

# Joint study final report | Appendix and methodology

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# I. Shared definitions

**BIPOC** is a term referring to “Black and/or Indigenous People of Color.” While “POC” or People of Color is often used as well, BIPOC explicitly leads with Black and Indigenous identities, which helps to counter anti-Black racism and invisibilization of Native communities. It is inclusive of Hispanic and Latino individuals who may identify as white.

**Benefits cliff**, for a person receiving public assistance, is the point at which their net income will decrease if they have a wage increase due to a greater loss in benefits than the wage increase compensates for.

**De-escalation** is a human behavior that is intended to prevent the escalation of conflicts. It may also refer to approaches in conflict resolution.

**Diversity** includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued.

**Diversity, equity, and inclusion (DEI)** is a term used to describe policies and programs that promote the representation and participation of different groups of individuals.

**Equity** recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

**Health equity** refers to fairness, ending systemic discrimination, ensuring access, and creating equivalent outcomes. It attends to differences in power and privilege and seeks to address those inequities. All three of these components are necessary to create a truly fair, multicultural environment. (Definition from Olmsted County Public Health Services Health Equity Policy).

**Inclusion** is authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

**Intersectionality** is a framework for understanding how aspects of a person's social and political identities (race, age, class, gender, etc.) combine to create different modes of discrimination and privilege.

**Participatory budgeting** is a democratic process in which community members decide how to spend part of a public budget.

**Public health issue** is something that significantly impacts the health of a community. Health is not just about the food we eat or the exercise we get- it is also about where we live and work, our access to recreation and clean air and water, and our opportunities for success.

**Systemic racism:** Systematic policies and practices within institutions that disadvantage certain racial or ethnic groups (see Project Charter on page 4).

**Examples:**

Government policies that explicitly restricted the ability of people to get loans to buy or improve their homes in neighborhoods with high concentrations of African Americans (also known as “red-lining”).  
City sanitation department policies that concentrate trash transfer stations and other environmental hazards disproportionately in communities of color.

Many of the definitions used are from the Racial Equity Tools Website ([Glossary | Racial Equity Tools](#)). Please note these were used in the directory of information document that is posted on Olmsted County’s public website.

## II. Process and methodologies

### a. Subgroup formation

After the Olmsted County Board of Commissioners signed the resolution, the Human Rights Commission (HRC) and the Public Health Services Advisory Board (PHSAB) kicked off the joint study of race and racism as a public health issue. The staff person assigned as project lead attended meetings of both groups to begin the next phase of scoping and planning the project as well as communicating updates. Because this type of endeavor (empowering two advisory groups through a board resolution) was a first for Olmsted County, assigned project staff decided that involvement in the working subgroup would be open to members of both assigned advisory groups only, and there would not be a set number of members.

Nine people volunteered, with one or two members moving on and then off due to personal reasons. The complication of COVID-19 caused us to pivot to meeting virtually and utilizing collaboration tools such as MS Teams, Google Jamboards and Docs. The first meeting for the subgroup was on January 20, 2021, and a cadence of meeting twice a month for two hours at a time was established and continued for the most part into fall 2021. During this time, it was common for a subset of the subgroup to meet and work on other areas of the project such as planning for the community engagement phase or to scope out tasks from the project charter such as defining, *work done in other communities*.



Joint study guidelines – Created November 2020 in a joint meeting with PHSAB and HRC. Guidelines for the work going forward.



Joint study journey map – Created November 2020 in a joint meeting with PHSAB and HRC. It identified the next level of work from the board resolution.

## II. Process and methodologies

### a. Subgroup formation

Project Charter			
HRC & PHSAB Joint Study of Racism as a public health issue			
Problem Statement		Goal Statement	
The Olmsted County Board of Commissioners recognizes that Inequity associated with race and racism is a public health issue. See County Board Resolution 20-153 for more details.		The Olmsted County Board of Commissioners directs the Olmsted County Public Health Services Advisory Board and the Olmsted County Human Rights Commission to jointly study and investigate racial disparities that result from systemic racism as a public health issue with special emphasis on the services the county provides and present complete findings and recommendations to the County Board of Commissioners.  Racism- The systematic policies and practices within institutions that effectually disadvantage certain racial or ethnic groups.	
Scope		Deliverables	
Processes, programs and services of Olmsted County operations		<b>Recommendation Report to the County Board:</b>	
Policies, systems and culture internal to Olmsted County		Actionable within the county board's jurisdiction	
Programs and services provided in partnership with other		Informed by research and evidence (data driven)	
Review of current county data and information		Identify what we can do in the short term, intermediate term, and long term for improved outcomes. This could include recommendations for issues that could become part of Olmsted county's state legislative	
Review of work done in other communities			
Input from the community- the voice of lived experience			
Include social determinants of health information (CHNA)		Include performance measures (how will they know it's making a	
<b>Out of Scope-</b> specific processes, programs, and services provided independently by organizations not under control of the county such as city police departments and schools		<b>Recommendation Reports generally Include:</b> Introduction Background Description of options and criteria for evaluation Final Recommendations Conclusion <a href="https://isessay.com/blog/recommendation-reports/">https://isessay.com/blog/recommendation-reports/</a>	
Project Leader and Advisor		Project Sponsors	
Project Leader: Amy Liebl, Management Analyst Public Health Liaison: Abby Tricker, Community Health Specialist		Olmsted County Board of Commissioners Denise Daniels, Public Health Director Julian Currie, Human Resources Director	
Project Team			
Name		Role	
Kristin F.	Subgroup Leader PHSAB	Donna L.	Subgroup Member HRC
Angie M.	Subgroup Member PHSAB	Ellen S.	Subgroup Member HRC
Grace P.	Subgroup Member PHSAB	Paula	Subgroup Member HRC
Lindsay P.	Subgroup Member PHSAB		
Stephanie H.	Subgroup Member PHSAB		
Valerie	Subgroup Member PHSAB		
<b>Start Date:</b> Board Resolution passed August 2020		<b>Estimate Completion Date:</b> TBD	



## II. Process and methodologies

### b. Sponsor and administration engagement

It was important that sponsors of the Joint Study, along with county administration and county commissioners, were kept up to date on the progress of the subgroup's work. These communications also ensured there were opportunities to get leadership's input and direction on the project when needed.

Bi-weekly meetings were scheduled with sponsors and advisory group chairs who volunteered to be on the subgroup. Here, subgroup members and project staff shared pertinent updates and progress made on the project. If guidance was needed from sponsors, this time would also be used for that.

County administration and other leadership were brought together on a less regular schedule of every two or three months. This time was used for updating on progress on the Joint Study and getting direction on different aspects of the work. It was also a time to strategize the logistics of the work.

Lastly, county commissioners were kept informed of the progress on the project and the timeline for deliverables through bi-weekly or monthly updates in the weekly commissioner's report. The cadence of these updates depended on the stage of the project. In addition to the commissioner's report, updates on Joint Study were given at county board meetings when progress on yearly board priorities were on the agenda.



## II. Process and methodologies

### c. Population and programmatic data

The journey map that was created in November 2020, defined one area of focus as 'Data'. Data was further categorized by the subgroup into types of population data and performance data.

**Population data** focused on 'big data' and was defined as the geographical area of Olmsted County. Subgroup members were given population data and information reports/presentations from:

- Annual Community Indicators report (2020)
- Triennial Olmsted County Residential Survey (2019)
- Triennial Community Health Needs Assessment (2019)

Additionally, the subgroup independently reviewed community reports such as the Comprehensive Housing Needs Analysis for Olmsted County (Maxfield Report), United Way 211 data and the COVID impact survey.



## II. Process and methodologies

### c. Population and programmatic data

To help define what **performance data** the subgroup would review, project staff focused on specific questions within the residential survey (county services) and the county's website (directory of departments and services). This quickly became a large and somewhat unwieldy task, and there was a struggle on what the priority/focus should be. Eventually, the priorities determined from the CHAP Process (top community priorities), as well as Housing/Homelessness, due to its identified need and major barrier in the community, were agreed upon as a way to add structure. All department directors were asked to populate a document to depict which county programs and services touched on the focus areas of financial stress, housing/homelessness, mental health, and substance use.

Based on this feedback, it was shown that the majority of requested data resided in Olmsted County Health, Housing, and Human Services (HHH) departments. At the direction of HHH senior leadership team, project staff pulled together a grid of the different types of programs with those four focus areas and what programmatic data is available. Using this information, HHH directors made decisions on what programmatic data to bring to the subgroup. Subsequently, presentations were created and presented by HHH staff to the subgroup:

- Olmsted County Children and Family Services
- Dodge-Fillmore-Olmsted (DFO) County Community Corrections and Outreach Team
- Olmsted County Family Support and Assistance & Public Health
- Olmsted County Housing
- Olmsted County HHH: PATHWAYS to Prosperity and Wellbeing
- Olmsted County Public Health's Diversity Equity and Inclusion Plan

Additionally, the subgroup heard presentations from One Olmsted, Olmsted County Human Resources, and Olmsted County Sheriff's Office and Rochester Police Department through a joint HRC meeting (6.10.2021).

## II. Process and methodologies

### d. Subgroup analysis / synthesis of data to develop draft recommendations

Once all the data and information were presented to the subgroup, project staff and subgroup members determined it would be best to break up into smaller groups and assign a focus area (substance use, mental health, housing, financial security). All the presentations and information were then categorized by staff into a Directory of Information document using those categories as well as others such as community work materials and background on racism as a public health issue.

The subgroup met virtually in breakout rooms and did independent work to formulate the draft recommendations. The group then met together virtually to present their overall findings.

To determine their final draft recommendations, the group met in-person on four occasions to discuss, debate, refine and come to a consensus on their draft recommendations. In the end, a consensus was reached on 55 draft recommendations.

Before moving to the community engagement phase of the project, the subgroup felt it was important to inform the full Human Rights Commission and Public Health Services Advisory Board of the draft recommendations at a joint meeting held in December 2021. Here, the subgroup presented the focus areas, and some context and information that supported the draft recommendations. The meeting concluded with a facilitated discussion held in small groups with participants to allow time for reflection and discussion.



## II. Process and methodologies

### d. Subgroup analysis/synthesis of data to develop draft recommendations

Presentation for  
joint HRC/PHSAB  
meeting to  
share draft  
recommendations.  
12.9.2021

#### Joint Study Update

Human Rights Commission & Public Health Services Advisory Board  
Thursday, December 9th, 2021  
6pm – 7:30pm

Presenters: Subgroup members, Amy Liebl, Abby Tricker

Building the foundation of a vibrant community

#### Friendly Reminder:

Everyone needs to be wearing a mask while in county buildings.  
Thank you!

#### Agenda

- Hello! Name, HRC or PHSAB member? Guest?
- Brief revisit: background
- What's next on Joint Study timeline?!
- Overview of recommendation themes and context
- Time for reaction in small group
- End

#### Introductions

Name  
Member of Human Rights Commission or  
Public Health Services Advisory Board  
Guest  
Staff

#### Guest guidelines

- Welcome to the meeting.
- Seating available in Conference Room 1.
- You are welcome to be here and listen to what's being shared.
- If possible, hold time at the end for open comment.
- For everyone: half sheets of paper to capture any comments.

#### Reminder from our last joint meeting:

lean into the unknown

#### Subgroup members are:

<b>Human Rights Commission</b> 1. Donna L. 2. Ellen S. 3. Paula S.  <b>OC County Board member liaison:</b> Commissioner Mark Thelin	<b>Public Health Services Advisory Board</b> 1. Angie M. 2. Grace P. 3. Kristin F. 4. Lindsey P. 5. Stephanie H. 6. Val M.  <b>Project Sponsors:</b> Olmsted County Board of Commissioners Heidi Welsch, County Administrator Denise Daniels & Mike Mellus, Public Health Associate Directors Julian Currie, HR Director
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**Project lead:** Amy Liebl  
**Project advisor:** Abby Tricker

#### What is Joint Study?

**Board Resolution 20-153:** Olmsted County Board of Commissioners directs Human Rights Commission and Public Health Services Advisory Board to study race and racism as a public health issue and report back findings and recommendations.

**Goal Statement from charter:**  
HRC and PHSAB will jointly study and investigate racial disparities that result from systemic racism as a public health issue with special emphasis on the services the county provides and present complete findings and recommendations to the County Board of Commissioners.

August 4<sup>th</sup>, 2020, Board Resolution [JBC-153](#)

#### Joint Study ties into the

Social Determinants of Health = play a part in overall health of people, community

#### Timeline

Board Resolution Signed Aug 2020

**Aug-Dec 2020**  
Staff assigned  
Planning  
Define the work  
Volunteers identified

**Jan-June 2021**  
Educating  
Charter  
Planning  
Hear info and data

**Aug-Sept 2021**  
Hear info and data  
Community engagement planning  
Review materials

**Oct - Nov 2021**  
Work sessions  
Identify draft recommendations

#### Next Steps: Hear Feedback from Community

**Objective:**  
Inform, Hear, Listen  
Act on feedback  
Refine, Adjust, Add, Finalize

#### Community Engagement Plan Timeline

Created by small work group of the Subgroup

December: Audit engagement relations for gaps of community organizations

January: Work with community partners, Community Organization Resource Center, and HRC/PHSAB to coordinate engagement opportunities with communities impacted by systemic racism

February: Host engagement opportunities with community organizations

March: Present initial recommendations to HRC/PHSAB and HRC for endorsement or approval before bringing to County Board

April: Review feedback for common themes and revise draft recommendations as needed

May: Present revised recommendations to HRC/PHSAB and HRC for endorsement or approval before bringing to County Board

## II. Process and methodologies

### d. Subgroup analysis/synthesis of data to develop draft recommendations

#### Process to identify DRAFT recommendations

- Subgroup members broke up into groups.
- Assigned an initial focus area to start.
- Reviewed all documents and information.
- Met virtually and in-person to formulate recommendations.
- Came to consensus on 55 draft recommendations.

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#### Housing

#### Substance Use

#### Mental Health

#### Financial Stress

#### Data

#### Diversity Equity Inclusion

#### Advisory Boards

#### Customer Service

#### Criminal Justice

#### Accountability

### 10 Focus Areas

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#### Context for Substance Use

- Olmed County Community Health Improvement Plan
- Health drug use (of any kind) increased since 2018, and significant disparities exist by race, particularly for BIPOC communities and prescription drug misuse issues.
- 2020-2021 OCHP community dialogue findings:
  - Community members said they were not aware of all the recovery services offered by the county. They asked for more marketing to their communities, and marketing that was reflective of their community members.
  - Community members asked for more substance free events hosted by county and other within it. They felt it would be more inclusive for all, including those currently in recovery, and would provide alternative activities.
  - Community members stated that increased access to peer support programs would help reduce stigma felt by going through substance use treatment.
- Research shows that a combination of medication and therapy can successfully treat individuals with substance use disorders, and for some people struggling with addiction, medication assisted therapy can help sustain recovery. Medication assisted therapy is available to those experiencing alcohol, tobacco, opioid, and other substance dependencies. (SAMHSA)

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#### Mental Health

- 5 draft recommendations.
- We recommend Olmsted County promote strategies to reduce stigma and barriers in BIPOC communities in the area of mental health. We recommend strategies to increase access to culturally-sensitive mental health providers. We also recommend strategies that support staff training in de-escalation practices.

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#### Friendly Reminders about the project

- Subgroup are volunteers.
- Subgroup are members of the community.
- Joint Study project is a large effort.
- Olmsted County government is 20 different departments, each have their own lines of business, programming, services, etc.
- Systemic racism has been baked into the system, there is no flip the switch solution.

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#### Context for Housing

One of the most glaring examples of systemic racism has been in the area of housing, where redlining was used to prevent Black from securing mortgage loans, and racial covenants were used to exclude Black from purchasing homes. Since the accumulation of wealth over generations is largely a result of home ownership, these discriminatory practices have led to a wide gap in intergenerational wealth between Blacks and Whites.

- Homelessness disproportionately affects Black individuals (80% of those who are homeless are Black, according to HNA and DC Housing Stability Study). Over 50% of Hispanic adults are likely to be homeless (CHNA).
- 80% of clients seeking federal housing assistance in OC are people of color, and 90% live in Rochester average household income is \$22,400, including 304K and 50 (Dew-Dore, HNA).
- 65.1% of renters spend more than 30% of their income on household rent. (Olmsted County Community Indicators)
- Blacks have the highest percentage of owner-occupied households in OC (MacNeil study), rents climb regularly, while the cost of a mortgage relative to income decreases.
- There are huge disparities in home ownership in OC: 77% of residents overall and only 23% for Black families, African American and Hispanic populations are projected to grow around 10% in the next five years (OC Community Indicators)
- In the March 8, 2021, Rochester City Council report on DEI survey, the lowest ratings were given to providing equal access to housing for residents of all backgrounds—over half rated this as excellent or good, but 44% gave ratings of fair or poor.

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#### Substance Use

- 9 draft recommendations.
- Support strategies that prevent substance use and support resiliency, reduce harm and support recovery.

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#### Context for Financial Stress

- Currently, emergency funding is only for specific uses and eligibility currently requires applicants to have been denied or have already exhausted other similar community programs. This funding could be expanded via a separate funding stream to allow more flexibility for program beneficiaries to spend the support on other things that are not allowed by the current programs. While a well-intentioned stop-gap, asking applicants to complete an outside process (to receive a denial or support via other funds) before being able to be approved for this program creates an undue burden on applicants.
- Some individuals and families come to a pivotal decision-making point when their financial situation could potentially improve, however, they would lose critical access to benefits. The position that experts call the "benefits cliff" serves as a disincentive for securing a full-time job which would jeopardize their eligibility.

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#### About Tonight's Presentation

- Subgroup has identified 55 DRAFT recommendations. Some build on good work already happening.
- They have been themed and categorized into 10 focus areas.
- Tonight, we will introduce these focus areas and give some context.
  - Look for more context and assessment with final report.
  - Context means background, situation, framework, research.
- You will have a copy of all the recommendations at the end of the meeting.

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#### Housing

- 11 draft recommendations.
- Invest in resources to alleviate and/or eliminate homelessness in our county. (4)
- Invest in solutions to the issue of lack of affordable rental housing. (2)
- Look at strategies to increase and support home ownership especially among BIPOC (Black, Indigenous, People of Color) communities. (5)

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#### Context for Mental Health

OCHP Community Health Improvement Plan 2021-2028

- Mental Health Data: While included information about stigma: "Currently, quantitative data on stigma specifically for Olmsted County is not available. During 2019 OCHP community dialogue, stigma was a real concern. There are anecdotal reports of stigma. There is noted stigma around mental health in local schools and extended beyond to the mental community."
- Most of the data was gathered from Community Survey which was a way to increase the understanding of our community. An earlier demographic groups were underrepresented in the representative survey, only 42.2% of people of color felt socially connected compared to 59% of white non-Hispanic people. 48.8% foreign-born feel socially connected. 50% respondents self-reported mental health issues, 25% saw a mental health provider in the past 12 months and 8% delayed mental health care.
- Loneliness and anxiety were the pandemic challenges being experienced by the greatest, per the March 8, 2021, Rochester City Council report on DEI survey.
- According to the White Healthy Systems Executive Summary lack of access to mental health care was a theme identified by the core planning team. Limited support for families with mental health members also have limited transportation options to have to work which hinders mental health care.
- Education through various modes within BIPOC communities to understand mental health services provided by the county and other community stakeholders. Access health systems for systemic barriers to having BIPOC communities feel welcome. County systems are designed heavily towards non-minority values, cultural norms, issues of generations, trauma, etc.)

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#### Financial Stress

- 5 total recommendations.
- "Some clients are one bad day from being homeless", Having available financial assistance as well as looking at skill building strategies can address this issue on multiple levels.

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## II. Process and methodologies

### d. Subgroup analysis/synthesis of data to develop draft recommendations

<div><h4>Context for Data</h4><ul style="list-style-type: none"><li>Throughout the Joint Study process, many questions were asked of Olmsted County staff regarding specific data points. These questions illuminated the theme that data is hard to collect. "You cannot change what you don't measure." Without understanding key data about who we serve, how we serve them, etc., Olmsted County will be unable to make meaningful changes that benefit clients.</li><li>Data systems don't "talk" to each other. Understanding the entire picture of quantitative data regarding Olmsted County services will allow leadership to see and fill gaps.</li><li>Some Olmsted County services data live in systems that are owned and operated by state departments. This constrains OC departments from accessing this data and being able to see a true picture of Olmsted County service data.</li></ul></div> <p>25</p>	<div><h4>Diversity Equity Inclusion</h4><ul style="list-style-type: none"><li>8 draft recommendations.</li><li>Foster a welcoming community that values belonging, equity, diversity, and dignity in people and ideas.</li></ul></div> <p>28</p>	<div><h4>Context for Customer Service Recs</h4><ul style="list-style-type: none"><li>To truly understand the value Olmsted County provides to its citizens, hearing their feedback and using that to tell the story of the agency is important. It is also important to understand from a user perspective, what could be streamlined, improved, added, or taken away to ensure their experience is a positive one. Residents of color were more likely than their white counterparts to share via the Resident Survey that "Olmsted County does not care about me." This act of asking for feedback and input would both signal that the agency cares about those that it serves and wants to improve outcomes.</li><li>Remove our barriers to residents &amp; customers as accessible, reduce barriers to use and promote inclusion." One Olmsted resident.</li><li>OCMP Community dialogues continue to advance. "There is a lack of access and knowledge of available resources." In the OCMP Community Dialogues sessions focused on substance abuse in 2020-21, community members asked for help and more resources in order to understand what county resources were available to them.</li><li>Responses from the Resident Survey showed that there is a lack of their understanding of what resources Olmsted County provides and how that can benefit the average person.</li><li>In Olmsted County, the government developed a policy agenda and budget that purposefully centers the voices and lived experiences of communities across the region most impacted by systemic racism and economic inequality. These executive proposals were developed based on the requests, immediate needs, and specific policies voiced by local government, systems, and the community.</li><li>Feedback from county staff presented, "Hear more voices to state that is meaningful, it helps us understand how we are impacting the people we serve and helps us do better."</li></ul></div> <p>31</p>	<div><h4>Criminal Justice</h4><ul style="list-style-type: none"><li>4 draft recommendations.</li><li>Remove barriers to those currently in crisis and those with a history in criminal justice systems to achieve independent living. We also recommend strategies that support staff training in de-escalation practices.</li></ul></div> <p>34</p>
<div><h4>Data</h4><ul style="list-style-type: none"><li>4 total recommendations.</li><li>Maximize and streamline Olmsted county data systems.</li></ul></div> <p>26</p>	<div><h4>Context for Advisory Boards</h4><ul style="list-style-type: none"><li>Currently, most Olmsted County Advisory Boards do not have diversity requirements for board membership in their by-laws, or statements regarding valuing diversity of membership. As a result, there is often a lack of diversity amongst members; this includes a lack of diversity in terms of race and ethnicity, place of residence in the county, and place of employment. We would like to see Advisory Boards eventually have membership that is reflective of Olmsted County as a whole.</li><li>"Organizations that reflect the communities most impacted by inequities are better equipped to understand and respond to community experiences." MN Dept of Health, Cultivating a Health Equity ecosystem report.</li><li>We believe changing requirements to allow for virtual attendance, and other such current requirements for Advisory Boards, will help increase participation from a more diverse set of our county population.</li></ul></div> <p>29</p>	<div><h4>Customer Service</h4><ul style="list-style-type: none"><li>4 draft recommendations.</li><li>Support practices that gather the voice of Olmsted County customers and recipients.</li></ul></div> <p>32</p>	<div><h4>Context for Accountability to the Community</h4><ul style="list-style-type: none"><li>Olmsted county staff identified need to evaluate success by internal benchmarks.</li><li>Important to "build in accountability" for this work, National Association of Counties (NACo) webinar, Racism as a public health issue.</li><li>We must look beyond disparities by income and education between races, and measurement is key – "Link between health and racism" Prof. David R. Williams, Harvard School of Public Health.</li><li>Multiple examples from other counties:<ul style="list-style-type: none"><li>King county – launched a public reporting platform for equity plan.</li><li>Hennepin county – utilizing Racial Equity Impact Tool.</li></ul></li></ul></div> <p>35</p>
<div><h4>Context for Diversity Equity Inclusion</h4><p>Many Olmsted County departments are leading the way to ensure everyone, no matter their faith, gender, race, sexual orientation, etc., are being treated well and feel they belong in our community. There is an opportunity to take those successes and implement them in other areas of the agency.</p><ul style="list-style-type: none"><li>DEI Focus Group Feedback Report January 2021:<ul style="list-style-type: none"><li>Some departments are further along in creating a DEI plan while others do not have any plan. It is important for OC to have one unified plan that each department can work towards.</li><li>OC employees have also reported lack of a "safe" method to report and receive help for employee concerns related to inequity, not discrimination.</li><li>Most OC leadership are white men followed by white women.</li></ul></li><li>Many residents don't know the specific actions of what discrimination and that's why they don't go for support. Many residents don't know where to go for support. Residents don't know what to do when they are in crisis. Many residents don't know where to go for support.</li><li>The resident survey showed that there is a lack of understanding of Olmsted County, the understanding of its services, and the feeling that OC care about its local residents. When disaggregating that data, many of these residents come from residents of color.</li><li>During the joint study process, OC staff were asked many questions focused on this locally. Staff answered these in many different ways, which showed that a need for shared terminology, history, what all employees have the same language to discuss the same concepts, there will be less diagnostic and more consensus.</li></ul></div> <p>27</p>	<div><h4>Advisory Boards</h4><ul style="list-style-type: none"><li>3 draft recommendations.</li><li>Olmsted County advisory board membership should represent the Olmsted County community.</li></ul></div> <p>30</p>	<div><h4>Context for Criminal Justice</h4><ul style="list-style-type: none"><li>Disparities exist in Minnesota's incarceration rate. Black, Latinx, and American Indian are overrepresented in state prisons and jails.</li><li>Olmsted County DHS (Design, Filmfare, Olmsted) Community Corrections<ul style="list-style-type: none"><li>Continuum of Care model – a pre-arrest model that persons need.</li><li>A Community Outreach Specialist – co-responders model – receive calls for mental illness, chemical dependency, homelessness, welfare (over 60 days, services to respond).</li><li>Consult with county partners in adult and child family services, behavioral health, mobile crisis, homelessness.</li><li>Crisis intervention training.</li><li>Self-discovery/pre-arrest release – significantly reducing number of people in custody.</li><li>Variable detention center to release.</li><li>Data is more precise – differentiates between black descendants of slaves and African American.</li></ul></li><li>Approximately 60% of Olmsted County Patrol and Detention Dispatches and Rochester Police Officers are certified in CIT (Crisis Intervention Training). Emergency dispatchers are also given training around CIT.</li></ul></div> <p>33</p>	<div><h4>Accountability to the Community</h4><ul style="list-style-type: none"><li>2 draft recommendations.</li><li>Supporting this work should include communication back to the community members on progress.</li></ul></div> <p>36</p>

## II. Process and methodologies

### e. Community engagement sessions

#### i. Community engagement workgroup

Early on, the subgroup recognized that the community was surveyed frequently, so rather than holding additional engagement opportunities to gather the voice of lived experience, the subgroup looked to existing data collected from the community to help inform the draft recommendations. Given this, in the summer of 2021, a small workgroup made up of volunteers from the Joint Study subgroup formed to begin planning for the community engagement sessions to gather feedback on the draft recommendations. This group met regularly throughout the last half of 2021 and into early 2022.

Accomplishments of this workgroup included:

- identifying populations that needed to be engaged to provide feedback on the draft recommendations
- advising on tactics used to gather feedback from different communities,
- formulating questions asked in surveys and engagement sessions,
- and giving guidance when contracting with an outside organization to coordinate and facilitate engagement sessions with the BIPOC community.

#### ii. Subject matter experts (presenters of population and programmatic data, department directors and administration)

Two groups of employees, program leads who presented to the Joint Study subgroup and department directors/administration, and the subgroup itself had an opportunity to provide feedback on the draft recommendations through an online survey. These surveys were administered through email invitation mid-November 2021 through mid-January of 2022 and allowed two to three weeks to respond. All three populations were able to rate recommendations on their impact on systemic racism. Presenters and department directors/administration were able to indicate the goal range of the recommendations (prerequisite, short-term or long-term). Presenters were also given the opportunity to provide comments on each recommendation.



## II. Process and methodologies

### e. Community engagement sessions

#### iii. Olmsted County employees and community organizations and partners

At the end of 2021, project staff and skilled facilitators from the County's Policy, Analysis and Communications (PAC) team formed to begin the planning for employee and community organization representative engagement sessions. It was decided that these sessions would be held virtually given the COVID-19 infection rate in the community at the time. Four total sessions were held for employees, two with internally facing draft recommendations and two with community facing draft recommendations being reviewed. Eight sessions were held for community organization representatives. Recommendation focus areas were divided into four groups, each of these four groups had two different sessions offered for review and feedback. Participants were able to rate focus areas' impact on systemic racism and provide general feedback on focus area recommendations.

Employees were recruited through countywide email invitations sent by the PAC team and individual invitations by those involved directly in Joint Study. Staff assigned also presented at a countywide broadcast, "Hour with Heidi", on the Joint Study project and encouraged viewers to participate in the employee engagement sessions.

Community organization representatives were recruited through email invitation, as well. In an earlier meeting with the Community Engagement Workgroup, a list of community organizations that serve those impacted by systemic racism was created. The Human Rights Commission and Public Health Services Advisory Board were also consulted when creating this comprehensive list. In a joint meeting with both advisory groups, members were asked to volunteer to contact and make the invitation to participate in the community organization engagement sessions. The intention was that if the person inviting the organization was someone familiar, that they would be more apt to attend. In late January and early February 2022, email invitations were sent to the contacts of the listed organizations by either advisory group members or staff assigned. Leading up to and throughout the sessions, reminders and/or encouragement to participate emails were sent out to the distribution list.

Sessions were held using Microsoft Teams as the session platform and Mentimeter for the presentation and interactive live feedback. All feedback collected through Mentimeter was saved in a session report which made Mentimeter a very helpful tool. Sessions typically lasted 45 minutes to 90 minutes depending on the number of participants attending and the focus areas covered in the session. Generally speaking, the recommendations that were community facing generated more feedback from participants. The employee sessions had 40 participants, and the community organization representative sessions had 108 participants. All sessions were held throughout February and early March.





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### e. Community engagement sessions

#### iii. Olmsted County employees and community organizations and partners

### Facilitator guide for employee and community organization engagement sessions

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#### Joint Study Engagement Events (FEB & MAR 2022) Guide

##### Goals

- Gather feedback on draft recommendations, scale their impact on addressing systemic racism and prioritize focus areas.

##### Details

- 1-1 ½ hour long engagement events.
  - 15 minutes at beginning for facilitator prep.
  - Facilitators will need to time mentimeter slides (especially during scaling and feedback activities).
- Method: Microsoft Teams meeting, video, mentimeter.
- Participants:
  - Olmsted County Employees
    - Registration through Eventbrite.
    - Sessions cover internal or external facing draft recommendations.
  - Representatives of Community Organizations that serve communities impacted by systemic racism
    - Registration through Eventbrite.
    - Sessions cover 2 – 3 focus areas of draft recommendations.
- Facilitators:
  - Sign-up on [signupgenius.com](https://signupgenius.com).
  - Policy, Analysis and Communications staff – Administer Mentimeter
  - Public Health - Health Promotion staff

##### Guidance on Pre-Session To-Dos:

- Setup time to meet with your facilitator partner to decide who is doing what throughout the session.
- Go through Mentimeter presentation so you're familiar with the content.
- Decide who will be sharing their screen, playing video and who is speaking during the mentimeter presentation.

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#### Agenda

Agenda Item	Time	Who is Responsible
Facilitator Prep	15 minutes	Facilitator 1 and 2, JS staff
Welcome and Grounding	5 minutes	Joint Study staff
Joint Study Video for Background	5 minutes	Joint Study staff
Handoff to facilitator		
Practice Use of Mentimeter and 'Warm Up' Questions	5 minutes	Facilitator 1 or 2
<b>Activities (2 or 3 total)</b> 1. Scale impact on systemic racism 2. Gather Feedback (open comment) on Focus Areas and Draft Recommendations 3. Prioritization of Internal and External Facing Focus Areas (employee sessions only)	25-55 minutes (Community vs. Employee session times)	Facilitator 1 or 2
Thank You, Next Steps and Closing	5 minutes	Facilitator 1 or 2

#### Agenda – more details

Agenda Item	Time	Responsible	Materials Needed
Facilitator Prep	15 minutes	Facilitator 1 and 2, Joint Study Staff	<ul style="list-style-type: none"><li>Menti Slide Deck</li><li>Video link</li></ul>

Notes: Equipment/Technology Check

Agenda Item	Time	Responsible	Materials Needed
Welcome and Grounding	5 minutes	Joint Study Staff	<ul style="list-style-type: none"><li>Welcome Statement</li><li>Agenda</li></ul>

Notes: Include what will be done with information collected.

Agenda Item	Time	Responsible	Materials Needed
Joint Study Video	5 minutes	Joint Study Staff	<ul style="list-style-type: none"><li>Video link</li></ul>

Notes: [Need link.](#)

Agenda Item	Time	Responsible	Materials Needed
Practice Use of Mentimeter and 'Warm Up' Questions	5 minutes	PAC MA	<ul style="list-style-type: none"><li>Menti Slide Deck</li></ul>

Notes: May need to take a minute to go over mentimeter, what it is and how to use it so everyone is comfortable.

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### Facilitator guide for employee and community organization engagement sessions

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Agenda Item	Time	Responsible	Materials Needed
Scale Impact on Systemic Racism (Scaling done for the grouping of draft recommendations)	25-55 minutes (Community vs. Employee session times)	PAC MA – run <u>menti</u>	• Menti Slide Deck
Gather Feedback (Open comment) on Focus Areas and Draft Recommendations			
Prioritization of Internal and External Facing Focus Areas (employee sessions only)			

#### Notes:

##### Scaling on Impact – allow 1 minutes for scaling activity

- Participants will be able to see results.
- Definition of Impact Scaling (don't need to repeat on every scaling slide as people become comfortable).
  - Low - Recommendation has LOW or SOME ability to impact systemic racism in Olmsted County. Typically considered "downstream" strategies and may not address root cause (e.g., programming).
  - Moderate - Recommendation has a MODERATE ability to impact systemic racism in Olmsted County. Typically considered "Midstream" strategies and aim to change behaviors (e.g., training, education, prevention activities).
  - Significant - Recommendation has a SIGNIFICANT ability to impact systemic racism in Olmsted County. Typically considered "Upstream" strategies and are sustainable (e.g., policy/systems change).
- Remind participants that scaling is done for the grouping of recommendations, not each individual recommendation. \*\* State this while still on the slide with the listed recommendations. \*\*
  - Ex. "If our community were to invest in... strategies to address homelessness, support strategies that support prevention and resiliency, etc..... what would the impact be on systemic racism?"

##### Gathering Feedback (Open Comment) – allow 2-3 minutes for open comment

- Participants will be able to see feedback as it is entered.
- Remind participants again that this opportunity for open comment/feedback is for all the recommendations in the grouping being addressed.
- Prompts:
  - Feedback could be on a specific recommendation or a general statement about the grouping.
  - What did you like?
  - Where do you see a gap?
  - \*\*This is not the time to wordsmith specific recommendations\*\*

##### Prioritization of Internal and External Facing Focus Areas – allow 1 minute for prioritization

- This will be gathered at the Feb. 3<sup>rd</sup> meeting and Employee Sessions ONLY.
- Participants will be able to see results.
- Ranking focus areas from the MOST SIGNIFICANT (1st) to the LEAST (5th) Impact on Systemic Racism.

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Agenda Item	Time	Responsible	Materials Needed
Thank You, Next Steps and Closing	5 minutes	Facilitator 1 or 2	• Closing Slides

Notes: Thank participants for their time, and their support of joint study. Their input is valuable and supports the work of joint study to help ensure these recommendations have impact. Last slide shows upcoming engagement sessions and contact information for Abby or Amy via email.

#### Welcoming and Grounding Statement:

In August 2020, the Olmsted County Board of Commissioners passed a resolution directing two of its advisory groups—the [Olmsted County Public Health Services Advisory Board](#) (PHSAB) and the [Olmsted County Human Rights Commission](#) (HRC) to jointly study and investigate racial disparities that result from systemic racism as a public health issue. Special emphasis in this work is on the services that Olmsted County provides.

A public health issue is something that significantly impacts the health of a community. Health is not just about the food we eat or the exercise we get – it is also about where we live and work, our access to recreation and clean air and water, and our opportunities for success. Parts of our lives that we don't have control over impact our health. Community health relies on the health of all and public health issues such as racism create disparate health outcomes, bringing down the health of the entire community. As a governing body, Olmsted County takes responsibility for raising this issue in an official manner and taking steps to address it. However, we all hold responsibility for community health and for taking action to ensure all can thrive.

Since the beginning of 2021, a volunteer sub-group of the PHSAB and HRC has been learning and working diligently. They have created preliminary recommendations that span 10 focus areas including criminal justice, customer service, data, and human services issues.

Now they are sharing the draft recommendations with the community to get feedback. This feedback will help refine draft recommendations and potentially lead to additional recommendations, if needed. This session is your opportunity to provide feedback on the draft insert focus areas recommendations and whether you feel they will make a positive impact on the community and the clients you serve.

#### Thank You, Next Steps and Closing

Thank you for your time today. We appreciate your time and attention.

#### Links

Sign-up Genius  
Board Resolution  
Latest article on joint study?

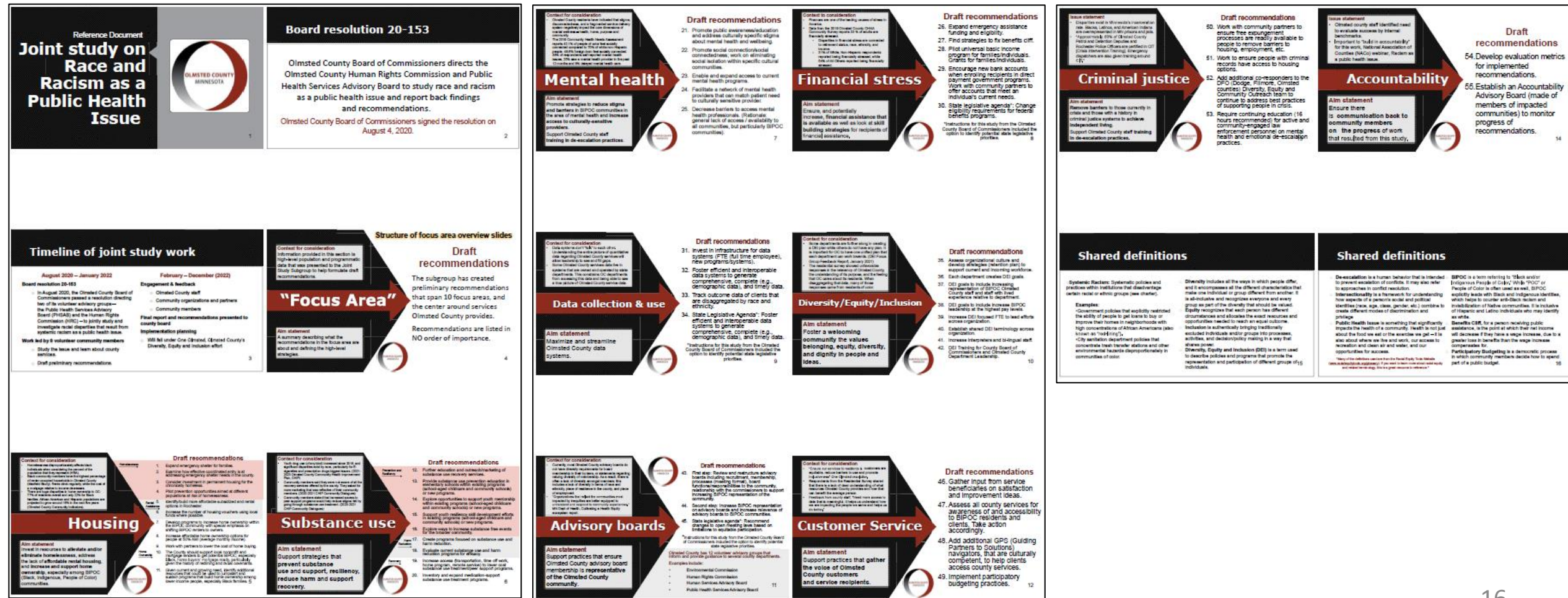


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### Session reference document



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##### Joint study video

A short video was created to introduce the joint study on race and racism as a public health issue effort to engagement session participants. This video was also used in Diversity Council's focus groups and on the Olmsted County website.

Link to video on YouTube:  
<https://youtu.be/qZHLHPImfJg>



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#### iv. Public input via online survey

The general public was given an opportunity to provide feedback on the draft recommendations through an online survey that was posted on the county's joint study webpage. This survey was administered from early March through the end of April. Participants in the survey were able to rate each focus area's impact on systemic racism and provide general feedback on focus area recommendations.

To recruit participants, staff assigned to the joint study and members of the Human Rights Commission and Public Health Services Advisory Board sent email invitations to their networks to encourage them to participate. In addition, department directors and program managers within Olmsted County Health, Housing and Human Service were asked to share the opportunity with their networks as well. Olmsted County Policy, Analysis and Communications shared the online survey on county social media and through a news release to traditional media outlets to create more awareness among the public.

The online survey had more respondents than expected with a total of 190.



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#### v. BIPOC (individuals with lived experiences) via contract with Diversity Council

Diversity Council, LLC (DC) served as connector for Olmsted County and the Joint Study Subgroup to assist with gathering feedback from diverse communities in Rochester and Southeastern, Minnesota regarding the Joint Study draft recommendations. This project included eight different racially and ethnically diverse communities (Cambodian, South Asian/Indian, Arabic, Somali, Hispanic/Latinx, Chinese/East Asian, African American/Black/Historically Enslaved, and Indigenous/Native American). The goal was to have participants join in a focus group lead by a community leader from the Community Mobilization Resource Coalition (CMRC) and to rank the recommendations, provide feedback, and serve as an opportunity to learn more from communities of color.

When recruiting facilitators for this project, DC turned to CMRC and asked steering committee members if they would like to participate. The steering committee is not a leadership team but is made up of community leaders who are well connected and could recruit participants. In addition to the steering committee members, there were members of the general CMRC recruited for facilitation by the steering committee facilitators.

Participants were recruited by facilitators. The requirement was to ask individuals to voluntarily commit to attending a focus group or interview that identified with the asking community, and the individual must be over the age of 18. Participants were recruited from all gender identities, professions, and general backgrounds within the racial communities identified in this project at the facilitator's discretion. Participants were allowed to participate in up to two of the four sessions.

Facilitators were given a LiveBinder tool with additional information describing their role and the roles of other identified partners and county created reference documents about Joint Study, in addition to a Zoom training co-led by the County and DC. This training covered a brief overview of the Joint Study, draft recommendations, roles of all parties involved, facilitator expectations and tips, and allowed for time to practice using Survey Monkey, Zoom, and LiveBinder. Participants, recruited by facilitators through phone calls or in person, involved in this project were also given a LiveBinder tool to allow ease of access to information regarding the study. This LiveBinder tool also served as a way to share any required forms, links for Zoom calls and surveys, and general contact information. Communication was an important part of completing this project.



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### e. Community engagement sessions

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The general project had started with a late spring deadline, asked for two facilitator debriefs, 12 focus group sessions, and had one facilitator training session. Throughout the process, accommodations were made to better serve the needs of communities and continue to have communities of color gain trust and interest in engagement with Olmsted County.

This project resulted in hosting approximately 11 Zoom calls with extended periods of time ranging from two hours to five hours depending on the session. These calls were put in place to allow CMRC facilitators the ability to host focus groups with participants they recruited to obtain feedback on draft recommendations provided by the Joint Study Subgroup. In some cases, facilitators ran these groups offline to accommodate participants who did not have access to internet, or they hosted interviews to obtain feedback due to transportation barriers. Facilitators were given guidelines on how to host focus groups or interviews, but ultimately were given the ability to facilitate focus groups in the way that would receive the most engagement from their communities.

Other accommodations included the following:

- The timeline was shifted to a later due date at the end of June to accommodate the facilitators' schedules.
- The facilitator debrief sessions were cancelled due to facilitators not having capacity.

When all focus groups and interviews were complete, there were 16 facilitators from eight different communities and a total of 162 gift cards purchased for individuals who participated. Communities were asked to have 24 participants in total or six participants per focus group topic/interview topic. In some cases, participants did two topics which is why some communities did not have 24 participants.

Olmsted County and the Joint Study Subgroup will be returning to CMRC during a November general meeting (date to be determined) to allow participants and facilitators the opportunity to hear about the next steps for the project and how their feedback data was used.

#### Participation by community:

- Black/African American/Historically Enslaved: 24 participants
- Indigenous: 18 participants
- Chinese: 24 participants
- Hispanic: 12 participants
- Arabic: 24 participants
- Cambodian: 18 participants
- South Asian/Indian: 24 participants
- Somali: 18 participants

TOTAL: 162 participants

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### Olmsted County & Joint Study Subgroup: Diversity Council and CMRC Summary

**July 2022**

*Prepared By: Diversity Council*



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##### Introduction

**Identified Partners:** Olmsted County, Joint County Subgroup, Participants (of various communities), Community Mobilization Resource Coalition (CMRC), and Diversity Council, LLC (DC)

Diversity Council, LLC (DC) served a connector for Olmsted County and the Joint Study Subgroup and gathering information from diverse communities in Rochester and Southeastern, Minnesota regarding the Joint Study Draft recommendations. This project started with nine different communities and identified the need for over 200 participants. The goal was to have participants join in a focus group lead by a community leader from CMRC and to rank the recommendations, provide feedback, and serve as an opportunity to learn more from communities of color.

When recruiting facilitators for this project, DC turned to CMRC and asked steering committee members if they would like to participate. The steering committee is not a leadership team, but is made up of community leaders which was the main recruitment requirement. Outside of asking for a community leader, DC also looking for voluntary participation. In addition to the steering committee members, there were members of the CMRC in general recruited by the steering committee facilitators. These additional facilitators were recruited by the steering committee volunteer facilitators and able to commit their time.

Facilitators were given a LiveBinder tool but with additional information describing their role and the roles of other identified partners in addition to a Zoom training co led by the County and DC. This training covered a brief overview of the Joint Study, draft recommendations, roles of all parties involved, facilitator expectations and tips, and allowed for time to practice using Survey Monkey, Zoom, and LiveBinder. Participants, recruited by facilitators through verbal asks by phone call or in person, involved in this project were also given a LiveBinder tool to allow ease of access to information regarding the study. This LiveBinder tool also serve as a way to

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communicate any forms necessary, links for Zoom calls and surveys, and general contact information. Communication was an important part of completing this project.

The general project had started with a late spring deadline, asked for two facilitator debriefs, included 12 focus group sessions, and had one facilitator training session. Throughout the process, accommodations had been made to better serve the needs of communities and continue to have communities of color gain trust and interest with engagement from/with Olmsted County.

This project resulted in hosting approximately 11 Zoom calls with extended periods of time ranging from 2 hours to 5 hours depending on the day. These calls were put in place to allow CMRC facilitators the ability to run focus groups with participants they recruited to obtain feedback on draft recommendations provided by the Joint Study Subgroup. In some cases, facilitators ran these groups offline to accommodate participants who did not have access to internet, or they hosted interviews to obtain feedback due to transportation concerns. Facilitators were given guidelines on how to host focus groups or interviews, but ultimately were given the ability to run focus groups in the way that would receive the most engagement from their communities.

By the end of the focus groups and interviews, there were 16 facilitators from 8 different communities and a total of 162 gift cards purchased for individuals who participated. The registration data is not included in this survey as it does not pertain to the final results and originally used for Diversity Council to be able to communicate Zoom links. This was not necessary as facilitators communicated this and the data has not been used by any parties involved.

##### Accommodations

Initially the project consisted of 9 communities and was expected to have 12 Zoom calls. Changes made were to aid in the collection of data and relationships with the community. By





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the end of the project, 8 communities had completed the requests: Cambodian, South Asian/Indian, Arabic, Somali, Hispanic/Latinx, Chinese/East Asian, African American/Black/Historically Enslaved, and Indigenous/Native American. The reason for changes are described below:

**Change in Participating Communities:** The community who did not participant but was invited: Ethiopian. This was not due to any relationship with Olmsted County, CMRC, or Diversity Council. The community was unable to participate due to a lack of communication and obstacles within the community itself not pertaining to the project.

Facilitator training occurred at two different times for approximately 90 minutes and each facilitator was expected to attend one session. After the second training had occurred, there were many questions and concerns. This resulted in Diversity Council creating ways to ensure communities were able to participate and feel safe in this space and during the completion of collecting data. All accommodations were run by the Olmsted County and Joint Study Subgroup representatives: Abby Tricker and Amy Liebl.

**Accommodations made to better serve the communities involved include:**

- Rescinding the photo releases to protect anonymity.
  - o The concern brought to light was the ability to protect individuals and while all statements would be anonymous, it would have been easier to pinpoint a who made statements, if individuals should the public have access to who was in attendance.
- Allowing for participants to be from within the same family, but not the same household.
  - o In some cases, communities are small and close knit. To accommodate and understand the relationship of communities this change was made. The project remained firm on using participants from different households to gain more perspectives.

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- Allowing for participants to participate in up to two sessions or topics.
  - o Currently in the city, county, and nation individuals from BIPOC communities are being asked to stand up for their rights, injustices of others, and many movements. We understand individuals are at capacity with time and emotional/mental bandwidth. This change allowed to have full participation from communities and ensure mental wellbeing for participants.
  - o Participants were recruited by facilitators. The requirement was to ask individuals to voluntarily commit to attending a focus group or interview that identified with the asking community and the individual must be over the age of 18. Participants were recruited from all gender identities, professions, and general backgrounds within the racial communities identified in this project at the facilitator's discretion.
- Re-evaluation of compensation for all parties.
  - o Originally this project was to give facilitators \$513 and participants \$235 the change was made to pay facilitators \$720 and participants \$50. This was changed as the project evolved to give more responsibilities to facilitators and required less time commitments from participants. The amount of compensation was based on how many hours were expected from facilitators knowing that this project may require more hours than originally estimated. Participants were given their amount of money based on the idea that focus groups would last 90 to 120 minutes and all participants understood that if calls went over 120 minutes there was no additional compensation.
- Having participants who were unsuccessful in gathering focus groups to do interviews to gather data using the same questions.
  - o This change was made to accommodate accessibility. Some individuals did not have access to internet or transportation. Or, communities had a multitude of events occurring and this was the easiest way to still gather information.
- Offering more than 12 opportunities in large blocks of time with no requirement of which topic was to be completed during the session.

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#### v. BIPOC (individuals with lived experiences) via contract with Diversity Council

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- In total there were about 17 options for facilitators to attend, but only 11 were used. This allowed for more flexibility with topics as well as some communities found it easier to recruit participants for specific topics over others.
  - Zoom call opportunities were hosted from the end of May until mid-June. Any and all in person interviews were asked to completed during this time frame as well.
- Withdrawing the facilitator debrief sessions due to individuals not having capacity.
  - Facilitators were asked to respond to debrief options, but were unavailable during the times offered. It became difficult to have facilitators attend during the summer and instead have been asked to attend the debrief at a future (date to be determined) CMRC meeting with the County and Joint Study Subgroup.
- Allowing for communities to complete the post survey together at the end of a session.
  - This was a change made due to accessibility and need for translation.
- Allowing communities to meet in person or virtually with their facilitators so long as one facilitator called into the session to provide confirmation of the meeting occurring.
  - A change made to accommodate meeting spaces. In some communities it was easier to meet in person, but there was a lack of internet available. To have individuals save on cell data and battery, we asked one facilitator to call in and confirm they were in person and then allowed them to continue meeting offline.
- Scheduling a follow up meeting for all facilitators to ask questions directly to Olmsted County and the Joint Study Subgroup.
  - Facilitators expressed they would like to know what happens with the data and the next steps for the county. In previous experiences with projects with different partners, BIPOC communities have felt they do not know where the information is being shared or if it is being heard. This change was made to improve relationships for future projects, and to ensure individuals know they data collected is influential and important.
- Pushing back deadlines to ensure all communities could participate without additional stress.

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- With the many projects occurring, facilitators chosen as community leaders are often in multiple projects at once. To ensure full participation, timelines were moved around and to allow time for accommodations as needed.
- Confirming the debrief from Olmsted County and the Joint Study Subgroup would happen during a November (date to be determined) CMRC General Meeting to allow participants and facilitators opportunity to hear about the next steps and how data is being used.
  - This was an accommodation made to provide information to participants and facilitators with insight into next steps.

#### Data Collected

All data collected is attached along with this report. A summary was not made of the data due to the inability to summarize data as a whole with the various communities and sizes of groups and interviews completed. Data collected has blacked out information that is identifying of group members and facilitator names. Although facilitator names are not confidential in this project, it seemed appropriate to eliminate names to remove any judgements or assumptions made about facilitators. Additionally, in some cases, facilitators wrote participate names instead of community names which have the correct community name written in blue under the question to aid in reading the data collect.

All data was collected electronically by facilitators using Survey Monkey. The Black/African American/Historically Enslaved community did attach an additional note sheet due to the amount of notes they had. Facilitators were instructed to fill out the information during the focus group or interview and to review this data with participants before submitting the information. In cases where internet was an accessibility concern, facilitators printed off the or wrote down the questions/survey and filled in the data online later the same day. This paper information was not submitted as facilitators did fill out the information online.



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Data was collected in a ranking manner to create an easy way for communities to show what was identified as most important. In the ranking, 1 was the most important, and 5 was considered important, but could wait for a later time to be implemented. Asking for a simple open-ended opinion on the recommendations would have required more than a 90 minute to 120 minute focus group and we already had some communities communicating to myself that the conversation was anticipated to take upwards of 3 hours. We also had facilitators who do not speak English as their first language or do not read it well therefore this also aided in helping community leaders communicate with their participants.

In addition to ranking abilities, there was a section to collect open-ended themes, quotes, and general information. The open-ended opportunities were used differently by each community this allowed for facilitators to take direct quotes or to use common themes or to put in additional recommendations.

By the end of the main data collection for focus groups and interviews, 162 gift cards had been purchased for participants amongst the 8 communities. Communities were asked to have 24 participants in total or 6 participants per focus group topic/interview topic. In some cases, participants did two topics which is why some communities did not have 24 participants. In other cases. The breakdown is as follows:

- Black/African American/Historically Enslaved: 24 participants
- Indigenous: 18 participants
- Chinese: 24 participants
- Hispanic: 12 participants
- Arabic: 24 participants
- Cambodian: 18 participants
- South Asian/Indian: 24 participants
- Somali: 18 participants

Post Surveys

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All participant post surveys have been untouched. Please note, some communities completed this as a whole following the session without the facilitator. Other communities did have complete participation in the post survey and some participants completed multiple topics but only completed one post survey. Questions about this data can be direct to Kylie Bartz via email at [kylieb@diversitycouncil.org](mailto:kylieb@diversitycouncil.org).

Post surveys were sent out to all communities to have participants complete. In some cases, due to internet access, technology access, or need for translation, these post surveys were completed as a group. Unfortunately, there was not an opportunity to list how many individuals took the survey as this was to protect anonymity. Some common themes found in this survey include:

**Question 3** of the post survey asked for general feedback on the participant experience.

- Additional feedback and request to have the opportunity to receive more information ahead of time. This information ranged from the draft recommendations, current county services, and/or more information about how the draft recommendation were created.
- Praise for the way focus groups were run and the flexibility in scheduled, ability to work with a community leader as a facilitator, and a culturally specific group.
- Additional feedback on recommendations were to include more translations for services and social media for all parties: County and Joint Study Subgroup
- Praise for the importance of the topics and thought-provoking insights.
- Ask/Request for more sessions like this to expand community awareness and feedback



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- Praise for the conversation and draft recommendations. Multitude of comments about the helpfulness of facilitators and feeling as though facilitators were educated and prepared for the conversations.
- Additional feedback on requesting for more details on the draft recommendations and expansion on how they would be implemented.

Specific ideas were also noted in post survey Question 3 such as lowering taxes, the important of mental health, and ways to improve homeownership. To see this information, please refer directly to the data.

**Question 4** asked individuals if this experience was beneficial. While there are 67 completed surveys, we know some communities completed these with groups larger than one. Out of surveys completed, only one person said, "no" but did not expand on why.

**Question 5** asked individuals how the experience could have been improved.

- Ask for more information about draft recommendations.
- Ask for more meetings/conversations.
- Ask for more time.
- Ask for follow up for communities.
- Ask for more information about current programs and services.
- Ask to increase incentives.
- Ask to increase the number of participants.

**Question 6** was the final question and asked individuals to ask any questions.

- Most questions were about the timeline and next steps.
- Many responses indicated they had no questions.
- Some questions asked how this affects the annual budget.
- One question asked for more information about joining the advisory board.

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- Additional questions asked specifically about taxes, criminal justice, and mental health for specific community resources.

To see more specific responses, please refer directly back to the data.

#### Next Steps & Recommendations

Post receiving this report, Diversity Council is open to meeting at anytime to discuss the contents of data or concerns. Additionally, in November Olmsted County and the Joint Study Subgroup are invited to share their current updates, next steps, and ways the data was used during a CMRC General Meeting. (Date to be determined)

Our recommendations would be to utilize a co-design method in future projects that are centered around marginalized communities in the area. This way communities of color or other identities have the ability to weigh in from the start rather than towards the end of any project or recommendations. Diversity Council currently has a Community Equitable Design team that would be open to future projects and/or meeting surrounding co-design efforts.

Some ways to incorporate co-design from the beginning might include:

- Asking communities of color to help evaluate the language used in the draft recommendations prior to collecting data on other parts of the recommendations
- Incorporating identified resources in the draft recommendations to help identify which community organizations and resources are current supports for BIPOC communities
- When drafting the recommendations, asking communities of color what areas they would like to see improve in prior to identifying the categories
- Work with communities of color in the initial drafting to identify barriers equity, and then surveying a broader number of individuals to provide feedback
- 

"Equitable co-design is not traditional community engagement. Equitable co-design aims to address the most persistent inequalities through addressing disproportionate power structures. Co-design is not a good fit for every project or every project team, so before proceeding, please



## II. Process and methodologies

### e. Community engagement sessions

#### v. BIPOC (individuals with lived experiences) via contract with Diversity Council

13

review the pre-requisites for effective and equitable co design in "Assessing Organizational Readiness." - Bright, K., Roberts, J. & Elkhailifa, W. (n.d.). *Community Co-Design: Tools + Tactics: an approach to equitable community engagement and action*.

To learn more about Co-Design and how it can be implemented, check out the attached document which was curated specifically for the Rochester/SEMN area and published by Destination Medical Center Economic Development Agency (DMC EDA) and the McKnight Foundation.

Following this report, Diversity Council, LLC will coordinate a date in November to debrief at a CMRC General Meeting. This will include facilitators and may include participants at the Subgroup and County's discretion.



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#### vi. Data and analysis

### Quantitative data analysis methodology

#### Overview

Quantitative data were collected through engagement sessions and online surveys focused on collecting feedback on the draft recommendations from three main audiences: Olmsted County employees, community organizations and Olmsted County residents. Survey participants were asked to rate and rank both individual recommendations and/or overall focus areas, depending on audience. The quantitative data reflect three main indicators: (1) Impact on Systemic Racism, (2) Prioritization within focus group, (3) Level of Implementation.

#### Quantitative indicators

**Average Impact on Systemic Racism Score:** Olmsted County employees, community organizations and the public completed an online survey rating each focus area on a 5-point Likert scale where 1=low impact, 3=moderate impact, and 5=significant impact. Aggregate weighted averages were calculated with equal weighting (0.333) of the three engagement groups.

**BIPOC community prioritization:** Diversity Council conducted engagement/listening sessions to gain feedback on the recommendations from diverse communities in Rochester and Southeastern Minnesota. Eight communities participated: Cambodian, South Asian/Indian, Arabic, Somali, Hispanic/Latinx, Chinese/East Asian, African American/Black/Historically Enslaved, and Indigenous/Native American. During the engagement sessions, participants collectively prioritized recommendations by focus area with 1=Highest Priority. For each recommendation, aggregate averages incorporating session sample size were calculated. Five equal ranges or quintiles where 1=Highest Priority and 5=Lowest Priority were calculated per focus area to identify the average prioritization category.

**Level of implementation:** Olmsted County leadership/departments directors and subgroup presenters were asked to rate the level of implementation for each recommendation on a 3-point Likert scale where 1=Prerequisite (must be accomplished first to ensure resources, buy-in, knowledge and skills are in place for achieving other goals), 2=short-term (can be completed in a shorter period of time; resources currently exist within Olmsted County to accomplish these goals) and 3=long-term (take a bit more time to achieve, more complex, often requiring multiple stakeholders, more resources and more planning). Three equal ranges (tripartite) and average scores per recommendation were calculated to determine the recommendation's average level of implementation category.





## II. Process and methodologies

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### Qualitative data analysis methodology

#### Overview

Qualitative data was collected through engagement sessions and a community survey focused on providing feedback on the draft recommendations. Due to how the data was gathered, two qualitative analyses were completed using NVivo software. One analysis included data collected from Olmsted County employees, community organizations, and the public online survey (engagement sessions). The second analysis completed was from the Diversity Council hosted sessions (BIPOC Engagement Sessions).

#### Engagement sessions specific methodology

Data was first coded by focus area and then by positive feedback, opportunities for improvement, and questions specific about the recommendation. Data was then further themed to identify potential suggestions for improvement with accompanying quotes. Overall themes were also identified that were cross-cutting across all focus areas. Additionally, a word cloud was generated for each focus area with words provided by participants. The larger the word, the more often it was said by participants.

#### BIPOC engagement sessions

Sessions hosted by the Diversity Council were not included with the other data collected due to:

- Recommendation from the sub-committee to honor specific themes and quotes from the BIPOC community
- How the data was collected at these sessions differed from other efforts

Using the same process from the engagement sessions, data was coded by focus area by positive feedback, opportunities for improvement, and questions specific about the recommendation. Themes were then generated and included in the report.





## II. Process and methodologies

### e. Community engagement sessions vi. Data and analysis

#### Draft recommendation feedback survey

#### Joint Study: Race and Racism as a Public Health Issue Survey for Feedback

Section 1

...

#### Introduction and Background

Hello,

In August 2020, the Olmsted County Board of Commissioners passed a resolution directing two of its volunteer advisory groups – the Olmsted County Public Health Services Advisory Board (PHSAB) and the Olmsted County Human Rights Commission (HRC) – to jointly study and investigate racial disparities that result from systemic racism as a public health issue.

Since the beginning of 2021, a volunteer subgroup of the PHSAB and HRC has been learning and working diligently. The subgroup has created 55 preliminary recommendations that span 10 focus areas, and the focus is on services Olmsted County provides.

For brief context around this information, please refer to the “Joint Study Reference Document” PDF on Olmsted County’s website.

The joint study is in the phase of sharing the draft recommendations for feedback; this process will assist the subgroup in refining and eventually finalizing these recommendations to bring to the county board tentatively in summer 2022.

**Thank you** in advance for your participation and time completing this survey. Quick reminder, you must click on submit at the end of the survey for your feedback to be received.

#### Survey Guidance

Please use the following survey to give feedback on the preliminary draft recommendations and rate their impact on systemic racism in Olmsted County.

**Feedback** could include commenting on something you like, identifying a gap, highlighting where more clarity is needed and/or giving general overall comment. If you have feedback on a draft recommendation, please reference the number of that specific item in your response.

#### Impact on Systemic Racism

We are asking you to rate the impact on system racism on the grouping of draft recommendations presented, not on each individual recommendation. Below are the descriptions representing each level of impact.

- **Low:** Recommendation has LOW or SOME ability to impact systemic racism in Olmsted County. Typically considered “downstream” strategies and may not address root cause (e.g. programming).
- **Low to Moderate:** Recommendation has a MODERATE ability to impact systemic racism in Olmsted County. Typically considered “Midstream” strategies and aim to change behaviors (e.g. training, education, prevention activities).
- **Moderate to Significant:** Recommendation has a SIGNIFICANT ability to impact systemic racism in Olmsted County. Typically considered “Upstream” strategies and are sustainable (e.g. policy/systems change).

#### Please note,

- The numbering and order of recommendations do not indicate importance but are for organization and internal use only
- None of the survey content is required and you are free to skip any section.
- Your responses are confidential and no identifying information will be shared.

Lastly, for your feedback to be received, you must click submit at the end of the survey.

#### Accountability to the Community

In support of the work of the joint study, we recommend that Olmsted County includes communication back to community members on progress.

- (54.) Develop evaluation metrics for implemented recommendations
- (55.) Establish an Accountability Advisory Board (made of members of impacted communities) to monitor progress of recommendations

1. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Feedback regarding the draft recommendations above:

Enter your answer

## II. Process and methodologies

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#### Advisory Boards (Olmsted County)

We recommend that the Olmsted County advisory board membership should represent the Olmsted County community.

(43.) Review and restructure advisory boards including recruitment, membership, processes (meeting format), board functions/responsibilities to the community, relationship with the commissioners to support increasing BIPOC representation of the community.

(44.) Increase BIPOC representation on advisory boards and increase relevance of advisory boards to BIPOC communities.

(45.) **State Legislative Agenda\***: Recommend changes to open meeting laws based on limitations to equitable participation.

(\*Instructions for this study from the Olmsted County Board of Commissioners included the option to identify potential state legislative priorities.)

3. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Feedback regarding the draft recommendations above:

Enter your answer

#### Criminal Justice

We recommend Olmsted County remove barriers to those currently in crisis and those with a history in criminal justice systems to achieve independent living. We also recommend strategies that support staff training in de-escalation practices.

(50.) Work with community partners to ensure free expungement processes are readily available to people to remove barriers to housing, employment, etc.

(51.) Work to ensure people with criminal records have access to housing options.

(52.) Add additional co-responders to the DFO Diversity, Equity and Community Outreach team to continue to address best practices of supporting people in crisis.

(53.) Require continuing education (16 hours recommended) for active and community-engaged law enforcement personnel on mental health and emotional de-escalation practices.

5. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Feedback regarding the draft recommendations above:

Enter your answer

#### Customer Service

We recommend Olmsted County support practices that gather the voice of Olmsted County customers and recipients.

(46.) Gather input from service beneficiaries on satisfaction and improvement ideas.

(47.) Assess all county services for awareness of and accessibility to BIPOC residents and clients. Take action accordingly.

(48.) Add additional GPS (Guiding Partners to Solutions) navigators, that are culturally competent, to help clients access county services.

(49.) Implement participatory budgeting practices.

7. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Feedback regarding the draft recommendations above:

Enter your answer

## II. Process and methodologies

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#### Data Collection and Use

We recommend Olmsted County maximize and streamline Olmsted County Department Data Systems.

- (31.) Invest in infrastructure for data systems (FTE (full time employee), new programs/systems).
- (32.) Foster efficient and interoperable data systems to generate comprehensive, complete (e.g., demographic data), and timely data.
- (33.) Track outcome data of clients that are disaggregated by race and ethnicity.
- (34.) **State Legislative Agenda\***: Foster efficient and interoperable data systems to generate comprehensive, complete (e.g., demographic data), and timely data.

(\*Instructions for this study from the Olmsted County Board of Commissioners included the option to identify potential state legislative priorities.)

9. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Feedback regarding the draft recommendations above:

Enter your answer

#### Diversity, Equity, and Inclusion (DEI)

We recommend Olmsted County fosters a welcoming community that values belonging, equity, diversity, and dignity in people and ideas.

- (35.) Assess organizational culture and come up with strategies (retention plan) to support current and incoming workforce.
- (36.) Each department creates DEI goals.
- (37.) DEI goals to include increasing representation of BIPOC Olmsted County staff and staff with lived experience relative to department.
- (38.) DEI goals to include increase BIPOC leadership at the highest pay levels.
- (39.) Increase DEI focused FTE to lead efforts across organization.
- (40.) Establish shared DEI terminology across organization.
- (41.) Increase interpreters and bi-lingual staff.
- (42.) DEI Training for County Board of Commissioners and Olmsted County Department Leadership.

11. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Feedback regarding the draft recommendations above:

Enter your answer

## II. Process and methodologies

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##### Financial Stress

"Some clients are one bad day from being homeless," Olmsted County Staff.  
We recommend Olmsted County support having available financial assistance as well as look at skill building strategies; these can address this issue on multiple levels.

- (26.) Expand emergency assistance funding and eligibility.
- (27.) Find strategies to fix benefits cliff.
- (28.) Pilot universal basic income program for families/individuals. Grants for families/individuals.
- (29.) Encourage new bank accounts when enrolling recipients in direct payment government programs. Work with community partners to offer accounts that meet an individual's current needs.
- (30.) **State Legislative Agenda\***: Change eligibility requirements for federal benefits programs.

(\*Instructions for this study from the Olmsted County Board of Commissioners included the option to identify potential state legislative priorities.)

13. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Feedback regarding the draft recommendations above:

Enter your answer

##### Housing

We recommend Olmsted County invest in resources to alleviate and/or eliminate homelessness, address the lack of affordable rental housing, and increase and support home ownership, especially among BIPOC (Black, Indigenous, People of Color) communities.

There are three subcategories in the Housing focus area: Homelessness, Rental Assistance and Home Ownership with a total of 11 draft recommendations. We will begin with Homelessness.

##### Homelessness

We recommend Olmsted County invest in resources to alleviate and/or eliminate homelessness in our county.

- (1.) Expand emergency shelter for families.
- (2.) Examine how effective coordinated entry is at addressing emergency shelter needs in the county.
- (3.) Consider investment in permanent housing for the chronically homeless.
- (4.) Pilot prevention opportunities aimed at different populations at risk of homelessness.

15. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Feedback regarding the draft recommendations above:

Enter your answer

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### Housing (continued)

#### Rental Assistance

We recommend Olmsted County invest in solutions to address the issue of lack of affordable rental housing.

- (5.) Identify/build more affordable subsidized and rental options in Rochester.
- (6.) Increase the number of housing vouchers using local funds where possible.

17. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Feedback regarding the draft recommendations above:

Enter your answer

### Housing (continued)

#### Home Ownership

We recommend Olmsted County look at strategies to increase and support home ownership especially among BIPOC (Black, Indigenous, People of Color) communities.

- (7.) Develop programs to increase home ownership within the BIPOC community with special emphasis on shifting BIPOC renters to owners.
- (8.) Increase affordable home ownership options for people at 50% AMI (average monthly income).
- (9.) Work with partners to lower the cost of home buying.
- (10.) The County should support local nonprofit and mortgage lenders to get potential BIPOC, especially Black, home buyers' mortgage ready, particularly given the history of redlining and racial covenants.
- (11.) Given current and growing need, identify additional resources that could be used to jumpstart and sustain programs that build home ownership among lower-income people, especially Black families.

19. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Feedback regarding the draft recommendations above:

Enter your answer

## II. Process and methodologies

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##### Mental Health

We recommend Olmsted County promote strategies to reduce stigma and barriers in BIPOC communities in the area of mental health. We also recommend strategies that support staff training in de-escalation practices.

- (21.) Promote public awareness/education and address culturally specific stigma about mental health and wellbeing.
- (22.) Promote social connection/social connectedness; work on eliminating social isolation within specific cultural communities.
- (23.) Enable and expand access to current mental health programs.
- (24.) Facilitate a network of mental health providers that can match patient need to culturally sensitive provider.
- (25.) Decrease barriers to access mental health professionals (Rationale: general lack of access/availability to all communities, but particularly BIPOC communities).

21. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Feedback regarding the draft recommendations above:

Enter your answer

##### Substance Use

We recommend Olmsted County support strategies that prevent substance use, reduce harm and support resiliency and recovery.

There are three subcategories in the substance use focus area: Prevention and Resiliency, Harm Reduction, and Recovery with a total of 9 draft recommendations. We will begin with Prevention and Resiliency.

##### Prevention and Resiliency

We recommend Olmsted County support strategies that support prevention and resiliency.

- (12.) Further education and outreach/marketing of substance use recovery services.
- (13.) Provide substance use prevention education in elementary schools within existing programs (school-aged childcare and community schools) or new programs.
- (14.) Explore opportunities to support youth mentorship within existing programs (school-aged childcare and community schools) or new programs.
- (15.) Support youth resiliency skill development efforts in existing programs (school-aged childcare and community schools) or new programs.
- (16.) Explore ways to increase substance free events for the broader community.

23. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Feedback regarding the draft recommendations above:

Enter your answer



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### Substance Use (continued)

#### Harm Reduction

We recommend Olmsted County support strategies that reduce harm.

- (17.) Create programs focused on substance use and harm reduction.
- (18.) Evaluate current substance use and harm reduction programs for efficacy.

25. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Feedback regarding the draft recommendations above:

Enter your answer

### Substance Use (continued)

#### Recovery

We recommend Olmsted County support strategies for substance use recovery.

- (19.) Increase access (transportation, time off work, home program, remote service) to lower cost substance use treatment/peer support programs.
- (20.) Inventory and expand medication-support substance use treatment programs.

27. Please rate the above recommendations on the ability to impact systemic racism in Olmsted County.

	LOW	LOW to MODERATE	MODERATE	MODERATE to SIGNIFICANT	SIGNIFICANT
Ability to impact systemic racism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Feedback regarding the draft recommendations above:

Enter your answer



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**Please tell us some general information about you.**

29. How did you hear about this survey?

Enter your answer

30. Do you currently describe yourself as:

- ☐ Female
- ☐ Male
- ☐ Gender fluid or Nonbinary
- ☐ None of these

31. Which of the following best describes you? (Select all that apply)

- ☐ African
- ☐ Asian
- ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ White
- ☐ Hispanic or Latino
- ☐ Other
- ☐ Prefer not to answer

31. Which of the following best describes you? (Select all that apply)

- ☐ African
- ☐ Asian
- ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ White
- ☐ Hispanic or Latino
- ☐ Other
- ☐ Prefer not to answer

32. What is your age in years?

Enter your answer

33. What is your current zip code?


Enter your answer

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**Racism as a Public Health Issue  
Joint Study  
Feedback on Draft Recommendations Report**

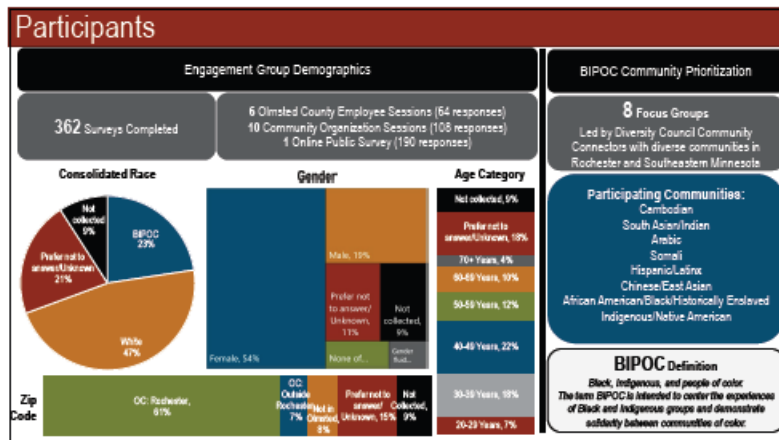
Prepared Solely for the Joint Study Sub-Committee  
By Tina Jordahl, MS, MPA (PAC) and Meaghan Sherden, MPH (PHS)  
July 11, 2022

 *Building the foundation of a vibrant community*

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**Methodology: Quantitative**

**Overview**

Quantitative data were collected through engagement sessions and online surveys focused on collecting feedback on the draft recommendations from three main audiences: Olmsted County employees, community organizations and Olmsted County residents. Survey participants were asked to rate and rank both individual recommendations and/or overall focus areas, depending on audience. The quantitative data reflect three main indicators: (1) Impact on Systemic Racism, (2) Prioritization within focus group, (3) Level of Implementation.

**Quantitative Indicators**

**Average Impact on Systemic Racism Score:** Olmsted County employees, community organizations and the public completed an online survey rating each focus area on a 5-point Likert scale where 1=low impact, 3=moderate impact, and 5=significant impact. Aggregate weighted averages were calculated with equal weighting (0.333) of the three engagement groups.

**BIPOC Community Prioritization:** Diversity Council conducted engagement/listening sessions to gain feedback on the recommendations from diverse communities in Rochester and Southeastern Minnesota. Eight communities participated: Cambodian, South Asian/Indian, Arabic, Somali, Hispanic/Latino, Chinese/East Asian, African American/Black/Historically Enslaved, and Indigenous/Native American. During the engagement sessions, participants collectively prioritized recommendations by focus area with 1=Highest Priority. For each recommendation, aggregate averages incorporating session sample size were calculated. Five equal ranges or quintiles where 1=Highest Priority and 5=Lowest Priority were calculated per focus area to identify the average prioritization category.

**Level of Implementation:** Olmsted County leadership/department directors and subgroup presenters were asked to rate the level of implementation for each recommendation on a 3-point Likert scale where 1=Prerequisite (must be accomplished first to ensure resources, buy-in, knowledge and skills are in place for achieving other goals), 2=short-term (can be completed in a shorter period of time; resources currently exist within Olmsted County to accomplish these goals) and 3=long-term (take a bit more time to achieve, more complex, often requiring multiple stakeholders, more resources and more planning). Three equal ranges (tripartite) and average scores per recommendation were calculated to determine the recommendation's average level of implementation category.

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## II. Process and methodologies

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**Methodology: Qualitative**

**Overview**  
Qualitative data was collected through engagement sessions and a community survey focused on providing feedback on the draft recommendations. Due to how the data was gathered, two qualitative analyses were completed using NVivo software. One analysis included data collected from Olmsted County Employees, Community Organizations, and the Public Online Survey (Engagement Sessions). The second analysis completed was from the Diversity Council hosted sessions (BIPOC Engagement Sessions).

**Engagement Sessions Specific Methodology**  
Data was first coded by focus area and then by positive feedback, opportunities for improvement, and questions specific about the recommendation. Data was then further themed to identify potential suggestions for improvement with accompanying quotes. Overall themes were also identified that were cross-cutting across all focus areas. Additionally, a word cloud was generated for each focus area with words provided by participants. The larger the word, the more often it was said by participants.

**BIPOC Engagement Sessions**  
Sessions hosted by the Diversity Council were not included with the other data collected due to:  

- Recommendation from the sub-committee to honor specific themes and quotes from the BIPOC community
- How the data was collected at these sessions differed from other efforts

Using the same process from the engagement sessions, data was coded by focus area by positive feedback, opportunities for improvement, and questions specific about the recommendation. Themes were then generated and included in the report.

5

**Explanatory Slide Focus Area: Housing – Homelessness**

The Average Impact Score shows where each focus area falls on impacting systemic racism on a scale of 0-100 with 0=Low and 100=Significant. The score is the aggregate average across the three Engagement Groups where each group is weighted equally.

**AVERAGE IMPACT SCORE: 64**

This graph shows where the Average Impact Score falls in relation to the other focus areas. The scores are on a scale of 0-100. Note: horizontal axis shortened for readability. All scores fall between 55-85. The green arrow notes specific score for featured focus area on slide.

**Housing-Homelessness Impact on Systemic Racism by Engagement Group**

Group	Low	Low to Moderate	Moderate	Moderate to Significant	Significant
Olmsted County Employees	100%				
Community Organizations					
Public Online Survey					

This graph shows the percent of total responses per Engagement Group for each focus area's impact on systemic racism. The 5-point scale used is shown across the top of the graph.

**Draft Recommendations**

- Expand emergency shelter for families.
- Examine how effective coordinated entry is at addressing emergency shelter needs.
- Consider investment in permanent housing for the chronically homeless.
- Pilot prevention opportunities aimed at different populations at risk of homelessness.

The BIPOC Community Prioritization shows the aggregated average ranking of recommendations across all groups within the focus area. Focus community session participants were asked to rank order draft recommendations from highest to lowest. The ranking shows which recommendations were ranked higher than others.

**BIPOC Community Prioritization**

Medium to High
Medium
Medium to High
Medium

**Level of Implementation**

Short Term
Long Term

Subgroup priorities and county leadership related each draft recommendation on a 3-point level of implementation scale: prefeasible, short term, and long term. Shown is the aggregate average level of implementation by recommendation.

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**Explanatory Slide Focus Area: Substance Use**

**Themes from Engagement Sessions**

- Ad Treatment:**
  - High-level themes based on participant's responses from community partners, employees, and the public survey.
  - Not only the availability of treatment but also the logistics.
  - Crucial for recovery.
- Education:**
  - Currently a huge gap.
  - Just a lack of access to treatment.
  - Details about the theme are based on participant's responses from community partners, employees, and the public survey.
- Supportive Services After Treatment:**
  - Support for peer recovery specialist.
  - Support for increase drug education programs in schools.
  - Need to focus on resiliency skill building.
- Substance Use:**
  - Need to remove barriers to treatment and recovery programs.
  - Mentorship with youth could have a big impact.

**Themes from BIPOC Engagement Sessions**

- Need to remove barriers to treatment and recovery programs.
- Mentorship with youth could have a big impact.

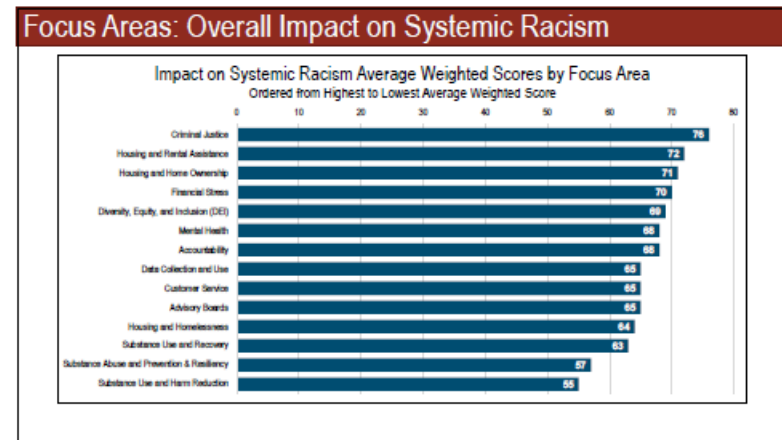
**Word Clouds**  
Word Clouds display the most prominent or frequent words from engagement sessions, the bigger and bolder the words are more frequently they were said by community partners, employees, and the public survey.

**Quotes**

- "Important to focus on these barriers to access because it doesn't matter how good a program is if participants can't get to them in an uncomplicated way."
- "Strategies/programming needs to be culturally responsive. There is a strong need for decolonized substance use programming."
- "If we learn coping skills when we are young and get a foundation to build upon, I would think we have a lesser chance of handing adversity in what could be a destructive manner."

**Word Cloud Content:** support, substance, address, need, people, place, individual, systemic, recovery, help, community, partners, employees, public survey.

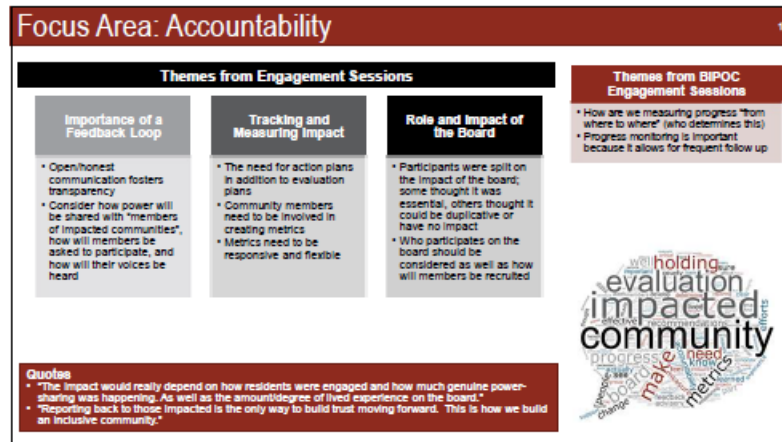
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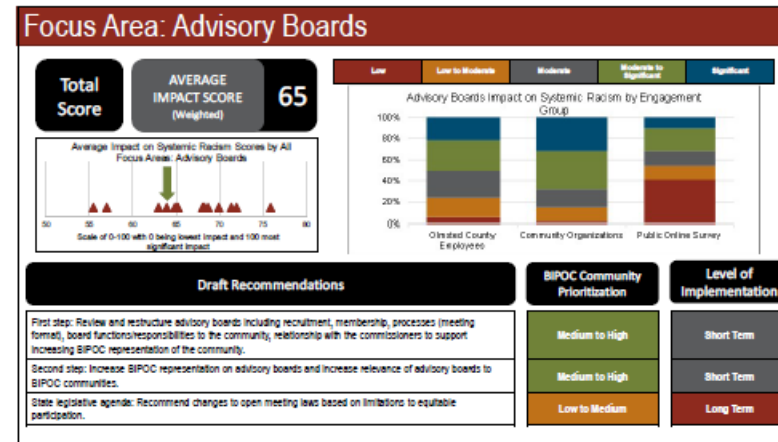
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## II. Process and methodologies

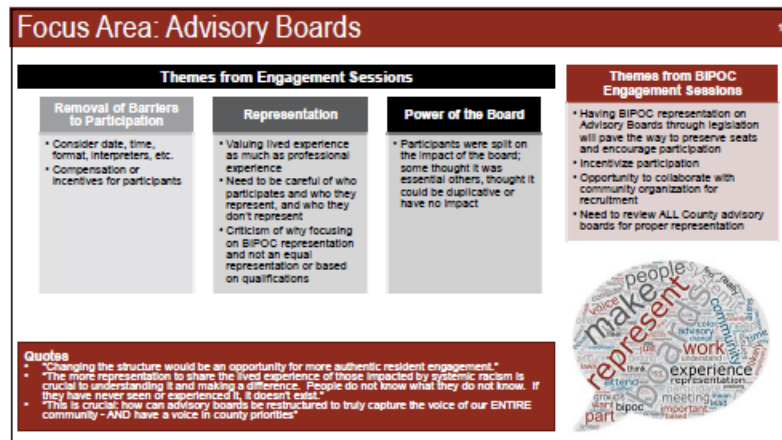
- e. Community engagement sessions
- vi. Data and analysis



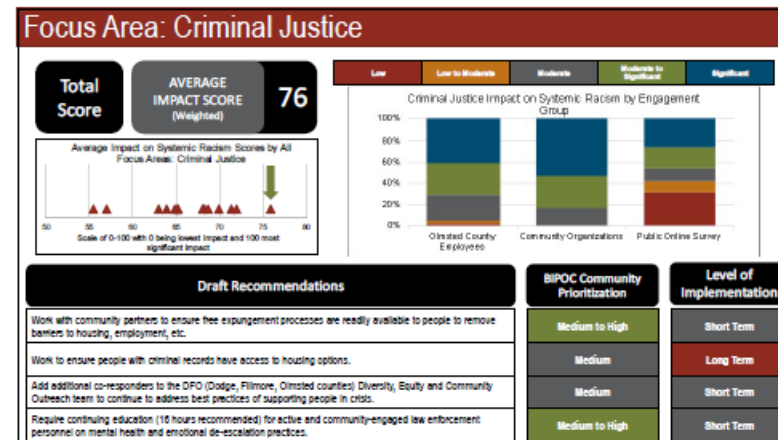
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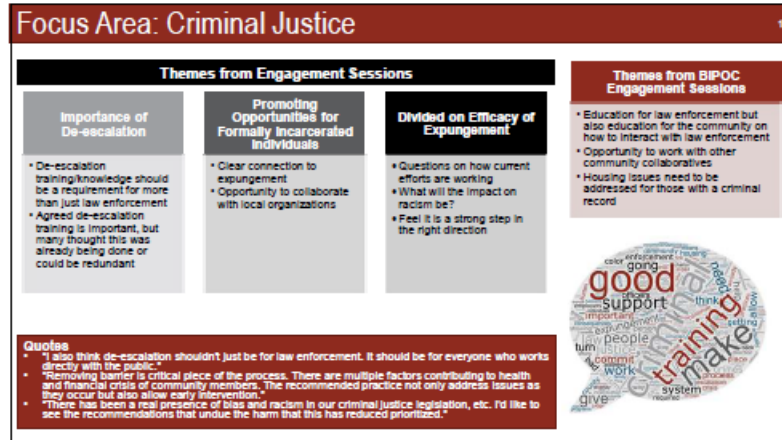
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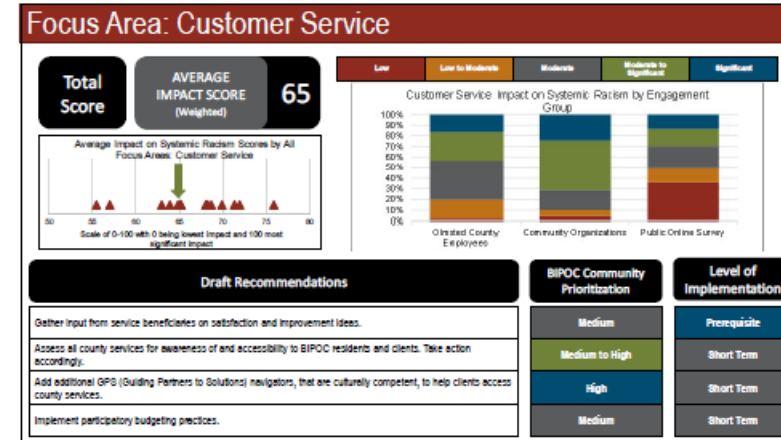
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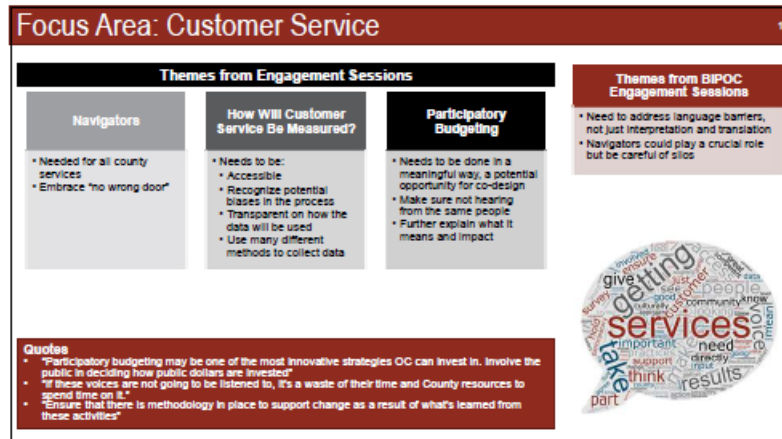
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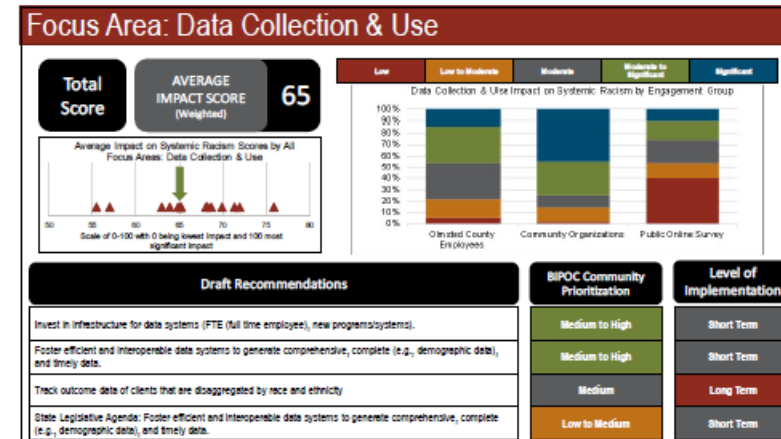
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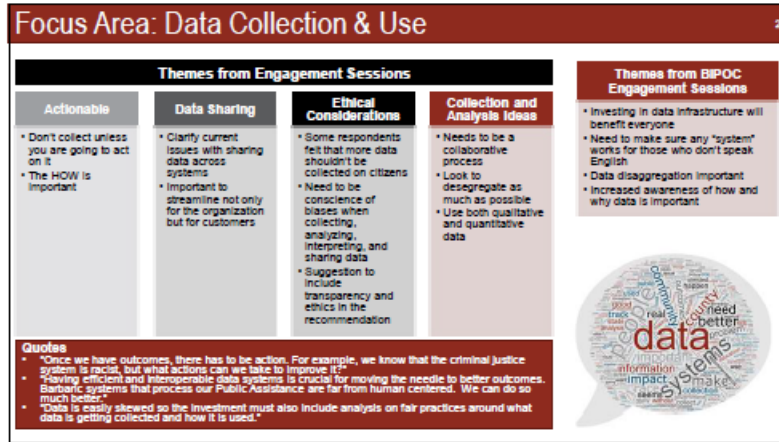
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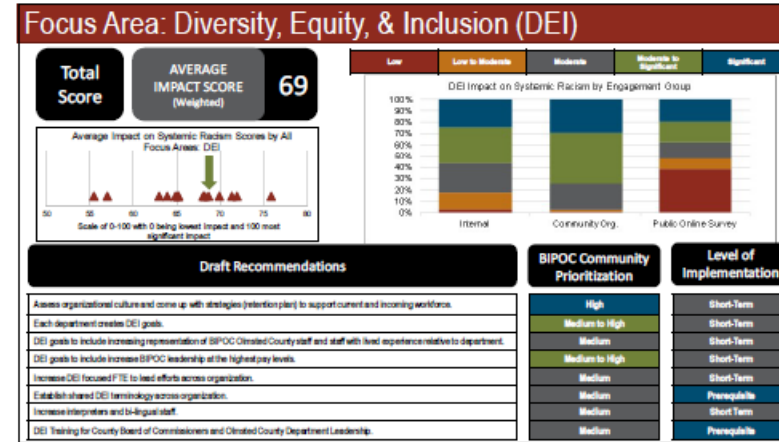


## II. Process and methodologies

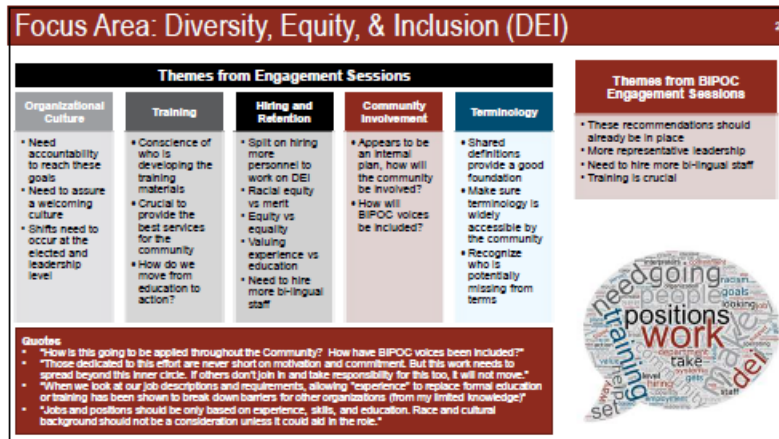
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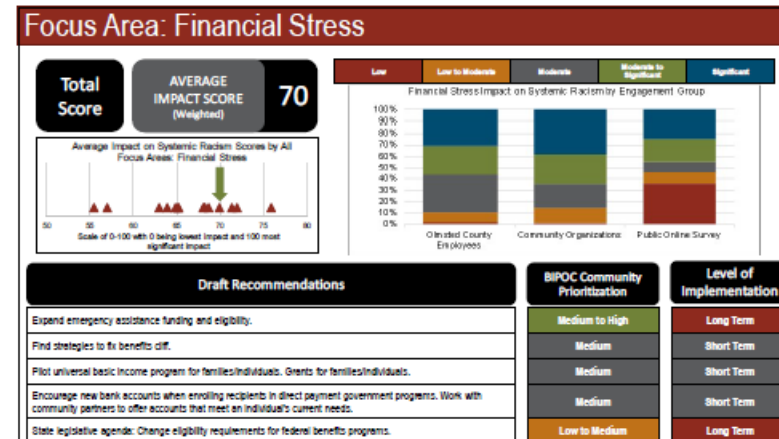
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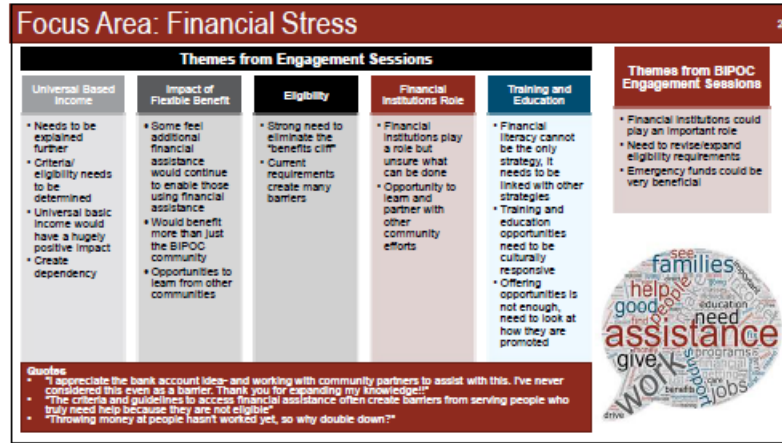
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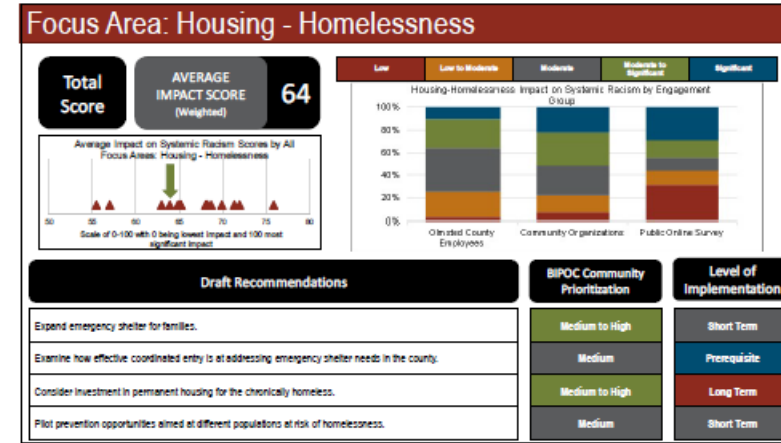
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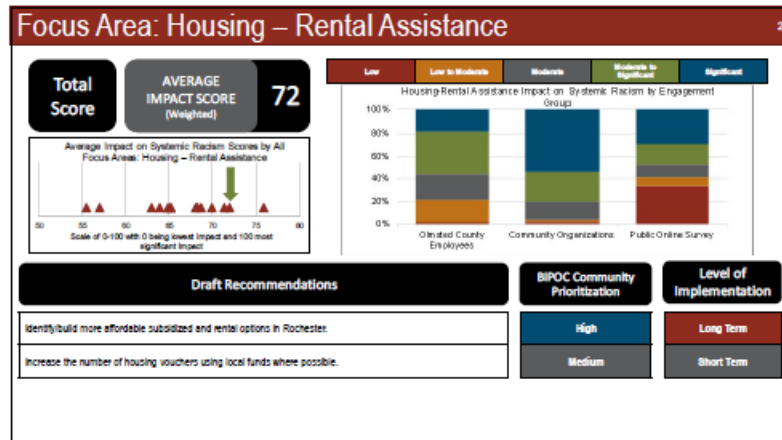
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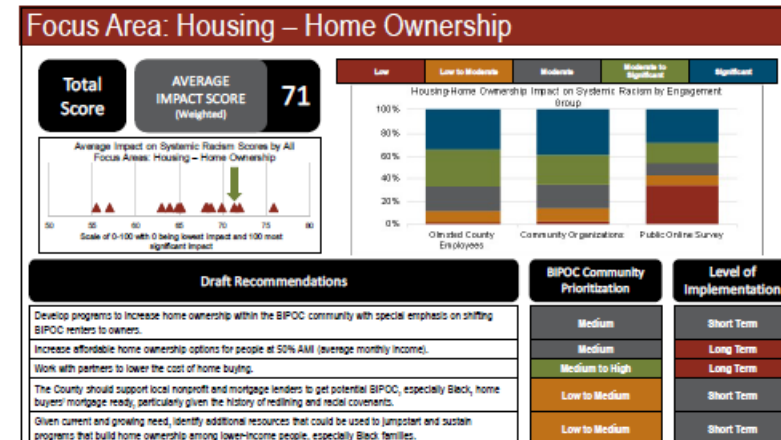
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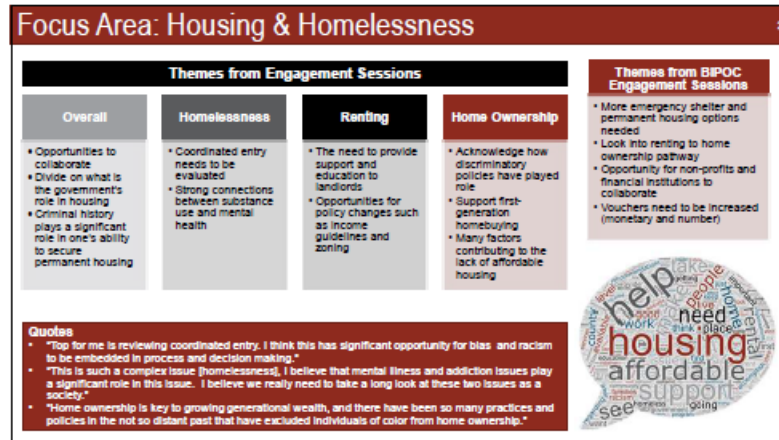


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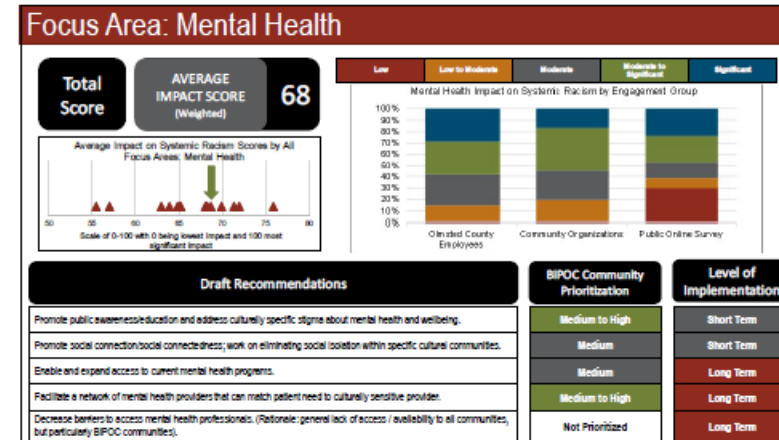
## II. Process and methodologies

### e. Community engagement sessions

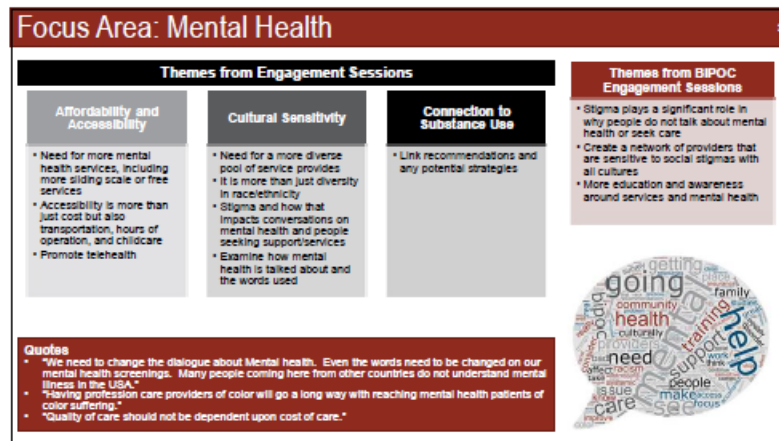
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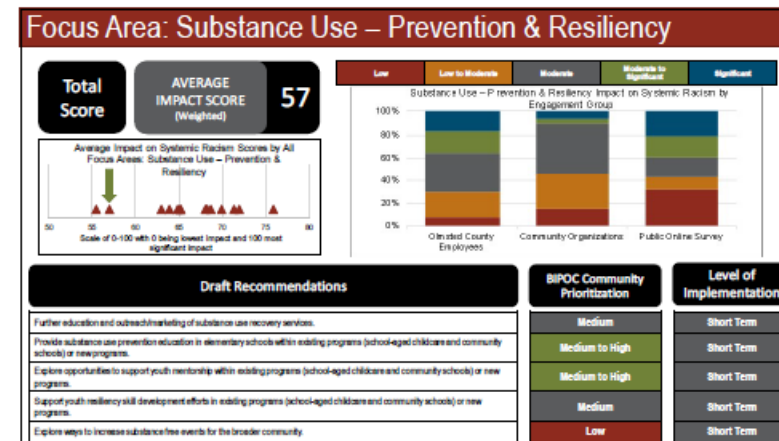
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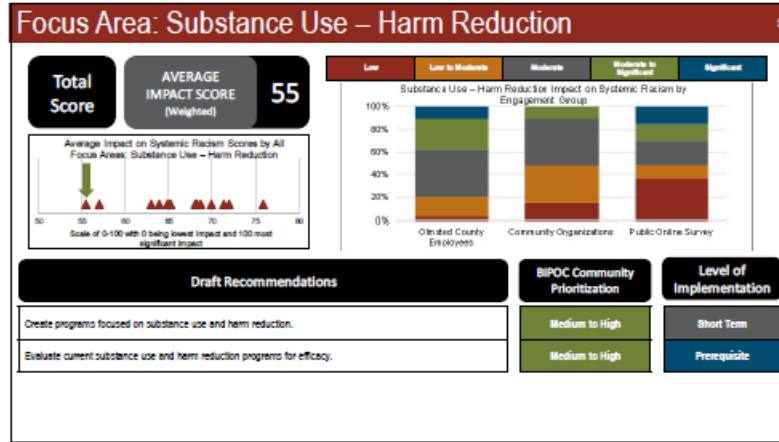
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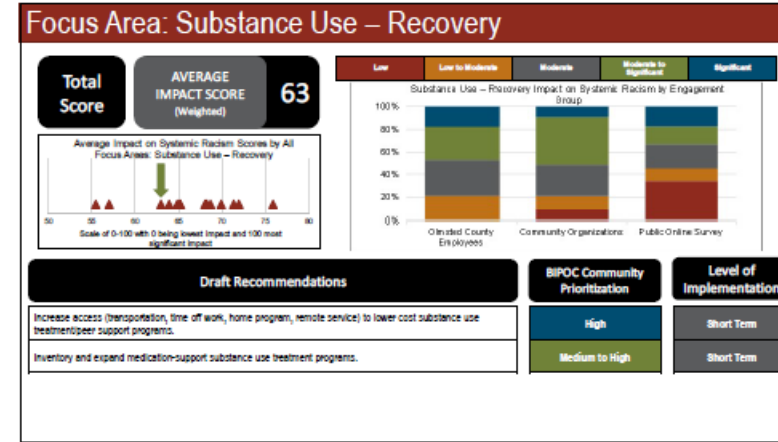
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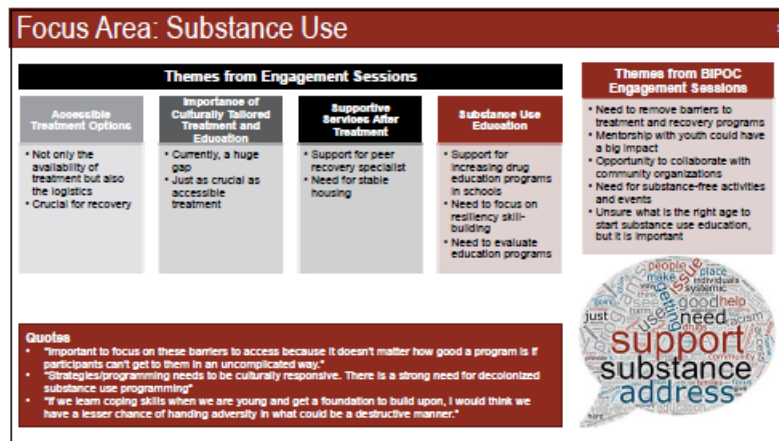
- e. Community engagement sessions
  - vi. Data and analysis



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## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

Six sessions were held with the subgroup and were facilitated by two neutral facilitators. Their process is detailed below.

For use when a group needs to make changes to narrative(s) based on feedback and new information/learnings.

#### Resources needed:

Updated information

- Final joint study reference document
- Joint study data summary
- Presenters feedback

Group expectations

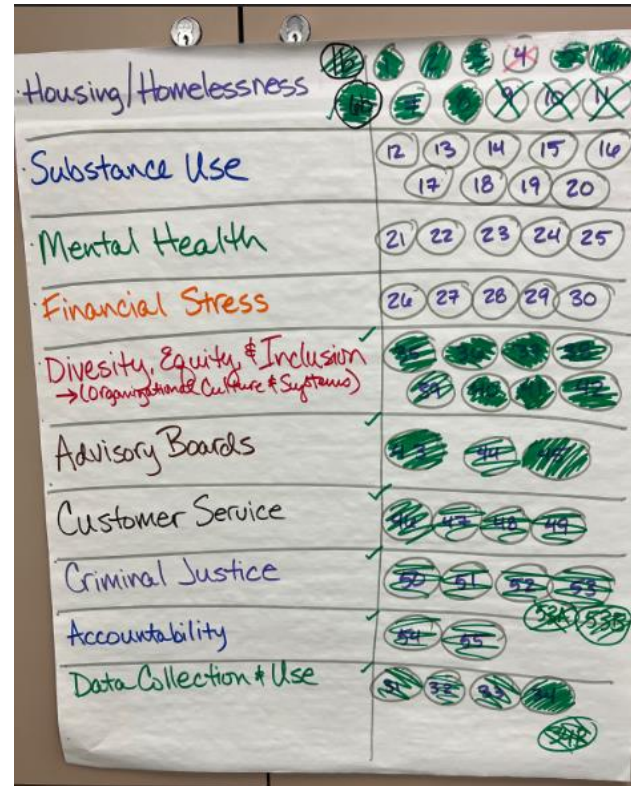
- Timeline of project
- Specific needs of the group

Voting form

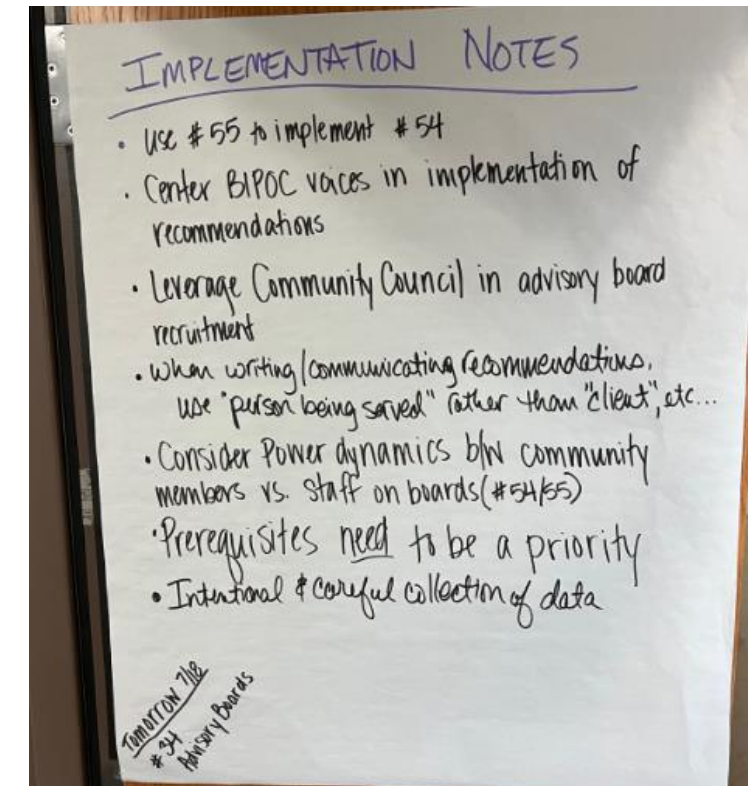
Draft report for documenting final product

#### Supplies needed:

- Sticky wall or large open wall for hanging paper
- Flip-chart paper
- Printed copies of resources identified above
- Post-it Notes
- Multiple colored markers
- Masking/painters tape
- Technology
  - screen-sharing
  - computer



Completion status board



Implementation notes

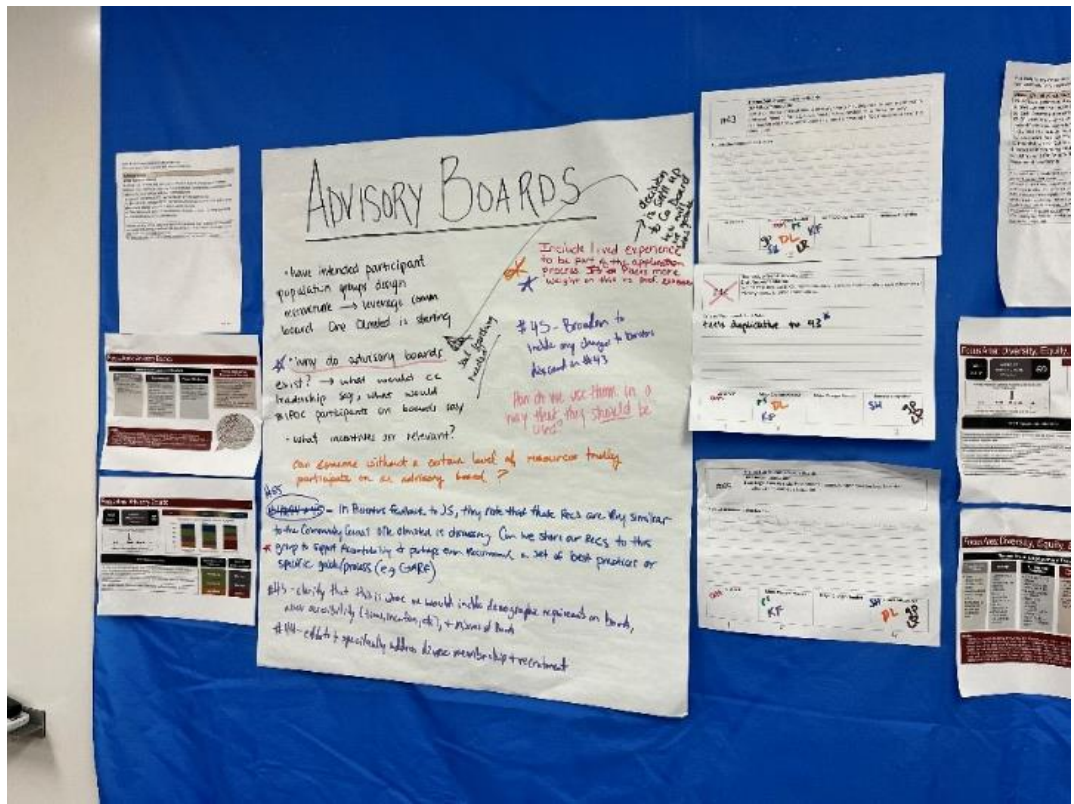


## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

#### Set-up:

1. For each narrative or group of narratives that need revisions, hang a blank flip-chart paper on an empty wall.
2. Place the “Updated Information” on the wall to the left of the blank flip-chart paper.
3. To the right of the blank flip-chart paper, hang the voting form(s).
4. Give each group member a unique marker color.



Set-up for each focus area

#	Theme/Sub-Theme:		
	Draft Recommendation:		
Adjusted Recommendation & Notes			
<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>			
Leave As Is	Minor Changes Needed	Major Changes Needed	Remove Altogether

Recommendation adjustment and voting form

## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

#### **Process:**

1. Welcome and introductions
2. “Data walk”
  - a) Group members walk around the room and review the “updated information”
  - b) Group members write questions or additional suggestions on the blank flip-chart paper
  - c) Group members write their initials in the voting box that matches their current assessment of the narrative:
    - i. Leave as is
    - ii. Needs minor revisions
    - iii. Needs major revisions
    - iv. Remove
3. Facilitators host a discussion for each narrative with the group, ensuring each group member has a chance to share their thoughts and why they voted the way they did
4. Facilitators finalize narratives in which the group agrees no revisions need to be made
  - a) Finalization is done in real-time on the “draft report” via computer and screen-sharing, so all group members can see the revisions
5. Facilitators remove narratives in which the group agrees can be removed
6. For the remaining narrative(s) needing revisions, facilitators create small groups (two to three people)
7. Each small group
  - a) Takes a “voting form” from the wall
  - b) Works on revising narrative(s), based on the feedback
  - c) The small group returns the narrative to the wall when complete
  - d) If the small group would like additional help with the revisions, they mark the narrative with a sticky note and place it back on the wall
  - e) If there are more narratives to be revised, the small group can take another to work on
8. Facilitators host a discussion for each narrative:
  - a) Does the group agree that the revisions address the feedback and discussions from earlier?
  - b) Small edits are made if necessary
9. Facilitators finalize the narratives as in step 4 (and step 5, if applicable)

## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

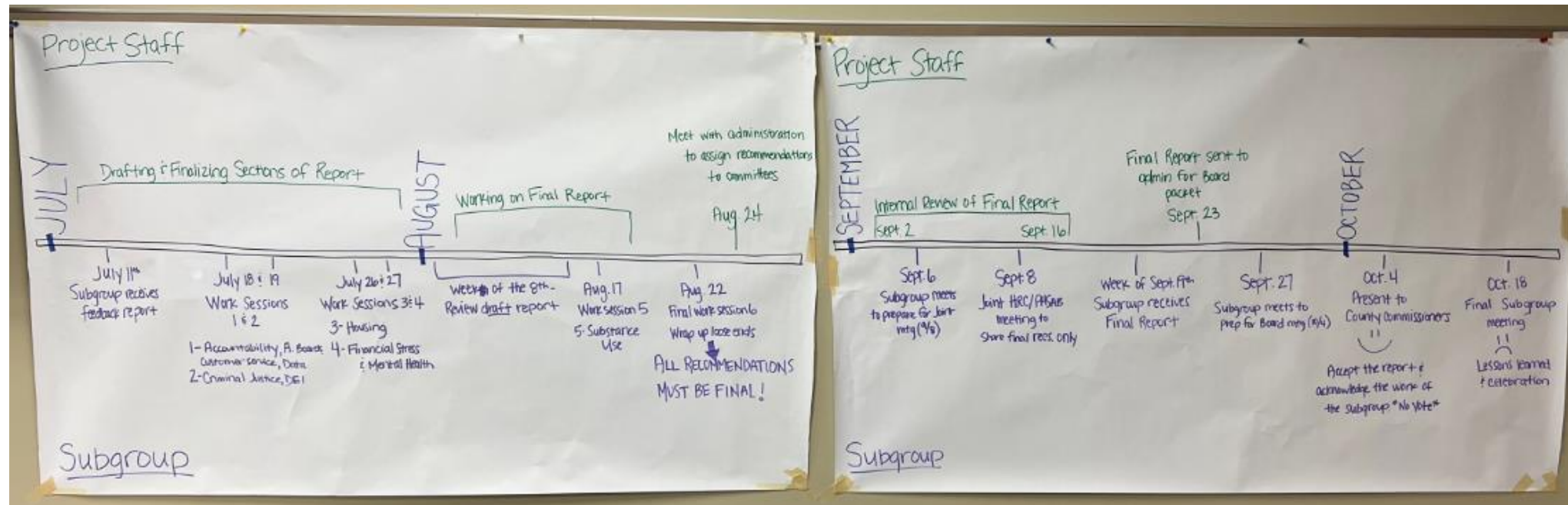
#### Facilitation notes:

##### Time-keeping

- Depending on the number and depth of narratives needing revision, the facilitators may choose to dedicate meeting time to a specific number or group of narratives, and host multiple meetings
- Sessions should not go longer than three hours
- Encourage natural breaks as participants need them

##### If virtually facilitating

- The set-up can be done on a google Jamboard or similar platform
- Group participants can go into the Jamboard on their own time to complete “step two”



Project timeline

## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

The following is a summary document capturing justification notes collected during the facilitated sessions to finalize recommendations.

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#### July and August 2022 Joint Study Subgroup Recommendations

Below in the left and center columns are the draft recommendations and their assessment/justification information. The right column is to fill in the final recommendation and add any Must Have (from the subgroup) assessment/justification information for each of the 55 recommendations. There should be nothing left blank, if **no** changes were made to the recommendation, please note that.

**NEED: Leigh/Michael make those updates within the 2 days following the work session(s).**

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Housing/Homelessness – Consider collapsing all the sub-categories into one		
Invest in resources to alleviate and/or eliminate homelessness, address the lack of affordable rental housing, and increase and support home ownership, especially among BIPOC (Black, Indigenous, People of Color) communities.		
Draft recommendations	Subgroup assessment/justification information	FINAL RECOMMENDATIONS <i>Must Have Additional Assessment and Justification</i>
<b>Homelessness</b>		
1. Expand emergency shelter for families.	<p>-(Steph) - "Strengthen Social Safety Nets by Building a New Low-Barrier Homeless Shelter and Piloting Guaranteed Income"; Source: <a href="#">Work done in other communities, Allegheny County (pg2)</a></p> <p>-Homelessness disproportionately affects Black individuals (30% of those who are homeless are Black, according to HRA and OC Housing Stability Team). Over 10% of Hispanic adolescents are likely to be homeless (CHNA).</p> <p>-Recommendation based on interview with Dave Dunn, Director of Olmsted County Housing and Redevelopment Authority</p> <p>-(Steph) See Slide 16 on Homelessness Actions and Activities, Source 5.11 <a href="#">Housing Redevelopment Auth Dave Dunn</a></p>	<p><b>FINAL RECOMMENDATION:</b> <i>Expand emergency shelter options for families and youth. AL.</i></p> <p><b>Additional Assessment and Justification:</b> \$600,000 allocated to Olmsted County to address this issue. Does this mean OC has what they need to expand emergency shelter?</p> <p>Instead of taking it out, just revise to "expand". Don't take it out just because there's money.</p> <p>Also consider some follow-through so that we can follow people as they go throughout the system (use coordinated entry as it's supposed to be used).</p> <p>Can we evaluate the Continuum of Care if we can't evaluate Coordinated Entry?</p>

<p><u>New as of 7/26/22</u></p> <p><b>1B. Increase</b> public and community partner awareness and coordination of available housing programs and services.</p>	<p>Maybe add a recommendation related to communication around housing supports. Many people don't even know what the Coordinated Entry list is and how to get on it.</p> <p>A communication breakdown exists between the county and the people that need housing. The messages heard from the community members struggling and the messages from county staff are conflicting. There isn't a lack of need and there isn't an abundance of resources.</p> <p>Does this concern go beyond housing? Ensure that this recommendation generalizes to other areas when appropriate.</p>	<p>Consider "Improve coordinated entry" as a recommendation.</p> <p>Omit? Add background context that BIPOC is disproportionately affected.</p> <p><b>FINAL RECOMMENDATION:</b> <i>Increase public and community partner awareness and coordination of available housing programs and services. AL</i></p> <p><b>Additional Assessment and Justification:</b></p>
2. Examine how effective coordinated entry is at addressing emergency shelter needs in the county.	<p>-The model for addressing homelessness in OC is Coordinated Entry through one of these organizations: Three Rivers, Salvation Army, Guiding Partners to Solutions, MN Assistance for Vets, Zumbro Valley Homeless Service Team, Lutheran Social Service, Women's Shelter.</p> <p>-To qualify for OC emergency assistance, you need to be rejected by Salvation Army first; at Dorothy Day, you can only stay for 2 weeks and then a 2-month break; limits in male beds.</p> <p>-Also, shelter needs for individuals with a history of substance use or mental health concerns do not appear to be fully addressed in the coordinated entry model.</p> <p>-Requests made to 211 indicate that emergency shelter is the greatest unmet need in recent years (2017-2020 data), but HRA states that emergency shelter for individuals is not at capacity, which suggests a disconnect that should be examined.</p>	<p><b>FINAL RECOMMENDATION:</b> <i>Improve the systemic process to house people (e.g. coordinated entry) across the housing continuum (i.e. emergency shelter, transitional housing, supportive housing, subsidized affordable housing, and affordable market rate housing). AL</i></p> <p><b>Additional Assessment and Justification:</b> See page 10 of United Way's Housing Continuum Report, 2021 Modify to increase transparency of the process Instead say "COC" or systemic process to house people. The issue is not policy but implementation Should be more than just "unsheltered"? What is the definition of unsheltered that we are working from because United Way gets dozens of calls every day of people saying they've been unable to access any housing services and many are unfamiliar that Coordinated Entry <u>exists</u>. A significant opportunity for bias U&amp; racism to be embedded in the coordinated entry process</p>

## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

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		How do we support current/ongoing initiatives and broaden public awareness about programs?
3. Consider investment in permanent housing for the chronically homeless.	People with mental health and substance abuse issues are often excluded from emergency shelters. King County, WA enacted a 0.1 percent sales tax to fund permanent housing for the chronically homeless (those HUD defines as residing in a place not meant for human habitation for at least a year and with a serious physical or behavioral health issue).	<p><b>FINAL RECOMMENDATION:</b>  <i>Continue to assess whether the level of chronic homelessness<sup>1</sup> in the county is declining and invest in stable housing<sup>2</sup> to address the issue where needed. AL</i></p> <p><b>Additional Assessment and Justification:</b>  <sup>1</sup>Both those who cycle in and out of homelessness and those who remain homeless long-term  <sup>2</sup>Where housing is no longer the primary concern and additional supports are provided  Maywood apartments are an example  Highlight the steps the county has already taken  Consider stable housing with case management and other supportive services  Wording: chronically homeless or “unhoused” or “unsheltered”</p>
4. Pilot prevention opportunities aimed at different populations at risk of homelessness.	Public health models focus on the prevention of homelessness, not simply addressing immediate need.	<p><b>FINAL RECOMMENDATION:</b>  <b>REMOVE</b></p> <p><b>Additional Assessment and Justification:</b>  Will the recommendations in other areas like Mental Health, Substance Use, and Criminal Justice meet the needs behind this recommendation? These are the areas that are “at risk”.  Connect other areas (Mental Health, Substance Use, and Criminal Justice) back to homelessness prevention.  The recommendation is too vague for what’s intended.  Examine the outcomes of BIPOC individuals/families the housing stability team has collected and compare with other communities</p>
<b>Rental Assistance</b>		

5. Identify/build more affordable subsidized and rental options in Rochester.	<p>-[Steph] “Expand Access to Affordable Housing by Investing in our Housing Opportunity Fund and the Pittsburgh Land Bank to Repurpose Distressed Properties for Affordable Housing” Source: <a href="#">Work done in other communities, Allegheny County</a> (pg2)</p> <p>-45.1% of renters spend more than 30% of their income on household rent. (Olmsted County Community Indicators)  - Rental vacancy rate in Olmsted County Area is 4.4% but the vacancy rates for affordable rental housing is only 2.8%, and subsidized rental housing is 1.2% (Maxfield Study Olmsted County Comprehensive Report)</p> <p>-Large expansion of the market rate rentals since 2010, but this is not matched in the affordable or subsidized categories. (Maxfield Study)</p>	<p><b>FINAL RECOMMENDATION:</b>  <i>Increase the number of affordable subsidized and rental options in Rochester for families below the 200% poverty line. For example, convert some existing rentals at market rate to be subsidized using tax incentives. AL</i></p> <p><b>Additional Assessment and Justification:</b>  Convert some existing rentals at market rate to be subsidized rentals using tax incentives as well as build more affordable housing rentals</p> <ul style="list-style-type: none"> <li>Great example maybe reword rec to “increase affordable subsidized and rental options”</li> </ul> <p>When we spoke to the county official there were no tax dollars advocated; Are we now saying tax incentives are needed  Consider building or rehabbing more affordable units (affordable is 30% of monthly income)  Include an assessment of the current state? Rand Institute did an eval of current state</p>
6. Increase the number of housing vouchers using local funds where possible.	<p>-The waitlist for federal housing vouchers is closed and not accepting applications (Dave Dunn, HRA presentation), and yet there is a continued need for rental assistance (OC Community Indicators, showing 45.1% of renters spend more than 30% of income on rent).</p> <p>-80% of clients needing federal housing assistance in OC are people of color, and 98% live in Rochester. Average household income is \$22,400, including SNAP and SSI (Dave Dunn, HRA presentation)</p>	<p><b>FINAL RECOMMENDATION:</b>  <i>Provide direct financial assistance to support BIPOC individuals and families in securing rental housing. AL</i></p> <p><b>Additional Assessment and Justification:</b>  This may allow more choices as well.  Ensure we’re evaluating these recommendations as they’re implemented  There isn’t enough clarity about the “who” housing vouchers are for, The BIPOC population needs to be centered around the use of the voucher program</p>



## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

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<p><i>New as of 7/27/22</i>  <b>6b. State Legislative Agenda:</b>          Support passage of state anti-discrimination in housing legislation</p>	<p><u>similar to HF835 and any senate companion bill</u></p>	<p>Specify who the vouchers/funds are for (i.e. BIPOC individuals and families). Suggestion to change language to grants to offer more freedom for people to choose. Wouldn't that just be rental assistance?</p> <p>When we spoke to county officials there was no tax dollars not allocated. Is this a suggestion to add taxes?</p> <p>New idea: how can OC support rental assistance efforts?</p> <ul style="list-style-type: none"> <li>• Too much demand in community and not enough supply</li> <li>• Only 1 current option for undocumented immigrants</li> </ul> <p>Link this concept with pathway to home ownership</p> <p><b>FINAL RECOMMENDATION:</b>  <i>Support passage of state anti-discrimination in housing legislation AL</i></p> <p>Additional Assessment and Justification:</p>
<p><b>Home Ownership</b></p> <p>7. Develop programs to increase home ownership within the BIPOC community with special emphasis on shifting BIPOC renters to owners.</p>	<p>- [Steph] <u>Hennepin county</u> has 21 priorities, three each for the seven identified areas of "disparity reduction domains" which include education, employment, health, housing, income, justice and transportation. See <u>link to report</u>. Source: <u>Work done in other communities</u>, page 4</p> <p>-One of the most glaring examples of systemic racism has been <u>in the area of</u> housing, where redlining was used to prevent Blacks from securing mortgage loans at reasonable rates and racial covenants were used to exclude Blacks from purchasing homes. Since the accumulation of wealth over generations is largely a result of home ownership, these discriminatory practices have led to a wide gap in intergenerational wealth between Blacks and Whites.</p> <p>-There are huge disparities in home ownership in OC: 77% of residents overall and only 22% for Black families! African American and Hispanic populations are projected to grow around 16% in the next five years (OC Community Indicators).</p>	<p><b>FINAL RECOMMENDATION:</b>  <i>Given the history of red-lining and racial covenants, develop a comprehensive system alongside multi-sector partners* to increase BIPOC home ownership with a focus on shifting BIPOC renters to owners. AL</i></p> <p><b>Additional Assessment and Justification:</b>          Ensure the system is re-evaluated regularly for effectiveness toward the outcome          Housing needs more systemic focus/thinking about the whole, instead of targeted          Consider: Develop a "system that removes barriers" instead of "program"</p>

	<p>-Blacks have the highest percentage of renter-occupied households in OC (Maxfield Study). Rents climb regularly, while the cost of a mortgage relative to income decreases. Not being able to buy a home adversely affects many that we are seeking to empower.</p> <p>-[Steph] -The lowest ratings were given to providing equal access to housing for residents of all backgrounds --over half rated this as excellent or good, but 44% gave ratings of fair or poor. Source: <u>March 8, 2021 Rochester City Council report on DEI survey</u>, page 12</p> <p>Steph -- The <u>21st Century Partnership report Community Strategic Plan for Diversity articulated this recommendation for Affordable Housing and Diversity in their May 11, 1999 report</u> (page 7-12)</p> <p>-[Steph] See Slide 17 on Maxfield Study Priority Areas, Source 5.11 <u>Housing Redevelopment Auth Dave Dunn</u></p>	<p>It's both a stock problem and a process problem. It costs money to borrow money, and this is a barrier for BIPOC borrowers.</p> <p><i>*Include local non-profits and mortgage lenders to get people mortgage ready</i></p> <p>Add systems/process? Not just programs.</p> <p>What is the role of the county in home ownership?</p> <ul style="list-style-type: none"> <li>• Incentivize, visibility, leverage resources, build community partnerships</li> <li>• Make sure redlining and racially discriminatory covenants are cited as background -- local data</li> <li>• Add a recommendation on supporting draft MN statute.</li> </ul>
<p>8. Increase affordable home ownership options for people at 50% AMI (area median income).</p>	<p>- "Affordable" homes in OC are not affordable -- and the cost continues to climb. More home ownership options in the range of \$125- \$150K need to be available to those with lower annual incomes.</p>	<p><b>FINAL RECOMMENDATION:</b>  <i>Increase affordable* home-buying options. AL</i></p> <p><b>Additional Assessment and Justification:</b>          *Affordable is 30% of income, and should be targeted to persons at living wage or below (using the MIT calculator)          There are other options to get people here, such as "First Homes" by RAF (land is owned by somebody else)          It's both a stock problem and a process problem. It costs money to borrow money, and this is a barrier for BIPOC borrowers.          This is a cash-flow issue more than a housing issue?          Down-payment assistance through philanthropic organizations should be considered -- has been done by others in the DC area          Is this implementation?</p>

## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

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		50% AMI is a formula for defaults and foreclosures Can this be covered elsewhere like #9 and in rental assistance? My thought was around this, if you're at 50% AMI, how quickly can you get to homeownership?
9. Work with partners to lower the cost of home buying.	Organizations such as First Homes has identified ways to cut the costs of home ownership for low-income families. First Homes has provided gap loans for first-time homeowners; supported the use of tax-increment financing (TIF) to incentivize the private development of affordable housing; and established a community land trust (CLT) whereby homeowners rent the land their home sits on for a reasonable monthly price. Also, an initiative called First Neighborhoods has created mixed-income neighborhoods in Rochester.	<b>FINAL RECOMMENDATION:</b> <b>REMOVE- COMBINED WITH #8</b>  <b>Additional Assessment and Justification:</b> Coordination and collaboration were key themes from engagement sessions – specifically non-profits and financial institutions
10. The County should support local nonprofit and mortgage lenders to get potential BIPOC, especially black, home buyers mortgage ready, particularly given the history of redlining and racial covenants.	Other local governments have provided support to increase home ownership among Black families. A program in Washington, DC provides home-buying assistance for Black families. It is funded by the DC government and a foundation called <u>birdSEED</u> . Participants work with a financial coach and take classes to learn skills for buying a house, making sure credit scores are good, learning how to budget, and getting "mortgage ready."	<b>FINAL RECOMMENDATION:</b> <b>REMOVE – COMBINED WITH #7</b>  <b>Additional Assessment and Justification:</b> Strengthen educational credit-health/financial literacy programs for new <u>home-buyers</u> , but be careful about this language so that it doesn't appear there's an assumption that BIPOC families are illiterate in this area Home ownership support/ <u>education</u> – repairs, maintenance, etc. Be careful with language that makes it look like home ownership is something everyone strives for. Consider individual vs systems change as we review these: instead of targeting education toward individuals, how does this fit into the dysfunctional system? It's both a stock problem and a process problem. It costs money to borrow money, and this is a barrier for BIPOC borrowers.
11. Given current and growing need, identify additional resources that could be used to jumpstart and sustain programs that build home ownership among lower-income people, especially black families.	Nonprofit or philanthropic resources could provide additional funding to launch a local program. For example, the Urban League of San Diego County provided down payment assistance grants through their Black Homebuyer Program, whereby Black residents who met the income, employment and credit requirements and completed the Urban League's homebuying training course could receive more than \$70K in grant assistance toward the purchase of a home. Administrative funding was provided by the County.	<b>FINAL RECOMMENDATION:</b> <b>REMOVE – COMBINED WITH #7 &amp; #8</b>  <b>Additional Assessment and Justification:</b> Can this be combined with another recommendation in this area, such as #7? This recommendation could be more of an implementation note. Specify "BIPOC" individuals/communities

MENTAL HEALTH & SUBSTANCE USE		
Support strategies that prevent substance use and support, resiliency, reduce harm and support recovery.		
Draft recommendations	Subgroup assessment/justification information	FINAL RECOMMENDATIONS Additional Assessment and Justification
<b>Prevention and Resiliency</b>		
12. Further education and outreach/marketing of substance use recovery services	<ul style="list-style-type: none"> <li>In each of the 2020-2021 CHIP community dialogue sessions on substance use, community members said they were not aware of all the recovery services offered by the county. They asked for more marketing to their communities, and marketing that was reflective of their community members.</li> </ul>	<b>FINAL RECOMMENDATION:</b> <b>REMOVE – COMBINED WITH #13, 14, 17, 19, 20, &amp; 25</b>  <b>Additional Assessment and Justification:</b> Many recommendations can be collapsed and combined. There's a lot of attention on youth, and this could be expanded to include adults. Somehow this focus area (and the mental health area) lost the rationale about why they are <u>lifted up</u> in this context (disparities with BIPOC persons). Substance Use support comes from a very white lens and much of the systemic response is not culturally relevant. This needs something like 1B in housing
13. Provide substance use prevention education in elementary schools within existing programs (school-aged childcare and community schools) or new programs.	<ul style="list-style-type: none"> <li>2021-23 CHIP shows youth drug use (of any kind) increased since 2016, disparities by race. E-cigs and prescription drugs biggest issues <ul style="list-style-type: none"> <li>CHIP data also showed that many adolescents, including those in BIPOC communities, start using substances in middle school</li> <li>Justice Department report also supports substance youth education in <u>schools</u>.  Source:  <a href="https://www.ojp.gov/sites/g/files/xyckuh241/files/media/document/psrsa.pdf">https://www.ojp.gov/sites/g/files/xyckuh241/files/media/document/psrsa.pdf</a> </li> </ul> </li> </ul>	<b>FINAL RECOMMENDATION:</b> Inventory and expand mental health and substance use services for adults and youth to ensure strong mental well-being for all, including resiliency & coping skills and the leveraging of peer support models. AL  <b>Additional Assessment and Justification:</b> Most of the prevention/options only target children/youth. Perhaps also target those who support youth

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		Consider combining with 12
14. Explore opportunities to support youth mentorship within existing programs (school-aged childcare and community schools) or new programs.	<ul style="list-style-type: none"> <li>In the 2020-2021 CHIP community dialogue session on substance use among youth, participants asked for more education and more mentorship regarding substance use prevention</li> <li>According to SAMHSA, having caring adults for mentorship with communities is an <u>affective</u> way to reduce substance use and mental disorders. Source: <a href="https://www.samhsa.gov/find-help/prevention">https://www.samhsa.gov/find-help/prevention</a></li> </ul>	<p>FINAL RECOMMENDATION: <i>Facilitate a community culture of safety, belonging, and connectedness to combat social isolation, particularly experienced by communities of color. AL</i></p> <p>Additional Assessment and Justification: Discussion about phrasing around the meaning of “communities of color”- the belonging and connectedness is needed in the broader <u>community</u> but the isolation is felt most by people of color. Combine this with 15 and 13? Broaden to be one recommendation focused on youth.</p>
15. Support youth resiliency skill development efforts in existing programs (school-aged childcare and community schools) or new programs.	<ul style="list-style-type: none"> <li>According to SAMHSA, providing skill development to youth can reduce substance abuse. Source: <a href="https://www.samhsa.gov/find-help/prevention">https://www.samhsa.gov/find-help/prevention</a></li> </ul>	<p>FINAL RECOMMENDATION: <b>REMOVE – COMBINED WITH #13 &amp; #23</b></p> <p>Additional Assessment and Justification: This entire section fails to acknowledge the role of trauma. <u>Many/all of the</u> recommendations are individual focused. Perhaps a shift in language to more systems of support?</p>
16. Explore ways to increase substance free events for the broader community.	<ul style="list-style-type: none"> <li>In each of the 2020-2021 CHIP community dialogue sessions on substance use, community members asked for more substance free events hosted by county and cities within it. They felt it would be more inclusive for all, including those currently in recovery, and would provide alternative activities.</li> </ul>	<p>FINAL RECOMMENDATION: <b>REMOVE – COMBINED WITH #14 &amp; #22</b></p> <p>Additional Assessment and Justification: “Support a culture of recovery” ex. Substance free</p>
<b>Harm Reduction</b>		

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17. Create programs focused on substance use and harm reduction.	<ul style="list-style-type: none"> <li>Harm reduction is key part of substance use treatment. Sources: <a href="https://harmreduction.org/about-us/principles-of-harm-reduction/">https://harmreduction.org/about-us/principles-of-harm-reduction/</a></li> <li>Over the course of Joint Study work, we did not find many programs focused on reducing harm amongst community members using substances</li> </ul>	<p>FINAL RECOMMENDATION: <i>Support community organizations to embed harm reduction* principles in mental health and substance use programming. AL</i></p> <p>Additional Assessment and Justification: *Harm Reduction is defined as: an approach that emphasizes engaging directly with people who use drugs to prevent overdose and <u>infections</u> disease transmission, improve the physical, mental, and social well-being of those served, and offer low-threshold options for accessing substance use disorder treatment and other health care services (<a href="https://www.samhsa.gov">samhsa.gov</a>).</p> <p>OC is best suited to support existing programs instead of <u>start</u> new programming. Move towards a recommendation to inventory and fill in gaps, instead.</p> <p>What is the MN Model of Treatment? Why would #17 not support it?</p> <p>Combine 17 and 18 to say something <u>similar to</u> #20 – inventory and fill in comm gaps? Not necessarily OC creating programs.</p> <p>Could “programs” also include grants/funding for organizations already doing this work to expand?</p>
18. Evaluate current substance use and harm reduction programs for efficacy.	<ul style="list-style-type: none"> <li>Related to recommendation #17 above. If there are current programs in existence, we think it would be wise to evaluate their effectiveness and ensure they are evidence based</li> <li>If programs do exist, increase marketing to the county and communities (see recommendation #12)</li> </ul>	<p>FINAL RECOMMENDATION: <b>REMOVE – COMBINED WITH #17</b></p> <p>Additional Assessment and Justification: A prerequisite for implementation should be priority – evaluate current programs</p> <p>Substance use often is <u>self medication</u> to trauma and other mental health issues such as ACEs</p>
<b>Recovery</b>		

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<p>23. Enable and expand access to current mental health programs.</p>	<p>According to the Whole Family Systems Executive Summary lack of access to mental health care was a theme identified by the core planning team. Limited support for families with mental health. Families also have limited transportation options or <u>have to</u> work which limits getting mental health care.</p>	<p><b>FINAL RECOMMENDATION:</b> <b>REMOVE – COMBINED WITH #13 &amp; #15</b></p> <p><b>Additional Assessment and Justification:</b> #23 and #24: While working to increase the diversity of mental health providers, offer education to current pool of providers to enhance awareness of and training to address social stigmas around mental health that are present in various cultures, including those of new immigrants.</p> <p>Could this just be “for example eliminate barriers related to...”</p>
<p>24. Facilitate a network of mental health providers that can match patient need to culturally sensitive provider.</p>	<p>According to the <b>CHNA health disparities data</b> presented by Derrick Fritz on 3/9/21. (Information on mental health can be found on slides 9-12)</p> <p>Most of the data was gathered from Convenience Surveys which was a way to increase the understanding of our community, as certain demographic groups were underrepresented in the mailed community survey: only 42.1% of people of color feel socially connected compared to 70% of white non-Hispanic people. 48.6% foreign-born feel socially connected.</p> <p>38% respondents self-reported mental health issues, 25% saw a mental health provider in the past 12 months and 8% delayed mental health care.</p>	<p><b>FINAL RECOMMENDATION:</b> <b>REMOVE – COMBINED WITH #13, 14, 17, 19, 20, &amp; 25</b></p> <p><b>Additional Assessment and Justification:</b> To what extent might this focus area be “culturally stripping”?</p> <p>To help here: keep community in the center to drive what constitutes mental health and to drive response</p> <p>Add something to promote safety, culture, and healing</p> <p>Feel a need for a framework in the recommendations. Or there are common themes that are coming out.</p> <p>#23 and #24: While working to increase the diversity of mental health providers, offer education to current pool of providers to enhance awareness of and training to address social stigmas around mental health that are present in various cultures, including those of new immigrants.</p> <p>Examine options to build community partnerships to fill the need of low cost &amp; unique ways to deliver mental health service options to BIPOC community members. Could delete #25</p>

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		<p>I don't think <u>this sticks</u> within the spirit of what #24 says currently, I do think it fits with #23 and #25, however I don't like the call out of "low-cost" compared to just saying barriers and then using examples like "cost, etc" because it feels more stigmatizing as if it reads to say "All BIPOC people are poor and therefore all services must be low-cost"</p>
<p>25. Decrease barriers to access mental health professionals. (Rationale: general lack of access / availability to all communities, but particularly BIPOC communities).</p>	<p>Education through various modes within BIPOC communities to understand mental health services provided by the county and other community stakeholders. Assess health systems for systemic barriers to having BIPOC communities feel welcome (many systems are weighted heavily towards non-minority values, cultural norms, hours of operation, format, etc.)</p> <p>According to the <b>2021-2023 Community Health Improvement Plan</b> (page 22) Outside forces that most commonly contribute to poorer mental health outcomes are lack of quality housing, lack of access to care, and stigma</p>	<p><b>FINAL RECOMMENDATION:</b>  <i>Facilitate system-wide changes that impact access to mental health and substance use services (i.e. transportation, childcare, financial support, remote-based services). AL</i></p> <p><b>Additional Assessment and Justification:</b>  Financial support meaning: affordable options</p> <p>Mental health and substance use should be paired together because they're interconnected. Mental health could lead to substance use as <u>self medication</u> and substance use could lead to deterioration on mental health.</p> <p>Agreed. <u>In linking mental health and substance use</u>, there is an opportunity to discuss articulate the impact of racialized trauma and systemic racism.</p> <p>Agree with linking mental health, substance use, but would go further to also link to housing stability &amp; financial stress.</p> <p>I think Mental Health and Substance abuse could be combined on some recommendations too. One place could be creating more youth resiliency/mentoring programs</p> <p>Yes!! I totally agree with this comment. I love the <u>asset based</u> approach to thinking about prevention in this comment.</p> <p>recruiting enough mentors has always been a challenge</p>

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		<p>Racism and its micro aggressions along with its systemic oppressions are additional stresses on the mental <u>well being</u> of the BIPOC communities not experienced by the "main stream" community.</p> <p>Add recommendations to address BIPOC feedback from engagement sessions - (1) need more sliding scale or free mental health services; (2) mental health services need to be accessible in terms of cost, transportation, hours of operation, <u>child care</u>, and (3) increase the use of telehealth.</p>
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<b>FINANCIAL STRESS HEALTH</b> <i>(Note change in focus area title)</i> Ensure, and potentially increase, financial assistance that is available as well as look at skill building strategies for recipients of financial assistance.		
Draft recommendations	Subgroup assessment/justification information	FINAL RECOMMENDATIONS
26. Expand emergency assistance funding and eligibility.	<p>Currently, emergency funding is only for specific uses and eligibility currently requires applicants to have been denied or have already exhausted other similar community programs. This funding could be expanded via a separate funding stream to allow more flexibility for program beneficiaries to spend the support on other things that are not allowed by the current program. While a well-intentioned <u>stop-gap</u>, asking applicants to complete an outside process (to receive a denial or support via other funds) before being able to be approved for this program creates an undue burden on applicants.</p>	<p><b>FINAL RECOMMENDATION:</b>  <i>Provide for continuous evaluation of the system for providing emergency assistance (including eligibility, funding, and barriers) to ensure community members in need are not falling through the cracks. AL</i></p> <p><b>Additional Assessment and Justification:</b>  <i>Slight modification to include continuous evaluation of system to ensure it is meeting the needs in the community.</i></p> <p><i>Unless this is already covered in "accountability" section. Community rated this recommendation the highest.</i></p>

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		<p>Based on the comments from the presenters to the subgroup - there seems to be a disconnect from those who access emergency assistance and those who really <u>are in need</u> of emergency assistance.</p> <p>Add a new recommendation to incorporate something about understanding why the community(<u>ugs</u>) in need are not accessing this assistance. Then the county can understand why assistance is not being accessed.</p> <p>I disagree because who is to say who really "needs" assistance more than anyone else. I think the recommendation still stands, but we need to share who it's for and how it may be different than who UBI is for</p> <p>Agree that we need to get more specific in the language - naming targeted investment in BIPOC communities.</p> <p>Since we <u>say</u> "Mental Health" perhaps we can replace "Stress" and instead say, "Financial Health"</p>
27. Find strategies to fix benefits cliff.	<p>Some individuals and families come to a pivotal decision-making point when their financial situation could potentially improve, however, they would lose critical access to benefits. The position that experts call the "benefits cliff" serves as a disincentive for securing a full-time job which would jeopardize their eligibility.</p> <p>-[Steph] See <a href="#">Pathways to Prosperity logic model</a> as an example of success to build upon in OC.</p> <p>-[Steph] - See slide 9 of 5/26/2021 <a href="#">presentation to see benefits cliff</a></p>	<p><b>FINAL RECOMMENDATION:</b>  <i>Apply PTPW as an organizational practice model and use this to implement a fully funded guaranteed basic income program for families/individuals experiencing poverty and to address problems with the benefits cliff. AL</i></p> <p><b>Additional Assessment and Justification:</b>  <i>GBI= goes to adults with a qualifying income (below a certain threshold)</i></p> <p><i>This is a necessary piece of the program that hasn't been sourced</i></p> <p><i>See justification in original recommendation #27</i></p> <p><i>-[Steph] See Pathways to Prosperity logic model as an example of success to build upon in OC.</i></p>



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		<p>[-Steph] - See slide 9 of 5/26/2021 presentation to see benefits cliff</p> <p>There are other places that piloted a Guaranteed Basic Income pilot that have found success: Minneapolis, St. Paul, SEED (Stockton, CA)</p> <p>#27, 28, 30: Omit and replace with different recommendation that would use the results of the Pathways to Prosperity and Wellness (P2PW) pilot program in Olmsted (and Dakota) which effectively eliminates the benefits cliff, <u>integrates</u> and improves services using a human-centered design and equity lens, pools resources and streamlines eligibility rules, and provides incentives for job training and education to get those in poverty to a livable wage in the County. Once the best practices are identified, scale up the program and include a process for annual evaluation with transparent reporting to the community and the County Board. See <a href="#">webinar</a></p> <p>Agree, and would this help with pushback on UBI?</p> <p>I agree with omitting and replacing #27 and #30. However, I feel strongly that #28 focused on Universal Basic Income should continue to stand alone.</p>
28. Pilot universal basic income program for families/individuals. Grants for families/individuals.	<p>[-Steph] - Strengthen Social Safety Nets by Building a New Low-Barrier Homeless Shelter and <u>Piloting Guaranteed Income</u>; Source: <a href="#">Work done in other communities</a>, Allegheny County (pg2)</p> <p>- [Steph] <a href="#">Hennepin county</a> has 21 priorities, three each for the seven identified areas of "disparity reduction domains" which include education, employment, health, housing, income, justice and transportation. See <a href="#">link to report</a>. Source: <a href="#">Work done in other communities</a>, page 4</p>	<p><b>FINAL RECOMMENDATION:</b> <b><del>REMOVE – COMBINED WITH #27</del></b></p> <p><b>Additional Assessment and Justification:</b></p> <p>#27, 28, 30: Omit and replace with different recommendation that would use the results of the Pathways to Prosperity and Wellness (P2PW) pilot program in Olmsted (and Dakota) which effectively eliminates the benefits cliff, <u>integrates</u> and improves services using a human-centered design and equity lens, pools resources and streamlines eligibility rules, and provides incentives for job training and education to get those in poverty to a livable wage in the County. Once the best practices are identified, scale up the program and include a process for annual evaluation with transparent reporting to the community and the County Board. See <a href="#">webinar</a></p>

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		<p>Agree, and would this help with pushback on UBI?</p> <p>I agree with omitting and replacing #27 and #30. However, I feel strongly that #28 focused on Universal Basic Income should continue to stand alone.</p> <p>it sounds like #28 is getting at the comments about targeted universalism, we just need to discuss eligibility in our recommendation and explain what UBI is and what it addresses</p> <p>Financial stress as the word "stress" indicates is tied to mental health. Piloting a UBI with a target group as the Pathways to Prosperity and <u>Well being</u> would be interesting to see if the outcomes would match the positive results from pilots in other communities such as the city St. Paul.</p>
29. Encourage new bank accounts when enrolling recipients in direct payment government programs. Work with community partners to offer accounts that meet an individual's current needs.		<p><b>FINAL RECOMMENDATION:</b> <i>Work with community partners to facilitate connections between community members and financial institutions to ensure culturally relevant financial education and reduce predatory practices. AL</i></p> <p><b>Additional Assessment and Justification:</b></p>
30. <b>State Legislative Agenda:</b> Change eligibility requirements for federal benefits programs.	<p>[-Steph] City of Milwaukee developed a 2020 Anti-racism plan toward achieving health equity outlined department-wide initiatives and individual initiatives to be executed across four domains:</p> <ol style="list-style-type: none"> <li>1. Organizational Infrastructure and Workforce Capacity</li> <li>2. Internal Practices and Processes</li> <li>3. <b>Policy and Legislative Change</b></li> <li>4. Community Alliance Building</li> </ol> <p>Source: <a href="#">Work done in other communities</a>, page 8.</p>	<p><b>FINAL RECOMMENDATION:</b> <i>Find ways to mitigate the negative impacts of the federal benefits cliff*. AL</i></p> <p><b>Additional Assessment and Justification:</b></p> <p>*the point at which a family's net income will decrease if they have a wage increase, due to a greater loss in benefits than the wage increase compensates for</p> <p>#27, 28, 30: Omit and replace with different recommendation that would use the results of the Pathways to Prosperity and Wellness (P2PW) pilot program in Olmsted (and Dakota) which effectively eliminates the benefits cliff, <u>integrates</u> and improves services</p>

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		<p>using a human-centered design and equity lens, pools resources and streamlines eligibility rules, and provides incentives for job training and education to get those in poverty to a livable wage in the County. Once the best practices are identified, scale up the program and include a process for annual evaluation with transparent reporting to the community and the County Board. See <a href="#">webinar</a></p> <p>Agree, and would this help with pushback on UBI?</p> <p>I agree with omitting and replacing #27 and #30. However, I feel strongly that #28 focused on Universal Basic Income should continue to stand alone.</p>
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Data Collection and Use Maximize and streamline Olmsted County data Systems.		
Draft recommendations	Subgroup assessment/justification information	FINAL RECOMMENDATIONS
31. Invest in infrastructure for data systems (FTE, new programs/systems).	<p>Throughout the Joint Study process, many questions were asked of Olmsted County staff regarding specific data points. Many questions illuminated the theme that data is hard to collect. A smart person once said, "you cannot change what you don't measure". Without understanding key data about who we serve, how we serve them, <i>etc.</i> Olmsted County will be unable to make changes to improve and remain relevant.</p> <p>-[Steph] - See / learn more about Olmsted County Data for Equity Project. "Olmsted County Health Housing and Human Services (HHH has been awarded a grant to be part of a national "Data for Equity" learning cohort offered by an organization called Evident Change (formerly the National Council for Crime and Delinquency). The purpose of this learning cohort is to develop the organization's capacity to improve data analysis around diversity, equity, and inclusion. The work will be broken into three parts: a web-based learning</p>	<p><b>FINAL RECOMMENDATION:</b> <i>Invest in infrastructure for secure data systems within Olmsted County agencies, to capture and organize data already regularly collected on persons served, so that the county can assess the quality and impact of programs and services. Systems should be efficient, interoperable, and timely across departments. AL</i></p> <p><b>Additional Assessment and Justification:</b> "Data disaggregation is important to get a true picture of the landscape – for efficacy of action."</p>

	<p>series, individual data coaching and analytic support, and collaborative evaluation planning."</p> <p>Source: document shared by <a href="#">cmr</a> Kiscaden dated 4/8/21</p> <p>-[Steph] - Adult &amp; Family Services is working on an equity dashboard (source: <a href="#">AFS Data Workplan</a>). This could be an example to <a href="#">lift up</a> and build upon.</p>	<p>It is important to have transparency and communicate the "why" for data collection. The group discussed defining infrastructure and how to separate this from other recommendations.</p>
32. Foster efficient and interoperable data systems to generate comprehensive, complete (e.g., demographic data), and timely data.	<p>Similar to the conclusion that came from multiple OC departments sharing their data gathering limitations, another issue that was revealed through conversation was the fact that data systems don't "talk" to each other. Understanding the entire picture of qualitative data regarding Olmsted County services will allow leadership to see and fill gaps.</p> <p>-[Steph] - Emphasis was made to not allow topics like socioeconomic status or location within data to become a proxy for race. Race requires its own specific attention. - Source: Education Review Takeaways - Annie E. Casey Foundation <a href="#">Guide: Race, Equity, and Inclusion Action</a></p> <p>-[Steph] OC Community Outreach team said they need an 'efficient data tracking system' "it would be helpful to have other parts of the system report out on their data in an effort to work collaboratively to address disparities within the system" Source: <a href="#">DFO Community Outreach Team 9.28</a></p> <p>-[Steph] Dashboard and Analysis to make this information consumable and usable to manager and team members. Source: <a href="#">FSA for Joint Study 9.14.21 slide 7</a></p>	<p><b>FINAL RECOMMENDATION:</b> <b><i>REMOVE – COMBINED WITH #31</i></b> <b>Additional Assessment and Justification:</b> <i>The changes made in recommendation #31 made this recommendation duplicative.</i></p>
33. State Legislative Agenda Foster efficient and interoperable data systems to generate comprehensive, complete (e.g., demographic data), and timely data.	<p>Many data points for Olmsted County services live in systems that are owned and operated by state departments. Given the reasoning above and current constraints, Olmsted County staff should put this change on their legislative agenda. It may be unsuccessful to work within the current constraints of how any given system operates and changing the current data systems would be a step in the right direction to ensure staff can see a true picture of Olmsted County service data.</p>	<p><b>FINAL RECOMMENDATION:</b> <i>Building from recommendation #31, work with the State to integrate Olmsted County data systems to efficiently report on needed data in a timely way to foster collaboration and benchmarking (comparing Olmsted County to Minnesota and other counties). AL</i></p>

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		<b>Additional Assessment and Justification:</b> This recommendation was refined as the group developed a group understanding of the differences between outcome 32 and 33. The verbiage was modified to reflect the nuances the group needed for better comprehension.
34. Track outcome data of clients that are disaggregated by race and ethnicity.	Understanding a client's experience is imperative to any successful business. Local government is no exception to this rule. All Olmsted County services should gather data on the experience and benefits their clients received to understand areas for improvement and growth. Oftentimes, outcome data is clumped together and can paint an unrealistic picture. Some OC departments are current desegregating by race and ethnicity and are not seeing any differences in outcomes. Having all departments review disaggregated data can illuminate the high-quality service staff provides to all clients. (GP: Need to frame this in an asset-based way) - [Steph] Data - "confront" where you are at, this will help you define outcomes – Source: Education Review Takeaways, specifically, "Racism as a Public Health issue <a href="#">webinar</a> , National Association of Counties (NACo)" - [Steph] - "Organizations that would like to work towards a Race Equity Culture can get started with five actionable steps: 1. Establish a shared vocabulary, 2. Identify race equity champions at the board and senior leadership levels, 3. Name race equity work as a strategic imperative for your organization, 4. Open a continuous dialogue about race equity work, and 5. Disaggregate data." Source: Education Review Takeaways, AWAKE TO WOKE TO WORK: Building a Race Equity Culture New as of 7/18/22 -[Grace] – there is a lot of feedback that BIPOC persons don't experience data collection in a way that makes them feel safe. We need to be sensitive to that. – (paraphrased by Leigh)	<b>FINAL RECOMMENDATION:</b> <i>Olmsted County staff should use existing information to continuously improve disparate outcomes across race, ethnicity, etc. AL</i>  <b>Additional Assessment and Justification:</b> This can further be defined by disaggregating or segmenting the data to meet this end.  We need to move toward action (Steph). Identify what we're going to do with the data. We need data to tell us things as a start (Kristin). To what end (Grace)? The heart of people being served could get lost. We don't want to imply assumptions that outcomes are directly a result of race (Grace). Information collected regarding persons served by Olmsted County services will be limited to that necessary to provide services.
34B. Work alongside BIPOC communities being served to understand how data gathering methods resonate within their communities to inform and improve culturally responsive data gathering methods.		<b>FINAL RECOMMENDATION:</b> <i>Work alongside BIPOC communities being served to understand how data gathering methods resonate within their communities to inform and improve culturally responsive data gathering methods. AL</i>  <b>Additional Assessment and Justification:</b>

<b>DIVERSITY EQUITY INCLUSION: Consider re-naming to "Organizational Culture and Systems"</b> Foster a welcoming community that values belonging, equity, diversity, and dignity in people and ideas.		
Draft recommendations	Subgroup assessment/justification information	FINAL RECOMMENDATIONS Additional Assessment and Justification
35. Assess organizational culture and come up with strategies (ex. retention plan) to support current and incoming workforce.	<b>New 11/2</b> DEI focus group survey done in January 2021. There are some departments further along in creating a DEI plan while others do not have any plan. It is important for OC to have one unified plan that each department can work towards -[Steph] - At least two reports from the Education Review Takeaways mention the importance of foundational principles (slide 11) and race equity and inclusion principles (slide 7) -[Steph] - Dr. Camara Jones notes three steps to addressing racism, 1) Name racism. 2) How is racism operating here? 3) Organize and strategize to figure out how to dismantle the system and build something better in its place. Source: Education Review Takeaways (slide 18) Ted Talk: Allegories on Race and Racism -[Steph] City of Milwaukee developed a 2020 Anti-racism plan toward achieving health equity outlined department-wide initiatives and individual initiatives to be executed across four domains: 1. Organizational Infrastructure and Workforce Capacity 2. Internal Practices and Processes 3. Policy and Legislative Change 4. Community Alliance Building	<b>FINAL RECOMMENDATION:</b> <i>Strengthen organizational culture with strategies to support the five basic human needs: belonging, respect, choice, physical and psychological safety, and joy. AL</i>  <b>Additional Assessment and Justification:</b> The group would like to ensure that the county gets credit for work that is already happening. Consider putting this in the presentation to the board.  How are BIPOC voices included in setting goals?  Community is saying work environment is most important and not sure DEI goals will create an environment of belonging on their own in isolation; DEI goals can't be the only strategy to retain people.

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<p>Source: <a href="#">Work done in other communities</a>, page 8</p> <p>-[Steph] Milwaukee County's plan notes <u>To</u> affect "Power to Make Change" &amp; "institutional practices" it needs a diverse and inclusive workforce and inclusive workplace culture which will include training. Source: <a href="#">Work done in other communities</a>, page 10</p> <p>-[Steph] Anti-Racism Workgroup in Washington County has a <a href="#">2 year</a> plan lists GOALS:</p> <p>Promote Effective Dialogue b) Foster a Learning Environment c) Improve Hiring &amp; Retention of Racially Underrepresented Staff d) Promote Our Commitment to Diversity &amp; Inclusion Source: <a href="#">Work done in other communities</a>, page 13</p> <p>-[Steph] OC Employees have also reported lack of a "safe" method to report and receive help for employee concerns related to belonging, not discrimination. There is a feeling that managers put the onus back on the employee to work it out with the offending party instead of the manager stepping in to facilitate resolution. Source: DEI Focus Group Feedback Report January 2021, page 13</p> <p>-[Steph] See <a href="#">slide 25 of RACE Olmsted County RAA Report</a> which illustrates recommendation to promote/encourage One Olmsted. Lift this up as something to build upon.</p> <p>-[Steph] See <a href="#">One Olmsted Mission, vision, goals to life up their mission, vision, internal, external and HR priorities</a> (slide 2).</p> <p>-[Steph] "Ensure an inclusive &amp; supportive workforce environment to retain staff, and support staff learning &amp; development through awareness, education &amp; wellness opportunities Source: <a href="#">02092021 One Olmsted Presentation</a></p>	<p>36. Each department creates DEI goals.</p>	<p><b>New 11/2</b> Olmsted County Racial Agility Assessment Report (RACE) There is a group designated to manage equity work but is limited by their power and resources to ensure equity goals are met. Recommendations were made to have an organizational campaign promoting One Olmsted by diversity and inclusion teams for leadership, departmental, and have Employee Resource Groups.</p> <p>-[Steph] - "The Guide outlines 7 steps: 1. establish an understanding of race equity and inclusion principles, 2. engage affected populations and stakeholders, 3. gather and analyze disaggregated data, 4. conduct systems analysis of root causes of inequities, 5. identify strategies and target resources to address root causes of inequities, 6. conduct race equity impact assessment for all policies and decision making, 7. continuously evaluate effectiveness and adapt strategies." Source: Education Review Takeaways, Annie E. Casey Foundation <a href="#">Guide: Race, Equity, and Inclusion Action</a></p> <p>-[Steph] - This guiding quote could be helpful to include in the report "To what degree are our approaches grounded in a framework that addresses structural racism and equity?" says Rishi Manchanda, MC, president and CEO of Health Begins, a nonprofit that helps health care and community organizations address social determinants of health. "If we can't answer that question with rigor and candor, even our most innovative solutions might perpetuate inequity and illness, not prevent it."" Source: Education Review Takeaway (slide 19) Commonwealth Fund</p> <p>[Steph] - City of Bloomington's Racial Equity Business Plan has four focus areas and accompanying strategies including, "equity embedded in programs and services the agency provides." Source: <a href="#">Work done in other communities</a>, page 4</p> <p>-[Steph] - OC employees noted the impact of inequitable policies and practices on pages 12-13. They also recommend cross-function collaboration page 12 Source: <a href="#">DEI Focus Group Feedback Report</a> January 2021</p> <p>-[Steph] See HR DEI Goals. Source: <a href="#">3.23 HR 2021 DEI presentation</a></p>	<p><b>FINAL RECOMMENDATION:</b>  <i>Each department creates DEI goals that must include:</i></p> <ul style="list-style-type: none"> <li>- <i>Increasing BIPOC Olmsted County staff</i></li> <li>- <i>Increasing multi-lingual Olmsted County staff</i></li> </ul> <p><b>Additional Assessment and Justification:</b>  Prerequisite Implementations must happen – Priority shared.</p> <ul style="list-style-type: none"> <li>• DEI terms and definitions</li> <li>• DEI training for county board and leadership with BIPOC sharing experiences</li> <li>• (<a href="#">love</a> the idea of personification of the issue; connects to why people aren't being retained).</li> <li>• Can we add training on how to lead diverse teams? A recommendation from presenters.</li> </ul> <p><b>FINAL RECOMMENDATION:</b>  <b>REMOVE – COMBINED WITH #36</b></p>
	<p>37. DEI goals to include increasing representation of BIPOC Olmsted County staff and staff with lived</p>	<p><b>New 11/2</b>  The residential survey showed unfavorable responses in the relevancy of Olmsted County, the understanding of its purpose, and the feeling that OC cares about its local residents. When disaggregating that data, many of those responses came from residents of color. A</p>	



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experience relative to department.	<p>step towards repairing this negative perception would be to work to have OC staff be representative of the people the agency serves. DEI focus group survey stated that most leadership are white men followed by white women. Efforts to recruit from the communities it serves and promote from these communities as well.</p> <p>-[Steph] - City of Bloomington's Racial Equity Business Plan has four focus areas and accompanying strategies including, "workforce diversity within the agency." Source: <a href="#">Work done in other communities</a>, page 4</p> <p>-[Steph] See <a href="#">slide 7 of RACE Olmsted County RAA Report</a> to demonstrate OC staff identified need to diversify leadership</p> <p>-[Steph] "Effectively and fairly recruit, hire and retain staff who represent the community at large in diverse ways" Source: <a href="#">02092021 One Olmsted Presentation</a></p> <p>-[Steph] See HR DEI Goals. Source: <a href="#">3.23 HR 2021 DEI presentation</a></p>	<p><b>Additional Assessment and Justification:</b></p> <p>Can we add training on how to lead diverse teams? A recommendation from presenters.</p>
38. DEI goals to include increase BIPOC leadership at the highest pay levels.	<p>DEI focus group survey stated that most leadership are white men followed by white women. Source: <a href="#">DEI Focus Group Feedback Report</a> January 2021, page 12</p>	<p><b>FINAL RECOMMENDATION:</b></p> <p><i>Increase BIPOC leadership at the highest pay levels.</i></p> <p><b>Additional Assessment and Justification:</b></p>
39. Increase DEI focused FTE to lead efforts across organization.	<p>Many Olmsted County departments are leading the way to ensure everyone, no matter their faith, gender, race, sexual orientation, <u>etc</u> are being treated well and feel they belong in our community. There is an opportunity to take those successes and implement them in other areas of the agency. Without increased staff capacity, this will continue to be piecemealed work and success will not be far-reaching through the agency. With more staff dedicated to projects that will support OC departments in creating and implementing DEI goals, success will become widespread quickly.</p>	<p><b>FINAL RECOMMENDATION:</b></p> <p><i>Increase DEI focused FTE to lead efforts across the organization</i></p> <p><b>Additional Assessment and Justification:</b></p> <p>No changes made</p>

	<p>-[Steph] "Many declarations don't prescribe specific actions or allocate money and that's why they don't go far enough" - Source: Education Review Takeaways - Racism is public health crisis, says cities and counties   <a href="#">PEW Research Center</a></p> <p>-[Steph] "Dedicated FTE to champion and guide the work" Source: <a href="#">Public Health DEI Plan Presentation 9.14.21 slide 5</a></p>	
40. Establish shared DEI terminology across organization.	<p>During the Joint Study process, OC staff were asked many questions focused on DEI broadly. Staff answered those in many different ways, which showed that a need for shared terminology is key. When all employees have the same language to discuss the same concepts, there will be less disagreements and more consensus. This shared language will be foundational as OC aims to grow in the DEI space.</p> <p>-[Steph] - Define racism so it has a consistent meaning for all: different organizations, community members" Source: Education Review Takeaways, Racism is a public health crisis, says cities and counties   <a href="#">PEW Research Center</a></p> <p>-[Steph] - "Organizations that would like to work towards a Race Equity Culture can get started with five actionable steps: 1. Establish a shared vocabulary, 2. Identify race equity champions at the board and senior leadership levels, 3. Name race equity work as a strategic imperative for your organization, 4. Open a continuous dialogue about race equity work, and 5. Disaggregate data." Source: Education Review Takeaways, AWAKE TO WOKE TO WORK: Building a Race Equity Culture</p> <p>-[Steph] See <a href="#">slide 6 of RACE Olmsted County RAA Report</a> to demonstrate OC staff identified need for common language</p> <p>-[Steph] - What can OC do better? --&gt; "</p> <p>There is common language that is used within Olmsted County to address racial equity and racial inequities" page 8. Source: <a href="#">Olmsted County Public Health Services Cultural Competence for Diversity, Equity and Inclusion Assessment and Plan 2021-2023</a></p> <p>-[Steph] Establish Common Language Source: <a href="#">Public Health DEI Plan Presentation 9.14.21 slide 5</a></p>	<p><b>FINAL RECOMMENDATION:</b></p> <p><i>Establish, through One Olmsted, shared DEI definitions across Olmsted County.</i></p> <p><b>Additional Assessment and Justification:</b></p> <p>Adding "through One Olmsted" was strategic to ensure there was inclusion of voices across the organization.</p> <p>Include sharing outside of OC (with the public)</p>



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41. Increase interpreters and bilingual staff.		<p><b>FINAL RECOMMENDATION:</b> <i>Increase resources and funding for interpreters and translators.</i></p> <p><b>Additional Assessment and Justification:</b> Some incorporated into goal number 36/37</p> <p>Consider evaluating whether these resources should be established in-house or contracted out.</p>
42. DEI Training for County Board of Commissioners and Olmsted County Department Leadership.	<p>See #31 assessment and justification to include County Board of Commissioners</p> <p>-[Steph] - City of Bloomington's Racial Equity Business Plan has four focus areas and accompanying strategies including, "equity professional development for agency <a href="#">staff</a>," Source: <a href="#">Work done in other communities</a>, page 4</p> <p>-[Steph] DEI training recommendation and request for 'psychosocial support' by OC staff. In addition OC staff recommended 'Inclusive leadership training' see page 12Source: <a href="#">DEI Focus Group Feedback Report January 2021</a>, page 13</p> <p>-[Steph] - Make racial equity a strategic priority. Training on implicit bias and cultural humility. Source: <a href="#">DL Feb 23 Subgroup Education Review, The Commonwealth Fund</a>, slide 6</p> <p>-Steph - The <a href="#">21st Century Partnership report Community Strategic Plan for Diversity articulated this recommendation in their May 11, 1999 report</a> (page 4)</p> <p>-[Steph] Identify DEI training for 2022 Source: <a href="#">Public Health DEI Plan Presentation 9.14.21 slide 5</a></p>	<p><b>FINAL RECOMMENDATION:</b> <i>Implement anti-racism training for Olmsted County Board of Commissioners, Olmsted County Department Leadership, and advisory board members.</i></p> <p><b>Additional Assessment and Justification:</b> Awareness of who develops training materials</p> <p>Invest in anti-racism training instead of DEI training. Include advisory boards as a key audience for training</p> <p>Work with board leadership is crucial for culture change</p> <p>Not just DEI training, but cast vision for a culture of belonging</p> <p>Co-create training program with/alongside those with lived experiences</p>

<b>Advisory Boards</b> Support practices that ensure Olmsted County advisory board membership is representative of the Olmsted County community.		
Draft recommendations	Subgroup assessment/justification information	<b>FINAL RECOMMENDATIONS</b> <b>Additional Assessment and Justification</b>
43. First step: Review and restructure advisory boards including recruitment, membership, processes (meeting format), board functions/responsibilities to the community, relationship with the commissioners to support increasing BIPOC representation of the community.	<p>-[Steph] Milwaukee county's plan includes the following phrase which could become a foundational board function/responsibility, "First, we assert that racism as a social condition is a fundamental cause of health and illness (Link, 1995). As a growing body of research shows, racism is a social determinant of health (References 12,14-19, 21, 25-31) that perpetuates and exacerbates the very trends our field works to reverse. <b>Therefore, public health, at its core, is antiracist work.</b>" Source: <a href="#">Work done in other communities</a>, page 10</p> <p>-[Steph] Organizational effectiveness and OC employees feeling underutilized and not able to contribute to their fullest potential. Engaging employees in shared decision making is one method to engage and nourish organizational commitment. Source: <a href="#">DEI Focus Group Feedback Report January 2021</a>, page 13</p> <p>-Currently, most Olmsted County Advisory Boards do not have diversity requirements for board membership in their by-laws, or statements regarding valuing diversity of membership. As a result, there is often a lack of diversity amongst members; this includes a lack of diversity in terms of race and ethnicity, place of residence in the county, and place of employment. We would like to see Advisory Boards eventually have membership that is reflective of Olmsted County as a whole.</p>	<p><b>FINAL RECOMMENDATION:</b> <i>Reduce barriers to participate in Olmsted County Advisory Boards in order to increase BIPOC representation and voices of lived experiences.</i></p> <p><b>Additional Assessment and Justification:</b> Would like to add implementation notes for the recommendations:</p> <ul style="list-style-type: none"> <li>• Include a written or oral description of lived experience as part of Advisory Board application process</li> <li>• Recruitment of persons served by Olmsted County services</li> <li>• Inclusive culture of advisory boards by annual racism training for board members</li> <li>• Implement relevant incentives for participation on county boards</li> <li>• Enable remote-based participation on county boards</li> <li>• Perform an annual assessment of barriers people experience and address them</li> </ul> <p>Clarify that this is where we would include demographic requirements on boards, assess accessibility (times, incentives, <a href="#">etc.</a>), and missions of boards. How do we use advisory boards in a way they <i>should</i> be used?</p> <p>Other Group notes:</p> <ul style="list-style-type: none"> <li>• Have intended population groups design the restructure -&gt; leverage the community board One Olmsted is starting</li> <li>• Why do advisory boards exist? What would OC leadership say and what would BIPOC participants on boards say?</li> <li>• The decision about how to reduce bias is still up to the county board. Soul searching is needed.</li> </ul>

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		<ul style="list-style-type: none"> <li>Can someone without a certain level of resources truly participate on an advisory board?</li> <li>We should include lived experience in the application process; place more weight on this than professional experience</li> </ul>
44. Second step: Increase BIPOC representation on advisory boards and increase relevance of advisory boards to BIPOC communities.	<p>-[Steph] - "Organizations that reflect the communities most impacted by inequities are better equipped to understand and respond to community experiences." <a href="#">Source: Education Review Takeaway, MN Dept of Health report: Cultivating a Health Equity Ecosystem, "Lessons Learned from the Eliminating Health Disparities Initiative"</a></p> <p>-As mentioned in recommendation #38 above, we believe Advisory Boards whose membership is reflective of Olmsted County will be best suited to advise the County on policies, operations, and services it provides.</p>	<p><b>FINAL RECOMMENDATION:</b> <b>REMOVE – COMBINED WITH #43</b></p> <p><b>Additional Assessment and Justification:</b> Efforts to specifically address diverse membership and recruitment</p>
45. <b>State Legislative Agenda:</b> Recommend changes to open meeting laws based on limitations to equitable participation.	We believe changing requirements to allow for virtual attendance, and other such current requirements for Advisory Boards, will help increase participation from a more diverse set of our county population.	<p><b>FINAL RECOMMENDATION:</b> <i>Remove or change state statutes that inhibit participation on county boards (e.g. enable remote-based participation on county boards).</i></p> <p><b>Additional Assessment and Justification:</b> Broaden to include any changes to barriers discovered in #43</p>

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Draft recommendations	Subgroup assessment/justification information	FINAL RECOMMENDATIONS Additional Assessment and Justification
46. Gather input from service beneficiaries on satisfaction and improvement ideas.	<p>To truly understand the value Olmsted County provides to its citizens, hearing their feedback and using that to tell the story of the agency is important. It is also important to understand from a user perspective, what could be streamlined, improved, added, or taken away to ensure their experience is a positive one. Residents of color were more likely than their white counterparts to share via the Resident Survey that "Olmsted County does not care about me." This act of asking for feedback and input would both signal that the agency cares about those that it serves and wants to improve outcomes.</p> <p>- [Steph] - City of Bloomington's Racial Equity Business Plan has four focus areas and accompanying strategies including, "develop/implement equitable community engagement with the people they serve." <a href="#">Source: Work done in other communities, page 4</a></p> <p>-[Steph] "Ensure our services to residents &amp; customers are equitable, reduce barriers to use and promote inclusiveness" <a href="#">Source: 02092021 One Olmsted Presentation</a></p>	<p><b>FINAL RECOMMENDATION:</b> <i>Gather input from persons being served to improve delivery of human-centered services* in Olmsted County.</i></p> <p><b>Additional Assessment and Justification:</b> Group determined that the original recommendation was too vague; a desire to be more explicit in who and how input was being collected. Refer to recommendation 34B for methodologies for identifying and collecting data in a responsive manner. *The aim of human-centered system design is to transform services so that individuals have a voice in how they live, public resources are used to help individuals have the life they want, and individuals have access to supports they need.</p>
47. Assess all county services for awareness of and accessibility to BIPOC residents and clients. <u>Take action</u> accordingly.	<p>-[Steph] <a href="#">Ramsey county</a>, "Transforming Systems Together (TST) is a shared decision-making initiative of community members and Ramsey County to rethink how the county delivers services and invests in the community. In June 2020 nine community members and nine alternates were appointed by the county board to work with the nine County department leaders.</p> <p>Racial Equity and Community Engagement Response Team (RECERT), county staff representing all county service teams, was formed in April 2020 and works closely with community members of the Equity Action Circle (EAC)</p> <p>Equity Action Circle was formed in April 2020 with 15 community members from diverse backgrounds, valuable perspectives and lived experiences." <a href="#">Source: Work done in other communities, page 12</a></p> <p>-[Steph] "There is a lack of access and knowledge of available resources." <a href="#">Source: 9.28.21 CHAP Community dialogues overview, Slide 9</a></p>	<p><b>FINAL RECOMMENDATION:</b> <i>Assess all county services for awareness of and accessibility to BIPOC residents and persons served in the approach of "No Wrong Door." <u>Take action</u> accordingly.</i></p> <p><b>Additional Assessment and Justification:</b> <i>No changes made</i></p>

**Customer Service**  
Support practices that gather the voice of Olmsted County customers and recipients.



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	<p>-[Steph] - "Need more access to data that is meaningful=helps us understand how we are impacting the people we serve and helps us do better." Source: <a href="#">FSA for Joint Study 9.14.21 slide 8</a></p>	
<p>48. Add additional GPS (Guiding Partners to Solutions) navigators, that are culturally competent, to help clients access county services.</p>	<p>Respondents from the Residents Survey shared that there is a lack of clear understanding of what resources Olmsted County provides and how that can benefit the average person. The GPS program is an excellent program that helps people navigate the resources that Olmsted County provides. Expanding upon this service, especially with culturally competent and bi-lingual staff can improve this service and serve more marginalized community members.</p> <p>-[Steph] "Effective strategies are those that are grounded in cultural knowledge and wisdom and that understand the intergenerational effects of collective oppression." Source: Education Review Takeaway, MN Dept of Health <a href="#">report</a>: Cultivating a Health Equity Ecosystem, "Lessons Learned from the Eliminating Health Disparities Initiative"</p> <p>-[Steph] - Equity focused budgeting, Formation of TST (Transforming Systems <a href="#">Together</a>) position of "Family Coach" in addition to current navigator positions in the County. The family coach position would be offered to community agencies/ organizations that are already operating and have a history of trusted relationships with community residents, able to connect in a <b>culturally responsive way</b>. The family coach would collaborate with <b>county navigators</b> and financial workers in how to navigate the system. Source: <a href="#">Work done in other communities</a>, page 12</p> <p>-[Steph] community health worker model make made a difference Source: <a href="#">DL Feb 23 Subgroup Education Review, The Commonwealth Fund</a>, slide 5</p> <ul style="list-style-type: none"> <li>• (Kristin) In the CHIP Community Dialogue sessions focused on substance about in 2020-21, community members asked for help and more navigators in order to understand what county resources were available to them</li> </ul>	<p><b>FINAL RECOMMENDATION:</b> <i>Add additional GPS (Guiding Partners to Solutions) navigators that are culturally responsive, to advocate for persons being served.</i></p> <p><b>Additional Assessment and Justification:</b> The group was not satisfied with "culturally competent" verbiage.</p>

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<p>49. Implement participatory budgeting practices.</p>	<p>-[Steph] - Investing in community-driven solutions means recognizing that communities themselves possess the best approaches, practices, and language to suit their communities, and know the most appropriate measures of their success. Source: Education Review Takeaway, MN Dept of Health <a href="#">report</a>: Cultivating a Health Equity Ecosystem, "Lessons Learned from the Eliminating Health Disparities Initiative"</p> <p>- [Steph] - A version of participatory budgeting is happening in King County as Executive Dow Constantine announced \$200,000 in grants awarded to <a href="#">24 community-based organizations across the region</a> to gather input and provide direction on King County's anti-racist policy agendas and budget priorities. In the feedback gathered, there is a clear call for:</p> <ol style="list-style-type: none"> <li>1. Increased Transparency</li> <li>2. Systems &amp; Government Accountability</li> <li>3. Intentional Efforts to Rebuild Trust with Impacted Communities</li> <li>4. Conversation, Collaboration, and Co-Creation with Community-Based Organizations &amp; Impacted Residents</li> </ol> <p>Source: <a href="#">Work done in other communities</a>, page 5</p> <p>-[Steph] In King County the government developed a policy agenda and budget that <b>purposefully centers the voices and lived experiences of communities across the region most impacted by systemic racism and economic inequity</b>. These Executive proposals were developed based on the requests, immediate needs, and specific priorities voiced by local government, systems, and the community. Source: <a href="#">Work done in other communities</a>, page 6</p> <p>-[Steph] The 2021-2022 Proposed Budget makes investments to change King County's approach to working with community to support co-creation and the long-term success of community-based organizations. This includes creating a participatory budgeting effort to determine how to invest \$10 million in new capital projects in the urban unincorporated areas of Skyway, White Center, Fairwood, East Federal Way, and East Renton. Source: <a href="#">Work done in other communities</a>, page 7</p>	<p><b>FINAL RECOMMENDATION:</b> <i>Implement "Participatory Budgeting" practices, meaning Olmsted County leadership listens to and implements community member input on how public funds are allocated.</i></p> <p><b>Additional Assessment and Justification:</b> The group discussed the concern about "Participatory Budgeting."; the feedback indicated a misinterpretation about the concept, so more specificity was added.</p>
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## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

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<b>Criminal Justice - DONE</b> Remove barriers to those currently in crisis and those with a history in criminal justice systems to achieve independent living. Support Olmsted County staff training in de-escalation practices.		
Draft recommendations	Subgroup assessment/justification information	FINAL RECOMMENDATIONS Additional Assessment and Justification
50. Work with community partners to ensure free expungement processes are readily available to people to remove barriers to housing, employment, etc.	<p>- [Steph] <a href="#">Hennepin county</a> has 21 priorities, three each for the seven identified areas of "disparity reduction domains" which include education, employment, health, housing, income, justice and transportation. See <a href="#">link to report</a>. Source: <a href="#">Work done in other communities</a>, page 4</p> <p>- [Steph] In King County King County Executive Dow Constantine joined the King County Council today to present his <a href="#">\$12.4 billion biennial Proposed Budget</a>, which includes calling for an investment of \$400 million in regional housing, as well as funding for anti-racism efforts, criminal legal system transformation, and community engagement.</p> <ul style="list-style-type: none"><li>"Executive Constantine's proposed budget shifts \$4.6 million of marijuana excise tax revenue from law enforcement to community-based programs."</li><li>Invest \$6.2 million in "Restorative Community Pathways"</li><li>Invest \$750,000 to co-create and implement alternative to policing in urban unincorporated King County</li><li>Divest \$1.9 million in detention by continuing limits on jail population</li><li>Invest \$600,000 to respond to regional gun violence</li></ul>	<p><b>FINAL RECOMMENDATION:</b> <i>Work with community partners to ensure free expungement processes are readily available to people who have committed minor offenses to remove barriers to housing, employment, etc.</i></p> <p><b>Additional Assessment and Justification:</b> The group discussed adding a clarification for "minor offenses." <a href="#">The group would like to recommend that there be a reference to other counties successfully doing this work in the final presentation.</a> Add a reference to type of crime</p>

	<ul style="list-style-type: none"><li>Invest \$2.7 million in a community justice model to divert eligible first-time offenders in lowest level cases from the judicial system, offering services to break the cycle of chronic offenses</li><li>Reimagine fare enforcement on Metro</li></ul> <p>Source: <a href="#">Work done in other communities</a>, pages 6-7</p> <p>-[Steph] <a href="#">Benefits of Pre-trial release articulated by Community Corrections</a>. Source: <a href="#">2-23-21 Community Corrections Presentation</a></p>	
51. Work to ensure people with criminal records have access to housing options.	New 11/9	<p><b>FINAL RECOMMENDATION:</b> <i>Work to ensure people with criminal records have access to housing options.</i></p> <p><b>Additional Assessment and Justification:</b> <a href="#">No changes made</a></p>
52. Add additional co-responders to the DFO Diversity, Equity and Community Outreach team to continue to address best practices of supporting people in crisis.	-[Steph] Lift up the four new Community Outreach Specialists within Community Corrections. Source: <a href="#">2-23-21 Community Corrections Presentation</a>	<p><b>FINAL RECOMMENDATION:</b> <i>Evaluate how effectively law enforcement and co-responders de-escalate and respond to people in mental health crisis, including reviewing the success and <a href="#">cultural responsiveness</a> of current mandated de-escalation/crisis response training and co-responder models. Invest in best practices.</i></p> <p><b>Additional Assessment and Justification:</b> We need to assess for effectiveness and take a deep dive into a program. There was confusion about why the organization can't tell if DECO is working or not. If they can't tell this, how can they tell if de-escalation is working? If there are questions about "add additional" could language shift a bit to something like "continue to shift investment of resources to address best practices of supporting people in crisis (<a href="#">e.g.</a> county investment in DECO team).</p>

## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

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53. Require continuing education (16 hours recommended) for active and community-engaged law enforcement personnel on mental health and emotional de-escalation practices.	Per Olmsted County website: "Currently, approximately 60% of Olmsted County Patrol and Detention Deputies and Rochester Police Officers are certified in CIT. Emergency dispatchers are also given training around CIT."  Other communities have: Require continuing education (16 hours recommended) for active and community-engaged law enforcement personnel on mental health and emotional de-escalation practices	<b>FINAL RECOMMENDATION:</b> <b>REMOVE - COMBINE WITH #52</b>  <b>Additional Assessment and Justification:</b> De-escalation training needs to be culturally responsive.  The BIPOC community wants education about how to interact with law enforcement, and this should be led by the BIPOC community. OC needs to work with community partners. * Reference the IMAA model*  There's a need for a process to re-review settled cases so that we can remove past errors in the criminal justice <u>system</u> so racism doesn't further impact people.
<i>New as of 7/19/22</i> 53a. Work with community partners and BIPOC community members to learn how to navigate interactions with law enforcement	De-escalation training that is culturally responsive. The BIPOC community wants education about how to interact with law enforcement! Yes, and can that be led by BIPOC communities? Ex. IMAA programming	<b>FINAL RECOMMENDATION:</b> <i>Work with community partners and BIPOC community members to learn how to navigate interactions with law enforcement</i>  <b>Additional Assessment and Justification:</b>
53b. Work with community partners to support people in reexamining settled cases for the potential to re-open and review cases where errors have occurred.	Work with community partners Do we need a process to re-review settled cases? How do we remove past errors in criminal justice system re: racism from further impacting <u>people</u> .	<b>FINAL RECOMMENDATION:</b> <i>Work with community partners to support people in reexamining settled cases for the potential to re-open and review cases where errors have occurred.</i>  <b>Additional Assessment and Justification:</b>

Community discussion notes re: Criminal Justice Julian: there are now 5 community specialists in the corrections department. There's only one mental health specialist and there is a need for more to prevent burnout. <u>Cmsr</u> Wright: We need more licensed psychologists, not just social workers. Another comment: we need to restore people in the CJ system (restorative justice). <u>Cmsr</u> Wright responded that there's a program in Washington or Oregon that has had success at this. (Called Cahoots?) Sheriff wants more 24/7 social work coverage (DECO)	



## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

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<b>Accountability</b> Invest in resources to alleviate and/or eliminate homelessness, address the lack of affordable rental housing, and increase and support home ownership, especially among BIPOC (Black, Indigenous, People of Color) communities.		
Draft recommendations	Subgroup assessment/justification information	FINAL RECOMMENDATIONS
54. Develop evaluation metrics for implemented recommendations.	<p>-[Steph] - "Build in accountability" - Source: Education Review Takeaway - Racism as a Public Health issue <a href="#">webinar</a>, National Association of Counties (NACO)</p> <p>-[Steph] - We must look beyond disparities by income and education between races, and <a href="#">measurement is key</a> - Source: Education Review Takeaways, The link between health and racism by Professor David R. Williams   <a href="#">TED Talk</a></p> <p>-[Steph] The work in Hennepin County was guided by the Racial Equity Impact Tool developed by Government Alliance on Race and Equity. The tool is designed to help set benchmarks, foster <a href="#">learning</a> and collaborate with other local organizations. Source: <a href="#">Work done in other communities</a>, page 4</p> <p>-[Steph] King County has just launched a <a href="#">public reporting platform</a> (in 2018?) for our Equity and Social Justice Strategic Plan 2016-2022 to help us monitor, track and share how well we are doing to advance equity and social justice in our community. . Combining stories with data, the goal is to give our communities, <a href="#">employees</a> and the public at large an open, honest and robust view of actions we are taking to achieve important outcomes in equity and social justice. <a href="#">Read more</a> about the progress of our ESJ Strategic Plan Source: <a href="#">Work done in other communities</a>, page 5</p> <p>-[Steph] See <a href="#">slide 7 of RACE Olmsted County RAA Report</a> to demonstrate OC staff identified need to evaluate success by internal benchmarks.</p>	<p><b>FINAL RECOMMENDATION:</b>  <i>Ensure accountability for monitoring progress of racism as a public health issue by:</i></p> <ul style="list-style-type: none"> <li>• <i>Creating an accountability board through One Olmsted, ensuring the involvement of community members served by Olmsted County programs, as well as community organizations and county staff;</i></li> <li>• <i>Co-developing and implementing evaluation metrics with input from those communities served by those programs;</i></li> <li>• <i>Creating, through the accountability board, a process for providing feedback to county departments and programs to monitor progress and identify areas of opportunity and improvement;</i></li> <li>• <i>Establishing a mechanism for reporting progress to the county board and the community on an annual basis;</i></li> <li>• <i>Periodically examining the metrics and targets to ensure that they are community-centric and relevant.</i></li> </ul> <p><b>Additional Assessment and Justification:</b>  The group wanted to include language about ensuring accountability within the recommendation. The group considered assigning responsibility to particular groups</p>

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		<p>(One Olmsted and/or their community council). The group wanted to work alongside community members and maintain a balance of power.</p> <p>This recommendation implies implementation of improvement efforts where identified.</p> <p><a href="#">This recommendation should apply across all recommendations within!</a></p>
55. Establish an Accountability Advisory Board (made of members of impacted communities) to monitor progress of recommendations.	<p>-[Steph] "Financial investments need to be as big as the problem." Source: Education Review Takeaway (slide 13) UM Public Health Podcast Series</p> <p>-[Steph] - The creation of a Race Equity Advisory Council in Hennepin County will report to the County Board annually to report progress and unmet needs in coordination with the County Administrator. This work is also guided by the Racial Equity Impact Tool. Source: <a href="#">Work done in other communities</a>, page 4</p> <p>-[Steph] - The community engaged work being done in King County could be a model for Olmsted. "All of King County government is committed to implementing a racially equitable response to this crisis, centering on community. Intentional and meaningful community engagement leading to co-creation is foundational to King County's success in living its value of leading with racial justice, and effectively becoming a more anti-racist government and region. The 2021-2022 Budget makes investments to enhance the County's approach to working in partnership with communities. To that end, the County is partnering with and providing resources to community-based organizations serving and rooted in BIPOC communities across the County to improve trust, ensure engagement is equitable and community-driven, and begin to heal from and repair institutional harm." Source: <a href="#">Work done in other communities</a>, page 5</p> <p>-[Steph] - In King County a <a href="#">Community oversight committee</a> was named August 10, 2021 will serve three important functions:</p> <ul style="list-style-type: none"> <li>• Strengthen the County's relationship with communities most negatively harmed by systemic racism</li> <li>• Provide accountability and guidance on the County's Racism is a Public Health Crisis 2021 – 22 budget and policy priorities</li> </ul>	<p><b>FINAL RECOMMENDATION:</b>  <b>REMOVE – COMBINED WITH #54</b></p> <p><b>Additional Assessment and Justification:</b>  With the adjustments to recommendation #54 this recommendation would be duplicative. There was concern from the group about this being perceived as a long-term implementation target, when they saw it as more short-term.</p> <p><b>From "Advisory Boards" Focus Area:</b>  In <a href="#">presenters</a> feedback to JS, they note that these recommendations are very similar to the community council One Olmsted is discussion. Can we share our recommendations to this group to support accountability and perhaps even recommend a set of best practices or specific guide/<a href="#">process</a> (e.g. GARE).</p>

## II. Process and methodologies

### f. Subgroup work sessions to develop final recommendations

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- Co-create with communities a vision, long-term goals, and strategies for racial equity and social justice, including allocation of the \$25 million fund to support the economic recovery of communities most negatively impacted by systemic racism and COVID-19. Source: Source: [Work done in other communities](#), page 5

#### Implementation Notes:

- Center BIPOC voices in the implementation of recommendations
- Leverage a Community Council in the advisory board recruitment
- When writing/communicating recommendations, use “person being served” rather than “client, etc.”
- Consider power dynamics between community members vs staff on boards (#54)
- Prerequisites *need* to be a priority for implementation
- Intentional and careful collection of data
- Consider integrated/collaborative responses to recommendations ([i.e.](#) Mental Health and Substance Use)

GARDEN: Opportunities for Community Partners	Notes
a. City/county collaboration to support access for identifications (unmet need for unbanked people). Potential State Legislative agenda piece here.	
b. Community opportunity with USPS to explore postal banking.	
c. Medical community: Look at increasing number of providers with the certifications required for providers to be able to prescribe medications for opioid use disorder (MOUD).	See Val's assessment

## II. Process and methodologies

### g. Internal and external communication planning

In August 2020, the Olmsted County Board of Commissioners passed a resolution directing two of its volunteer advisory groups – the [Olmsted County Public Health Services Advisory Board](#) (PHSAB) and the [Olmsted County Human Rights Commission](#) (HRC) – to jointly study and investigate racial disparities that result from systemic racism as a public health issue. The Olmsted County Communications team worked with county staff and volunteers to develop an effective communications plan to improve the reach and engagement of the study among stakeholders, county employees, and residents.

#### **Goals**

- Inform the community.
  - Used external communications methods (e.g., board meetings, press releases, GovDelivery email distributions, public website, and video creation) to relay messages. Messages were also shared by our local media in print, television, radio, and online.
- Inform Olmsted County employees
  - Used internal communications methods (e.g., countywide emails, intranet articles, and internal meetings) to relay messages.
- Increase engagement among residents by seeking input.
  - Created an external-facing [video](#) to inform residents and seek input.
  - Requested feedback on draft recommendations from community groups like, NAACP Rochester, Minnesota Branch, and the United Way of Olmsted County.
  - Created and distributed an online survey to receive feedback on the draft recommendations.
- Answer questions from residents.
  - Developed a list of frequently asked questions and assigned spokespersons to be responsive to media inquiries.
- Document important milestones.
  - A dedicated [webpage](#) on [olmstedcounty.gov](#) has documented study accomplishments, updates, timelines, and made information easily accessible for residents.
- Share results.
  - Used external communications methods (e.g., board meetings, press releases, GovDelivery email distributions, and public website) to relay messages. Messages were also shared by our local media in print, television, radio, and online.



## II. Process and methodologies

### g. Internal and external communication planning

#### **Communications plan**

##### Summer 2020

- August 6, 2020: Press release - Olmsted County to conduct study of race and racism as a public health issue.
  - Media coverage of announcement:
    - KROC: [Olmsted County to Address Racism as a Public Health Issue \(krocnews.com\)](https://www.krocnews.com/news/olmsted-county-to-address-racism-as-a-public-health-issue)
    - KAAL TV: [Olmsted County race and racism survey | KAALTV.com](https://www.kaaltv.com/news/olmsted-county-race-and-racism-survey)

##### Fall & Winter 2021

- Development of communications project and task list to keep our team on track.
- Development of talking points for designated Olmsted County spokespeople for potential media interview requests.
- Identifying Olmsted County employees to serve as spokespersons.
- Development of [frequently asked questions](#) to help residents understand the purpose of the study.
- Creation of Olmsted County news articles on study updates.
- Creation of press releases for members of the media on study updates.
- Creation of internal, employee-focused emails and website articles on study updates.
- Social media messaging on Facebook, LinkedIn, and Twitter on study updates.
- Creation of dedicated [webpage](#) on olmstedcounty.gov to share updates on the study.
- Development of a timeline to help keep residents informed throughout the various project phases.
- Creation of a video that outlined the purpose of the study for volunteers. A second version of the [video](#) was created for external purposes to give residents a better understanding of what this study aims to accomplish. Both videos were developed by SeeMe productions. The Olmsted County team outlined the message we wanted to portray and lined up volunteers from the joint study sub-groups to participate in the video to share their knowledge and experience. We let the volunteers tell the story and details of why the study is important to Olmsted County.



## II. Process and Methodologies

### g. Internal and external communication planning

Winter & Spring 2022

- Creation of an [online survey](#) for residents to share feedback on the draft recommendations.
- Social media messaging on Facebook, LinkedIn, and Twitter on survey and other study updates.
- Creation of Olmsted County news articles on study updates.
- Creation of press releases for members of the media on study updates.

#### **Media coverage**

August 6, 2022: KROC - [Olmsted County to Address Racism as a Public Health Issue \(krocnews.com\)](#)

August 6, 2022: KAAL - [Olmsted County race and racism survey | KAALTV.com](#)

January 20, 2022: KIMT - [Olmsted County to focus on racism as a public health issue | News | kimt.com](#)

February 9, 2022: KIMT - [Olmsted County moves forward with with recommendations from joint-study of systemic racism | Olmsted County | kimt.com](#)

March 7, 2022: Post-Bulletin - [Olmsted County seeking feedback related to race and racism study as public health issue - Post Bulletin | Rochester Minnesota news, weather, sports](#)



### III. Documents/data sources reviewed by subgroup

- a. 2020 Comprehensive Housing Needs Analysis for Olmsted County, Minnesota (Maxfield Study)
  - i. 2020 Comprehensive Housing Needs Analysis for Olmsted County, Minnesota (Maxfield Study)
- b. 2019 Community Health Needs Assessment
  - i. 2019 Community Health Needs Assessment
- c. 2020 Community Health Improvement Plan
  - i. 2020 Community Health Improvement Plan
- d. April 2021 Olmsted County COVID-19 Impact Survey Report
  - i. April 2021 Olmsted County COVID-19 Impact Survey Report



### III. Documents

#### e. County board resolution 20-153

##### OLMSTED COUNTY, MINNESOTA

##### Request For County Board Action

**AGENDA DATE:** August 4, 2020

**REQUEST BY:** Lisa Morris-Helmstetter, Administration

**STATE ITEM OF BUSINESS:** Direct the PHAB and HRC to Conduct a Joint Study of Race and Racism as a Public Health Issue

##### **BACKGROUND:**

##### **COUNTY BOARD ACTION REQUESTED:**

Direct the Public Health Advisory Board and the Human Rights Commission to study and investigate racism and disparities in healthcare, report back to the Olmsted County Board of Commissioners with findings, and adopt supporting resolution as follows.

Reviewed with additional material provided: ✓ Approved  
County Administrator

Resolution 20-153

Meeting of August 4, 2020

##### Resolution No. 20-153

WHEREAS, racial and ethnic minorities in the United States are less likely to receive preventative medical care [The Commonwealth Fund (2018), Retrieved from <https://www.commonwealthfund.org/publications/newsletter-article/2018/sep/focus-reducing-racial-disparities-health-care-confronting>]; and

WHEREAS, the COVID-19 pandemic has revealed widespread and fundamental disparities across the United States for both exposure and severe outcomes related to this virus associated with race; and

WHEREAS, the disparities recognized nationally are also evident in Olmsted County related to COVID-19 to the extent that residents that identify as black are more than five times more likely to acquire infection than those that identify as white. In addition, those that identify as Hispanic have more than four times the risk for exposure compared to those that identify as white; and

WHEREAS, beyond COVID-19, significant disparities in health when considering race are and have been evident in Olmsted County based on the county's community health needs assessments; and,

WHEREAS, Olmsted County's most recent community assessment reported that while 31.3% of residents that identify as white report financial stress while 53.9% of non-white residents are financially stressed; and,

WHEREAS, Olmsted County's most recent community assessment identified "community inclusiveness" as the fifth most important health issue in our community; and

WHEREAS, public health can be defined as the science, practice, and art of collective efforts to prevent disease, promote health, and prolong quality of life among populations, while assuring conditions in which all people can be healthy [Washington University of St. Louis, Institute of Public Health (2020), Retrieved from <https://publichealth.wustl.edu/public-health-and-global-health-definitions/>; and

WHEREAS, "Public health professionals try to prevent problems from happening or recurring through implementing educational programs, recommending policies, administering services and conducting research," highlighting that "a large part of public health is promoting healthcare equity, quality and accessibility" [CDC Foundation (2020), Retrieved from <https://www.cdcfoundation.org/what-public-health>]; and

WHEREAS, the American Public Health Association (APHA) states that "Racism is an ongoing public health crisis that needs our attention now" [American Public Health Association (2020), Retrieved from <https://www.apha.org/topics-and-issues/health-equity/racism-and-health>]; and

WHEREAS, more than 100 studies have linked systemic racism to worse health outcomes [Institute of Medicine (2003), Retrieved from <https://www.nap.edu/read/10260/chapter/11>]; and

WHEREAS, as of August 1st, 2020 more than 80 state and local government agencies have now passed resolutions that declare racial disparities and racism as a public health crisis.

Resolution 20-153

Meeting of August 4, 2020

BE IT RESOLVED, that the Olmsted County Board of Commissioners recognizes that Inequity Associated with Race and Racism is a Public Health Issue and,

BE IT FURTHER RESOLVED, that the Olmsted County Board of Commissioners directs the Olmsted County Public Health Services Advisory Board and the Olmsted County Human Rights Commission to jointly study and investigate this issue with special emphasis on the services the County provides and,

BE IT FURTHER RESOLVED, that findings and any recommendations from this joint study will be presented to the County Board of Commissioners once complete.

Dated at Rochester, Minnesota this 4<sup>th</sup> day of August, 2020.

OLMSTED COUNTY BOARD OF COMMISSIONERS

DocuSigned by:

Matt Flynn

8/4/2020 | 9:24 PM CDT

Matt Flynn, Chairperson

ATTEST:

DocuSigned by:

Lisa Morris-Helmstetter

8/5/2020 | 6:00 AM CDT

Lisa Morris-Helmstetter, Deputy Clerk to the County Board

RESULT: ADOPTED [UNANIMOUS]

AYES: Podulke, Brown, Flynn, Bier, Kiscaden, Thein, Wright



### III. Documents/data sources reviewed by subgroup

#### f. Work done in other communities document (community benchmarking)

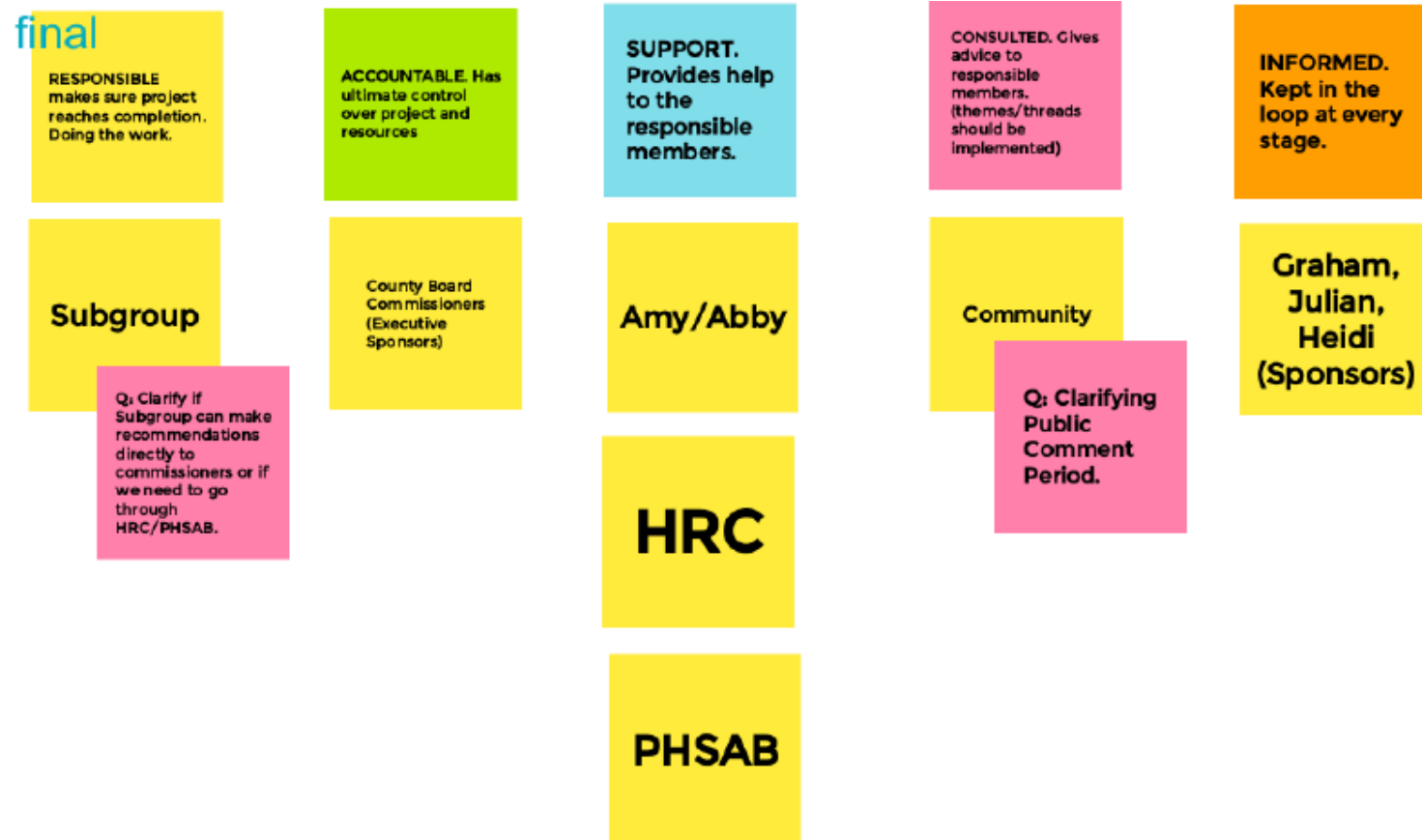
Olmsted County Joint Study (summer 2021)				
Charter Item: Review of Work Done in Other Communities				
	Agency/Jurisdiction	Links	Resolution?	What's happening
MN passed Resolution	Rochester, Mn city	<a href="#">story about</a>	no	Hired DEI Coordinator, mayor & city council engage in Race, Equity leadership training.
	Bloomington, MN city	<a href="#">See JS Tea</a>	yes	identified business case, business plan, strategy and measures.
	Hennepin County Commissioners	<a href="#">link to repor</a>	yes	Documented what they have been doing, and identified what they will do next. Ties in social de
	Minneapolis city, MN	<a href="#">Resolution</a>	yes	be interested to know how they intend to report out progress as they go forward. Did not see th has a division of race & equity, est. dec 2017; created Racial Equity Action Plan est. July 2019; <a href="#">Strategic &amp; Racial Equity Action Plan</a>
MN Counties we typically benchmark with	MN House of Representatives	<a href="#">Link to Resc</a>	yes	Intentions as they do their work, no action plan found. Per Cmr Malcolm, wanting to see what's
	Anoka County		no	As of 2020, per staff nothing around DEI. Nothing found online search.
	Carver County		no	nothing found Carver Co. Eastern Carver Co School district has hired Equity & Inclusion Coord
	Dakota County	<a href="#">County web</a>	no	Dakota Co has ERGs: Employee Resource Groups
	Scott County		no	Racism doesn't belong here message on their website; race equity dialog tools, etc.
	St. Louis County		no	Nothing found online search.
	Stearns County	<a href="#">link to count</a>	no	Doing intentional thinking around race/ethnicity. Using Baldrige framework. led thru their HR c
	Washington County	<a href="#">link</a>	no	Sept 2020, Hired a Chief Equity Officer. Identified Anti-Racism Workgroup 2 year plan 2018-20
	Wright County	<a href="#">link</a>	no	Co Board passed a board resolution, "strong allegiance to DEI" that includes 3 action items
WI passed Resolution	Milwaukee Co. FIRST in the nati	<a href="#">Ordinance</a>	yes	Passed an ordinance in 2019, adopted the health and equity framework. Lists 3 pages of action
	Association	<a href="#">Racism Declaration</a>		3 Jurisdictions that signed on: Appleton, WI; Milwaukee County Executive on behalf of Milwauk
	Dane County Board of Health	<a href="#">Resolution s</a>	yes	Resolution to sign on to WI Public Health Association Declaration
	Dane County (Madison county sea	<a href="#">Resolution.</a>	yes	"use racial equity and social justice lens..." very brief.
	Gov Evers/State at large	<a href="#">PBS link fro</a>	yes	APHA links a PBS newstory. quick search yields no links to documents
	Kenosha County Board	<a href="#">Resolution</a>	yes	Lists 6 action items. <a href="#">DEI plan, linked to resolution action items</a>
	La Crosse Co Board of Supervisor	<a href="#">Resolution</a>	yes	Resolution lists 6 action items, asks all co depts to recognize Racism as PH issue. Completein
	Milwaukee, WI city	<a href="#">Resolution</a>		See Proposed Substitute A doc. Lists 5 action items for the "Equal Rights Commission". <a href="#">Office of Equity &amp; Inclusion lists Racial Equity Action Plan</a>
	Rock County Board of Supervisors	<a href="#">Declaration</a>	yes	Four "Be It Resolved" statements. 2 Equity Manager positions created for Human
	Cudahy, city of	<a href="#">APHA cites</a>	yes	<a href="#">newstory</a>
	Napa city, CA	<a href="#">article</a>		article talks about action items being implemented by city manager and city police chief
	San Diego county, CA	<a href="#">Resolution</a>	Yes	Jan 19, 2021: 5 action items listed, return in 90 days with action plan to implement. county site <a href="#">Office of Equity and Racial Justice with strategic plan and resources</a>

### III. Documents/data sources reviewed by subgroup

- g. Responsible, accountable, support, consulted, informed (RASCI) matrix for recommendations and report (Jamboard)

Suggestions from the subgroup regarding process tools to use in the project, were often times implemented.

An example is the RASCI tool which was deployed to help subgroup members and project sponsors identify who was responsible, accountable, supporting, consulted and informed when it came to identifying final recommendations.

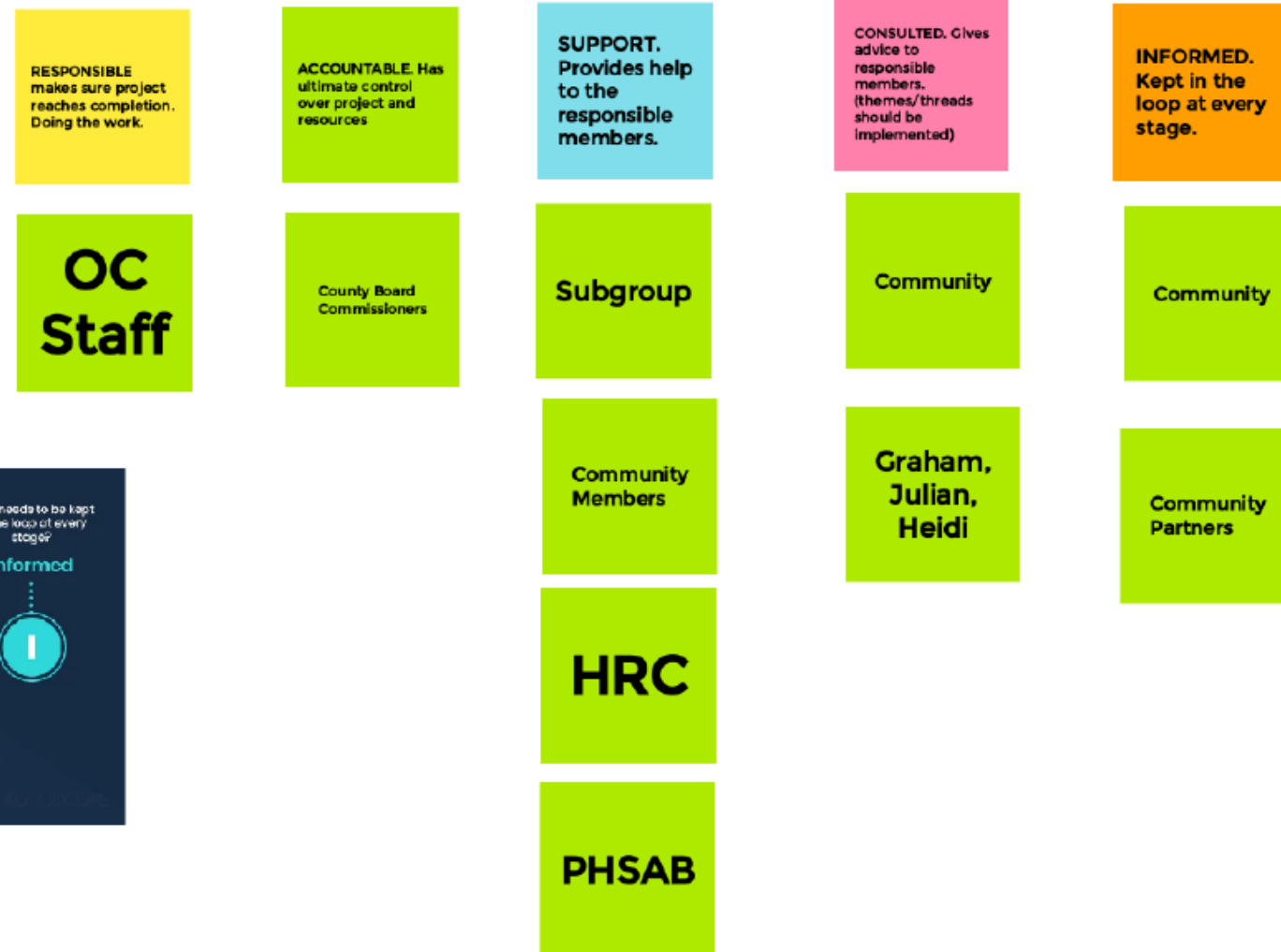




### III. Documents/data sources reviewed by subgroup

- g. Responsible, accountable, support, consulted, informed (RASCI) matrix for recommendations and report (Jamboard)

Another example where we utilized the RASCI tool, at the suggestion of subgroup members, was identifying roles and responsibilities of writing the final report.





### III. Documents/data sources reviewed by subgroup

#### h. Directory of information for fall 2021 subgroup work sessions

Directory of Information for Joint Study Work Sessions | Sept. 2021

Focus Area/ Category	Item on MS Teams Site (helpful to have Teams open when accessing links below)
<b>Mental Health</b>	<p><b>SPECIFIC TO OUR COMMUNITY</b></p> <p><a href="#">IMAA Whole Families Systems Executive Summary</a>  <a href="#">IMAA Whole Families Systems Report FINAL</a></p> <p><a href="#">Olmsted County Community Corrections Presentation**</a>  <a href="#">Follow Up Q&amp;A for Community Corrections**</a></p> <p><a href="#">Olmsted County Health Disparity Data from CHNA**</a>  <a href="#">CHAP Community Database Overview**</a></p> <p><a href="#">Residential Survey Presentation**</a></p> <p><a href="#">DFD Community Outreach Team Update**</a></p>
<b>Substance Use</b>	<p><b>SPECIFIC TO OUR COMMUNITY</b></p> <p><a href="#">Olmsted County Community Corrections Presentation**</a>  <a href="#">Follow Up Q&amp;A for Community Corrections**</a></p> <p><a href="#">Olmsted County Health Disparity Data from CHNA**</a>  <a href="#">CHAP Community Database Overview**</a></p> <p><a href="#">Residential Survey Presentation**</a></p> <p><a href="#">DFD Community Outreach Team Update**</a></p>
<b>Financial Stress</b>	<p><b>SPECIFIC TO OUR COMMUNITY</b></p> <p><a href="#">IMAA Whole Families Systems Executive Summary**</a>  <a href="#">IMAA Whole Families Systems Report FINAL**</a></p> <p><a href="#">Olmsted County Health Disparity Data from CHNA**</a>  <a href="#">CHAP Community Database Overview**</a></p> <p><a href="#">Community Indicators Data**</a></p> <p><a href="#">Residential Survey Presentation**</a></p> <p><a href="#">PSA Presentation**</a>  <a href="#">Olmsted Report Cash and Snap 4.15.2021**</a>  <a href="#">Food Security Follow Up from 9.14.2021 Presentation**</a></p>

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<b>ARTICLES/RESEARCH</b>	<p><a href="#">"CHS Improves the Health of People Living in Deep Poverty" Research Summary</a></p> <p><a href="#">Delivering Services to Unhoused Report, May 2021</a>  <a href="#">analysis of above report written by PRNewswire</a></p>
<b>Housing &amp; Homelessness</b>	<p><b>SPECIFIC TO OUR COMMUNITY</b></p> <p><a href="#">Marshall Study Olmsted County Comprehensive Report</a></p> <p><a href="#">211 Data for Joint Study Presentation</a></p> <p><a href="#">IMAA Whole Families Systems Report FINAL**</a>  <a href="#">IMAA Whole Families Systems Executive Summary**</a></p> <p><a href="#">Olmsted County Community Corrections Presentation**</a>  <a href="#">Follow Up Q&amp;A for Community Corrections**</a></p> <p><a href="#">Olmsted County Housing Redevelopment Authority Presentation</a>  <a href="#">HRA Data Data follow up for subgroup</a></p> <p><a href="#">Olmsted County Health Disparity Data from CHNA**</a>  <a href="#">CHAP Community Database Overview**</a></p> <p><a href="#">Community Indicators Data**</a></p> <p><a href="#">Residential Survey Presentation**</a></p>
<b>Community Work Materials</b>	<p><b>OLMSTED COUNTY – DEI SPECIFIC</b></p> <p><a href="#">DEI Focus Group Feedback Report Jan 2021</a></p> <p><a href="#">RACE Olmsted County RAA Report</a></p> <p><a href="#">One Olmsted Resolution Presentation first presentation</a>  <a href="#">One Olmsted Presentation second presentation</a></p> <p><a href="#">Olmsted County Human Resources DEI Initiative</a>  <a href="#">Follow Up Questions/Responses for HR</a></p> <p><a href="#">Public Health DEI Plan Presentation</a></p>

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Directory of Information for Joint Study Work Sessions | Sept. 2021

<b>Other</b>	<p><a href="#">Culture Competence for Diversity Equity and Inclusion Assessment and Plan</a></p> <p><b>SPEAKERS</b></p> <p><a href="#">Pathways to Prosperity</a> – new system design  <a href="#">Logic model</a>  <a href="#">9.25.2021 PowerPoint</a></p> <p><a href="#">Adult Field Services</a> folder  <a href="#">Copy of their Equity Data also</a>  <a href="#">One chart and snapshot</a>  <a href="#">Jan 2021 Staff readiness feedback workload research</a></p> <p><a href="#">Law Enforcement at 9/10/21 Human Rights Commission meeting</a></p> <p><b>CITY OF ROCHESTER</b></p> <p><a href="#">City of Rochester COVID19 and DEI Survey and Conversation</a></p> <p><a href="#">City of Rochester Presents Key Learnings from COVID19 and DEI Survey and Conversations</a></p> <p><a href="#">Community Listening Sessions – All Data</a></p> <p><a href="#">City Council is Engaged in Race, Equity and Leadership Training – News Release</a></p>
<b>Other</b>	<p><b>OLMSTED COUNTY – SPEAKERS</b></p> <p><a href="#">Residential Survey Presentation**</a></p> <p><a href="#">Community Corrections Presentation**</a>  <a href="#">Follow Up Q&amp;A for Community Corrections**</a></p> <p><a href="#">Olmsted County Housing Redevelopment Authority Presentation**</a>  <a href="#">HRA Data Data follow up for subgroup**</a></p> <p><a href="#">Olmsted County Health Disparity Data from CHNA**</a>  <a href="#">CHAP Community Database Overview**</a></p> <p><a href="#">DFD Community Outreach Team Update**</a></p> <p><a href="#">PSA Presentation**</a>  <a href="#">Olmsted Report Cash and Snap 4.15.2021**</a>  <a href="#">Food Security Follow Up from 9.14.2021 Presentation**</a></p>

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<b>OLMSTED COUNTY – OTHER</b>	<p><a href="#">Commissioner Kowalsky's Data for Equity Project with Pretrial</a>  <a href="#">Data for Equity Project Update to HRC</a></p> <p><a href="#">Olmsted County Letter of Support for "Clean Slate Bill"</a></p> <p><b>OLMSTED COUNTY – INFO ON ORGANIZATION/PRIMARY AUDIENCE</b></p> <p><a href="#">Olmsted County Organization Review</a>  <a href="#">Basis of Responsibility in Olmsted County</a></p> <p><b>DOCUMENT WITH BRIEF SUMMARY OF OTHER COMMUNITY DEI WORK</b> (Includes: Bloomington MN, Washington Co. MN, Milwaukee City WI, King Co. WA, Hennepin Co. MN, Milwaukee Co. WI, Allegheny Co. PA, and Ramsey Co. MN):  <a href="#">https://docs.google.com/document/d/1H-JE-B4250X-XGKK-VMRCv-T8scaKz1UaMkvZa6E/edit#</a>  Please <a href="#">email</a> in progress. Disregard for now.</p>
<b>Other:</b>	<p><b>Background on Racism as a Public Health Issue/Non-specific focus on 4 priority areas</b></p> <p><b>RESEARCH AND INFORMATION – GENERAL</b>  Guidance: Do not spend too much time on this section, most will be brought into background of report</p> <p><a href="#">Education Review Takeaway Presentation</a> (Subgroup activity 3/9/21)</p> <p><a href="#">The Skin Color Paradox and the America Racial Color – Harvard University</a></p> <p><a href="#">Measuring Inequity: Methods Used to Quantify Structural Racism</a> (Journal of Health Disparities, Research and Practice document)</p> <p><a href="#">Improving the Health of People Living in Deep Poverty – MN Dept of Human Services</a></p> <p><b>OLMSTED COUNTY – POPULATION DATA</b></p> <p><a href="#">MN Census Data for Rochester</a></p> <p><a href="#">Community Indicators Data</a> (Olmsted County geographical area info)</p>

\*\* Resource shared in multiple categories

Our Work Links:  
[SPFAQHS Jan Board](#)

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Directory of Information for Joint Study Work Sessions | Sept. 2021

- Ideas/feedback on recommendations** (identified by subgroup, other stakeholders)
- [Jacobson Subgroup Jan 20, Feb 9, April 20](#) – #10 "Recommendation ideas/suggestions"
  - 1<sup>st</sup> draft of final report [outline](#) on Teams/Subgroup
  - Feedback from Speakers – see above for links
    - Follow up Q&A for Community Corrections
    - HRA Follow up from Dave Dunn
    - Public Health DEI plan presentation and DEI plan
    - DFD Community Outreach Team Update