expertise.

- Legal Advisor Sessions
  - Facilitated open dialogue with our legal advisors and provided a forum for questions and consistent messaging with all staff.
  - Sessions were captured on video so staff can view them as their schedule allows.
  - ASL interpreter for the hearing impaired was present at certain sessions.
- Eileen Roberts Legal Seminars
  - These sessions provided the history, legal relevance, and importance of real property records by an experienced professional.
  - Hundreds of Hennepin County employees, representing the Recorder/Registrar of Titles office, the Assessor's Office, Property Tax, Survey, and the County Attorney's Office have attended these sessions either in person, via webinar or by viewing recorded sessions.
  - Recognizing this knowledge would be useful to counties across Minnesota, e-learning experts were engaged and using Adobe Connect, we provided live stream webinar broadcast and recorded sessions for future viewing.
  - County Recorders from approximately 25 percent of Minnesota counties and their staff have attended sessions.

- Promotes Hennepin County's continued leadership position within the Minnesota County Recorder's Association (MCRA).

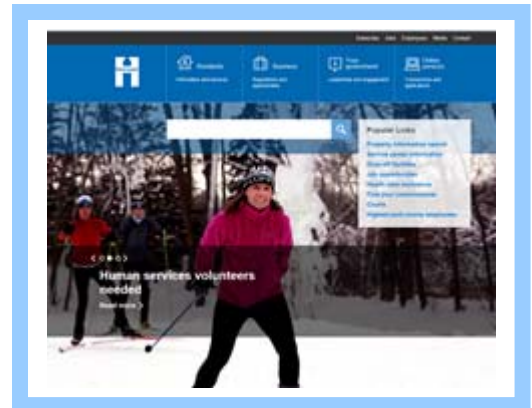
### e-Recording

Hennepin County has been recording documents electronically since 2011 with the percentage of documents e-recorded increasing every year. 2014 marks an important milestone as just over 50 percent of the documents recorded in Hennepin County were e-recorded.

## Countywide Initiatives

### Web/BIO

Hennepin.us: Though technically launched in December 4, 2013, the impact of Hennepin.us to residents really has been a 2014 phenomenon. Included with 2014 activity has been enabling a standards and governance structure, getting a solid web team in place and ensuring that we have a site that is current and relevant for residents. This has allowed for a boom of additional sites County Attorney, Choose to Reuse and work beginning on a Dashboard site, Workforce Development site and an MHP site all following the web and branding standard models.



*Hennepin.us*

The Library web site: The library web site has a direct impact to the residents in providing access to materials and online resources. The web team led the project management of the site and kept a dynamically complex project moving forward.

Establishing an Operations BIO support system: Though more behind the scenes, Operations BIO work has included supporting the Tax and Assessment project, Humana Resource analysis, IT budget analysis for most departments, ROI analysis for Apex/Oracle, Chat service analysis for RRES, support on eRate for the Library, support on the library staffing model.

### Workforce Development

The first cohort graduated from the Human Services Representative (HSR) Pathway, completed a two-week internship/immersion at Century Plaza and were interviewed. All qualified candidates will receive an offer to be an HSR trainee and begin December 15, complete additional training and then begin the induction process with the Q1 2015 hires for HSR on January 24. A second cohort will begin classwork in February 2015.

We will be providing 57 internship opportunities for MCTC students -- 40 with IT and 17 in Human Services-- creating a pipeline for students to be considered for employment. MCTC is working with county staff to customize the human services and IT associates degree curriculum to better prepare students for a career at Hennepin County.

Hennepin County, MCTC and the Minneapolis Downtown Council have signed founding documents to form a Workforce Leadership Council to connect the leading employers of our region with well-trained individuals in our community through sector based career pathways. The Minneapolis Area Chamber of Commerce, the Presidents of all five MNSCU campuses in Hennepin County and the Commissioner of Minnesota Management and Budget have all agreed to sign a master cooperative agreement joining the council by years end.