

# Ramsey County, Minnesota **Recovery Plan**

## **State and Local Fiscal Recovery Funds**

### 2022 Report

**Ramsey County, Minnesota**  
**2022 Recovery Plan**

**Executive Summary ..... 1**

**Uses of Funds ..... 2**

**Promoting Equitable Outcomes..... 3**

**Community Engagement ..... 6**

**Use of Evidence ..... 7**

**Performance Report..... 7**

**Project Inventory ..... 8**

**Performance Report.....18**

**Appendix A: Logic Models .....22**

## **Executive Summary**

Ramsey County received a total of \$108 million from the American Rescue Plan Act (ARPA) of 2021. These funds are being used to continue supporting individuals, families, businesses, and the economy as we combat and recover from COVID-19.

These funds give Ramsey County an opportunity to direct major investments to bold, long-term initiatives. At the same time, these funds will continue to support people in crisis and address immediate needs in the community, as well as support county operations whose budgets have been stretched thin by the challenges of service delivery during a pandemic. Thus far, the county has launched plans to invest in young adult workforce development initiatives, deeply affordable housing, public safety, public health career pathways, vaccines, trusted cultural messaging, equity focused initiatives, emergency shelters, and investment in strengthening county support services. To date, Ramsey County has \$12,309,510 in expenditures.

To accomplish the goals and outcomes for these programs, the county is working with partners, including other local governments and community organizations, and engaging with community to align our approaches, ensure efficiency and maximize our results. Additionally, Ramsey County will pursue other sources of funding, including potential federal funding and build plans to leverage those funding opportunities.

Through our open data portal, and with the Treasury's annual Recovery Plan Performance Report, we will post up-to-date economic impacts on our residents through our ARPA projects. In addition, the portal will reflect outcome goals, progress to outcomes, and challenges and opportunities we experience in delivering these programs. We are excited about this aspect of the reporting process and the opportunity to share our impact publicly.

## Use of Funds

### **Expenditure Category 1. Public Health**

**Trusted Messenger.** Ramsey County will support the existing contracts that are fully executed with partners for the Trusted Cultural Community Messenger & Connector (TCCMC) program, in addition to a competitive process to increase the number of funded sub-recipients. Sub-recipient funding in 2022 will include allocations to hire dedicated staff and additional funds to select and train staff, implement the TCCMC program, make needed purchases and finalize a workplan. Award amounts vary based upon the number of participants each sub-recipient anticipates reaching and are a maximum of \$50,000 per organization for phase one (March 1 – June 30, 2022) and \$30,000 for phase two (June 1- August 31, 2022).

**Violence Prevention.** Ramsey County has two violence prevention programs: **Healing Streets** and **Appropriate Response/911**. Healing Streets is a public health approach to reducing gun and group violence through interventions with perpetrators and victims, prevention work with young people, and healing circles for communities and individuals impacted by gun and group violence. Healing Streets was funded at \$3.2 over three years. Appropriate Response/911 is an innovative way of changing how 911 calls are responded to through partnerships with Public Health, Social Services, and the community. Appropriate Response/911 received \$12.7 million over three years. The current year is a planning year, with implementation in 2023.

### **Expenditure Category 2. Negative Economic Impacts**

**Right Track Plus and Early Childhood Academy.** In this fiscal year, two key Workforce Solutions initiatives were implemented with ARPA funds: Right Track Plus and Early Childhood Academy. These projects promoted career development opportunities for disadvantaged residents by providing training and applied learning opportunities that build key skills for workers to enter the workforce or re-enter it by retraining on in-demand skills. In 2021, **Right Track Plus**, a \$1.1 million ARPA-funded internship program for youth 18-25 whose livelihoods were affected by COVID-19 reached 225 youth through a summer employment program. Another round of Right Track Plus is planned with ARPA funds in the future.

**Early Childhood Academy**, a three-year, \$750,000 project starting in 2022, will address a serious shortage in quality childcare programs in Ramsey County by offering training, educational scholarships, and support for new childcare providers, including new business start-up support. The project focuses on childcare deserts in low-income communities, where there is the greatest lack of childcare.

**Connectivity Blueprint.** In an effort to support more equitable economic development for our most marginalized community members, Ramsey County is investing \$170,000 of ARPA funds to conduct a study of the intersection of connectivity (i.e., broadband service) and households that have full access to computers, internet, and cellular phone service. This study will be undertaken in partnership with the City of Saint Paul for a total investment of \$200,000 of ARPA funds that will inform development of a project supporting greater Digital Tech Equity for all residents of Ramsey County.

**Public Health Career Pathways.** The Public Health Career Pathways project is designed to address the projected shortage of public health workers in the areas of nursing and community health workers. The project offers two career pathways, Community Health Worker and Registered Nursing. Both pathways provide traditional supports such as payment for tuition, books, childcare, and transportation assistance. In addition, this project offers a wage

supplement to allow participants dedicated time to complete homework assignments, internship hours and clinical nursing requirements. The project was launched in January 2021 and is expanding to the nursing pathway in the Fall of 2022. It was funded at \$1.1.

**Deeply Affordable Housing.** Ramsey County has a well-documented shortage of affordable housing that impacts a wide range of economic and social issues for those who struggle to find low-cost options in a competitive market. In order to promote more long-term, sustainable housing options for all residents, Ramsey County is partnering with the City of St. Paul to invest a total of \$74.5 million in ARPA funds to develop a targeted total of 1,000 new or renovated housing units over the next five years.

**Emergency Homeless Shelters.** When COVID-19 struck in early 2020, Ramsey County established a series of emergency homeless shelters with CARES funding to accommodate social distancing needs and provide hospice care for COVID-positive or -symptomatic people who were experiencing homelessness. In 2021, the county invested an additional \$5.12 million in ARPA funds to cover urgent staffing and security needs for the shelters, and to ensure these spaces continued to be safe and hygienic for their residents.

### **Promoting Equitable Outcomes**

Overall, COVID-19 has disproportionately impacted the economic vitality of racial and ethnic minority groups in our community. Since Treasury issued the interim final rule in May 2021, both the public health and economic situations facing the country have evolved. For Public Health, the U.S. has made tremendous progress in the fight against COVID-19, including a historic vaccination campaign that's reached over 80% of adults with at least one dose and is reaching millions of children as well. In the early months of the pandemic, the U.S. experienced the sharpest economic downturn on record with unemployment spiking to 14.8% in April 2020. Gradually adding back jobs and growth accelerating first half of 2021 – as the Delta variant spread, the intensified health risks and renewed disruptions slowed growth with continued risks from the virus.

According to the Center of Budget and Policy Priorities, a nonpartisan research and policy institute, “the impacts of the pandemic and the economic fallout have been widespread, but remain particularly prevalent among Black adults, Latino adults, and other people of color. These disproportionate impacts reflect harsh, long-standing inequities – often stemming from structural racism – in education, employment, housing, and health care that the current crisis has exacerbated.” Ramsey County is the most racially and ethnically diverse county in the State of Minnesota and has been disproportionately impacted by COVID-19 and the related economic downturn. This has guided the investment of our American Rescue Plan Act (ARPA) funding. Through our ARPA-funded initiatives, we seek to partner with community leaders and organizations to address both the immediate crisis as well as address longer term efforts aimed at systemic disproportional population problems.

Advancing racial and health equity has long been a [key strategic priority](#) guiding Ramsey County's programs, processes, and policies that lay the foundation for our work as a county. Ramsey County has continued to promote a vision for a vibrant community where all residents are valued, experience fair outcomes in health and wellbeing, and have equal opportunities for advancement and growth.

Our [2022 Strategic Plan for a Vibrant Community](#) deepens that commitment to [Advancing Racial and Health Equity, and Shared Community Power](#) and is complemented by our [Residents First](#) approach to service provision and another Strategic Priority to promote [Intergenerational Prosperity for Racial and Economic Inclusion](#). Through our Strategic Plan, Ramsey County seeks to improve race-based disparate outcomes by deconstructing systemic and institutional barriers to be more fair, inclusive, and transparent in how we share decision-making power with residents, communities, and employees to build a more equitable county.

This strategic vision is supported in part by ARPA-funded projects. We are investing in COVID safety for economically disadvantaged communities and immigrant populations through the Trusted Messenger project that brings culturally appropriate and responsive messaging about vaccination and safety to these groups. We are investing in stable housing for our communities through a significant investment of nearly \$75 million in ARPA funds working in partnership with the City of Saint Paul, to expand the availability of Deeply Affordable Housing and house our homeless community members in Emergency Homeless Shelters during COVID, that also offered respite facilities for people experiencing homelessness who were COVID positive or symptomatic.

Ramsey County promotes a more diverse and skilled workforce that is responsive to the changing dynamics of the 21st century jobs environment, through projects like our Right Track Plus jobs program for disadvantaged youth whose livelihoods have been impacted by COVID-related shutdowns; our Public Health Career Pathways project that promotes people from of underrepresented groups to pursue public health careers; and our strong commitment to building a more vibrant, innovative, and diverse workforce through several other new Workforce Solutions projects being unveiled in the coming months, including several Learn and Earn Model projects for youth to expand their skills in high growth job sectors while engaged in productive, wage-earning positions. The work of each of these projects to build equity is described in more detail below.

**RECERT Trusted Messenger.** Advancing racial and health equity, shared community power, and effective community engagement is an integral part of Ramsey County's mission, vision, and values. The Racial Equity and Community Engagement Response Team (RECERT) was formed in April 2020 to help inform the county's racial equity response and provide critical links between county operations and the residents we serve. RECERT works with funding organizations in the some of the most economically disadvantaged communities within Ramsey County, including the Saint Paul neighborhoods of Midway, Payne-Phalen, Dayton's Bluff, and the North End. There is also a focus on families with young children, teenagers and young adults as vaccine rates among these age ranges is lower than older adults.

**Deeply Affordable Housing.** In Ramsey County, lower-income residents are disproportionately Black, Indigenous People of Color (BIPOC) community members who experience rent cost-burdens at higher levels than White residents of Ramsey County. An estimated 65,000 Ramsey County households spend more than 30% of their income on housing costs; 45% of these spend more than half their income. The lack of affordable housing has also contributed to the crisis of homelessness in Ramsey County where deep racial disparities exist. Over 50% of residents experiencing homelessness are African American or Black whereas only 12% of the total population identifies as African American or Black. Other racial disparities in homelessness exist for American Indian and mixed-race residents.

The pandemic-induced recession predominately affected residents with lower-incomes who were more impacted by changes in the labor market, the recent reduction in Unemployment Benefits, and the elimination of the eviction moratorium. Any of these potential reductions can result in drops in income that lead to housing instability and bring families towards a cliff where they must decide which bills or emergencies they can afford. The provision of more affordable housing is a crucial investment for Ramsey County to promote security and prosperity among the most vulnerable residents.

**Right Track Plus.** Right Track Plus, a summer internship program for Ramsey County residents ages 18-24 implemented in partnership with the City of Saint Paul, is equity-promoting by design through its selection process. It works only with youth whose job prospects are limited, focusing especially on youth who were working in sectors impacted by COVID. Youth who received internships were required to meet one of the following criteria:

- Currently unemployed and have sought employment in the last 12 months OR
- Underemployed and would like to work full-time.
- Have had employment impacted during the pandemic due to industry challenges (i.e., hospitality, food service, retail).
- Have challenges entering a middle-high wage career pathway due to limited education.

Working with “opportunity youth,” those within this age group who are disconnected from school and work, gives them a head start in their career path with an applied learning activity through which they can increase their income and build professional skills and experience.

**Public Health Career Pathways.** For Ramsey County, a shortage of registered nurses has resulted in using temporary nurses to maintain operations. A lack of community health workers who identify with BIPOC communities made it more challenging to address vaccine hesitancy and lower vaccination rates. Coupled with pre-morbidity health disparities that existed before COVID-19, challenges meeting the health needs of BIPOC communities have been exacerbated.

The Public Health Career Pathways program offers two career pathways, registered nurse and community health worker. The program’s goal is to serve up to 30 participants with selection priority for those who live in Ramsey County, are single parents, receiving public assistance and/or member of underrepresented group in Public Health workforce. The program will provide:

- College preparatory coaching and mentoring.
- Tuition reimbursement, technology equipment, book stipend, laboratory fees and incidental expenses for transportation and/or childcare, and other related academic costs.
- Wage Supplement to allow participants to enroll in a program full time.
- Community Member Governance Committee to inform and advise on participant selection and program development.

Participants in the registered nurse track will earn a baccalaureate of science in nursing degree and participants in the community health worker program will receive a community health worker certificate. Saint Catherine’s University is the educational partner that will offer both programs to participants.

## Community Engagement

In 2020, our Racial and Health Equity strategic priority was combined with Community Engagement and redefined as Shared Community Power, with a vision to ensure cooperative decision-making for new projects and budgetary investments. The sections that follow describe the community engagement and shared power of different projects.

**Racial Equity and Community Engagement Response Team.** In April 2020, Ramsey County formed the [COVID-19 Racial Equity and Community Engagement Response Team](#) (RECERT) to help inform the county's response to COVID-19 and provide critical links between county operations and residents. RECERT was comprised of staff representing all county service teams and led by the county's racial and health equity administrators. Several community engagement efforts were led under RECERT, including formation of an advisory committee of community members, funding community conversations hosted by community leaders and hosting community town halls.

**Equity Action Circle.** RECERT formed a 15-member community advisory committee named the Equity Action Circle (EAC). This group was formed because Ramsey County recognized the importance and value of leading with race during the COVID-19 response and the need to address disproportional impact on specific communities as well as ensure community voice was in decision-making processes.

The EAC worked in partnership with county staff to co-develop strategies and solutions to meet the unmet needs of residents during the COVID-19 response. The EAC worked during the summer and early fall of 2020 to develop recommendations to improve outcomes for racially and ethnically diverse communities in five priority areas impacted by COVID-19. The Equity Action Circle advised the County Manager and RECERT on identified priority areas, policies, systems and environmental changes with a racial equity lens. A [report](#) published in October 2020 made recommendations to advise and guide the next phases of the county's COVID-19 response. The report included overarching goals and objectives along with immediate, short-term, and long-term recommendations to address community needs related to the pandemic that are also the result of inequities due to centuries of institutional and structural racism.

**Community Conversations.** RECERT funded 15 community partners to conduct conversations in their communities to gather input and knowledge regarding the communities' perceptions of COVID-19, and what is needed to slow the spread of COVID-19 among the racially, ethnically, and culturally diverse communities in Ramsey County during the pandemic. A total of 49 conversations were held in multiple cultural communities in fifteen different languages and with over 1,500 Ramsey County residents between the months of November 2020 and February 2021.

**Virtual Town Halls.** RECERT hosted several town halls and supported other departments in their use of town halls to engage with the community.

Projects that include additional community engagement in their development and implementation processes include:

**Trusted Messenger.** During the COVID-19 pandemic, RECERT initiatives have allowed us to work with trusted community partners that have shared culturally, linguistically, and age-appropriate public health information, county and community resources and services to our most vulnerable communities throughout the pandemic.

**Appropriate Response/911.** This multi-year project to create alternatives to law enforcement responses to 911 calls where appropriate started in March 2022 with the convening of a community and county planning group, the Co-Design Circle. Co-leadership and co-development with community is central to this project as it redefines 911 response in a way that promotes safety and well-being.

### **Use of Evidence**

Ramsey County is deeply committed to evaluation and evidence-based planning. Our [Open Ramsey County](#) data portal is a dedicated space through which the county disseminates data and shares performance reports with the general public, including county residents. The site includes a wide variety of reports and statistics including: [COVID-19 vaccination rates](#) and [case tracking](#), [ARPA funding reports](#), and regular [performance reports](#) from each County department. Many of these data sets are updated weekly and most others on a regular basis, to provide a living dialogue that ensures accountability to and promotes engagement with the community.

Ramsey County's ARPA projects include a relatively equal mix of evidence-based projects and those for which we plan to conduct a performance evaluation. Our three evidence-based projects, including Right Track Plus, Deeply Affordable Housing, and Public Health Career Pathways, total \$39.2 million, of which the majority is dedicated to building or developing deeply affordable housing. Our four other projects for this fiscal year, including our Appropriate Response/911 and Healing Streets community violence interventions, as well as our support for Emergency Homeless Shelters during COVID, and investment in affordable childcare through the Early Childhood Academy, will all be evaluated at the end of their implementation period. Through these assessments, Ramsey County can document the outcomes of our ARPA funding investments and capture lessons learned to inform future strategic planning and project development efforts.

### **Performance Report**

Ramsey County has a long history of using performance measures to manage performance. Through its budgeting process all departments and service teams report performance measures to the Board of Commissioners that are published on its [open data portal](#). Each service team has a Performance Measurement Action Team (PMAT) that develops measures aligned with the county's [strategic priorities](#) and helps directors use those measures to manage performance. In addition to the PMAT's there are three program evaluation units embedded in the Health and Wellness Service Team.

For ARPA, an Evaluation Team was created that manages overall performance reporting, works with project leads to develop logic models, performance measures, and conduct evaluations. Each project has been assigned an evaluator, four of whom were hired specifically for ARPA with assistance from permanent county evaluation staff. Not only is the evaluator tasked with developing measures, but they are also tasked with ongoing data collection, sharing, and assistance in using those measures to improve performance.

Beyond the ARPA required evaluation components, the ARPA Evaluation Team is working with county leadership to identify areas of additional learning that would benefit the county's strategic

priorities. For projects of long-term, strategic importance, the ARPA Evaluation Team is conducting additional research such as process evaluations and outcomes evaluations that are not required or outcome evaluations of portions of projects where it is not required. A public web page is being created to publish this work.

## **Project Inventory**

### **a. Public Health (EC 1)**

#### **1.7 Other COVID-19 Public Health Expenses**

##### **Racial Equity and Community Engagement (RECERT) Trusted Messenger**

- **Project Identification Number** |G111014
- **Funding amount** | \$1.85 million
- **Project Expenditure Category** | 1.7 Other COVID-19 Public Health Expenses

##### **Project Overview**

The Racial Equity and Community Engagement Response Team (RECERT) was formed in April 2020 to help inform the county's racial equity response and provide critical links between county operations and the residents we serve. During the COVID-19 pandemic, RECERT initiatives have allowed us to work with trusted community partners that have shared culturally, linguistically, and age-appropriate public health information, county and community resources and services to our most vulnerable communities throughout the pandemic.

In response to the public health emergency, Ramsey County's RECERT is working in partnership with Saint Paul-Ramsey County Public Health and additional departments to replicate the [Trusted Cultural Community Messenger and Connector](#) (TCCMC) initiative focusing on our racially and ethnically diverse communities and youth/young adults in Ramsey County through 2022. The initial goal of this initiative is to reduce the spread and impact of COVID-19 through increased vaccine media outreach, education and engagement that is medically accurate, culturally specific, and linguistically appropriate that connects residents to community vaccine sites and related resources.

With the ever-changing nature of COVID-19, testing and vaccines, the TCCMC initiative is designed in phases to best address the most critical concerns of the time. Phase one was designed to address the need for getting people vaccinated and boosted. Phase two is continuing that focus, but also expanding to broader and wider messaging to community regarding up-to-date information about virus variants and the benefits of vaccinations for young children. In phase one, Ramsey County worked with eight community partners. The organizations awarded funding were: African Network for Development Incorporated (ANDI), Dayton's Bluff Community Council, Greater East Side Community Council, Hacer, Restoration for All, Run Like Harriet, Samo Relief, and Somali Medical Association of America.

These organizations conducted a variety of activities or events in their communities between March and July. Some organizations focused on one-on-one interactions and conversations through phone calls or home visits, while other groups hosted informational sessions for larger groups to provide information about the importance of COVID-19 vaccinations. The informational sessions were often conducted in conjunction with another community gathering such as a Friday prayer session or a community center event. There were several groups who sent out weekly email blasts or posted on social media encouraging and informing community where to get vaccinated.

**\* 1.11 Community Violence Interventions**

**Appropriate Response/911**

- **Project Identification Number** | G111020
- **Funding amount** | \$ 13.3 million
- **Project Expenditure Category** | 1.11 Community Violence Interventions

**Project Overview**

As a key project within Ramsey County’s Violence Prevention American Rescue Plan Act Priority, the [Appropriate Responses Initiative \(ARI\)](#) enhances [911 Emergency Communications Center \(ECC\) dispatch](#) processes, expands public wellness systems ([Social Services](#) and [Public Health](#)) and develops community institutions to provide a wider range of options in responding to people in need. ARI aims to diversify ECC response resources equitably, diverting historically underserved, marginalized populations from unnecessary arrest and incarceration by providing de-escalation and intervention programming across public system partners and community. ARI is building a new response model that centers community and intentionally aims to improve outcomes for those most disparately harmed in Black and American Indian communities. It recognizes that although, in some cases, a traditional response is most appropriate, there are limitations in how traditional 911 response can appropriately respond to certain emergencies.

The initiative is developing response policies and protocols that use three additional approaches to 911 call responses:

*Co-Responder Response* – Includes both wellness /community response and public safety system agencies. These will partner to coordinate a response most appropriate based on the information available at the time of dispatch and the needs of the individuals requesting service.

*Non-Traditional Response* – Calls where wellness system and community institutions can respond without the need for dispatching public safety personnel.

*Community Response* – Community-only response that is both dispatched and preventative.

**Figure 1: Current Structure and Appropriate Response Structure**

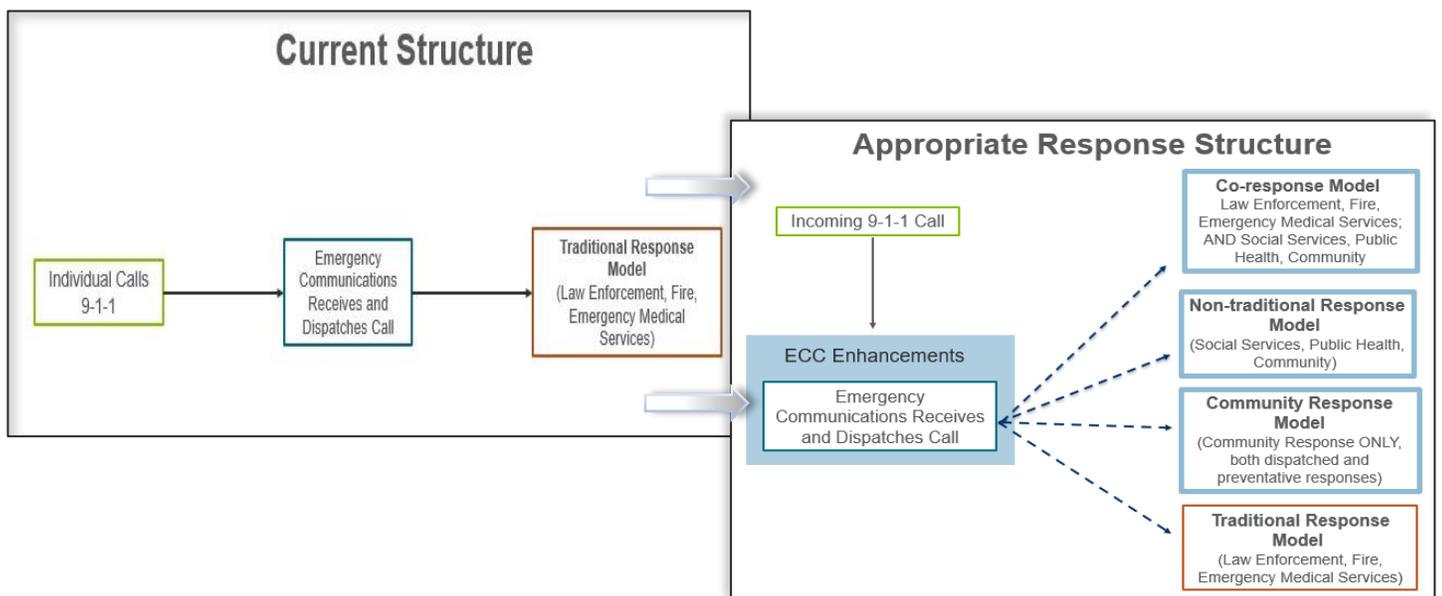
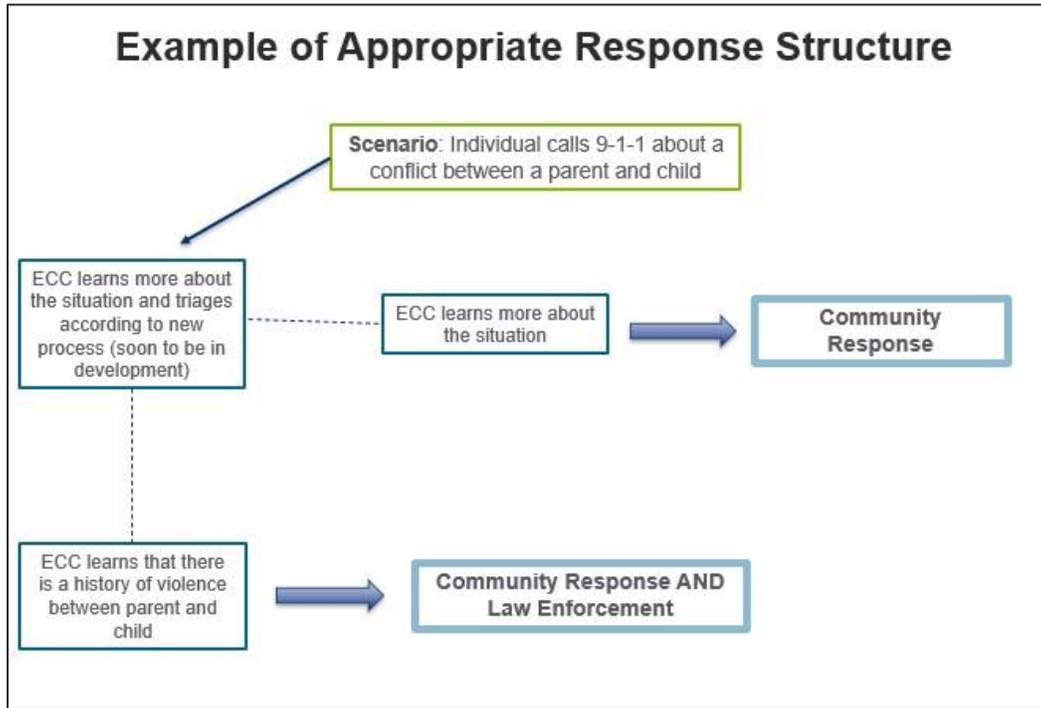


Figure 2 demonstrates what a community and co-response model will look like.

**Figure 2: Example of Appropriate Response**



Planning for this initiative expects roll out within four phases. Phase 1 started in March 2022 and included convening a work group of community members and system stakeholders. The group has been named the Co-Design Circle. In Fall 2022, the implementation phase will start assessing the resources needed and implementing some of the additional 911 responses.

### **Use of Evidence**

A literature review of other alternative emergency response models found that ARI is unique in scale and in how the enhancements will be embedded in the ECC procedures. The county is conducting a process evaluation through program development and planning, but evaluation work, like the project, are in the beginning stages.

The intended outcomes of this project are:

1. Improved community well-being
2. Fewer people engaged with the public safety system
3. Fewer people incarcerated.
4. Fewer people financially obligated to the public safety system.

A logic model, performance measures, and an outcomes evaluation plan are still being developed with the Co-Design Circle and will be reported in next year's performance report.

## 1.14 Other Public Health Services

### Healing Streets

- **Project Identification Number** | G111020
- **Funding amount** | \$ 3.29 million
- **Project Expenditure Category** | 1.14 Other Public Health Services

### Project Overview

Healing Streets is a Ramsey County Public Health initiative whose goal to reduce gun and group violence. This initiative is adapted from [group violence initiative](#) (GVI) models. It takes a preventative, public health approach to addressing gun and group violence in communities rather than an individual or law enforcement approach. This innovative program is distinct from other GVI models because it centers community involvement and engagement.

The goals of the project are:

- Community members are safe, free, and alive.
- Reduced gun violence.
- People and communities do not use violence to solve conflicts.

Healing Streets has three components: prevention, intervention, and healing. To prevent gun and group violence Healing Streets works with community partner agencies to increase awareness of the impacts of gun and group violence, provides advocacy training so community groups can support people and communities impacted by gun and group violence, and provides immediate support following an incident to prevent further violence. To intervene in violence, Healing Streets will engage local hospitals, law enforcement, and perpetrators or people at risk of perpetrating gun violence to provide post-incident support, conflict mediation, and on-going support to those most impacted. To help communities and individuals heal from gun and group violence, Healing Streets will provide grief groups specific to gun and group violence for victims, their families, and communities. There will be private grief groups for individuals and families, as well as community vigils and grief circles.

### Use of Evidence

While similar projects, based in the group violence initiative models, have been implemented elsewhere, there have not been any outcomes evaluations that provide evidence of this approach's efficacy. It is a promising practice and there are components specific to Ramsey County not found in other models. Each component of Healing Streets—prevention, intervention, healing—will be evaluated. Healing Streets is a complex and innovative program in its early implementation. Evaluation staff are working with project leadership to develop an evaluation, logic model, and performance measures that will be reported in next year's performance report.

### ***b. Negative Economic Impacts (EC 2)***

## **\* 2.10 Assistance to Unemployed or Underemployed Workers**

### Right Track Plus

- **Project Identification Number** | G111012
- **Funding amount** | \$1.1 million in 2021

- **Project Expenditure Category| 2.10 Assistance to Unemployed or Underemployed Workers**

### **Project Overview**

Ramsey County's [Right Track Plus](#) project serves unemployed or underemployed youth ages 18-24 whose livelihoods and employment prospects have been impacted by COVID. The project organizes internships and other professional development and networking opportunities, including job site tours, trainings, and speakers. It also offers financial support for youth to enhance their professionalism, access technology needed to join the workforce, and fund transportation to job sites.

In 2021, Ramsey County's Workforce Solutions team implemented Right Track Plus with \$1.1 million in ARPA funds, working in partnership with the City of Saint Paul. This collaboration was built on the success of Saint Paul's original Right Track program established in 2014, which worked with youth as young as 14 years old and focused on high school students. Ramsey County's 2021 Right Track Plus project worked with residents between the ages 18-24 who were unemployed or underemployed but seeking full-time work. The project focused on youth whose employment was impacted by COVID, such as hospitality, food service, retail sectors, and youth with limited education.

Right Track Plus started its application and review processes in July 2021; internships ran from August to November, and the project closed at the end of December. During this period, Right Track Plus planned to reach 300 beneficiaries, but received 270 applications. Of these, another 60 applicants dropped out of the program, so ultimately, 212 participants completed internships, working with 94 employment partners.

The 2021 project<sup>1</sup> was implemented in partnership with 23 community-based youth-serving organizations, including Center for Hmong Arts and Talent, Council for Black Male Success, Hired, Lutheran Social Services, and YWCA Saint Paul. These organizations supported participant outreach, recruitment, enrollment, and employer matching processes. These partners also managed the employment experience for the youth, including overseeing timesheets and payroll processes, and serving as youth mentors.

As the participants face income challenges, Right Track Plus equipped them with the tools necessary for success in the job market. Participants were eligible to be reimbursed for the cost of purchasing job-related support items, such as:

- Transportation assistance, such as bus cards, gas cards or essential car repairs.
- Books, supplies and/or equipment needed for training or job activities, i.e., laptop, cell phone.
- Clothing/uniform for work or interviews.

Right Track Plus also developed a Passport of Professional Development events; participants who attended and completed at least five such events and submitted their Passports at the end of the project were eligible to receive a \$500 Target gift card.

---

<sup>1</sup> Based on the success of this project, Ramsey County and the City of Saint Paul plan to implement another round of Right Track Plus using ARPA funds at some point the future, to be determined.

## Use of Evidence

Ramsey County's Right Track Plus project aims to help young adults build strong job skills and networks for successful professional opportunities, to overcome the economic challenges of COVID, and to build strong partnership networks that promote youth employment. The City of Saint Paul, the primary urban community within Ramsey County, has implemented Right Track projects since 2014 with demonstrated evidence of the potential outputs and outcomes of this long-running project.

In 2019, the [City of Saint Paul's Right Track project](#) (in the last year it was implemented before COVID social distancing measures restricted many of the project's regular activities or required them to be held virtually) matched 935 youth with summer job opportunities at 185 work sites from which they earned more than \$1.6 million in wages from Saint Paul business partner organizations, including Regions Hospital, Saint Paul Public Schools and Public Library, the Salvation Army, and the Science Museum of MN. Through this experience, youth participants earned 420 industry certificates and 98% developed at least one professional reference. As Saint Paul's work focuses on secondary school youth, with 79% of the participants under the age of 18, permanent employment is not a direct outcome of participation; no long-term follow-up was conducted to determine the long-term impact on youth employment rates.

**Year Up** ([2014 evaluation](#)) As reported in the Department of Labor's CLEAR Clearinghouse for Labor Evaluation and Research, the Year Up program was implemented in four major East Coast cities in 2007, providing one year of training to prepare BIPOC low-income youth (ages 18-24) for jobs that offer good wage and career advancement potential. Their project included six months of training on computers, business communications and other career readiness skills, followed by a six-month paid internship with major corporations that were active employers in local communities.

The evaluation was a randomized control trial of 195 youth that found the annual earnings of the treatment group were more than 30% higher than earnings of the control group. In addition, whereas the control group had higher employment rates prior to the start of the project, the treatment group had higher employment rates by the end of the first year (statistically significant for Years One and Two at .01 and for Year Three at .05).

**Dollar Amount being allocated towards evidence-based interventions: \$ 1,105,589**

## Early Childhood Academy

- **Project Identification Number** | G111021
- **Funding amount** | \$ 750,000
- **Project Expenditure Category** | 2.10 Assistance to Unemployed or Underemployed Workers

## Project Overview

Ramsey County's Early Childhood Academy is a new project that was started in May 2022, which is being launched in partnership with the [Think Small Institute](#). The project seeks to address a serious shortage of quality childcare programs with a three-year, \$750,000 initiative that will provide incentives to retain those currently working in the sector and support services to those interested in earning a Child Development Associate's credential. The project will seek to

recruit participants from neighborhoods most affected by the childcare crisis within Ramsey County.

### **Use of Evidence**

The Early Childhood Academy project will undergo an outcomes performance evaluation that will be reported in future performance reports. In addition, Ramsey County has contracted Ecotone Analytics, a Minneapolis-based evaluation and research firm, to conduct a Social Return on Investment evaluation that will seek to determine the social impacts of the project.

## **\* 2.15 Long-term Housing Security: Affordable Housing**

### **Deeply Affordable Housing**

**Project Identification Number** | G111013

**Funding amount** | \$37 million

**Project Expenditure Category** | 2.15 Long-term Housing Security: Affordable Housing

### **Project Overview**

Safe and stable housing is imperative for residents to be able to follow CDC guidelines to prevent the spread of COVID-19. Without adequate and affordable housing residents must “double-up” with other family members, or perhaps move into a shelter, increasing the risk of disease spread. Stable housing is also necessary for students to succeed in school, especially when facing remote school settings, as children did during the COVID-19 shutdown.

To address this issue and in line with County’s Economic Competitiveness and Inclusion Plan strategies to preserve and increase the supply of affordable housing units, expand affordable homeownership opportunities, and improve housing stability for communities that have experienced historic wealth extraction, Ramsey County allocated \$37 million in ARPA funds to build a planned 600 affordable housing units throughout the county. The City of Saint Paul has allocated a matching investment for a total of \$74.5 million in ARPA funds to build a total of 1,000 new low-income housing units over the next five years. Ramsey County’s ARPA funding investment complements other funding sources, including the HRA Tax Levy and HUD funding, to increase the overall availability of affordable housing across the county.

To start this process, Ramsey County issued a solicitation on February 14, 2022, which closed on March 14, 2022, for private and non-profit developers to preserve existing naturally occurring affordable housing or construct deeply affordable housing units. These units must be rented with at least 10% of the units affordable for tenants at 30% AMI (or about \$34,000 per year for a family of four, as of 2021), and to maintain them at this rate for 30 years. In May 2022, the Board of Commissioners approved eight multi-unit development projects for a total of \$12 million in ARPA funds; in June 2022, another three projects were approved for an additional \$6 million in ARPA funds. The County expects to begin construction on these projects in the latter half of 2022. Going forward, the County plans to award the remaining approximately \$18 million in ARPA funding in the coming fiscal year, to fund an estimated ten additional development projects.

### **Use of Evidence**

The goals of the Deeply Affordable Housing project are to increase the availability of affordable housing in Ramsey County so that ultimately, fewer residents allocate a significant portion of their monthly income to rent, especially for low-income families. The evidence base for this project includes the [2018 study](#) “Unstable Housing and Caregiver and Child Health in Renter Families” published in Pediatrics Journal. This study found that unstable housing circumstances,

including homelessness, rent strain, or experiencing multiple moves (more than two in one year) have “demonstrated associations with adverse caregiver and child health status and other household hardships,” including food insecurity.<sup>2</sup>

**Dollar Amount being allocated towards evidence-based interventions: \$ 37,000,000**

## \* 2.18 Housing Support: Other Housing Assistance

### Housing Stability and Shelters

- **Project Identification Number** | G111016/P070115
- **Funding amount** | \$ 5.12 million
- **Project Expenditure Category** | 2.18 Housing Support: Other Housing Assistance

### Project Overview

[Ramsey County’s Homelessness Prevention](#) is committed to serving people experiencing homelessness throughout the pandemic and aligning resources to protect the health and safety of homeless members of our community by prioritizing their immediate housing needs while continuing to support and sustain efforts with our homeless services’ partners. Economic hardship in the wake of the COVID-19 pandemic increased homelessness rates by 15% in Ramsey County; this increased demand for emergency housing and continues to be an ongoing challenge that is further exacerbated by social distancing requirements.

Prior to the start of the pandemic, Ramsey County provided financial support to operate homeless shelters that were run by Catholic Charities at Higher Ground, Model Cities’ Safe Space, and the Union Gospel Mission. At the start of COVID, as existing shelters needed to reduce the number of beds available due to social distancing requirements, Ramsey County allocated \$8 million in CARES funding to the Housing Stability and Public Health Departments to establish six temporary, non-congregate COVID response homeless shelters and one COVID respite facility utilizing existing facilities including two hotels, a college dormitory, a building that previously was a hospital, and Mary Hall, which was previously single-room occupancy housing.

In April 2021, when ARPA funding started, these emergency shelter facilities were providing 579 beds per night, including 55 respite beds for COVID-positive and -symptomatic people, and additional funding was needed to pay rent and staffing costs, and to fund maintenance projects and upgrades to ensure that rooms that were being used beyond their original intent were safe and hygienic. In November 2021, Ramsey County allocated \$5.12 million in ARPA funds to maintain or upgrade these county-managed emergency shelter facilities to ensure safe and sanitary living conditions, and to provide administrative support for shelter staff, including: security and janitorial services, and food and transportation expenses. Although these funds were depleted by January 2022, the shelters remained open with other emergency funding through June 22, 2022, by which time the county had moved all current residents to other housing or shelter options and these emergency shelters were closed.

### Use of Evidence

The goal of support for unhoused people is not to increase emergency shelter usage, but rather to ensure the demand is met and to place unhoused people in transitional and permanent housing. Starting in October 2021, the county started the process of shifting from emergency service provision back to its contracted service providers, and existing shelter residents were

---

<sup>2</sup> Sandel M, Sheward R, Ettinger de Cuba S, et al. Unstable Housing and Caregiver and Child Health in Renter Families. *Pediatrics*. 2018;141(2):e20172199

rehoused in different shelters or more permanent housing options to ensure, to the greatest extent possible within County control, that no one exited to homelessness as a result of this process.

In the coming months, the Housing Stability and Shelters project will undergo an evaluation of the 2021 emergency shelters' service provision during the ARPA funding period (April 1, 2021, through June 30, 2022) to answer the following research questions:

1. Did Ramsey County shelters meet the increased demand for emergency shelter beds, including respite facilities, brought on by COVID and social distancing requirements?
  - a. Who used these county-managed emergency shelter beds and respite facilities overall, including average number of people in beds per night disaggregated by race/ethnicity, gender, and/or age?
2. How many Ramsey County managed shelter residents who stayed in the shelter for more than seven days received Navigator support?
3. How many Ramsey County managed shelter residents who stayed in the shelter for at least seven days were assessed by the Coordinated Entry program?
4. How many of RC-managed shelter residents moved into transitional and permanent housing, and stayed there for at least six months, including disaggregation by type of housing (such as permanent supportive housing, rapid rehousing, or transitional housing)?

This evaluation will utilize a quasi-experimental approach to compare how many people who stayed in Ramsey County emergency shelters for at least seven days were placed in transitional or permanent housing and stayed in that housing for at least six months, versus the number of such individuals from other shelters funded by Ramsey County but independently managed (i.e., dormitory-style shelters). Quantitative data will be disaggregated by race, ethnicity, gender, and age, where data are available. This study will be conducted in the latter half of 2022 and results will be posted on Ramsey County's ARPA website and documented in the 2023 SLFRF Performance Report.

#### **\* 2.37 Economic Impact Assistance: Other**

##### **Public Health Career Pathways**

- **Project Identification Number** | G111022
- **Funding amount** | \$ 1.1 million
- **Project Expenditure Category** | 2.37 Economic Impact Assistance: Other

##### **Project Overview**

The Public Health Career Pathways project is designed to address the projected shortage of public health workers in the areas of nursing and community health workers. The COVID-19 pandemic has reinforced that public health workers are essential; providing critical services to keep Americans safe and healthy. ARPA funds will allow Ramsey County to expand its public health workforce, to support vaccinations, testing, contact tracing, community outreach and strengthen the County's future public health infrastructure. The funds will also strengthen Public Health's ability to address the growing public health disparities that exist within the County as well as provide an opportunity to professionally develop and maintain current staff.

Given the magnitude of the COVID-19 pandemic and the impact it has had on racial and ethnic communities and county public health resources, there is a need to recruit and train people, so the County is better equipped and prepared to maintain day to day operations and adequately prepared to handle the next public health emergency. A bold investment in current Ramsey County staff who are low wage earners so they can professionally develop as community health workers or registered nurses aligns with the countywide goal, Opportunity: Enhance access to opportunity and mobility for all residents and businesses through connections to education, employment, and economic development throughout our region. An explicit goal of this effort is understanding and developing transformative ways to grow people and keep them. So, we plan to evaluate, learn from the participants, and think about sustainability throughout.

The project offers two career pathways, Community Health Worker and Registered Nursing. Both pathways provide traditional supports such as payment for tuition, books, childcare, and transportation assistance. In addition, this project offers a wage supplement to allow participants dedicated time to complete homework assignments, internship hours and clinical nursing requirements.

The Community Health Worker track launched in January 2021 with five participants enrolled. All participants are members of racial and ethnic communities employed in low wage positions within the county and underrepresented in the Public Health workforce. The registered nurse track will launch in the Fall of 2022.

### **Use of Evidence**

According to [PolicyLink](#), connecting unemployed and low-wage workers with good jobs and careers is a key priority for advancing racial equity through the American Rescue Plan. Career Pathway programs have been used in several jurisdictions and career fields to both increase the economic prosperity of individuals as well as address labor shortages.

In 2007, The Administration for Children & Families (AFC) of the U.S. Department of Health & Human Services initiated the [Pathways for Advancing Careers and Education \(PACE\) project](#), “a multi-site, random assignment evaluation of promising strategies for increasing employment and self-sufficiency among low-income families.” A total of nine impact evaluations have been registered under this study on the [Open Science Framework](#). Two examples are described below.

[Valley Initiative for Development and Advancement \(VIDA\)](#) used a rigorous experimental design to evaluate a career pathways program that found that the treatment group had a higher rate of receipt of college credentials than the control group. The treatment group was also found to have higher rates of receipt of an Associate’s degree or higher and total months of college enrollment.

Carreras en Salud, a career pathways program operated by [Instituto del Progreso Latino](#) in Chicago, Illinois was also evaluated using a rigorous experimental design. After six years, the treatment group was found to have higher rates of receiving college credentials, higher quarterly earnings and employment in the targeted field of healthcare.

**Dollar Amount being allocated towards evidence-based interventions: \$ 1.1 million.**

### **Connectivity Blueprint**

- **Project Identification Number** |G111014
- **Funding amount** | \$ 170,000

- **Project Expenditure Category| 2.37 Economic Impact Assistance: Other**

**Project Overview**

To address the negative economic impacts of the COVID-19 public health emergency with current and other possible federal resources, the [Connectivity Blueprint](#) project is working to develop an updated community digital and tech equity roadmap that works for all residents impacted by the public health emergency. This collaborative project between Ramsey County and the City of Saint Paul is engaging communities in the summer of 2022 to understand people's experiences (and challenges) to fully participating online to go to work or school, access healthcare, or do any number activities of daily life that have moved online since the pandemic.

In this project, SDK Communications is partnering with AppGeo to develop a web mapping resource that visualizes the spatial distribution of broadband connectivity factors. By exploring the intersection of connectivity (broadband service) and full access households (defined as a household with a computer or tablet, a high-speed internet connection and a cellular data plan), this project will provide crucial data to inform development of a forthcoming project supporting greater Digital Tech Equity for all residents of Ramsey County. This roadmap of recommendations will help to answer technical, financial, and policy questions while also identifying and capturing the community needs and challenges.

A Steering Committee, made up of representatives of the City of Saint Paul and the Mayor’s office, the Saint Paul Chamber of Commerce, Ramsey County and its Board of Commissioners, the North Saint Paul School District, and a variety of community-based organizations, provides direction and decision-making oversight for this project that is scheduled to provide final recommendations by November 2022.

**Performance Report**

The following section provides specific details on each project’s performance for this 2021-22 fiscal year, including key performance indicators and progress towards annual targets. Logic models for these projects can be found in Appendix A.

**a. Public Health (EC 1)**

**Trusted Messenger**

Each of the eight partners were asked to connect with a minimum of 200 community members between March and June 2022.

Table 1. Trusted Messenger Indicators and 2022 Total Outputs/Outcomes

Key Performance Indicator	Schedule	2022 Total
# of people connected with to provide COVID-19 information	Short-term	1,600 planned

**b. Negative Economic Impacts (EC 2)**

**2.10 Assistance to Unemployed or Underemployed Workers**

**Right Track Plus**

Right Track Plus is an evidence-based project with established indicators to track its success measures. Table 2 below lists the key indicators for Right Track Plus and enumerates the 2021 project's achievements for targeted outputs and outcomes.

Table 2. Right Track Plus Indicators and 2022 Total Outputs/Outcomes

Key Performance Indicator	Schedule	2022 Total
# of people participating in summer youth employment programs (SLFRF Required Indicator).	Short-term	255
# of youth completing an internship.	Short-term	130
# of youth participating in professional development activities.	Short-term	325
# of youth re-enrolling in or continuing their education after completing the project.	Intermediate term	98
# of youth reporting they have a job arranged after completing an internship.	Intermediate term	74
# of partnerships established with youth serving organizations.	Short-term	23
# of employers offering internships for youth participants.	Short-term	94
% of youth reporting confidence in their professional skills and abilities.	Short-term	89.4%
% of participants reporting they have identified future goals for themselves.	Intermediate term	95.7%
% of youth who report that the CBO partner valued their opinions.	Intermediate term	91.5%
% of youth reporting that the CBO partner treated them with respect.	Intermediate term	93.6%
% of youth who report that the CBO partner provided a valuable mentorship.	Intermediate term	91.5%

## 2.10 Assistance to Unemployed or Underemployed Workers

### Early Childhood Academy

Early Childhood Academy started in May 2022 and is scheduled to continue implementation through 2026. Ramsey County is currently developing a logic model and establishing performance indicators for this project and will report on these measures in the 2023 Performance Report.

## 2.15 Long-term Housing Security: Affordable Housing

### Deeply Affordable Housing

According to the original plan, Ramsey County aimed to develop 600 units, which will be coupled with other rental subsidy projects. However, with \$19 million in contracts thus far, we have already contracted development of nearly 500 units, with nearly half of the obligated funds still remaining to be contracted, so it seems likely that we will exceed the original target with ease. The estimated timeframe to achieve initial outputs (i.e., complete the building process and

have the houses occupied) is expected to be three to five years, with all obligated ARPA funds to be contracted by 2026. The project has an established logic model (see Appendix A) and performance indicators for which it plans to collect data throughout implementation, as shown in Table 3 below.

Table 3. Deeply Affordable Housing Indicators and 2022 Total Outputs/Outcomes

Key Performance Indicator	Schedule	2022 Total
# of affordable housing units preserved or developed (SLFRF Required Indicator)	Short-term	484 planned
# of total units built with leveraged funds	Short-term	TBD
# of affordable housing units preserved or developed for extremely low income (ELI) residents (30% AMI)	Short-term	166 planned
# of supportive housing units created	Short-term	54 planned
# of housing units maintained	Intermediate term	TBD
# of affordable housing units maintained for ELI residents	Intermediate term	TBD

## 2.18 Housing Support: Other Housing Assistance

### Housing Stability and Shelters

Data were collected from the shelters through the Homelessness Management Information System (HMIS) database and reported on weekly, including the following measures. Some of this information was also shared publicly on the [Open Data Portal](#) (ODP) including the number of residents for each temporary shelter and respite facility and total over time, disaggregated by race, gender, age, and sheltered or unsheltered status. The ODP also reports on the average and median lengths of stay and the number of residents who exit the shelters who find or are referred to housing.

Utilizing these data, the Ramsey County ARPA Evaluation Team will be conducting an evaluation of the Emergency Shelter project. The results of this analysis will be reported on in the forthcoming project evaluation, to be made available online on the County’s website by the end of 2022 and included in the County’s SLFRF Recovery Plan Performance Report for 2023.

Table 4c below lists the key performance indicators for the Emergency Shelter project, and the outputs achieved during the current reporting period (July 1, 2021, to June 30, 2022). However, ARPA funds were allocated in November 2021 and were completely depleted by January 2022, at which point the county funded the shelters with other emergency funding until the last of the shelters closed on June 22, 2022.

Table 4. Housing Stability and Shelters Indicators and 2022 Total Outputs/Outcomes

Key Performance Indicator	Schedule	2022 Total
# of beds provided per night in Ramsey County managed shelters (average).	Short-term	372.5
# of beds provided per night in Ramsey County managed respite facilities (average).	Short-term	55
# of Ramsey County managed shelter facilities maintained.	Short-term	5
# of Ramsey County managed shelter staff supported.	Short-term	323*
# of beds provided in Ramsey County managed emergency shelters over one year (total).	Intermediate term	4,470
# of beds provided in Ramsey County managed respite facilities over one year (total).	Intermediate term	660
% of RC shelter users receiving Navigator consultation services.	Short-term	1,354
% of individuals who stayed in RC managed shelters for at least seven days, who are assessed by the Coordinated Entry system.	Short-term	37.4%
# of individuals who stayed in RC managed shelters for at least 7 days, who moved to transitional or permanent housing and stayed for at least 6 months, disaggregated by:	Intermediate term	To be reported in forthcoming project evaluation report to be published by the end of 2022
Permanent Supportive Housing.		
Rapid Re-housing.		
Transitional Housing.		
Other types of housing (e.g., treatment centers, assisted living, etc.).		
* Total staff supported only for the November 2021 – January 2022 period when ARPA funds were used to support the shelters.		

### 2.37 Economic Impact Assistance: Other

#### Connectivity Blueprint

The Connectivity Blueprint project is a planning project that will inform development of the Digital Tech Equity project that will increase connectivity for marginalized residents and level the playing field for technology access within economically disadvantaged communities. As such, it does not have performance indicators but is a community engagement process.

## Appendix A: Logic Models

## Right Track Plus: building job skills for disadvantaged youth impacted by COVID

Our Investment	What We Will See		Outcomes of the Project		
<p><b>Funding</b></p> <p>\$1 million in American Rescue Plan Act (ARPA) funding.</p> <p>Implemented in partnership with the City of Saint Paul, based on their model for secondary students, and leveraging the City’s \$300,000 investment.</p> <p><b>Staff Support</b></p> <ul style="list-style-type: none"> <li>.5 FTE Planning Specialist</li> <li>.25 Payroll Specialist</li> </ul>	Activities	Who We Will Reach	Short Term	Intermediate Term	Long Term
	<p><b>Internships</b></p> <ul style="list-style-type: none"> <li>Internships with employers in growth industries to build youth’s professional skills and leadership abilities, and match with potential jobs.</li> </ul>	<ul style="list-style-type: none"> <li>Youth, ages 18-24, unemployed or underemployed in job sectors impacted by COVID.</li> </ul>	<ul style="list-style-type: none"> <li>Youth develop stronger life skills (leadership, self-confidence).</li> <li>Youth gain experience working in growth industries.</li> </ul>	<ul style="list-style-type: none"> <li>Youth pursue post-secondary education in growth industries.</li> <li>Youth are employed in growth industries.</li> </ul>	<p><b>Young adults have strong job skills and networks for successful professional opportunities, to overcome the economic challenges of COVID.</b></p> <p><b>Strong partnership networks promote youth employment.</b></p>
	<p><b>Career Building</b></p> <ul style="list-style-type: none"> <li>Professional development activities, including site tours, mentoring, speakers.</li> <li>Support to buy clothing, and supplies, and fund transportation to work.</li> </ul>	<ul style="list-style-type: none"> <li>Youth seeking exposure to work opportunities, those who need training and tools to succeed in the job market.</li> </ul>	<ul style="list-style-type: none"> <li>Youth make more informed career choices with greater knowledge of work.</li> <li>Youth transitioning to the job market are equipped for success.</li> </ul>	<ul style="list-style-type: none"> <li>Youth have defined paths to advancement and professional development in middle- and high-wage careers.</li> </ul>	
<p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>Partner with community-based organizations to implement project.</li> <li>Partner with local employers to provide internships and job opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Service providers and employers who are strong partners to provide quality jobs and learning opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships with youth serving organizations and employers to promote quality learning opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building and greater engagement of youth serving organizations and employers.</li> </ul>		
<p><b>Our Assumptions</b></p> <ul style="list-style-type: none"> <li>Youth want to build job skills through internships and applied learning opportunities.</li> <li>Employers are willing to host interns.</li> <li>Internships are quality learning experiences for young people to build skills and join the job market.</li> </ul>	<ul style="list-style-type: none"> <li>Industries that traditionally employ youth (e.g., hospitality, food service, retail) were among the most heavily impacted by COVID, in turn limiting the availability of youth jobs.</li> <li>Organizations &amp; businesses are seeking new talent pipelines for their career opportunities.</li> </ul>		<p><b>External Factors</b></p>		

Outcomes of the Project		Outcomes of the Project	
Short Term	Measures	Intermediate Term	Measures
<ul style="list-style-type: none"> <li>Youth gain experience working in growth industries.</li> <li>Youth develop stronger life skills (leadership, self-confidence).</li> </ul>	<ul style="list-style-type: none"> <li>Number of people participating in summer youth employment programs (SLFRF Required Indicator).</li> <li>% of youth reporting confidence in their professional skills and abilities.</li> </ul>	<ul style="list-style-type: none"> <li>Youth pursue post-secondary education in growth industries.</li> <li>Youth are employed in growth industries.</li> </ul>	<ul style="list-style-type: none"> <li># of youth re-enrolling in or continuing their education after completing the project.</li> <li># of youth reporting they have a job arranged after completing an internship.</li> </ul>
<ul style="list-style-type: none"> <li>Youth make more informed career choices with greater knowledge of work.</li> <li>Youth transitioning to the job market are equipped for success.</li> </ul>	<ul style="list-style-type: none"> <li># of youth completing an internship.</li> <li># of youth participating in professional development activities.</li> </ul>	<ul style="list-style-type: none"> <li>Youth have defined paths to advancement and professional development in middle- and high-wage careers.</li> </ul>	<ul style="list-style-type: none"> <li>% of participants reporting they have identified future goals for themselves.</li> </ul>
<ul style="list-style-type: none"> <li>Partnerships with youth serving organizations and employers to promote quality learning opportunities.</li> </ul>	<ul style="list-style-type: none"> <li># of partnerships established with youth serving organizations.</li> <li># of employers offering internships for youth participants.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building and greater engagement of youth serving organizations and employers.</li> </ul>	<ul style="list-style-type: none"> <li>% of youth who report that the CBO partner valued their opinions.</li> <li>% of youth reporting that the CBO partner treated them with respect.</li> <li>% of youth who report that the CBO partner provided a valuable mentorship.</li> </ul>

## Deeply Affordable Housing: increased housing available for low-income residents

Our Investment	What We Will See		Outcomes of the Project			
	Activities	Who We Will Reach	Short Term	Intermediate Term	Long Term	
<b>Funding</b> Implemented in partnership with the City of Saint Paul, for a total of \$74.5 million in American Rescue Plan Act (ARPA) funding.	<b>Development</b>	<ul style="list-style-type: none"> <li>Provide funding to developers to build, acquire, develop, convert, or rehabilitate affordable rental housing and permanent supportive housing units within Ramsey County.</li> </ul>	<ul style="list-style-type: none"> <li>Rental markets with potential for economic vitality in Saint Paul and suburbs that demonstrate a need for expanded housing options.</li> </ul>	<ul style="list-style-type: none"> <li>Rental units are built, preserved, or developed to meet current demand</li> <li>Rental units are developed in collaboration with the City of Saint Paul to leverage ARPA funds</li> </ul>	<ul style="list-style-type: none"> <li>Rental units are occupied by residents and maintained as rental units</li> </ul>	<ul style="list-style-type: none"> <li>Increased availability of affordable housing in Ramsey County</li> <li>Fewer residents allocate significant portion of monthly expenses to rent (more than 30% of income)</li> </ul>
		<ul style="list-style-type: none"> <li>10% of these developed units to be designated as affordable for renters with income less than 30% AMI.</li> <li>Developers of these units commit to maintaining the units' affordability for at least 30 years.</li> </ul>	<ul style="list-style-type: none"> <li>Low-income renters in target communities (described above).</li> </ul>	<ul style="list-style-type: none"> <li>Rental units available for extremely low income (ELI) residents</li> <li>Rental units available for renters who receive supportive housing assistance</li> </ul>	<ul style="list-style-type: none"> <li>Rental units are occupied by residents and maintained as rental units for ELI residents</li> </ul>	
<b>Staff Support – Part-time</b> <ul style="list-style-type: none"> <li>Community &amp; Economic Development (CED) Director / Deputy Director</li> <li>CED Manager of Housing Development &amp; Community Development Specialist</li> <li>Real Estate Specialist</li> <li>EPMO Consultant</li> <li>Asst. County Attorney (2)</li> </ul>	<b>Our Assumptions</b> <ul style="list-style-type: none"> <li>Lack of housing supply creates an affordability crisis, especially for low-income residents.</li> <li>Developers want to provide affordable and supportive housing and can work within ARPA's funding timeframes.</li> </ul>			<b>External Factors</b> <ul style="list-style-type: none"> <li>Ramsey County needs 15,000 more affordable housing units to meet current demand as of Spring 2022.</li> <li>30% AMI (Area Median Income) is currently \$22,050 for a one-person household; this includes nearly 40% of renters in Saint Paul (more than 37,000 families) (2021 figures).</li> <li>State of MN, local city governments, and neighboring counties are working concurrently to address housing shortages, which will also contribute to long-term outcomes.</li> <li>City of Saint Paul recently passed a 3% cap on rent increases that may limit developers' interest in expanding their investment to the city's rental market.</li> </ul>		

Outcomes of the Project		Outcomes of the Project	
Short Term	Measures	Intermediate Term	Measures
<ul style="list-style-type: none"> <li>Rental units are built, preserved, or developed to meet current demand for more rental units</li> <li>Rental units are developed in collaboration with the City of Saint Paul to leverage ARPA funds</li> </ul>	<ul style="list-style-type: none"> <li># of affordable housing units preserved or developed (SLFRF Required Indicator)</li> <li># of total units built with leveraged funds</li> </ul>	<ul style="list-style-type: none"> <li>Rental units are occupied by residents and maintained as rental units</li> </ul>	<ul style="list-style-type: none"> <li># of housing units maintained</li> </ul>
<ul style="list-style-type: none"> <li>More rental units available for ELI residents</li> <li>More rental units available for renters who receive supportive housing assistance</li> </ul>	<ul style="list-style-type: none"> <li># of affordable housing units preserved or developed for ELI residents</li> <li># of supportive housing units created</li> </ul>	<ul style="list-style-type: none"> <li>Rental units are occupied by residents and maintained as rental units for ELI residents</li> </ul>	<ul style="list-style-type: none"> <li># of affordable housing units maintained for ELI residents</li> </ul>

# Housing Stability: Support for County-run Emergency Homeless Shelters

Our Investment	What We Will See		Outcomes of the Project			External Factors
	Activities	Who We Will Reach	Short Term	Intermediate Term	Long Term	
<b>Funding</b> \$5.12 million in American Rescue Plan Act (ARPA) funding allocated by Ramsey County.  <b>Staff Support</b> <ul style="list-style-type: none"> <li>107 staff/month (average) to support shelter functions, including security and janitorial services.</li> </ul>	<b>Service Provision</b> <ul style="list-style-type: none"> <li>Continue to provide RC managed emergency shelter for unhoused people, including COVID positive or symptomatic.</li> <li>Maintain safe and hygienic emergency shelter facilities.</li> <li>Provide services (e.g., security, janitorial) needed for effective shelter operations.</li> </ul>	<ul style="list-style-type: none"> <li>Unhoused single adults, including COVID positive people, in need of shelter.</li> <li>Ramsey County managed emergency shelter facilities, including those needing repairs and/or upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>Operate RC emergency shelter facilities to cover service gap due to social distancing needs.</li> <li>Provide RC managed respite facilities for COVID positive or symptomatic individuals.</li> <li>Ensure RC managed shelter facilities are fully staffed, safe, and hygienic.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the number of beds provided in Ramsey County managed shelters as unhoused people return to non-RC shelters or are placed in transitional or permanent housing.</li> </ul>	<ul style="list-style-type: none"> <li>Homelessness is rare, brief, and non-recurring.</li> </ul>	
						<b>Administration</b> <ul style="list-style-type: none"> <li>Provide guidance to facilitate uptake of available support services.</li> <li>Track and report residents' entrances and exit destinations.</li> </ul>
<b>Our Assumptions</b> <ul style="list-style-type: none"> <li>Enhanced shelter capacity and provision of benefits guidance will provide more effective care for unhoused residents.</li> <li>Tracking information is available and accurate for residents exiting shelters.</li> </ul>	<ul style="list-style-type: none"> <li>Homelessness rates increased due to economic impacts of COVID, especially among disadvantaged residents.</li> <li>Unhoused residents who are COVID positive or symptomatic need respite facilities for care and quarantine.</li> <li>Ramsey County established three emergency shelters, a respite facility, and a community-run shelter, which need maintenance and administrative services to function safely and effectively.</li> </ul>					

Outcomes of the Project		Outcomes of the Project	
Short Term	Measures	Intermediate Term	Measures
<ul style="list-style-type: none"> <li>Operate RC emergency shelter facilities to cover service gap due to social distancing needs.</li> <li>Provide RC managed respite facilities for COVID positive or symptomatic individuals.</li> <li>Ensure RC managed shelter facilities are fully staffed, safe, and hygienic.</li> </ul>	<ul style="list-style-type: none"> <li># of beds provided per night (average) in Ramsey County managed shelters.</li> <li># of beds provided per night (average) in Ramsey County managed respite facilities.</li> <li># of Ramsey County managed shelter facilities maintained.</li> <li># of Ramsey County managed shelter staff supported.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the number of beds provided in Ramsey County managed shelters as unhoused people return to non-RC shelters or are placed in transitional or permanent housing.</li> </ul>	<ul style="list-style-type: none"> <li># of beds provided in Ramsey County managed emergency shelters over one year (total).</li> <li># of beds provided in Ramsey County managed respite facilities over one year (total).</li> </ul>
<ul style="list-style-type: none"> <li>Provide Navigation consultation to RC shelter residents to promote uptake of complementary services as needed.</li> <li>Assess individuals who stay at RC managed shelters into the Coordinated Entry system.</li> </ul>	<ul style="list-style-type: none"> <li>% of RC shelter users receiving Navigator consultation services.</li> <li>% of individuals who stay in RC managed shelters for at least seven days, who are assessed by the Coordinated Entry system.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of RC shelter users who move into transitional or permanent housing and stay in that transitional/permanent housing for at least six months.</li> </ul>	<ul style="list-style-type: none"> <li># of individuals who stayed in RC managed shelters for at least 7 days, who moved to transitional or permanent housing and stayed for at least 6 months, disaggregated by:               <ul style="list-style-type: none"> <li>Permanent Supportive Housing.</li> <li>Rapid Re-housing.</li> <li>Transitional Housing.</li> <li>Other types of housing (e.g., treatment centers, assisted living, etc.).</li> </ul> </li> </ul>

## Public Health Career Pathways: increasing the public health work force and economically lifting up low wage earners in the county.

Our Investment	What We Will See		Outcomes of the Project				
	Activities	Who We Will Reach	Short Term	Intermediate Term	Long Term		
<b>Funding</b> \$1.1 million in American Rescue Plan Act (ARPA) funding. Collaboration between Public Health, Human Resources, Workforce Solutions and Financial Assistance Services Implemented in partnership with Saint. Catherine’s University and TBD Community Member Governance Committee  <b>Staff Support</b> <ul style="list-style-type: none"> <li>.75 FTE Program Administrator</li> <li>Public Pathways Liaison</li> </ul>	<b>Education</b>	Participants complete public health academic program: <ul style="list-style-type: none"> <li>Bachelors of Science Nursing and licensed as registered nurse (up to 4 year program.)</li> <li>Community Health Worker Certificate Program (9- month program.)</li> </ul>	Ramsey County employees who are low-wage earners. Priority for Ramsey County residents, single parents, on public assistance and/or member of underrepresented group in public health	Participants have successfully passed their foundational courses.  Participants successfully complete their clinical rotations and/or internship assignment.	Bachelors of Science in Nursing graduates will: <ul style="list-style-type: none"> <li>Become successfully licensed as registered nurse.</li> <li>Will promote into a nursing position at Ramsey County or in the broader community.</li> </ul> CHW graduates will: <ul style="list-style-type: none"> <li>Be promoted to a community health worker or comparable position in Ramsey County or the broader community.</li> </ul>	Ramsey County will grow and retain a diverse public health workforce and staff will promote into public health careers.  Participants will earn higher wages and transition off public assistance programs.	
		<b>Support</b>	Cohort model of support with weekly meetings. Tuition and related academic costs (books, lab fees, etc) are covered. Reduced work hours and wage supplement. Connect to external college preparatory coaching and mentoring. Technology equipment Coverage of transportation and/or childcare costs.	Targets for year 1 are: <ul style="list-style-type: none"> <li>10 participants in Bachelor of Nursing Program</li> <li>Participants in Community Health Worker Certificate program. (10 in year one, 20 total program)</li> </ul>	Participants feel supported throughout the program.  Participants gain confidence in themselves and ability to achieve academically.  Participants have reduced stress about the education process and barriers they may typically face are reduced or eliminated (including financial pressures (cost of tuition, wage supplement for reduced work hours.)  Participants remain in the program.		Advanced participants and graduates are ambassadors for the program and can recruit future participants.  Participants are able to advocate for themselves.
		<b>Work Experience</b>	Internship or job shadowing Job placement assistance, including problem-solving issues in job placement. Participants will work a minimum of one year at Ramsey County in a Public Health career. Follow up with participants after job placement.	Participants and graduates of program.	Participants are connected with internship and shadowing experiences.  Participants gain experience in new program areas.  Participants have a broader understanding of the health care system and the interconnection of disciplines.		Participants are in a position related to their degree.  Participants with job fit issues are supported in finding new position.
<ul style="list-style-type: none"> <li>COVID-19 has disproportionately impacted Black, Brown and Indigenous communities and many need additional educational supports in order to move into high demand careers.</li> <li>The public health workforce has been significantly impacted by the COVID-19 pandemic and needs to reflect those disproportionately impacted in order to be successful in addressing disparities.</li> </ul>					<b>External Factors</b>		

Outcomes of the Project		Outcomes of the Project	
Short Term	Measures	Intermediate Term	Measures
Participants have successfully passed their foundational courses.	<p># participants who have successfully passed their foundational courses.</p> <p># of workers enrolled in sectoral job training programs (SLFRF Required Indicator)</p> <p># of workers completing sectoral job training programs (SLFRF Required Indicator)</p>	<p>Bachelors of Science in Nursing (BSN, RN) graduates will:</p> <ul style="list-style-type: none"> <li>• Become successfully licensed as registered nurse</li> <li>• Will promote into a nursing position at Ramsey County or in the broader community</li> </ul> <p>CHW graduates will:</p> <p>Be promoted to a health education program assistant position or CHW position in broader community.</p>	<p><b>Nursing</b></p> <p># participants graduate with Bachelors of Science in Nursing and obtain Registered Nurse license.</p> <p># participants who promote into a nursing position at Ramsey County</p> <p># of participants who promote into nursing position in broader community</p> <p><b>CHW</b></p> <p># participants who graduate with Community Health Worker certificate</p> <p># participants who promote into a health education program assistant or related position at Ramsey County</p> <p># participants who promote into a community health worker or related position in broader community.</p>
<p>Participants feel supported throughout the program</p> <p>Participants gain confidence in themselves and ability to achieve academically.</p> <p>Participants have reduced stress about the education process</p> <p>Participants remain in the program</p> <p>Barriers that participants may typically face are reduced or eliminated.</p>	<p># participants who report on survey:</p> <ul style="list-style-type: none"> <li>• feeling supported during the program</li> <li>• gaining confidence in themselves and ability to achieve academically</li> <li>• barriers are addressed that may have prevented from being successful.</li> </ul> <p># participants who continue in program</p>	<p>Advanced participants and graduates provide support to future cohorts.</p> <p>Advanced participants assist with the recruitment and retention of future cohort members.</p> <p>Participants are able to advocate for themselves.</p>	<p># of graduates who participate in newer cohort meetings.</p> <p># participants who report on survey that they are able to advocate for themselves.</p>
<p>Participants are connected with internship and shadowing experiences</p> <p>Participants gain experience in new program areas</p>	<p># participants placed in job shadowing experiences</p> <p># participants placed in internships</p>	<p>Participants are in a position related to their degree.</p> <p>Participants with job fit issues are supported in finding new position.</p>	<p># of participants in a position related to their degree six months after graduation, one year after graduation.</p> <p># of participants with issues with the fit of a position who are supported in finding a new position.</p>

## Trusted Cultural Community Messenger and Connector: Connecting and communicating with community about COVID-19 vaccines and related resources

Our Investment	What We Will See		Outcomes of the Project		
	Activities	Who We Will Reach	Short Term	Intermediate Term	Long Term
<b>Funding</b> \$1.85 million dollars in American Rescue Plan Act (ARPA) funding allocated by Ramsey County  <b>Staff Support</b> <ul style="list-style-type: none"> <li>Senior Program Evaluator</li> <li>Planning &amp; Evaluation Analyst</li> <li>Program Manager</li> </ul>	<b>Communication</b> <ul style="list-style-type: none"> <li>Information sessions regarding vaccinations</li> <li>PSAs and advertisements (vaccines and COVID-19 resources)</li> <li>1 to 1 conversations with community members</li> </ul>	<ul style="list-style-type: none"> <li>Community partner agencies</li> <li>Faith-based organizations</li> <li>Youth leaders</li> <li>Community members of targeted populations</li> </ul>	<ul style="list-style-type: none"> <li>Communities will receive accurate information regarding COVID-19 testing and vaccines</li> </ul>	<ul style="list-style-type: none"> <li>Members of targeted communities will decide to get vaccinated</li> <li>Community members will look to the County for information and resources</li> </ul>	<ul style="list-style-type: none"> <li>Community members are vaccinated</li> <li>Decreased cases, hospitalizations and death</li> <li>Community members trust the information they receive from Ramsey County</li> </ul>
			<b>Connection</b> <ul style="list-style-type: none"> <li>Coordinate visits to vaccine sites</li> <li>Coordinate visits to testing sites</li> <li>Offering incentives to be vaccinated</li> </ul>	<ul style="list-style-type: none"> <li>Community members of targeted populations</li> <li>Families with young children</li> </ul>	
<b>Our Assumptions</b> <ul style="list-style-type: none"> <li>Community members will get vaccinated if they think it is safe and the right thing to do</li> <li>People are more likely to trust and listen to people they identify with in their own communities.</li> </ul>			<b>External Factors</b> <ul style="list-style-type: none"> <li>Misinformation about COVID-19 and the vaccine</li> <li>State is offering vaccine clinics concurrently</li> <li>State is offering testing sites</li> <li>Availability to no barrier vaccine and no barrier in-person testing</li> <li>Incentives offered for getting vaccinated</li> </ul>		

## Appropriate Response Initiative: Transforming 911 response to a community wellness

Our investment	What We Will See		Outcomes of the Project					
	Activities	Who We Will Reach	Short Term	Intermediate Term	Long Term			
<b>Funding</b> \$13.3 million in American Rescue Plan Act (ARPA) funding.  <b>Staff Support</b> <ul style="list-style-type: none"> <li>1 Senior Policy Analyst</li> <li>2 Planning Specialist</li> <li>Emergency Communications Center (ECC) Staff</li> <li>Public Health Staff</li> <li>Social Services Staff</li> </ul>	Co-Design	<ul style="list-style-type: none"> <li>Convene inclusive Co-Design Circle to support design and implementation.</li> <li>Ensure accountability through community oversight that amplifies Black and American Indian voices.</li> <li>Engage geographically diverse communities in new response models.</li> </ul>	<ul style="list-style-type: none"> <li>Black &amp; American Indian communities</li> <li>ECC</li> <li>Public Health</li> <li>Social Services</li> <li>Traditional Responders</li> </ul>	<ul style="list-style-type: none"> <li>Co-design members build trust and create and an agreed upon response models.</li> <li>Community is responsible for model oversight and centers Black and American Indian voices.</li> <li>System partners embrace meaningful</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement has geographically diverse participation, creates equity and opportunities to speak, act and advocate across systems.</li> <li>Communities are empowered by engagement, shared power, and decision making.</li> </ul>	<b>Improve Community Well Being.</b>		
		Transformation	<ul style="list-style-type: none"> <li>Engage system partners in strategic change management.</li> <li>Build new response models that centers community and focuses intentionally on Black and American Indian people.</li> <li>Support 911 dispatch, public wellness system and community institutions to appropriately respond to people in need.</li> </ul>	<ul style="list-style-type: none"> <li>Black &amp; American Indian communities</li> <li>Public Health</li> <li>Social Services</li> <li>ECC</li> <li>Traditional Responders)</li> </ul>	<ul style="list-style-type: none"> <li>System partners understand the goals and processes of the new models</li> <li>System partners value equitable representation and support.</li> <li>System partners engage and support the new models.</li> </ul>		<ul style="list-style-type: none"> <li>Community receives increased support to resolve needs.</li> <li>Arrests are reduced/replaced by appropriate response particularly for Black and American Indian people.</li> <li>Increase trust between community and system partners.</li> </ul>	<b>Fewer people arrested and incarcerated.</b>
			Intervention	<ul style="list-style-type: none"> <li>Create new response models.</li> <li>Develop policy and processes to support models.</li> <li>Train core department staff.</li> <li>Contract with community responders.</li> <li>Hire and train non-traditional responders and admin support.</li> <li>Generate public awareness.</li> </ul>	<ul style="list-style-type: none"> <li>ECC</li> <li>Public Health</li> <li>Social Services</li> <li>Traditional Responders</li> <li>Public</li> </ul>		<ul style="list-style-type: none"> <li>Co-design members share new response models with staff.</li> <li>Staff learn and use new policy and processes</li> <li>Community responders are awarded contracts and are dispatched to 911 calls.</li> </ul>	
<b>Our Assumptions</b> <ul style="list-style-type: none"> <li>911 will have more appropriate options to send to many emergency situations.</li> <li>Non-traditional and community responders can appropriately respond to a significant amount emergency calls.</li> <li>Public safety system partners are willing to change how they manage emergency response.</li> </ul>		<ul style="list-style-type: none"> <li>Long term sustainable funding for Community Responder Hubs, beyond ARPA might not be available.</li> <li>Job market effects on the recruitment of community responders and hiring.</li> <li>Potential legal concerns between jurisdictions. Politics.</li> </ul>			<b>External Factors</b>			