

UPWARD MOBILITY ACTION PLAN

JULY 2022



[ramseycounty.us](https://www.ramseycounty.us)
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SUMMARY

Ramsey County's Upward Mobility Project is a countywide initiative to boost mobility from poverty and ensure that prosperity is shared by all residents. Through this project, the county has used a racial equity lens to address inequities in economic and social outcomes. This work focuses on the priority areas of affordability, wealth creation, early childhood, health and public safety.

A VISION FOR UPWARD MOBILITY

Ramsey County is guided in this work by our vision of a vibrant community where all are valued and thrive. This vision depends on addressing racial and ethnic disparities to create an environment where all residents can experience fair outcomes, achieve the highest level of health and well-being, and access opportunities for advancement and growth.

WHO IS INVOLVED?

Ramsey County's Upward Mobility Project uses a two-track approach to champion this work. First, the project team assembled a countywide working group of staff members representing seven departments. The project team also formed a second working group comprised of leaders from community-based organizations that operate programs addressing affordability, wealth creation, early childhood, health and public safety:

- Community Action Partnership of Ramsey and Washington Counties
- East Metro Community Centers (Hallie Q Brown Community Center, Keystone Community Services, Merrick Community Services and Neighborhood House)
- Saint Paul Promise Neighborhood
- Suburban Ramsey Family Collaborative

PRIORITY AREAS

Affordability

Make living in Ramsey County affordable for racially and ethnically diverse communities to create a strong, stable foundation for economic success.

Wealth Creation

Build pathways to homeownership, entrepreneurship and other opportunities for racial and ethnically diverse communities to build intergenerational wealth.

Early Childhood

Ensure racially and ethnically diverse families and young children have access to high quality, consistent early care, education, resources and opportunities.

Health

Address racial disparities to ensure equitable health outcomes for all Ramsey County residents.

Public Safety

Realign justice system outcomes through well-being investments aimed at eliminating harm imposed by the justice system on Black and American Indian communities.

CREATING WITH COMMUNITY

The insights that informed this mobility action planning process were guided by interdepartmental coordination and extensive community engagement. The County worked closely with the four Community Partner groups listed above, who were key partners in two rounds of community engagement with Ramsey County residents to get feedback on the initial priority areas and the action steps that were identified within each priority area.

KEY STRATEGIC ACTIONS

Affordability

- 01 Preserve and increase the supply of rental housing units for lowest-income residents.
- 02 Sustain and accelerate earn and learn programming to connect job seekers with in-demand career pathways.
- 03 Enhance the accessibility and awareness of available assistance.

Wealth Creation

- 01 Expand affordable homeownership opportunities and improve housing stability for communities that historically have experienced wealth extraction.
- 02 Develop pathways to entrepreneurship and Black, Latinx, Asian and American Indian business ownership.
- 03 Provide financial coaching and accessible resources that demystify lending processes and empower racially and ethnically diverse communities to build assets.

Early Childhood

- 01 Increase access to high-quality early care and education.
- 02 Engage families experiencing the greatest disparities in early care and education with community-based family coaches.
- 03 Strategically coordinate services so that all county touchpoints for families understand and refer to other early care and education services.
- 04 Create an Early Childhood Academy to expand the early childhood workforce with well trained, high-earning and successful childcare providers.

Health

- 01 Expand access to preventative health and mental/behavioral health services.
- 02 Expand access to prenatal care to support healthy birth weights.
- 03 Promote food security and access to nutritious foods.

Public Safety

- 01 Co-design and implement more appropriate community, social service, public health and well-being focused response alternatives to 9-1-1 calls to reduce criminalization of Black and American Indian communities and improve safety for all.
- 02 Partner with community to offer alternatives to confinement and reduce the number of Black and American Indians who are imprisoned and incarcerated.
- 03 Reduce the number of Ramsey County residents who are financially obligated to the criminal justice system.

WHAT'S NEXT?

Ramsey County has a set of [Community Indicators](#), which are measures that assist planners and community leaders in making decisions that affect future outcomes and show community progress toward achieving the [county's vision, mission and goals](#). The Mobility Metrics that Ramsey County, in consultation with community, developed to measure progress in each of the above priority areas will be adopted as the county's new Community Indicators.

The strategic actions outlined above and in the county's Mobility Action Plan will be implemented by a coalition comprised of County departments and community partners and assessed by the County's performance measurement and evaluation team.

The Upward Mobility Cohort

Everyone deserves the chance to improve their lives: to strengthen their economic well-being, to be valued, to feel they belong and to have power and autonomy.

Thriving communities that support opportunity, boost upward mobility and aim to narrow racial and ethnic inequities for children, youth and adults. Local leaders increasingly have access to strategies and policy levers that can help achieve those goals.

This Mobility Action Plan (MAP) describes goals, strategies and target outcomes for boosting mobility from poverty for Ramsey County residents. These findings are the product of 18 months of research and engagement by Ramsey County with support from the Urban Institute, a nonprofit research institute. Building on the insights of the US Partnership on Mobility from Poverty, namely that upward mobility is about more than just economic success but also belonging and autonomy, the Urban Institute and a working group of researchers developed a framework and set of mobility metrics representing a range of policy areas that influence mobility. Communities can use these metrics to understand local conditions and disparities, set priorities and take policy action to boost upward mobility and reduce inequities.

To better understand how these mobility metrics can support communities, Urban selected eight counties from across the country to participate in the Upward Mobility Cohort. Ramsey County was a member of this initial cohort. Beginning in early 2021, each county sought to better understand the local conditions that enable or prevent mobility and equity in their communities and to develop priorities and strategies for action. As part of this process, counties have:

- Analyzed the mobility metrics and other local data to understand the areas of strength and concern for upward mobility and the people and communities who are most affected;
- Partnered with local organizations and community members to examine the local histories and underlying factors that may perpetuate structural barriers affecting mobility and equity outcomes and ensure that the MAP reflects community priorities;
- Identified the current and potential landscape of solutions by inventorying existing plans and programs within and beyond government to assess where there are gaps or opportunities for improvement; and
- Engaged with peer counties to share best practices, address roadblocks and facilitate continuous learning and improvement.

As each county implements and sustains its MAP, the Urban Institute will draw insights and lessons from the Upward Mobility Cohort to guide further improvements to the framework and mobility metrics.



VISION STATEMENT

Ramsey County is guided in this work by our vision of a vibrant community where all are valued and thrive. This vision depends on addressing racial and ethnic disparities to create an environment where all residents can experience fair outcomes, achieve the highest level of health and well-being, and access opportunities for advancement and growth.

HOW WE GOT HERE

Located in Minnesota, Ramsey County is home to the state's capital, Saint Paul, and borders Minneapolis in Hennepin County and the Mississippi River. Initially settled by Americans Indians, the area was part of what white settlers had named Minnesota Territory in 1849. The demographic makeup has since shifted to become the most diverse county in the state. During the 1800s and into the Civil War, freedmen and escaped slaves came to Saint Paul for work. The Black population grew gradually during the Great Migration starting in the early 1900s, although it was still small in comparison to the White population. By the end of 1970s, Ramsey County was three percent Black and 95 percent white. According to the US Census Bureau, today 12.9 percent of the county's population identifies as Black. In the 1950s, seasonal Latinx workers migrated to Saint Paul in the winter with some settling permanently. The 1970s prompted the arrival of refugees from Southeast Asia and later Somalia, central Africa and Myanmar. By the start of the 1980s, the number and size of racially and ethnically diverse communities continued to grow, leading to the richly diverse community that exists today.¹ The immigration of workers has supported the county's robust wholesale, manufacturing, service and government industries. These economies have prospered because of the county's expansive river and railroad networks. Ramsey County is known as a major transportation hub, serving people and transferring products from the East to the West coasts.

Although the county was home to an increasingly diverse population, county government directly contributed to the structural inequities and racism that persist today. Segregation and discrimination were rampant in housing, employment and education for many decades, facilitated by all levels of governments and the private sector. The Black population was systematically prevented from buying homes in prosperous white neighborhoods through the introduction of racial covenants, or clauses within deeds that prohibited the purchase of a home's deed by members of specific racial and ethnic groups beginning in 1910. The racial covenants explicitly excluded persons of "Chinese, Japanese, Moorish, Turkish, Negro, Mongolian and African descent."² Used in conjunction with redlining, racial

¹ <https://www.mncompass.org/topics/demographics/race-ethnicity?population-by-race#7-5051-g>

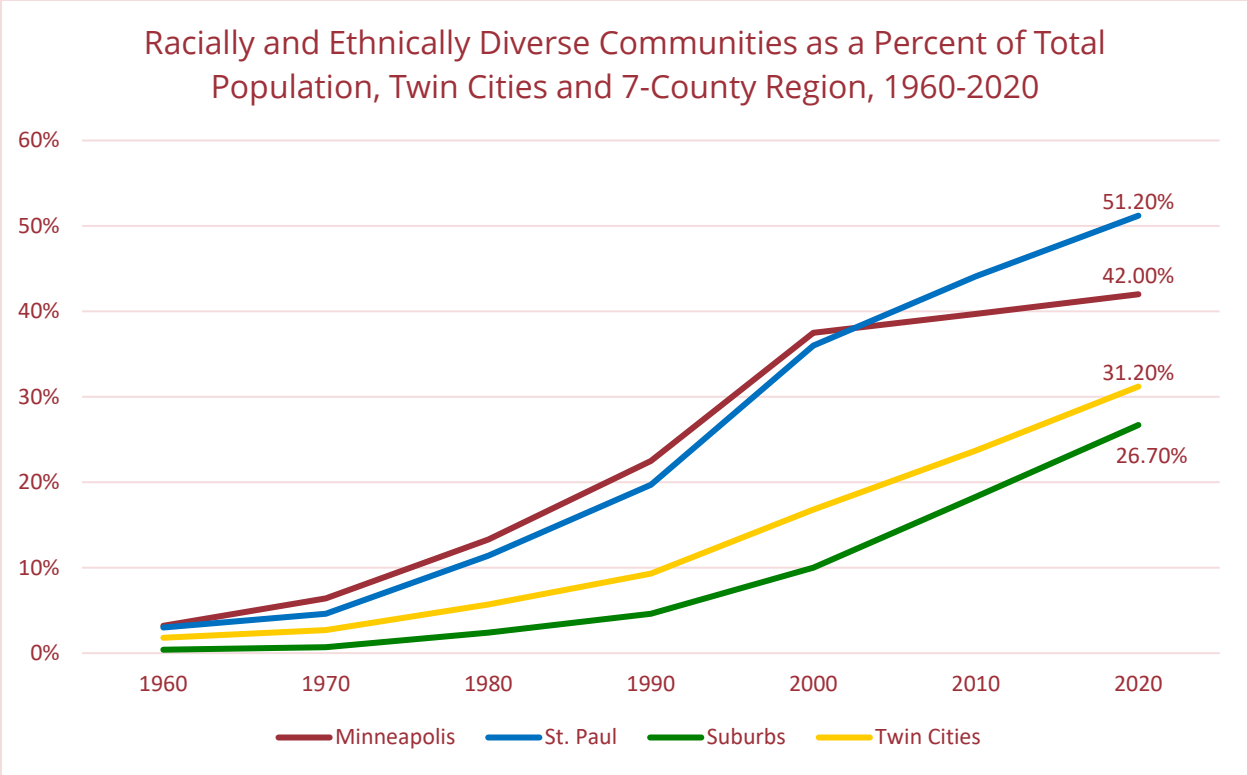
² In this context, Negro is meant to refer to American born people of color, while African descent represents peoples having immigrated from Africa to the States.

covenants prevented racially and ethnically diverse residents, especially Black community members, from owning homes in many areas, leading to low homeownership rates. During that time, the Black population numbered a mere few thousand in a population of just over 200,000 people.³ Despite the 1968 Fair Housing Act rendering racial covenants illegal, by then, many neighborhoods across Ramsey County were effectively racially exclusive, a trend that continues today. Racial wealth disparities were further perpetuated by the destruction of Black communities, most egregiously by the construction of Interstate Highway I-94 through the heart of a prosperous Black community called Rondo. Racist housing policies established a century ago are a direct cause of the wide racial wealth disparities that persist today.

Ramsey County's historical complicity with segregation laws also produced racial disparities in voting, employment and education. Black, American Indian and other racially and ethnically diverse communities were intentionally excluded from voting at Ramsey County's founding in 1849 with voting restrictions extending well into the 1930s. Additionally, these groups were excluded from welfare services available to whites. Punitive welfare policies in the 1960s focused on reducing what little welfare assistance diverse communities were given; for example, "man in the house" rules prevented working men from receiving public assistance while living with their families. Despite progress at the federal level on increasing racial equality in employment, with laws such as the Equal Employment Opportunities Act of 1972, efforts to increase inclusivity were extremely slow to take hold within Ramsey County government employment. In 1976, Ramsey County reported having only six percent of its workforce from diverse communities, and in 2002, had only 3 people of color in senior management positions.

Minnesota's racial inequality, represented by wide racial gaps in educational, wealth and health outcomes, has been well-documented nationally for the past decade and has received even greater scrutiny since the killing of George Floyd. Despite being the most diverse county in the seven-county metro area, Ramsey County has worse outcomes for racially and ethnically diverse residents (and Black residents in particular) by several measures. Black residents have lower levels of household wealth and educational attainment and are significantly more cost-burdened in terms of rental housing costs. Racially and ethnically diverse small business ownership in Ramsey County lags behind the rest of the seven-county metro area, Minnesota as a whole and U.S. averages.

³ <https://population.us/county/mn/ramsey-county/>



Source: [Minnesota Compass](#), U.S. Census Bureau, Decennial Census.

Ramsey County is currently realigning programs, processes and policies to accelerate racial and health equity and advance shared community power. The county’s [strategic priorities](#), detailed in Table 1, guide the overall work of the county, in addition to its 2040 Comprehensive Plan. These priorities not only drive strategic funding decisions, but are also fully integrated components of the county’s budget process that are reviewed and revised on an annual basis.

Residents First: Effective, Efficient and Accessible Operations	Advancing Racial and Health Equity and Shared Community Power	Aligning Justice System Outcomes with Community Values	Putting Well-Being and Community at the Center of Justice System Transformation	Advancing a Holistic Approach to Strengthen Families	Responding to Climate Change and Increasing Community Resilience	Intergenerational Prosperity for Racial and Economic Inclusion	Residents First: Effective, Efficient and Accessible Operations
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Over the past few years, the county has developed plans focused on specific areas of upward mobility, such as inclusive economic development, workforce programming, justice system reform, affordable housing, technological equity and deeper collaboration with community, many of which are focused on addressing racial disparities. Every year, the county reviews and revises its strategic priorities, which are specifically linked to racial equity and community empowerment. Ramsey County’s

participation in the Upward Mobility Cohort was centered, in part, on the implementation of a more comprehensive approach, the Economic Competitiveness and Inclusion Plan (ECI Plan), which seeks to drive equitable access to quality housing, economic development, living-wage jobs and workforce development as part of a competitive regional economy. Participating in the Upward Mobility Cohort allowed the county to consider holistic goals and priorities across multiple service teams and

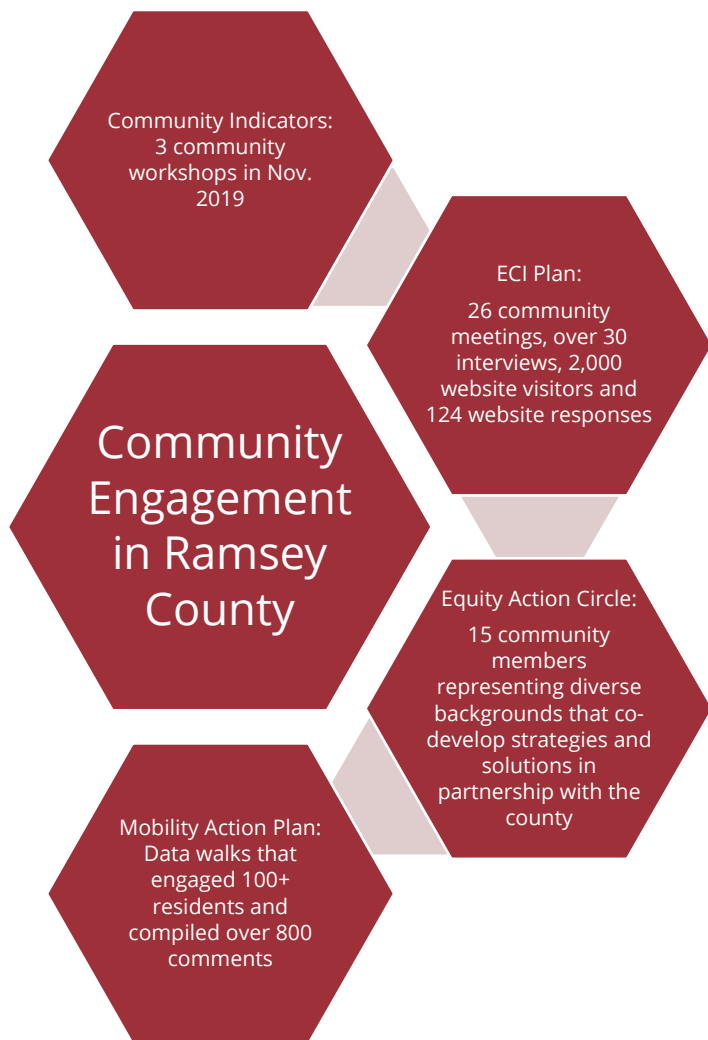
departments, develop a set of replicable and stable metrics across multiple areas of the county's work, and bring both county leadership and community together to determine specific action steps.

Ramsey County aims to measure quality of life through its Community Indicators, which measure communitywide outcomes to help inform policy and program decision making. Current indicators include items like life expectancy, serious crime rate, poverty rates and voter participation. Ramsey County will replace these with the Mobility Metrics developed in partnership with the Urban, in order to measure quality of life in terms of a holistic approach to upward mobility, with a focus on closing the racial disparities in our community.

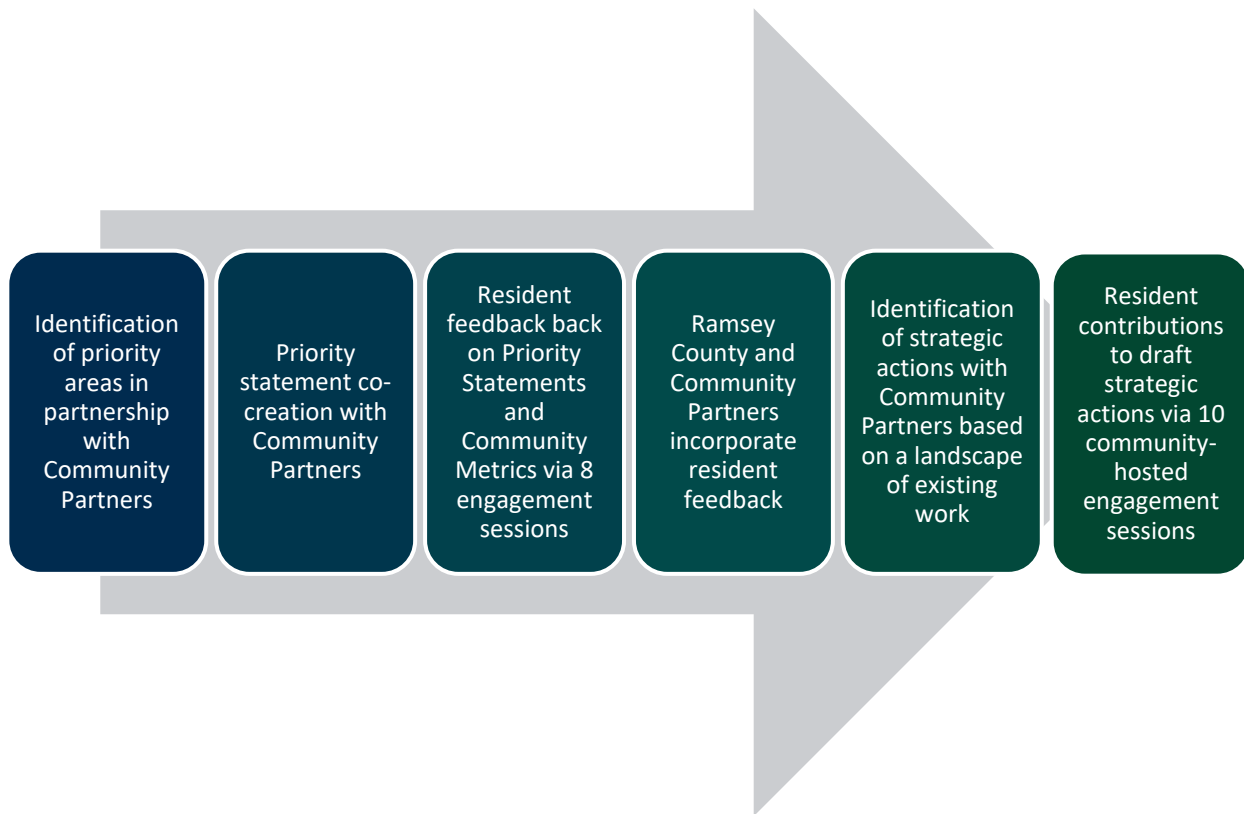
CREATING WITH COMMUNITY

The community-centric process of creating this MAP aligns with the county's intention to build shared power with its residents. To create a set of new

Community Indicators informed by community priorities, in November 2019, the county hosted three workshops to learn more about our residents' values and their vision for the future. To build the ECI plan, the county hosted 26 community meetings and over 30 interviews with community partners, elected representatives, community members and business leaders, eliciting 2,000 website visitors and 124 website responses. In response to COVID-19, the county created the Equity Action Circle, which consists of 15 community members representing diverse backgrounds that co-develop strategies and solutions in partnership with the county to meet the unmet needs of residents.



The MAP will help the county deconstruct systemic and organizational barriers to become a fairer, more inclusive and transparent organization that shares power with residents and works with community to identify, address and eliminate disparities. The MAP process allowed the county to step back and consolidate learnings across all engagement efforts so as to respect our residents' input and make sure community feedback was used strategically at the county level.

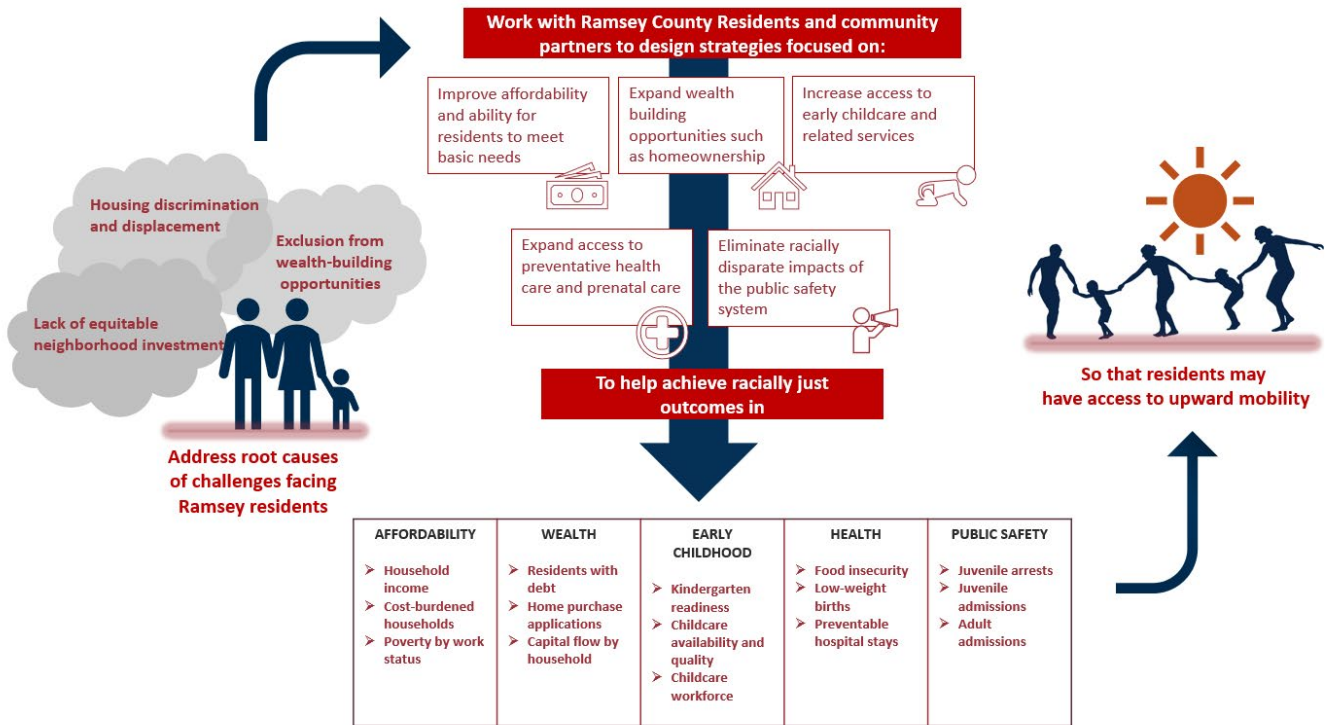


The county also formed strong partnerships with multiple community-based organizations that have helped co-create this plan. Our Upward Mobility Community Partners identified goals, project priorities and local data sources, in addition to engaging the broader communities they serve to collect additional feedback on MAP recommendations. These organizations include:

- Community Action Partnership of Ramsey and Washington Counties
- East Metro Community Centers (Hallie Q Brown Community Center, Keystone Community Services, Merrick Community Services and Neighborhood House)
- Saint Paul Promise Neighborhood
- Suburban Ramsey Family Collaborative

These key partners were essential to the two rounds of community engagement with Ramsey County residents to get feedback on the initial priority areas and the action steps that were identified based on those priority areas.

A THEORY OF CHANGE



SUMMARY OF UPWARD MOBILITY INSIGHTS

The Mobility Metric data highlight some concerning disparities between Ramsey County and other peer communities, especially when it comes to disparities in homeownership, access to pre-school and overly punitive policing, which have driven our focus in these areas. Ramsey County is also the only county in our metro region where the cost of living is higher than the median income for a household family of four. This gap continues to increase over time, especially for racially and ethnically diverse communities.

Analysis of existing Ramsey County plans and policies revealed numerous interconnections that were leveraged during MAP development, including connections to performance metrics used by each county department during our budgeting process, data and policy recommendations included in our ECI Plan, the goals of related grants such as Preschool Development Grant (PDG) initiative, and ongoing justice reform efforts related to Ramsey County's Juvenile Detention Alternatives Initiative (JDAI) and partnership with the W. Haywood Burns Institute.

In Fall 2021, Ramsey County conducted two Upward Mobility Community Data Walks during an initial round of community engagement. The Data Walks enabled over 100 residents to review initial mobility

metric findings and provide feedback on how metrics could best capture their own lived experience and priorities and address the disparities revealed in the data. With Ramsey County's support, our Upward Mobility Community Partners also conducted their own data walks, focus groups and other efforts to gather additional input on MAP priorities and associated metrics.

Altogether, Ramsey County received over 800 comments during its first round of community engagement that highlighted the need for further disaggregation of the data by race and ethnicity, more accessible and flexible resources and support, more holistic and culturally competent policy interventions, increased intentionality in addressing various racial and ethnic gaps and better ways to capture informal efforts to improve outcomes in diverse communities.

Ramsey County and our Upward Mobility Community Partners conducted a second round of engagement in Spring 2022 that allowed the county to share how previous engagement had been incorporated and gain feedback on the county's proposed Strategic Actions for improving outcomes in each priority area as well as input on how the county can best sustain and remain accountable to MAP goals and recommended actions.

The results of this work are detailed in the following pages. Ramsey County's Upward Mobility Goals are listed in the first table, along with the Mobility Metrics that will measure the county's progress in reaching these goals. The following table shows the Strategic Actions that the county will take toward reaching Upward Mobility Goals.

UPWARD MOBILITY GOALS

GOALS	MEASURES
<p>AFFORDABILITY Make living in Ramsey County affordable for racially and ethnically diverse communities to create a strong, stable foundation for economic success.</p>	<ul style="list-style-type: none">▪ Household income at 20th, 50th and 80th percentile▪ Cost-burdened households by race and ethnicity▪ Full-time workers living below poverty level by industry
<p>WEALTH CREATION Build pathways to homeownership, entrepreneurship and other opportunities for racial and ethnically diverse communities to build intergenerational wealth.</p>	<ul style="list-style-type: none">▪ Share of residents with debt in collections▪ Share of student loan debt▪ Denial rate for home purchase loans, by race▪ Aggregate capital flow per household
<p>EARLY CHILDHOOD Ensure racially and ethnically diverse families and young children have access to high quality, consistent early care, education, resources and opportunities.</p>	<ul style="list-style-type: none">▪ Number of licensed childcare slots compared with potential demand▪ Quality Rating and Improvement System (QRIS) levels of licensed care▪ Number and percent of young children who receive developmental screenings▪ Early childcare workforce metrics
<p>HEALTH Address racial disparities to ensure equitable health outcomes for all Ramsey County residents.</p>	<ul style="list-style-type: none">▪ Food insecurity, all vs children▪ Share of low weight births disaggregated by race, compared to other counties▪ Preventable hospital stays compared to Minnesota and national data disaggregated by race

PUBLIC SAFETY

Realign justice system outcomes through well-being investments aimed at eliminating harm imposed by the justice system on Black and American Indian communities.

- Rates of juvenile justice arrests (per 100,000 juveniles) disaggregated by race
- Juvenile detention center admissions disaggregated by race
- Adult detention center, Ramsey County Correctional Facility populations disaggregated by race

STRATEGIC ACTIONS

STRATEGY: AFFORDABILITY

Make living in Ramsey County affordable for racially and ethnically diverse communities to create a strong, stable foundation for economic success.

SHORT TERM

- Invest in the preservation of “naturally-occurring affordable housing.”
- Partner with community-based organizations offering industry training and workshops.
- Develop programs offering drivers licenses, transportation assistance and supports for other basic job requirements.
- Strategically coordinate and streamline county services and community-based resources to minimize touchpoints and enhance access.

MID TERM

- Coordinate with local partners on affordable housing production.
- Enhance requirements for county-funded housing projects.
- Recruit more companies to participate in “earn and learn” programming.
- Expand use of Navigators and Family Coaches to help residents access relevant programs.

LONG TERM

- Incentivize actions that encourage multifamily zoning.
- Expand the county’s Inclusive Workplaces Cohort to further advance equity and hiring among Ramsey County employers.
- Launch a youth and young adult employment hub and other programming with a primary focus on county-involved youth (in justice system, foster care, etc.)
- Provide training to frontline staff to ensure awareness of other programs recipients of financial assistance services might qualify for automatically, as well as other available resources.

STRATEGY: WEALTH CREATION

Build pathways to homeownership, entrepreneurship and other opportunities for racial and ethnically diverse communities to build intergenerational wealth.

SHORT TERM

- Realign and promote expanded use of federal and state resources for low-barrier homeownership opportunities.
- Address historic redlining and redirect housing investments by rehabbing tax-forfeited properties and leveraging them as affordable first-time home buying opportunities for targeted communities.
- Foster procurement policies and practices focused on racial inclusion and equity.
- Expand existing down-payment assistance program and provide first-time homeowners with long-term support.

MID TERM

- Establish an Equitable and Resilient Communities Fellowship to conduct outreach on affordable homeownership and down payment assistance programs.
- Promote partnerships between diverse suppliers and anchor institutions within the county.
- Partner with community leaders to encourage investing and spending with diverse businesses.
- Partner with community-based and culturally specific organizations to offer financial coaching on positive-asset building and long-term financial health.
- Support local child saving account/basic income pilots and incentivize participants to access financial coaching.

LONG TERM

- Create a rehab fund for emergency home repairs for homeowners with households at 80 percent of Area Median Income.
- Develop a community-based capacity building initiative to help small businesses compete for state grants and programs.
- Coordinate with commercial lenders and develop joint investment pools in response to historic underinvestment.
- Partner with schools and community organizations to offer financial literacy programs focused on teaching middle and high-school aged youth about credit, banking and savings.

STRATEGY: EARLY CHILDHOOD

Ensure racially and ethnically diverse families and young children have access to high quality, consistent early care, education, resources and opportunities.

SHORT TERM

- Increase staff understanding of funding sources for childcare.
- Help families access programs and resources that assist in paying for childcare.
- Enhance families' awareness of availability of and eligibility for Early Learning Scholarships, Childcare Assistance, Basic Sliding Fee and Transition Year programs.
- Improve access to quality, affordable early childhood care and education for foster families and the children in their care.

MID TERM

- Deploy family coaches to provide follow-along support and resource referrals to families experiencing the greatest disparities in accessing Early Childhood resources.
- Support and promote Help Me Connect, a one-stop-shop early childhood resource navigation tool for caregivers and those working with families (prenatal to 8 years old) and Bridge to Benefits, a public benefits screening tool.
- Coordinate with the City of Saint Paul and suburban school districts on early childhood and education efforts.

LONG TERM

- Improve internal enrollment and referral processes so that presumptively eligible families receiving Medical Assistance are connected to WIC and Family Home Visiting services.
- Engage in-home childcare providers, as well as all types of Family, Friend and Neighbor (FFN) providers in training, career pathway and early childhood workforce and business opportunities.
- Promote early childhood workforce opportunities to culturally specific providers through ongoing partnerships.
- Create and Early Childhood Development Certificate Program.

STRATEGY: HEALTH

Address racial disparities to ensure equitable health outcomes for all Ramsey County residents.

SHORT TERM

- Build connections with community health resources and cultural healers to provide connection points to clinics/wellness services and promote the use of primary care providers.
- Address the stigma around mental health with targeted community outreach and improve access and connections to mental health services through case management and navigation support.
- Continue support of Mothers First programming for high-risk families with histories of substance abuse.
- Coordinate with local food shelves to enhance provision of culturally appropriate food and nutritious meals for medically sensitive populations.

MID TERM

- Coordinate with school-based clinics and children's mental health services to expand access to preventative health care.
- Certify peers and community members with lived experience to help coach and support clients accessing Ramsey County's mental health resources.
- Provide bias training for maternity care providers.
- Leverage Ramsey County owned properties for community gardening projects.

LONG TERM

- Create a paraprofessional pathways program to connect community members with community health worker certifications and potential pathways within the county.
- Launch a trusted community messenger initiative to connect new/expecting parents with resources and spread awareness of risks associated with infant mortality.
- Develop programs supporting access to reliable transportation and meal delivery options in food deserts.
- Increase access to SNAP and other benefits while promoting community-based food assistance programs.

STRATEGY: PUBLIC SAFETY

Realign justice system outcomes through well-being investments aimed at eliminating harm imposed by the justice system on Black and American Indian communities.

SHORT TERM

- Co-design with community and system partners to reimagine 9-1-1 and first responder processes and options.

MID TERM

- Launch a 9-1-1 Appropriate Responses Initiative to enhance dispatch processes, expand Public Health and Social Services responses and develop community-based alternatives.
- Expand diversion programs that connect youth who are convicted of crimes with community-based restorative justice programs.
- Promote trauma-informed interventions that prioritize community over confinement.

LONG TERM

- Develop a risk assessment tool for use at jail booking in order to release more individuals and avoid engagement with the cash bail process.
- Eliminate fines and fees that disproportionately impact Black and American Indian individuals and their families.

SUSTAINABILITY STRATEGY

Ramsey County will continue to coordinate with our Community Partners and leaders across county departments to develop community based and culturally specific strategies for boosting mobility and integrate Mobility Action goals and metrics into budgeting processes and strategic initiatives.

CONTINUED COLLABORATION WITH COMMUNITY PARTNERS

- Conversations with partners interested in collaborating on health access and community improvement initiatives (Keystone)
- Resource Fairs that are focused on family coaches and access to affordable career pathways (Suburban Ramsey Family Collaborative)
- Childcare Access and training programs to support the workforce (St. Paul Promise Neighborhoods)
- Affordable Housing programs and family navigators (Neighborhood House)

- Safety and Justice community feedback and conveners of spaces (Community Action Partnership of Ramsey and Washington Counties)

EMBEDDING THE MAP WITHIN COUNTY PROCESSES

A Countywide Upward Mobility Working Group was formed to align and connect ongoing projects across Ramsey County and to help break down silos and imbed MAP metrics, priorities and recommendations into the future work of multiple county departments. Membership included representatives from Policy and Planning, Community and Economic Development, Workforce Solutions, Housing Stability, Public Health, Health and Wellness, the County Attorney's Office and Community Corrections.

Mobility Metrics identified as key indicators of progress on community-wide outcomes associated with each of Ramsey County's mobility strategies will be embedded within the county's budget process as Community Indicators and will be continually updated on the county's Open Data Portal.

FUTURE GAP ANALYSIS

There is a recognition that a gap analysis is needed to identify internal as well as external partners who may be missing from the table. As part of continuous improvement, Ramsey County recognizes that partners from different cultural perspectives are missing and will work with community to connect with voices from Black, Latinx, American Indian, Hmong, Karen and Somali communities. Conversations are currently scheduled with internal partners who were missing from the health access priority area, safety and justice and others will be coordinated in the coming months for a more well-rounded engagement with community and relevant county departments.

DISSEMINATION PLANS

MAP goals, recommendations and associated Community Indicators will be shared broadly to connect with members of the community who may have missed the opportunities from the Fall 2021 and Spring 2022. Ramsey County plans to disseminate the MAP via social media posts on Facebook, on Ramsey County's website and through one pager hand-outs printed for community partners involved, in addition to creating an email link for feedback or questions regarding the MAP.

Process Documentation



1. **Document review.** In order to ensure that the MAP is fully coordinated with existing local initiatives, the team reviewed the Economic Competitiveness and Inclusion Plan, the 2022 Strategic Plan and Ramsey County’s initial suite of Community Indicators. The team then cross-walked priority areas, strategies, and metrics associated with these plans and strategic priorities. This exercise was important to (a) avoid duplication of efforts across county initiatives and (b) understand where local metrics were already being collected and analyzed in areas of economic inclusion and mobility.
 - a. [Ramsey County Economic Competitiveness and Inclusion Plan](#)
 - b. [Ramsey County Community Indicators](#)
 - c. [Ramsey County 2022 Strategic Plan](#)
2. **Stakeholder engagement.** The team created a stakeholder map to evaluate current and potential partnerships with community-based organizations. This exercise involved identifying the county’s relationship with various organizations, as well as identifying shared interests and priorities. By doing this, the county could determine valuable partnership for moving the MAP forward. The community-based organizations would be key to helping the Ramsey identifying priority statements, determining action steps, and engaging the community.
3. **Priority Statements.** As a part of Ramsey County monthly meetings with partners, the county was able to gather input about the priorities from community partners. As a result, Ramsey County developed the following initial priority statements.
 - a. Make living in Ramsey County affordable for racially and ethnically diverse communities to enhance well-being for all residents.
 - b. Create opportunities to build generational wealth.
 - c. Eliminate racial disparities in the education and development of Ramsey County’s children.

- d. Eliminate racial disparities in health outcomes for Ramsey County residents to ensure all communities in Ramsey County are healthy and well.
- e. Eliminate the use of the public safety system to marginalize and oppress Black and Brown communities.

4. **First Round of Community Engagement.** The first round of community engagement involved Ramsey County and community partners hosting data walks to discuss and receive feedback on draft priorities and metrics. The organizations first met with Ramsey County to discuss the details of the engagement and receive resources to help aid their data walks.

Organization Name	Initial Meeting	Organization Contact	Scheduled Data Walks
Community Action Partnership of Ramsey & Washington Counties (CAPRW)	9/17	Cassidy Titcomb Gina Iliev	10/27/21
East Metro Community Centers (Hallie Q Brown Community Center, Keystone Community Services, Merrick Community Services, Neighborhood House)	9/1	Sarah Lindeman Joanna Kirby Julia McCarthy Joan Schlecht Luke Weisberg	10/24/2021 10/26/2021 11/4/2021 11/11/2021 11/12/2021
Suburban Ramsey Family Collaborative (SRFC)	9/9	Mary Sue Hansen	11/4/2021
St. Paul Promise Neighborhood (SPPN)	9/9	Tiffany Scott Knox Takara Henegar	12/10/2021
Ramsey County	N/A	Cassie Fitzgerald	10/12/2021 10/13/2021

5. **County Workgroups.** Formed subgroups of staff and subject-matter experts to incorporate partner and community feedback. The subgroups were tasked with refining priority statements, developing strategies, and refining mobility metrics. The subgroups are:

- a. Affordability (living wage jobs, affordable housing)
- b. Wealth Creation (loans/debt, home, and business ownership)
- c. Early Childhood and Education (access to Pre-K, grad rates and career training)
- d. Health (access to care, food insecurity and health outcomes)
- e. Justice Reform (racial/ethnic disparities in detentions and arrests)

	Affordability	Wealth	Early Childhood	Health	Justice
Meeting 1	Tue 1/4 3-4pm	Thurs 1/6 3-4pm	Wed 1/12 2-3pm	Fri 1/7 2-3pm	Mon 1/10 11am-12pm
Meeting 2	Tue 1/11 3-4pm	Thurs 1/13 3-4pm	Wed 1/26 2-3pm	Fri 1/14 2-3pm	Tues 1/18 12-3pm
Meeting 3	Tue 1/25 3-4pm	Thurs 1/20 3-4pm	Wed 2/2 2-3pm	Fri 1/21 2-3pm	Mon 1/24 12-1pm

Affordability Subgroup Meeting Attendees:

- Tina Curry, Director, Financial Assistance Services
- Max Holdhusen, Manager, Housing Development
- Michelle Belitz, Planning Manager, Workforce Solutions
- Martha Faust, Redevelopment Manager, Community and Economic Development
- Larry Timmerman, Strategic Performance Planning Manager, Policy and Planning
- Greg Acs, Vice President, Income and Benefits Policy, Urban Institute
- Kate Reynolds, Principal Policy Associate, Research to Action Lab, Urban Institute

Wealth Creation Subgroup Meeting Attendees:

- Portia Jackson, Community Development Specialist, Housing Development
- Rick Howden, Economic Development Specialist, Community and Economic Development
- Antonio Montez, Racial and Health Equity Administrator, Policy and Planning
- Eric Penniston, Legal Fellow, Policy and Planning
- Mary Sue Hansen, Director, Suburban Ramsey Family Collaborative
- Margaret Simms, Nonresident Fellow, Center on Labor, Human Services, and Population, Urban Institute

Early Childhood Subgroup Meeting Attendees:

- Jennifer Schuster-Jaeger, Interim Director, Health and Wellness Administration
- December Brakefield, Early Childhood Coordinator, Health and Wellness Administration
- Maita Lee, WIC Supervisor and Outreach Coordinator, Health and Wellness
- Mary Bogle, Principal Research Associate, Urban Institute
- Diane Schilder, Senior Fellow, Urban Institute

Health Subgroup Meeting Attendees:

- Diane Holmgren, Administration Manager, Public Health
- Sophia Thompson, Mental Health and Adult Support Division Director, Social Services
- Rae Frank, Interim Environmental Health Division Director, Public Health

- Carissa Dillon, Planning Manager, Health and Wellness
- Kathy Filbert, Family Health Manager, Public Health
- Kathy Duffy, WIC Manager, Public Health
- Tamiko Ralston, PHN Clinician, Public Health
- Kari Umanzor, Health Educator, Public Health

Justice Subgroup Meeting Attendees:

- Erica Schumacher, Director of Strategic Initiatives, Policy, Equity & Inclusion, County Attorney's Office
- Raymond Moss, JDAI Coordinator, Community Corrections
- Roy Adams, Supervisor, Community Corrections
- Leah Bower, Research and Evaluation Supervisor, Community Corrections
- Zachary Hilton, Interim Integrated Health and Justice Administrator, Policy and Planning
- Abdulrahmane Abdulaziz, Appropriate Responses Initiative Planning Specialist, Policy and Planning
- Jesse Jannetta, Senior Policy Fellow, Justice Policy Center, Urban Institute

6. **Second Round of Community Engagement.** During the round of community engagement, residents provided feedback on action steps.

Partner Org	Partner Contact	Prep Session(s)	Priority Area	First Session	Second Session
SRCFC	Mary Sue Hansen	3/18 and 3/29	Wealth Building	4/14 6 - 7:30pm	4/18 6 - 7:30pm
Keystone Community Center	Julia McCarthy	4/5	Health	4/19 5:30 - 7pm	4/20 2 - 3:30pm
SPPN	Sarita Vinje and Richard Crenshaw	4/6	Childcare	4/14 11am - 12pm	4/26 3:30 - 4:30pm
CAPRW	Gina Iliev	4/5	Safety and Justice	4/25 5:30 - 7pm	4/27 5:30 - 7pm
Ramsey County	Cassie Fitzgerald	N/A	Affordability	4/21 5:30 - 7pm	4/26 5:30 - 7pm



Ramsey County, Minnesota
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