



NATIONAL COUNCIL
of COUNTY ASSOCIATION
EXECUTIVES



NCCAE-NACo

KNOWLEDGE MANAGEMENT FORUM

August 14-16, 2024
Ramsey County, Minn.

Opioid Settlement Funds

NCCAE-NACo Knowledge Management Forum

August 14

Steve Currie
Executive Director
Michigan Association of Counties

Amy Dolinky, MPPA
Technical Advisor, Opioid Settlement Funds
Michigan Association of Counties



Michigan Association of Counties Technical Assistance

- Role of Technical Advisor – Opioid Settlement Funds Planning and Capacity Building
 - Vital Strategies and Michigan Association of Counties partnership
 - Position was created in November 2022
 - Provide individualized technical assistance to counties who request support
 - 273 technical assistance requests between November 1, 2022 and August 1, 2024
 - Requests range from general allowable use questions to leading strategic planning countywide
 - Provide opportunities for learning across counties
 - Local Government Learning Community
 - Develop guidance and tools to support county planning processes, spending, monitoring, and transparency

Michigan Association of Counties Technical Assistance

- Technical Advisor Role
 - Individualized and direct outreach
 - Media and public interest
 - Collaboration with external technical assistance providers
 - Coordination with national experts and across states
 - Liaise with state departments attached to settlements
 - Office of Attorney General
 - Department of Health and Human Services and Governor's Opioids Task Force
 - Opioid Advisory Commission

Supports through Michigan Association of Counties (MAC)

- MAC Opioid Settlement Resource Center and Dashboard
 - Includes breakdown of funds, technical assistance requests and counties engaged, and data from annual surveys
- MAC Opioid Settlement Resource Library
 - Explores principles and tracking, evidence-based and promising practices, local government tools, legal resources, equity resources, and additional opportunities for funding
- *Michigan Opioid Settlement Funds Toolkit: A Guide for Local Spending*
 - Process oriented guidance document for planning and utilization of settlement funds
- Supplemental Templates, Tools, and Guidance Documents
 - Customizable templates and additional direction for local government to use

MAC Opioid Settlement Dashboard

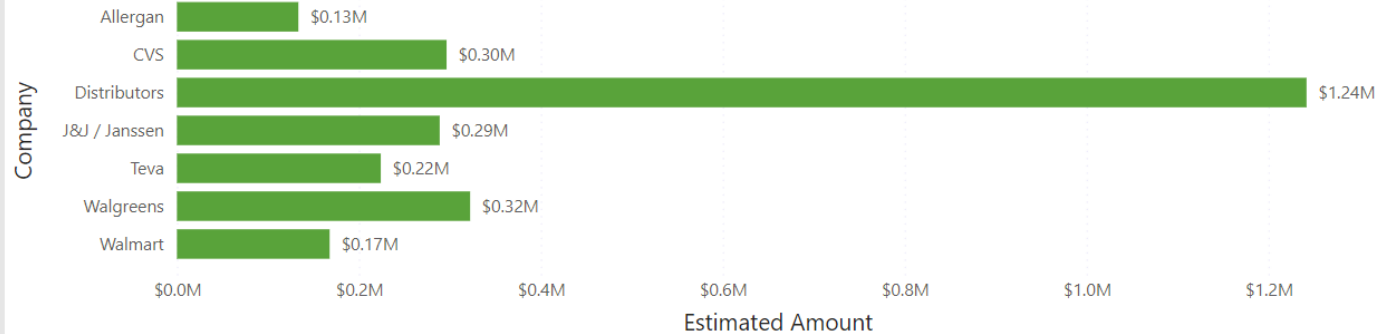
MAC Opioid Settlement: Home Page



Funds provided are estimates and are subject to change; estimates provided by the Michigan Department of Attorney General

- Funds**
- Technical Assistance
- Engagement
- Planning
- Management
- Spending Plans
- Funded Strategies

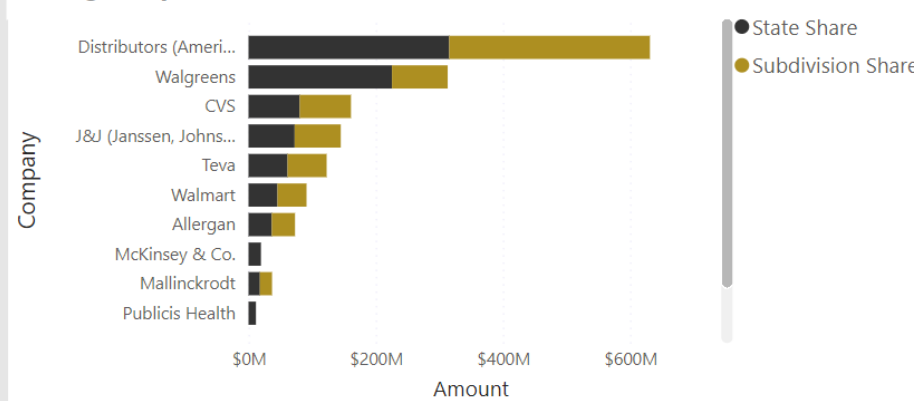
Settlement Funds by Company for Michigan Counties



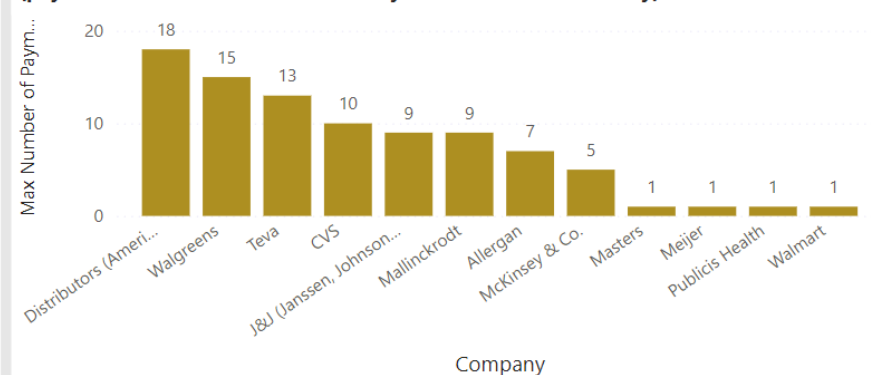
County:

Company	Estimated Amount
Allergan	\$133,501.4298
CVS	\$296,417.621
Distributors	\$1,241,817.2471
J&J / Janssen	\$288,857.7838
Teva	\$224,088.9369
Walgreens	\$322,323.1216
Walmart	\$167,856.7086
Total	\$2,674,862.8488

Michigan Opioid Settlements Overview (hover over for more information)



Maximum Number of Payments by Company (payment amounts will differ and may not be received annually)



<https://micounties.org/opioid-settlement-resource-center/>

Michigan Opioid Settlement Fund Toolkit: A Guide for Local Spending

The *Michigan Opioid Settlement Funds Toolkit: A Guide for Local Spending* is a roadmap for local governments to assist with planning for, and utilization of, opioid settlement funds.

The toolkit is intended to provide direction on process and linkage to existing local and national resources to assist with creation of targeted efforts from any starting place.

The toolkit is broken down into four steps for planning:

- Stakeholder Engagement
- Data Gathering
- Determine Process Moving Forward
- Monitoring and Accountability

Michigan Opioid Settlement Funds Toolkit

A Guide for Local Spending

— January 2023



<https://micounties.org/wp-content/uploads/Michigan-Opioid-Settlement-Funds-Toolkit-2.pdf>

Recommended Steps: Stakeholder Engagement

- Utilize existing community resources to ensure that those with expertise are represented when planning for spending (health departments, prevention coalitions, harm reduction providers, behavioral health provider agencies, recovery support providers, etc.)
- Consider additional collaborators, such as surrounding counties and regional entities
- Ensure an equity lens, consider who is not at the table
- Ensure those with lived experience with substance use disorder and people who use drugs are engaged in the process

Recommended Steps: Gather Information

- Review needs assessments, landscape analyses, gap inventories, reports, plans and other information from stakeholders
- Identify if additional information on community priorities needs to be gathered
- Determine the specific needs of your community, consider new and existing programming
- Utilize the [MAC Opioid Settlement Resource Center Resource Library](#) to explore principles and tracking, evidence-based and promising practices, statewide tools, local government tools, legal resources, equity resources, other toolkits and reports and additional opportunities for funding

Recommended Steps: Determine Process Moving Forward

- Identify where to start (multi-sector strategic planning, strategy selection, spending plan development, etc.)
- Determine where capacity to support spending is present and sustainability of funding and strategies
- Choose strategies that are allowable and align with the needs of your community and take into account sustainability due to polysubstance use and the changing overdose environment
- Ensure equity and lived experience are at the core of planning and design

Recommended Steps: Reporting & Evaluation

- There are no comprehensive reporting requirements in Michigan. While additional reporting is not required, it is essential to provide transparency and accountability for the spending process
- It is recommended that local governments create annual financial and impact reports. These reports may include the amount of funds spent, strategies and programs funded, impact of programs funded, process of strategy selection and dollar amount determinations, and other relevant information
- Evaluation of the outcomes and effectiveness of funding and programming should also be considered

Customizable Tools and Templates

- **Planning**
 - Planning Worksheet Template ([PDF](#)) ([Word](#))
 - Steering Committee Development and Tips for Processing Requests for Funds Guidance Document ([PDF](#))
 - Steering Committee Creation Resolution Template ([PDF](#)) ([Word](#))
 - Opioid Settlement Work Plan Template ([PDF](#)) ([Excel](#))
- **Spending**
 - Spending Plan Template ([PDF](#)) ([Excel](#))
 - Request for Proposals and Associated Budget Template ([PDF](#)) ([Word](#)) ([Excel](#))
 - Request for Proposals Scoring Template ([PDF](#)) ([Excel](#))
 - Vendor/Contractor Agreement ([PDF](#)) ([Word](#))
 - Pass-through Entity Agreement ([PDF](#)) ([Word](#))
- **Transparency**
 - Annual Report Template ([PDF](#)) ([Word](#))
 - Public-facing Planning Process Document ([PDF](#)) ([Word](#))
 - Transparency Guidance Document – Will be released by the end of August

Challenges and Opportunities

- Universal Challenges
 - New content area for many local government officials
 - Balancing urgency and thoughtful planning
 - Capacity for planning efforts and administration of funds
- Challenges Across Michigan
 - Assessing optics and public perceptions
 - Provision of timelines, steps, and regular updates
 - Opportunities for public input, stakeholder engagement, and accessible information
 - Ensuring sustainability and expertise
 - Formalizing of processes, e.g., through a resolution, can help safeguard funds and ensure content experts and directly impacted people are included in planning and spending efforts

Questions?

Contact

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Capacity Building

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Michigan Association of Counties
Opioid Settlement Resource
Center

[https://micounties.org/opioid-
settlement-resource-center/](https://micounties.org/opioid-settlement-resource-center/)



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County Economies: Under the Hood of National Economic Trends

August 2024 • National Association of Counties (NACo)

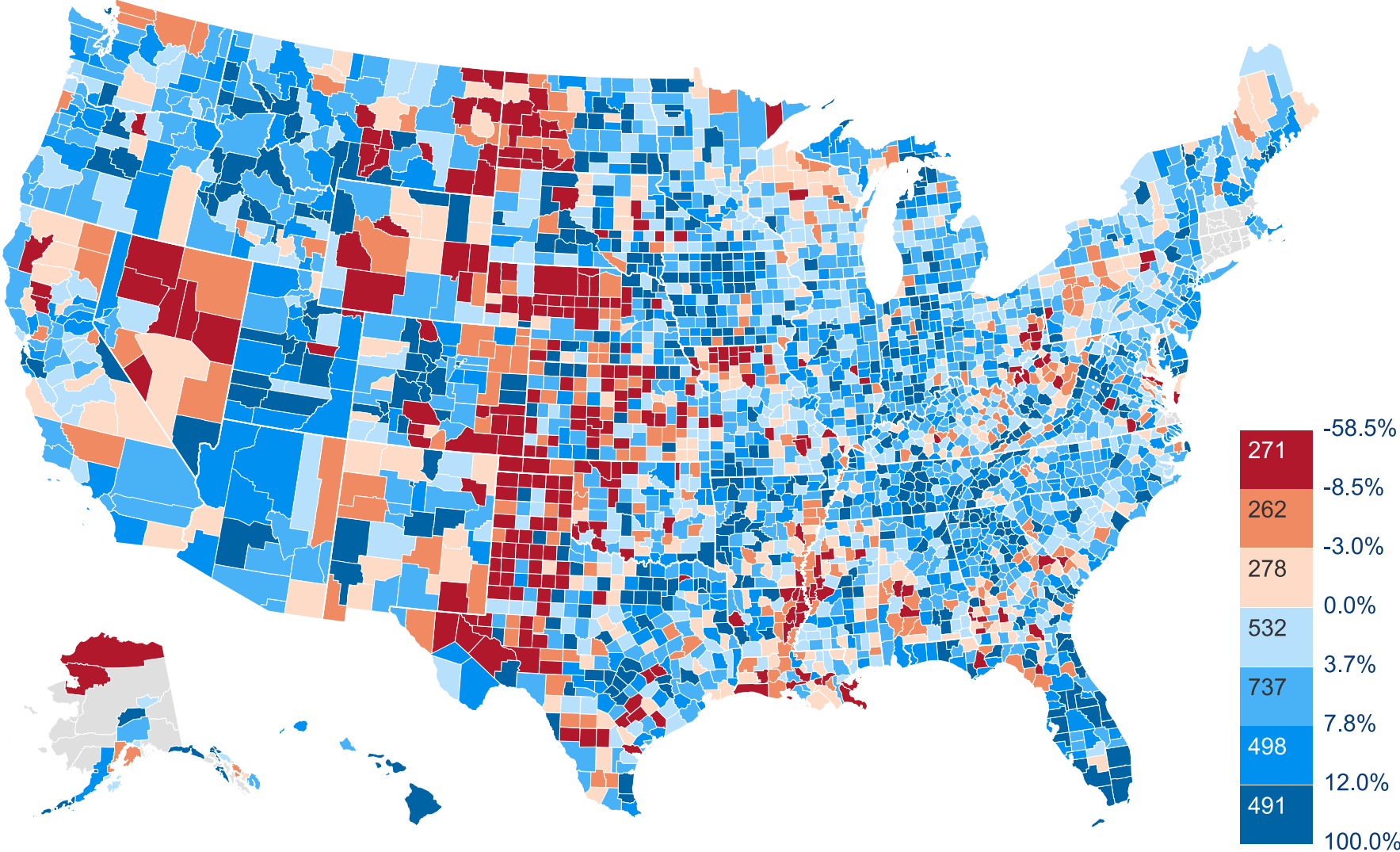
In 2023, our nation's gross domestic product (GDP) increased by 3.1 percent – a measure that exceeded the expectations of many forecasters.

Combined with low unemployment rates and slowing inflation, the economy is set up for continued growth and recovery.



ONE-THIRD OF COUNTIES KEPT PACE WITH THE NATIONAL GDP GROWTH RATE

Gross Domestic Product (GDP) 2020—2022 Percent Change



U.S. GDP GROWTH
7.8
PERCENT



Source: NACo Analysis of U.S. Department of Commerce, Bureau of Economic Analysis; Regional Accounts - Gross Domestic Product by County, 2023.

GROWTH AND DECLINE: A CHANGING ENVIRONMENT AS GROWTH TRENDS SPLIT INTO THIRDS



*Population decline >0.5%:
947 counties (31%)*

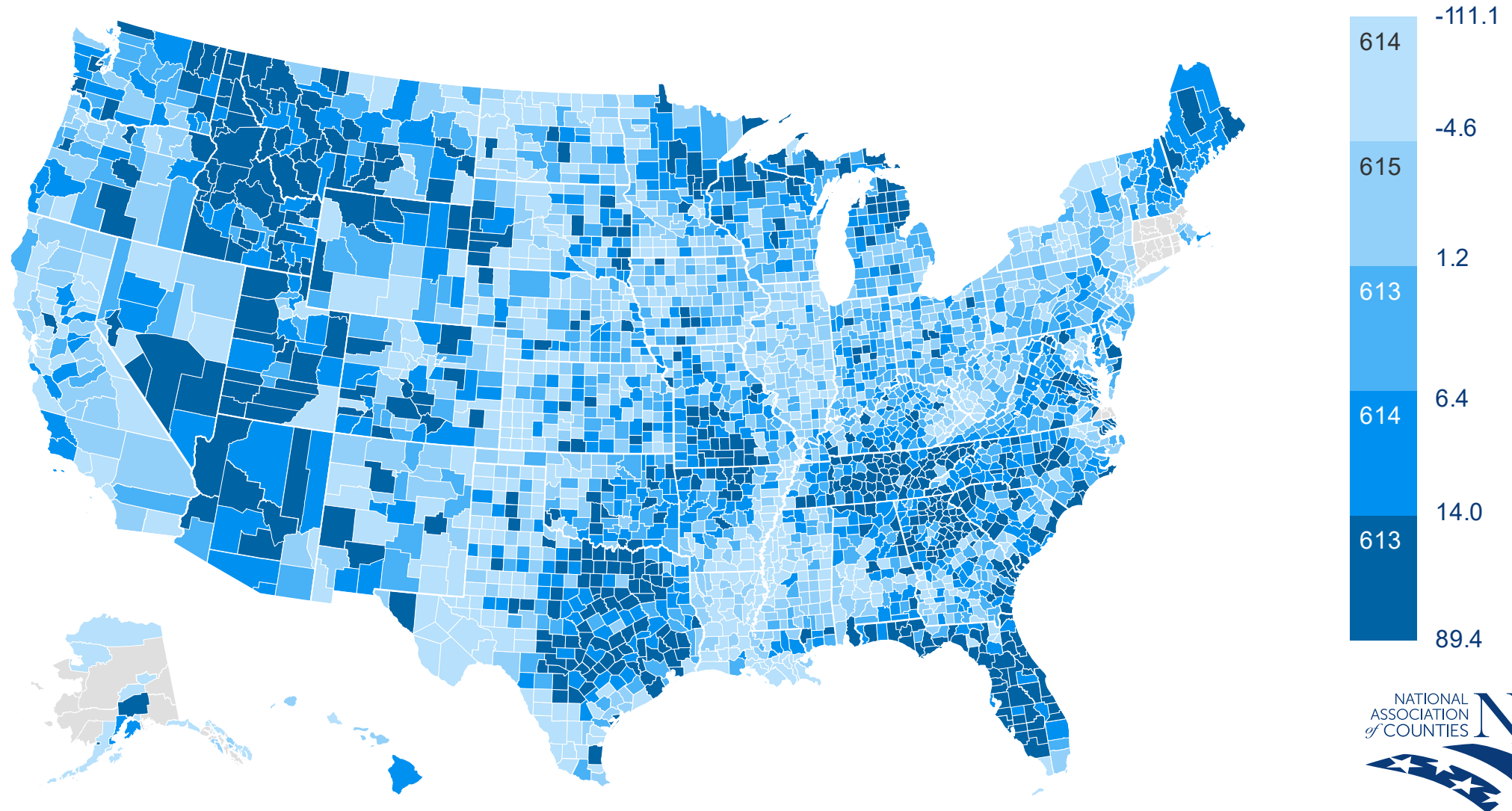
*Population stagnation:
1,083 counties (35%)*

*Population growth >0.5%:
1,039 counties (34%)*



GROWTH AND DECLINE: A CHANGING ENVIRONMENT AS GROWTH TRENDS SPLIT INTO THIRDS

Net Migration Rate 2022



Source: NACo Analysis of U.S. Census Bureau - Population Estimates Program (PEP) – 2022.



GROWTH AND DECLINE FACTORS



Primary Factors Driving Growth



Proximity to trade routes is a top driver of business growth for 42 percent of counties



Local cost of living is a top driver of population growth for 39 percent of counties



Public amenities, community and culture is a key driver of population growth for 27 percent of counties



More than half (52 percent) of counties see their **justice and public safety systems** as contributing to economic stability and growth



Half (46 percent) of counties consider **broadband** an essential investment priority.



More than half (56 percent) of counties are effectively using their **local resources** for economic growth and sustainability

Primary Factors Driving Decline



Housing availability and affordability is a top inhibitor of population and business growth for half of counties (52 percent and 49 percent, respectively)



Half of counties (46 percent) have seen negative economic impacts due to limited **physical and mental healthcare access**



Eighty-two (82) percent of county economies have negative impacts from **substance use disorders** in their community



In 45 percent of counties without enough working-age residents, county leaders report limited **youth workforce opportunities**; 44 percent of counties report inadequate youth development programs



Sixty-five (65) percent of counties report inadequate **access to childcare**.



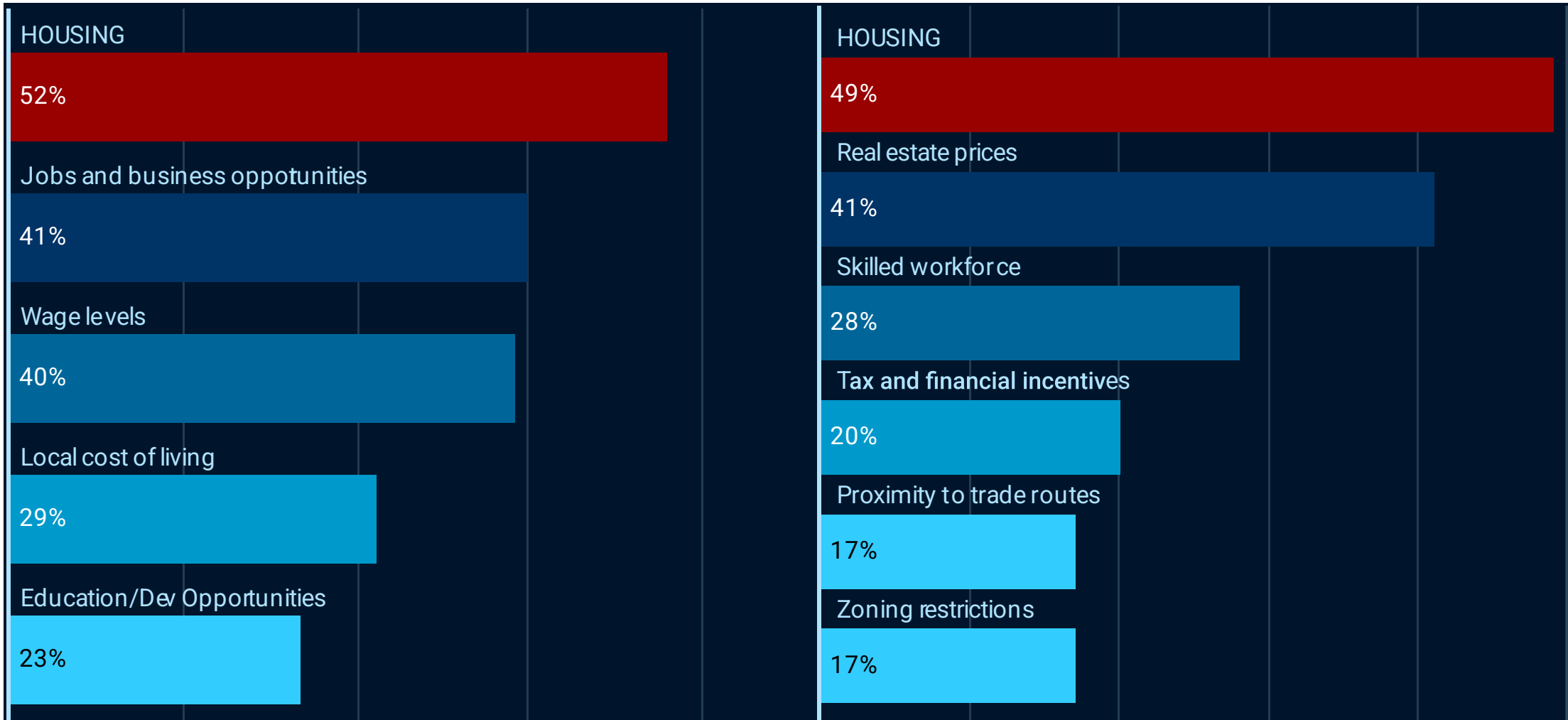
56 percent of counties have seen economic impacts from **natural disasters**

HOUSING AFFORDABILITY IS THE TOP BARRIER TO POPULATION AND BUSINESS GROWTH; 82 PERCENT OF COUNTIES DO NOT BELIEVE THE HOUSING MARKET IS MEETING COMMUNITY NEEDS



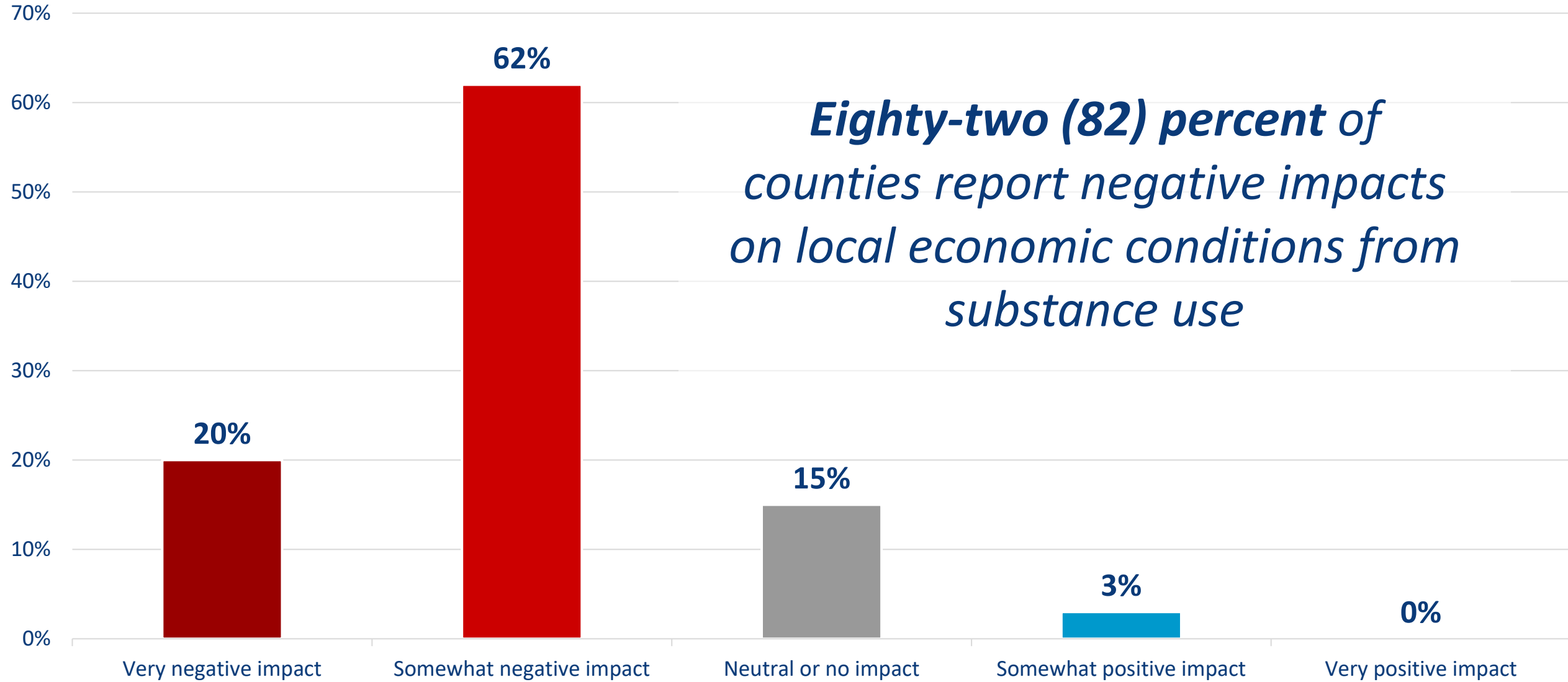
Local Conditions Inhibiting Population Growth

Local Conditions Inhibiting Business Growth



Source: NACo survey of county officials' economic sentiments, 2024.

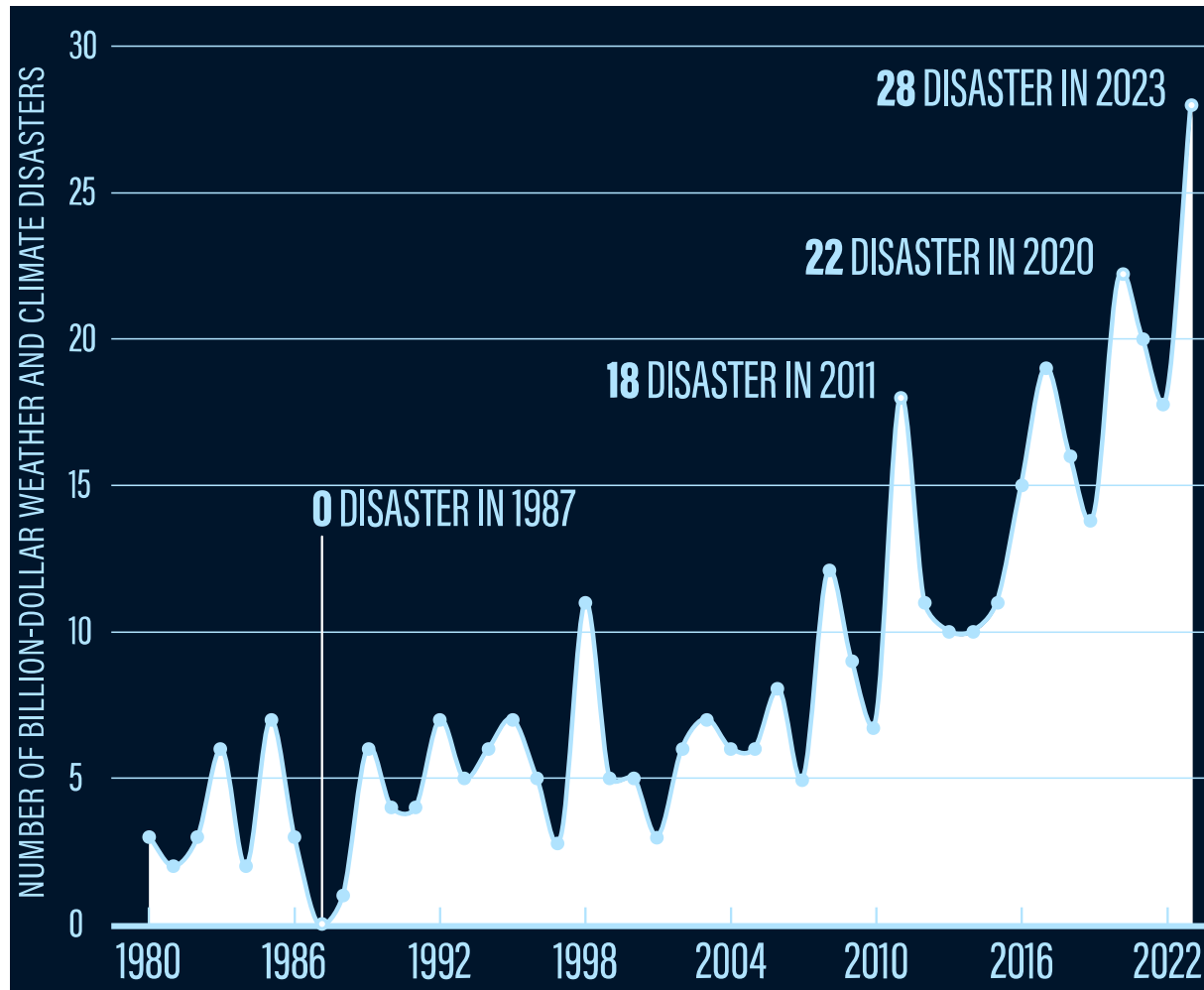
HEALTH ACCESS, BEHAVIORAL HEALTH INCIDENCES AND THE OPIOID EPIDEMIC ARE DEVASTATING COMMUNITIES



Source: NACo survey of county officials' economic sentiments, 2024.

DISASTER FREQUENCY IS RISING, HYPERLOCALIZED AND HAS HARMFUL ECONOMIC EFFECTS

Weather and climate billion-dollar disasters increased significantly from 1980-2023



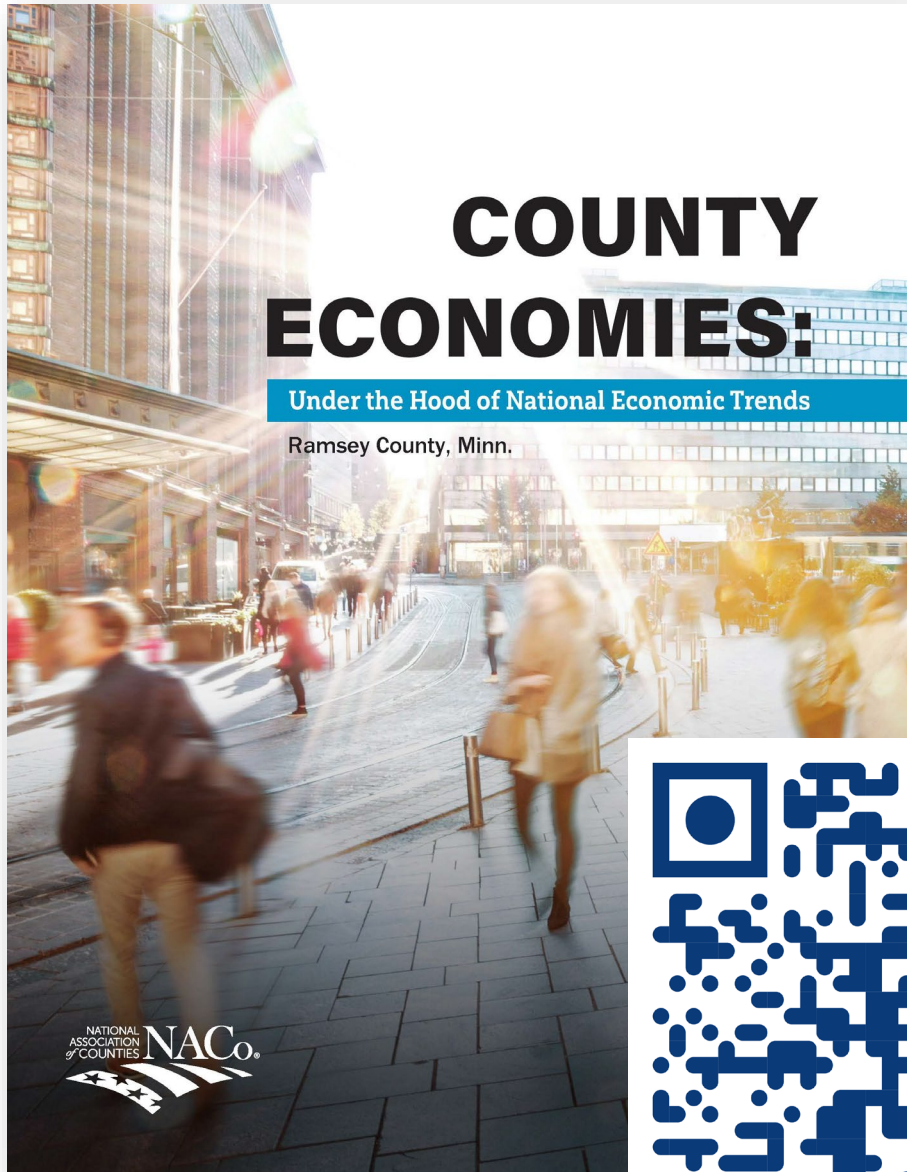
- In 2023, **28 separate billion-dollar disasters** resulted in approximately **\$92.9 billion** in damages.
- Natural disasters can have a devastating impact on both the environment and local economies causing an increase in people leaving the affected areas, a drop in home prices and higher rates of poverty.
- Most counties (83 percent) consider their communities **prepared to respond to a disaster** to some extent; and over half report local economic effects.



KEY TAKEAWAYS

- ✓ **Population:** One third of counties had substantial population growth, while one third experienced decline.
- ✓ **GDP:** One third of counties kept pace with the national rate; one quarter experienced decline.
- ✓ **Migration:** Populations shifted to less dense areas with a lower cost of living, though not all areas benefited.
- ✓ **Industry:** Manufacturing and health care are key labor market drivers for counties.
- ✓ **Housing:** Housing availability and affordability is a top inhibitor of growth.
- ✓ **Youth:** Youth development programs are critical opportunities; nearly half report inadequate systems.
- ✓ **Childcare:** Access to childcare poses a substantial opportunity: 65 percent of counties report challenges.
- ✓ **Health:** Half of counties have negative economic impacts due to healthcare access. Eighty-two (82) percent have negative impacts from substance use.
- ✓ **Broadband:** Expanding broadband is a top investment priority: almost half have inadequate infrastructure.
- ✓ **Disasters:** Over half (56 percent) of counties had natural disasters impact their local economies.

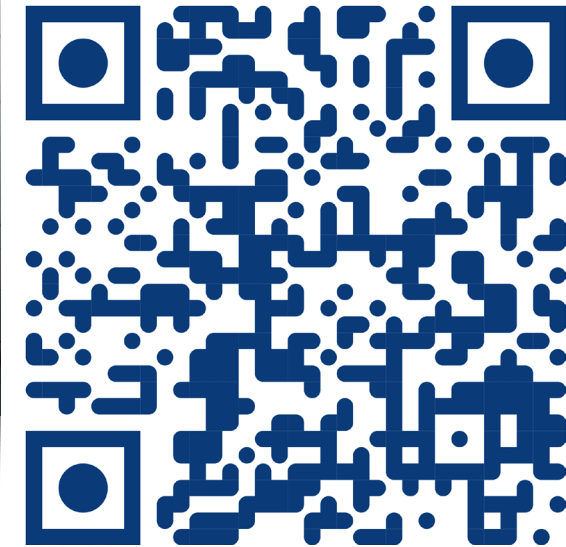




COUNTY ECONOMIES:

Under the Hood of National Economic Trends

Ramsey County, Minn.



- Demographic overview
- Housing units
- Household income
- Gross Domestic Product (GDP)
- Labor force trends
- Employment by industry
- Poverty and community health
- Educational statistics
- Natural disasters

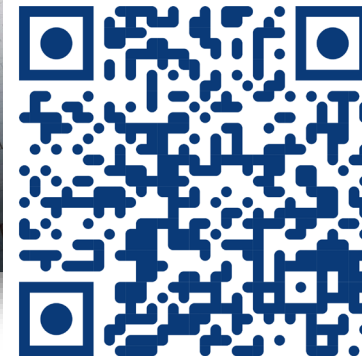
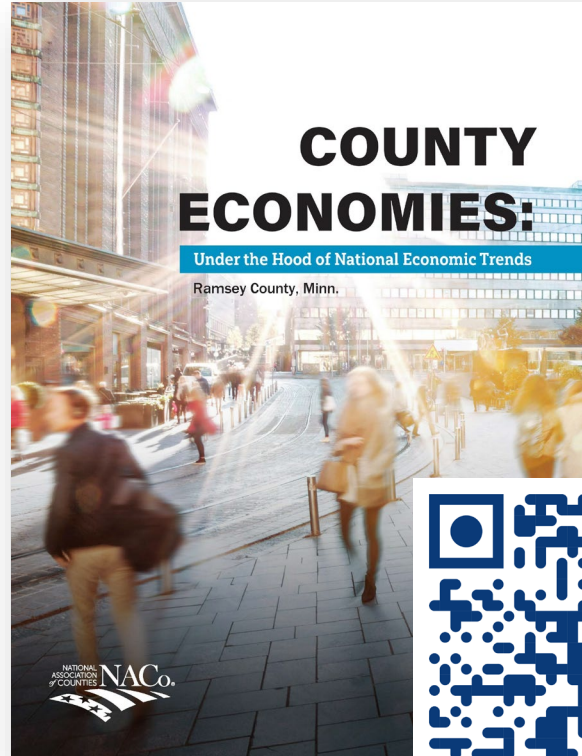


County Economies 2024: Under the Hood of National Economic Trends



County Economies Profiles

NACo.org/EconomicProfiles



Questions?

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STRONGER COUNTIES. STRONGER AMERICA.

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INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

The Power of Knowledge and Leadership

County EDOs in the New World of Economic Development

Dr. Dell Gines

Chief Innovation Officer

International Economic Development Council

IEDC: Skating to Where the Puck is Going

- The International Economic Development Council (IEDC) is the largest association for economic development professionals in the world. As a non-profit organization, it is dedicated to advancing economic development globally by providing leadership, professional development, networking opportunities, and advocacy.
- IEDC supports its members through training programs, certification, research, advisory services, and conferences, fostering economic growth and community development worldwide

www.iedconline.org



No County is Alike

No two counties are exactly the same. Counties are diverse in structure and how we deliver services to our communities. Though organizational structures vary, all county, parish and borough governments are on the front lines of delivering vital services to residents. - NACO

So, then county developers will play differing roles within their communities.

The Role of Economic Development....

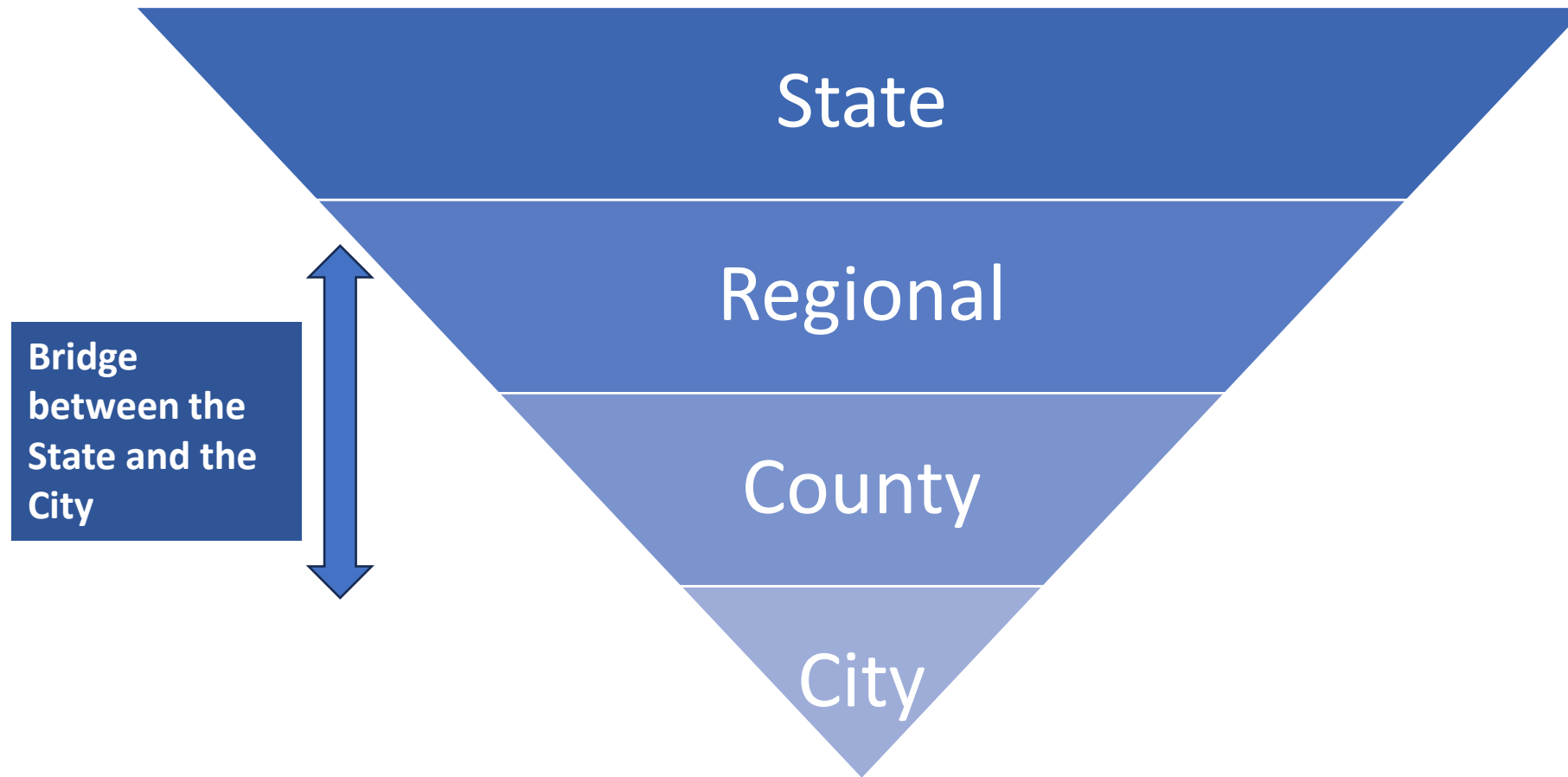
As developers, we are charged with ensuring our communities have an improved quality of life for as many as possible. Economic growth is just the process of how we achieve that.



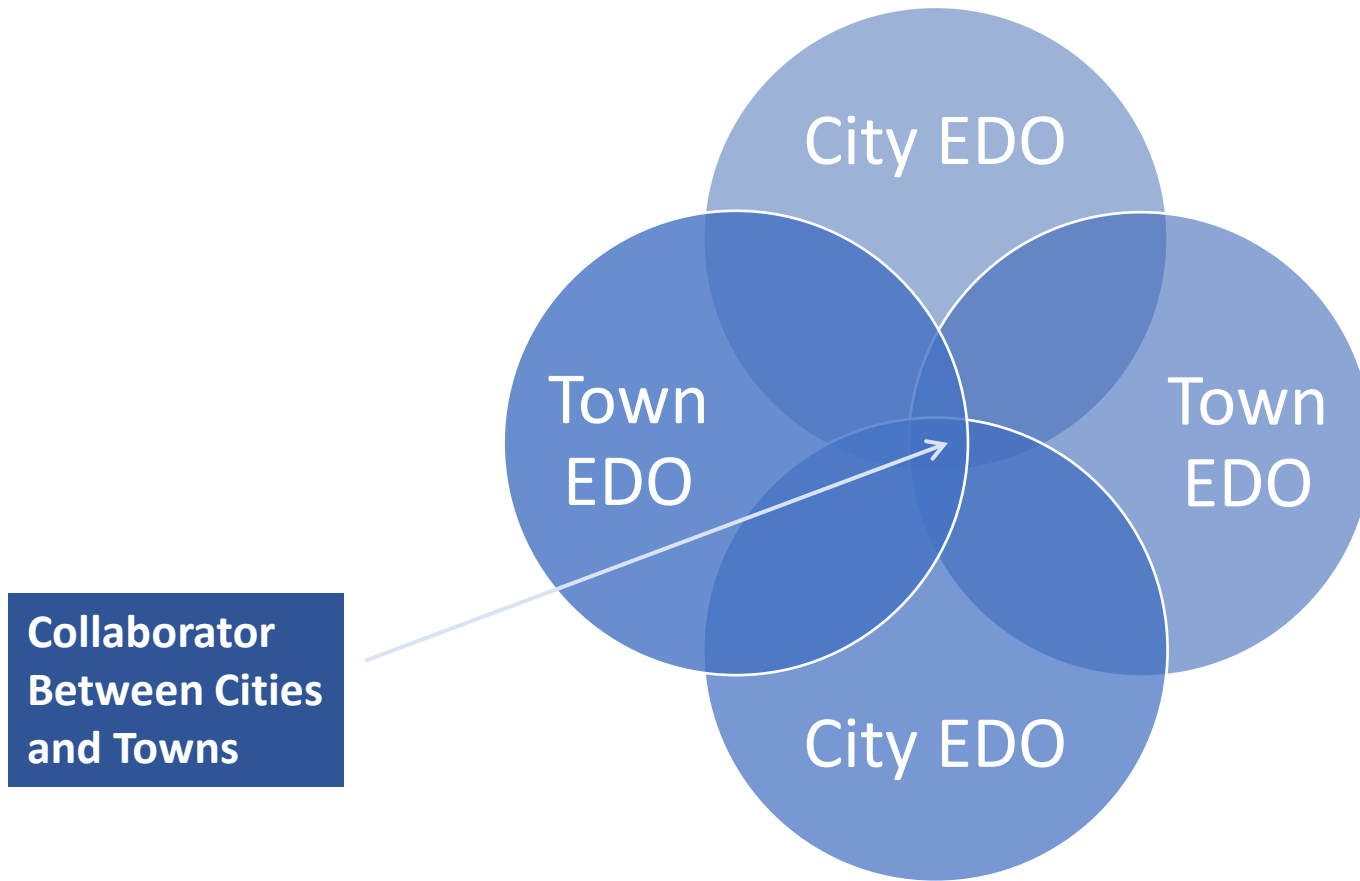
However....

County developers are in a unique position to lead around major trends in economic development. They serve both as a bridge and as a facilitator of collaboration.

Bridge....



Collaborator....



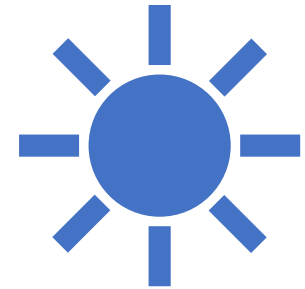
Major Trends in Economic Development



Multi-sectoral and multi-stakeholder collaboration



Rapid Rise of Generative AI



Climate Events

Multi-sectoral and multi-stakeholder collaboration

Economic Developers are being asked to do more than they ever have, in areas that are not their traditional wheelhouse.

- Housing
- Childcare
- Workforce

Multi-sectoral and multi-stakeholder collaboration

This presents Opportunities for county developers to leverage their cross-town/city status to be an “honest broker” helping both traditional economic developers and other types of developers to work on shared development issues.

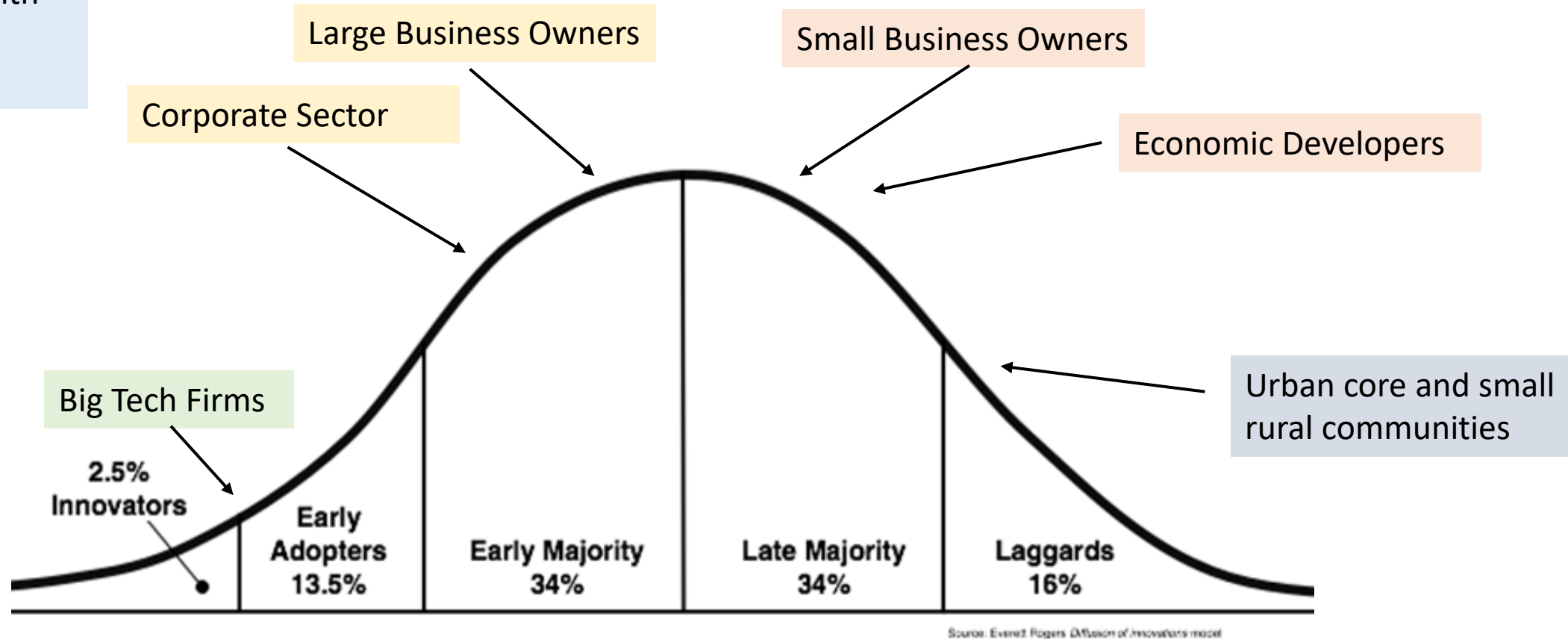


Rapid Rise of Generative AI

- ChatGPT experienced a meteoric rise, amassing 1 million users within just five days of its launch in November 2022. With 100 million users two months after launch.
- By year end 2023 OpenAI garnered a user base of 180.5 million, with 1.6 billion visits recorded in and attracts 100 million weekly users according to CEO Sam Altman.



This gap in adoption has implications on the economic health and vitality of our communities.



My Hunch on Adoption: Our Field Seems to be Late Majority Adopters

Rapid Rise of Generative AI

Challenges

The World Economic Forum has estimated that artificial intelligence will replace some 85 million jobs by 2025.

PwC estimates that by the mid-2030s, up to 30% of jobs could be automatable.

According to a report by Goldman Sachs, two-thirds of jobs in the U.S. and Europe are exposed to some degree of AI automation while generative AI could replace up to 25% of current employment, or some 300 million full-time jobs.



Rapid Rise of Generative AI

Opportunities

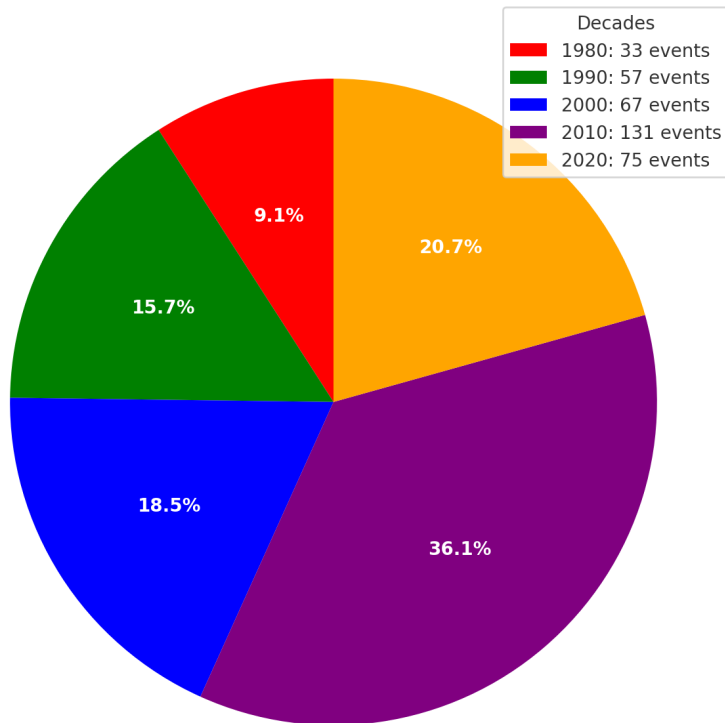
<https://www.naco.org/program/ai-exploratory-committee>

Climate Events



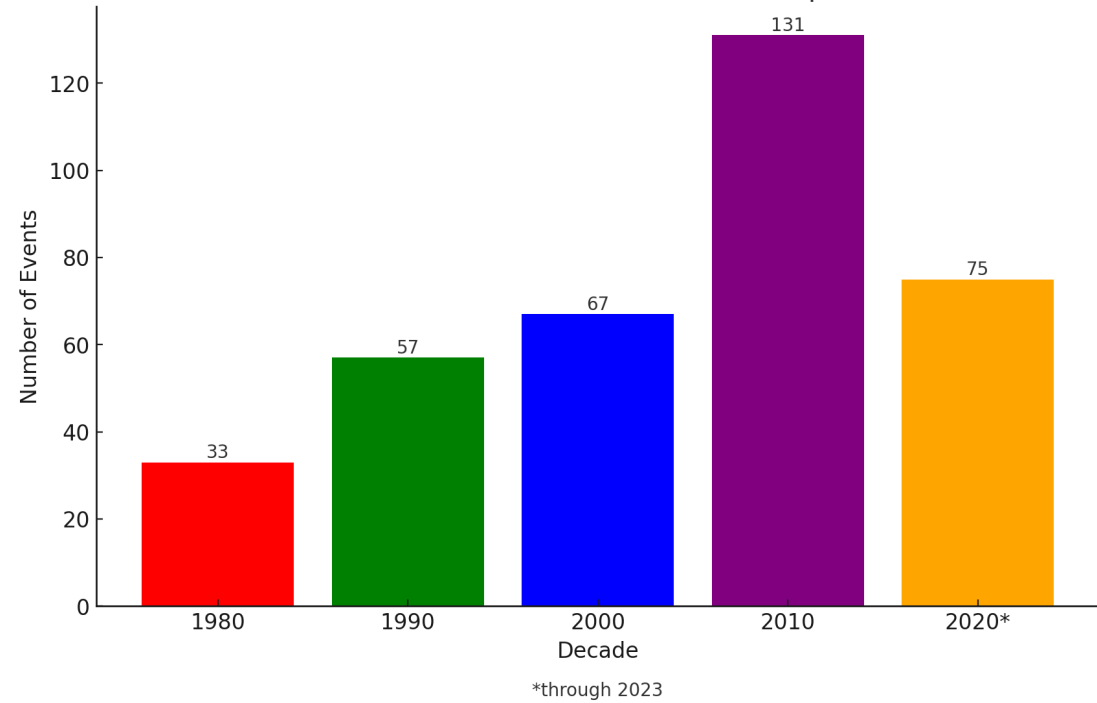
Climate Events

Distribution of Events per Decade



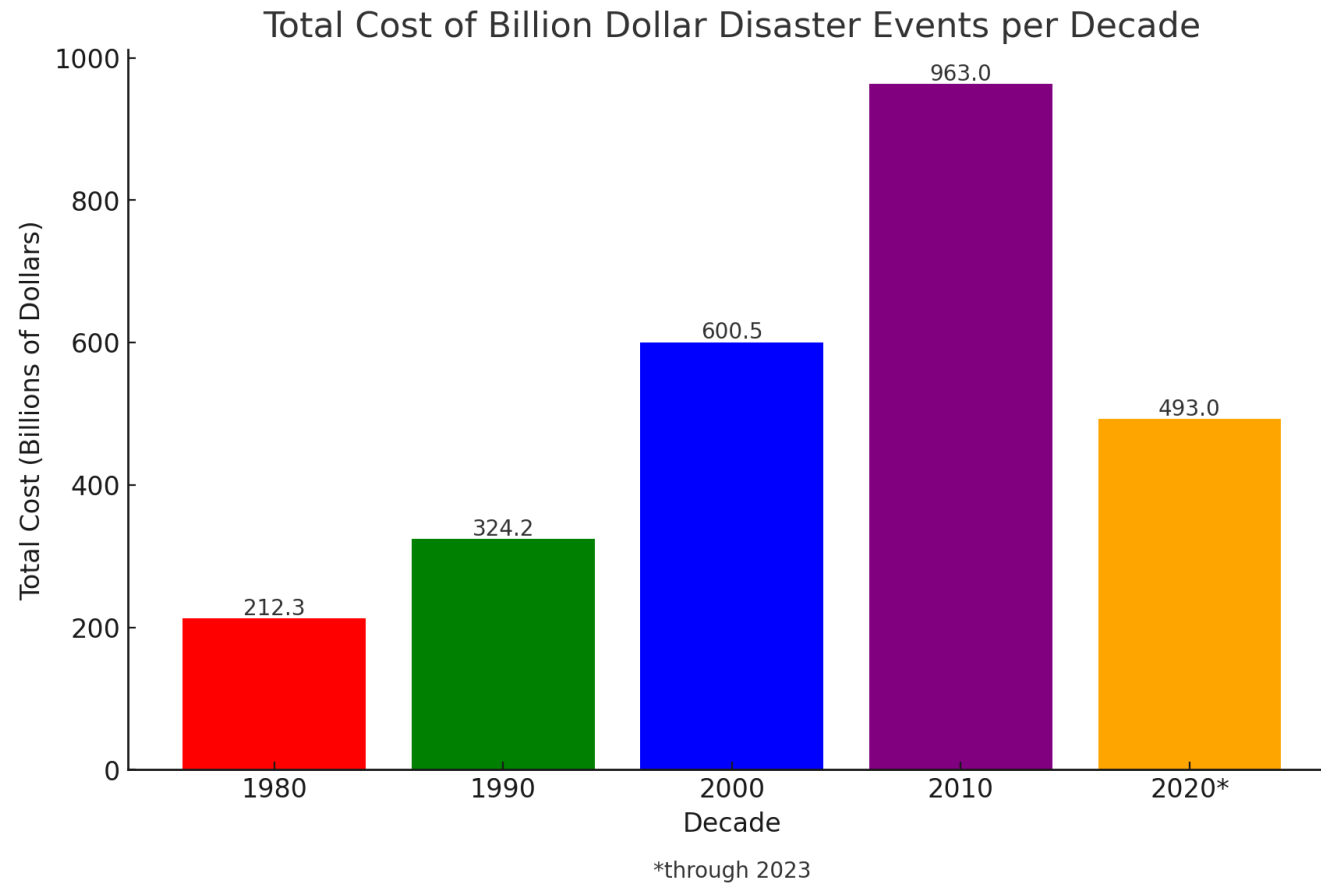
*through 2023

Number of Billion Dollar Disaster Events per Decade



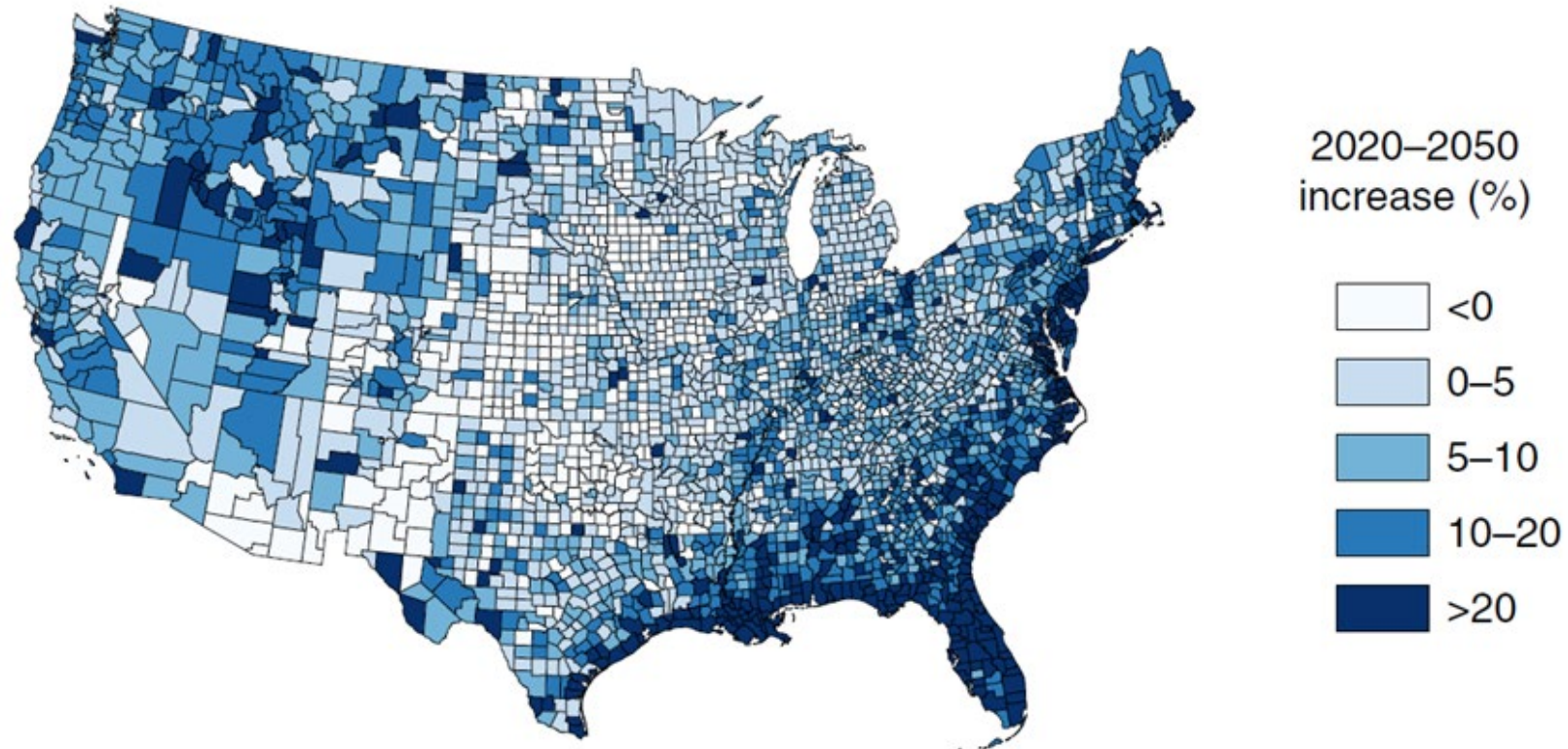
NOAA National Centers for Environmental Information (NCEI) U.S. Billion-Dollar Weather and Climate Disasters (2023). <https://www.ncei.noaa.gov/access/billions/>, DOI: [10.25921/stkw-7w73](https://doi.org/10.25921/stkw-7w73)

Climate Events

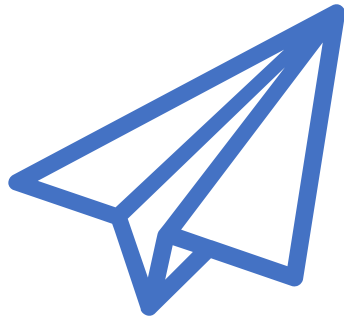


Climate Events

Estimated increase in average annual flood loss
as a proportion of total value: 2020-2050



Contact



Email: dgines@iedconline.org

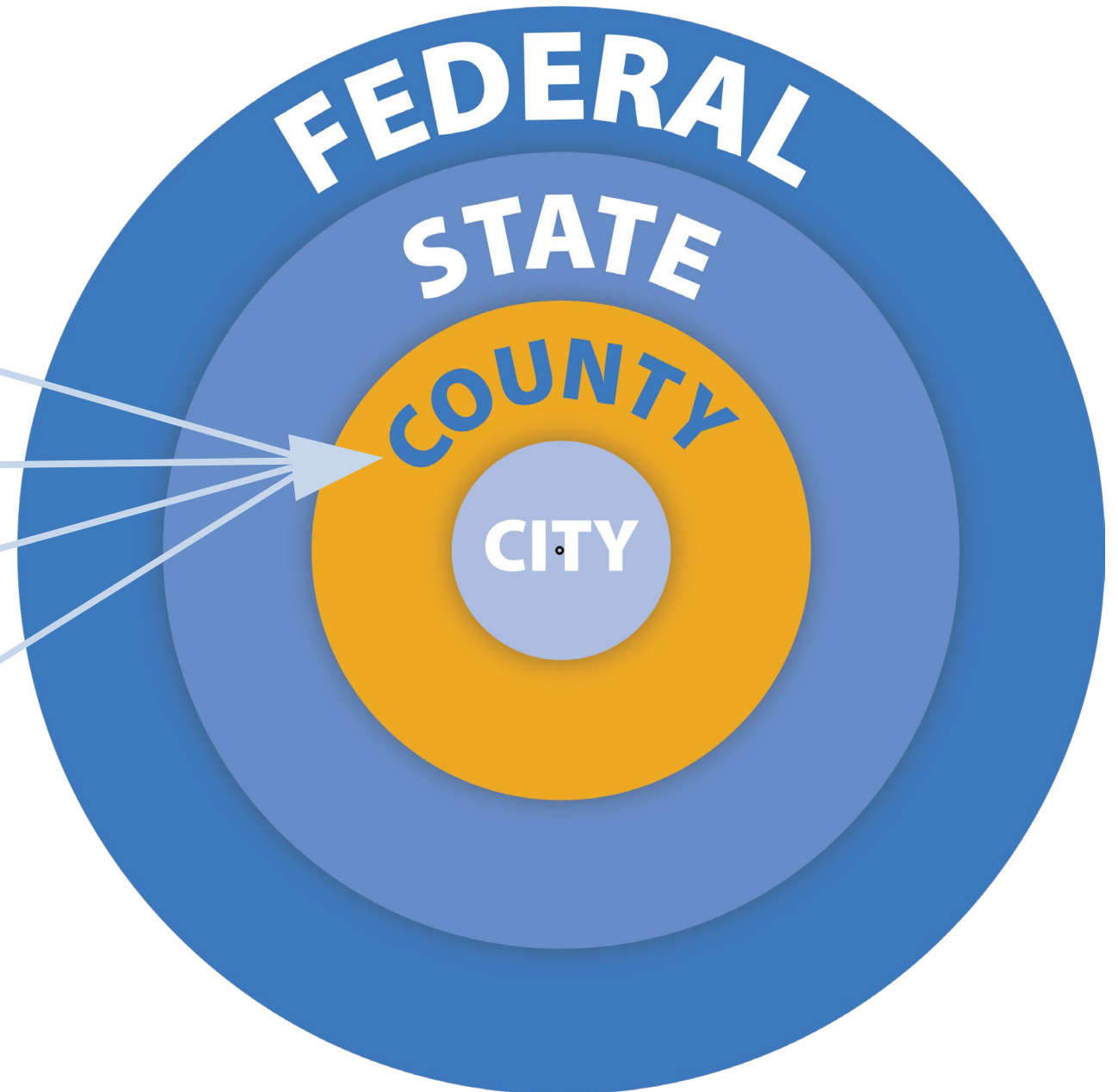


LinkedIn: Dell Gines

➤ Otter Tail County Community & Economic Development

The Partners

- Community Development Agency (CDA)
- Housing Redevelopment Authority (HRA)
- Otter Tail County
- Otter Tail Lakes Country Association





Implementation Strategies

Four broad strategies are utilized. These are a modified version of strategies developed by [Ben Winchester and the U of M Crookston EDA Center](#):

- On the map strategies
- Infrastructure strategies
- Employer strategies
- Welcoming community strategies

ON THE MAP STRATEGIES

Provide avenues for people to learn more about the region.



WHY is this important?

WHO is doing it?

HOW are they doing it?

ON THE MAP STRATEGIES

Provide avenues for people to learn more about the region.



WHY?

Who?
How?

We NEED people to live here.

Star Tribune Article:

- The U.S. population is growing more slowly than in any period after World War II. And Minnesota's population will grow at the slowest rate in state history.
- In the next decade, 50 of the state's 87 counties are projected to shrink

Census is likely to show that for the first time in MN history...we'll have more 65+ than school-age. What does this mean?

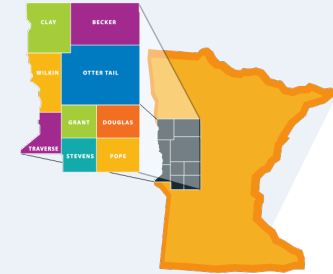
- Significant labor force reductions.
- Projections suggested 5% decrease to labor force (1500 workers) over the next decade.

ON THE MAP STRATEGIES

Provide avenues for people to learn more about the region.



Why?
WHO?
How?



Pelican Rapids



ON THE MAP STRATEGIES

Provide avenues for people to learn more about the region.



Why?
Who?
HOW?

Core Principles

1. Collaborate. A rising tide lifts all boats.
2. Lead and be bold.
3. Write our own narrative.
4. Cross promote. People live here for the same reasons people vacation here.
5. Data-based decisions about our audiences.
 - Visitors are our best prospects and tourism functions as the front door for economic development.
 - Rural rebounders are a close second.

ON THE MAP STRATEGIES

Provide avenues for people to learn more about the region.



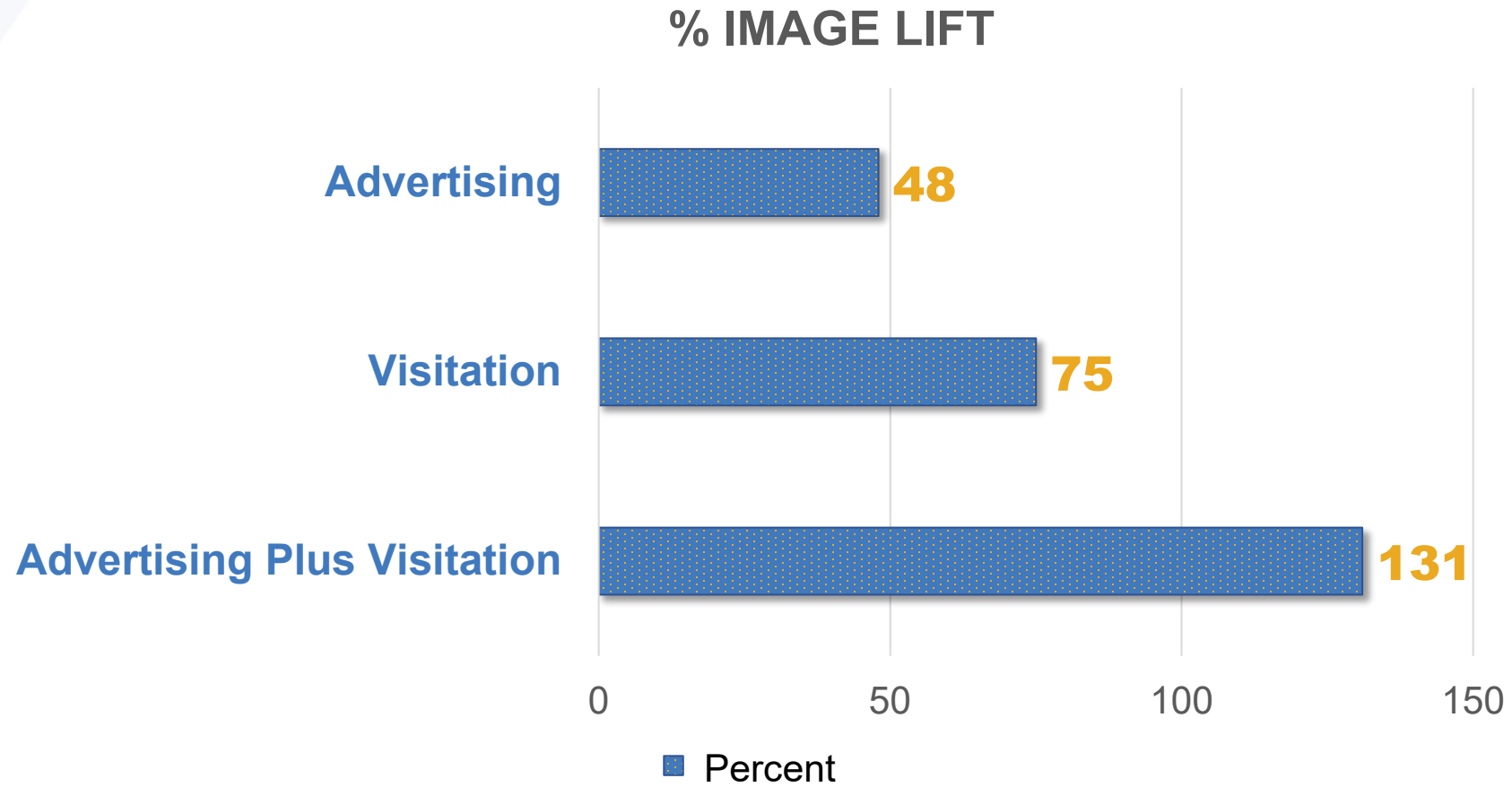
Why?
Who?
HOW?

Visitors are our best prospects and tourism functions as the front door for economic development.

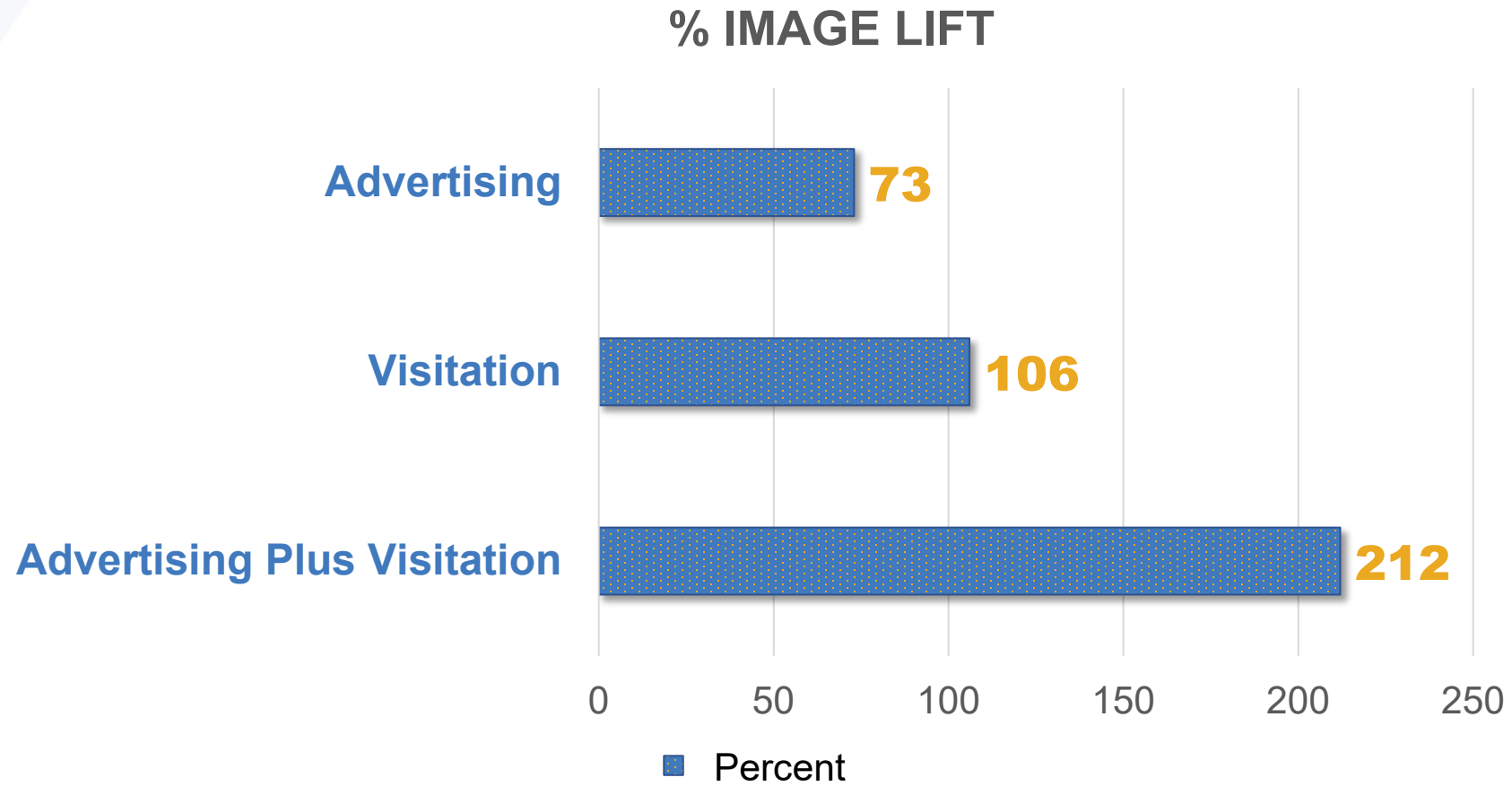
- What is the Halo Effect?
- Tourism advertising, especially when paired with subsequent visitation, significantly improves the image of a destination not only as a place to visit, but also for a wide range of other economic development objectives.
- Examples?



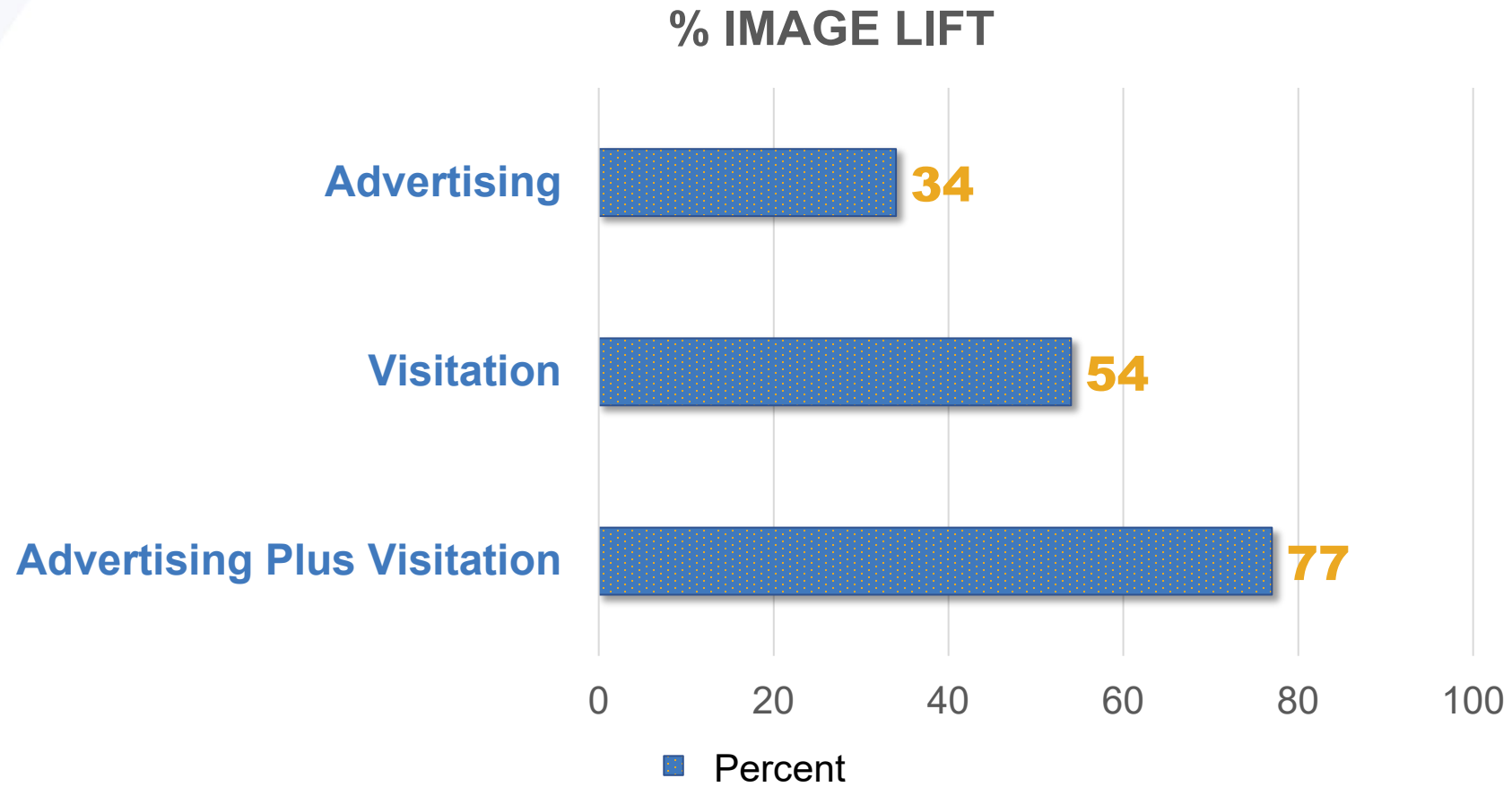
“A Good Place to Live.”



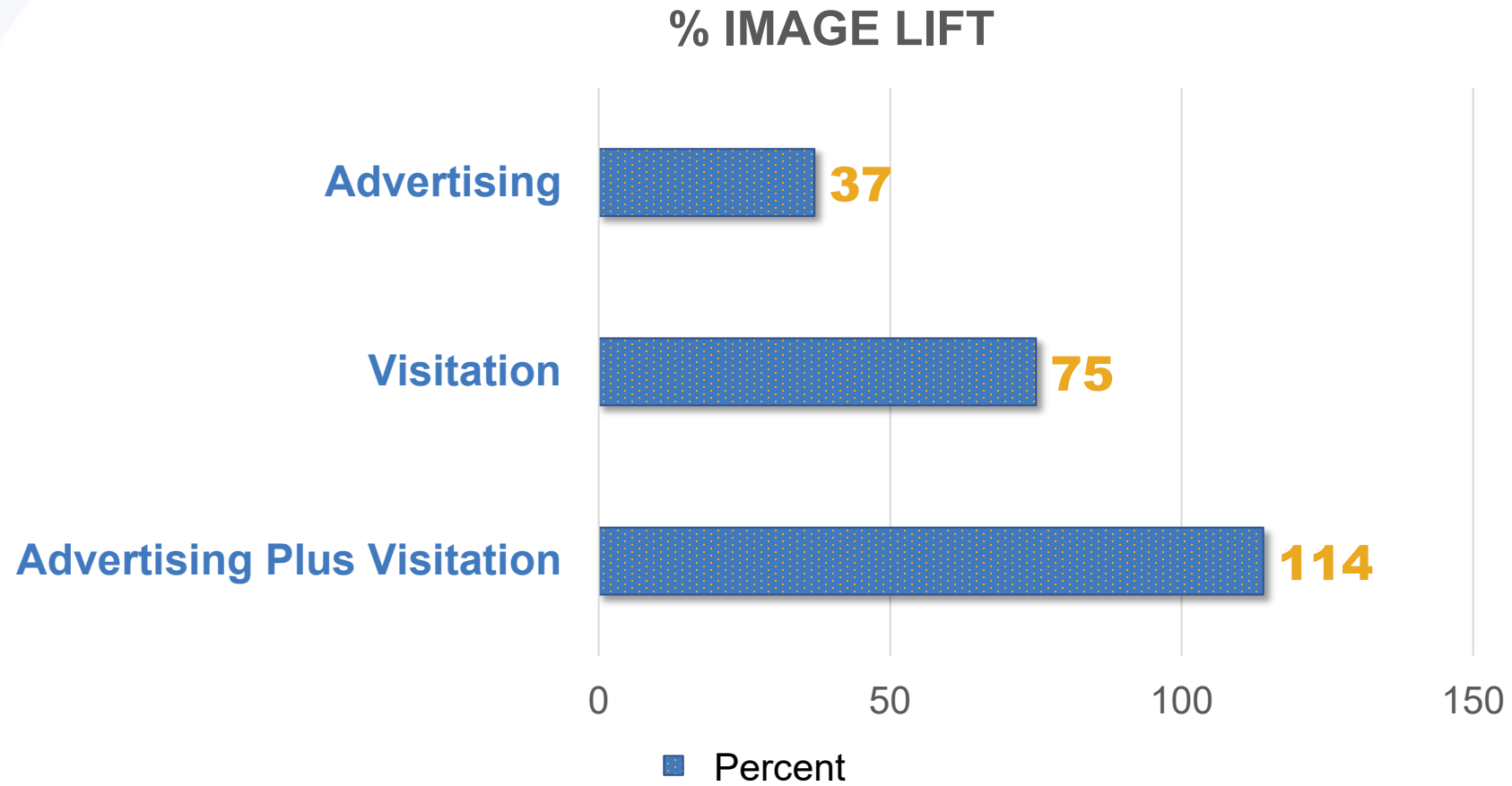
“A Good Place to Start a Career.”



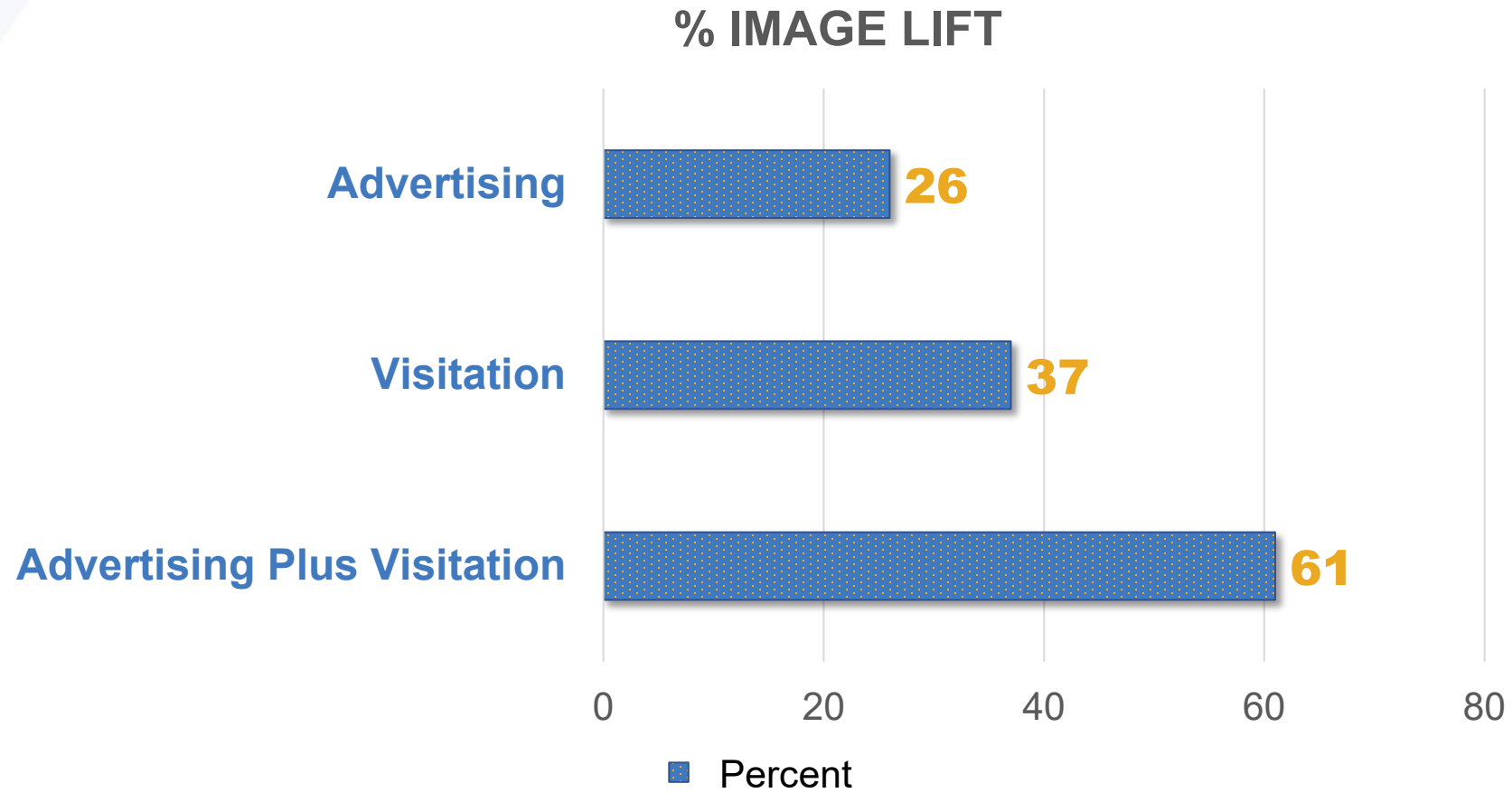
“A Good Place to Start a Business.”



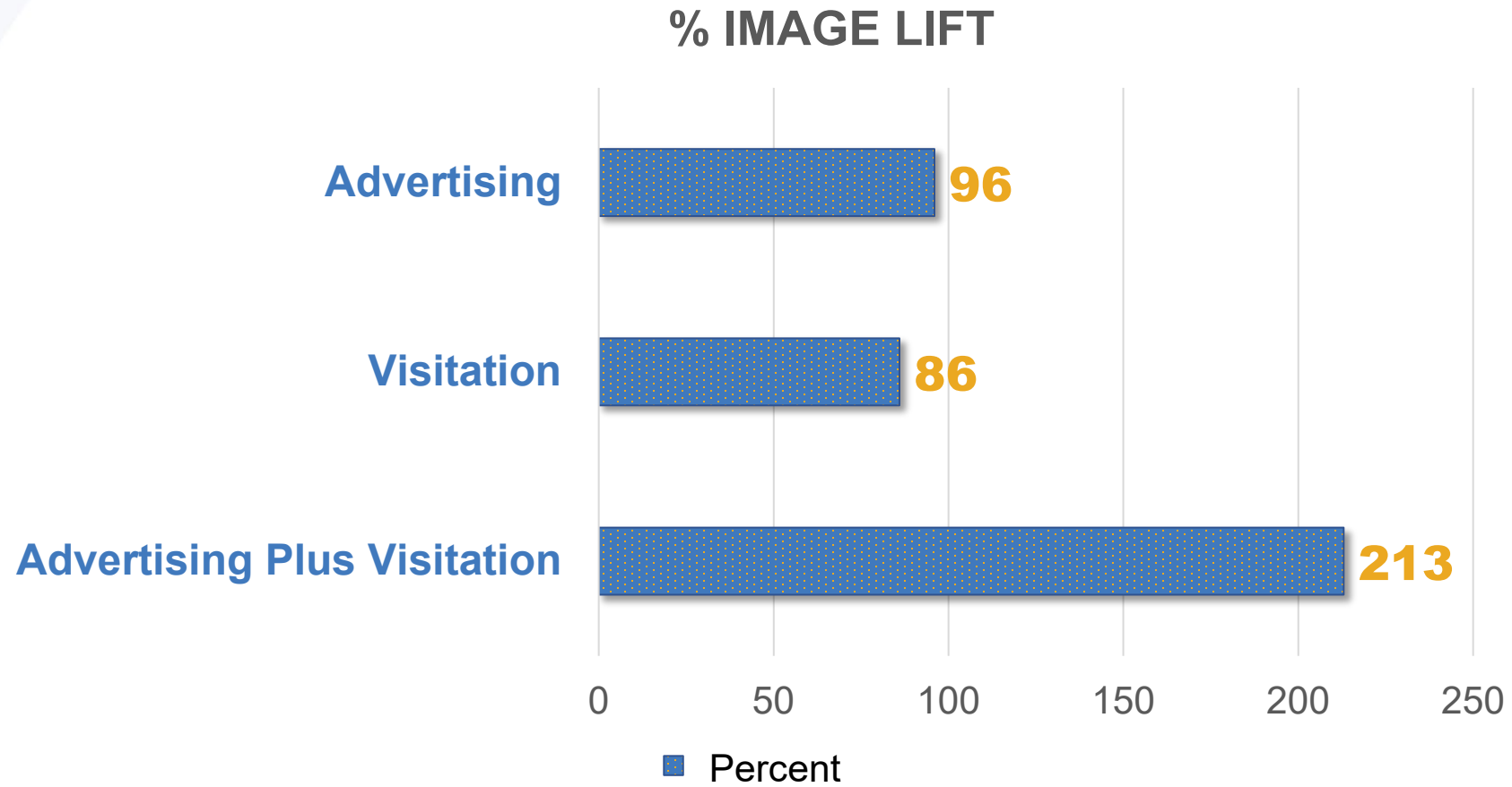
“A Good Place to Attend College.”



“A Good Place to Purchase a Vacation Home.”



“A Good Place to Retire.”



ON THE MAP STRATEGIES

Provide avenues for people to learn more about the region.



Why?
Who?
HOW?

The Rural Rebound

- Based on the research of Ben Winchester.
- Small towns aren't dying – they are changing.
- Rural areas are experiencing a loss of young adults age 18-25 — commonly known as the “brain drain.”
- They are also experiencing an in-migration of adults aged 30-49 and their 10-14-year-old children – the “brain gain.”
 - From 1990-2000, nearly every rural county in Minnesota experienced growth in the 35-44-year-old group.



INFRASTRUCTURE STRATEGIES

Housing, broadband, childcare, and outdoor recreation.



WHY is this important?

WHO is doing it?

HOW are they doing it?

INFRASTRUCTURE STRATEGIES

Housing, broadband, childcare, and outdoor recreation.



WHY?

Who?
How?

Build and grow the things people need to live in our region.

- › **Housing:** safe, decent, and affordable housing meets basic needs as well as broader housing preferences
- › **Broadband:** more than ever, access to high quality internet is needed by families and businesses to work, learn, and connect
- › **Childcare:** beyond keeping children safe and providing a learning environment, childcare is a workforce need
 - › Maintain the current available labor force
 - › Shape the future workforce
- › **Outdoor recreation:** provides an outlet for physical and mental wellbeing and an expectation of visitors (i.e., prospective residents) and current residents

INFRASTRUCTURE STRATEGIES

Housing, broadband, childcare, and outdoor recreation.



Why?

WHO?

How?



The Partners

Community Development Agency

- › Established in late 2018
- › 9 Board Members (2 need to be County Commissioners)
- › Six-year terms
- › Community Development Director hired in 2019

Housing & Redevelopment Authority

- › Established in 1972 by County Resolution
- › Declares a “need” for a HRA
- › Statute enables HRA with “autonomous” tools
- › 6 or 7 Commissioners
- › Five-year term

INFRASTRUCTURE STRATEGIES

Housing, broadband, childcare, and outdoor recreation.



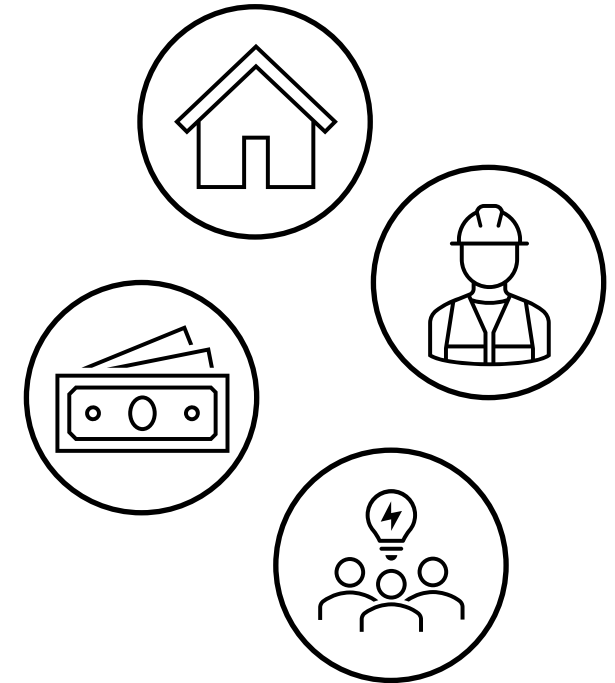
Why?

WHO?

How?

Private Sector Partners Critical

- › Real estate community
- › Builders and developers
- › Landlords
- › Financial and lending community
- › Employers



INFRASTRUCTURE STRATEGIES

Housing, broadband, childcare, and outdoor recreation.



Why?

Who?

HOW?

The Big Build

- Housing growth initiative to build new, preserve, or rehabilitate 5,000 housing units by 2025.
- Aligns with the County's Long Range Strategic Plan

ACTIONS



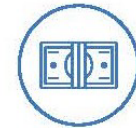
Increase the construction of new housing units to meet the various needs of household types and income levels



Build partnerships with and expand the capacity of non-profit organizations, community partnerships, private developers to collectively respond to the housing challenge



Seek funding opportunities to support new housing development, ownership opportunities and reinvestment



Advocate for increased funding and support of housing at the state and federal levels

INFRASTRUCTURE STRATEGIES

Housing, **broadband**, childcare, and outdoor recreation.



WHY?

Who?
How?

Investment in Broadband

- › Access to broadband impacts individual careers, health, connection, and learning
- › Allows people to work where they live instead of living where they work
- › More broadly, access to broadband is needed for businesses, workforce recruitment, youth learning, and community health
- › Large areas of OTC do not have access to quality, high speed internet

INFRASTRUCTURE STRATEGIES

Housing, **broadband**, childcare, and outdoor recreation.



Why?

WHO?

How?

mn EMPLOYMENT AND ECONOMIC DEVELOPMENT



INFRASTRUCTURE STRATEGIES

Housing, **broadband**, childcare, and outdoor recreation.



Why?

Who?

HOW?

Background

- › Feasibility study completed in 2018
- › Blandin Broadband Community efforts to:
 - › Increase broadband access to families/individuals without internet access (Tech Packs, Smart Rooms, public wi-fi locations)
 - › Increase youth access to coding, exposure to technology, and awareness of career options (Virtual Career Fair, STEAM offerings in summer child care programs, etc.)
 - › Make business more resilient through business technology assessments and education (Business Tech Assessments and Business Resilience Coaching)
- › Partner with providers on Border to Border Broadband grant applications
 - › Providers making investments to fill in the balance of areas without access

INFRASTRUCTURE STRATEGIES

Housing, broadband, **childcare**, and outdoor recreation.



WHY?

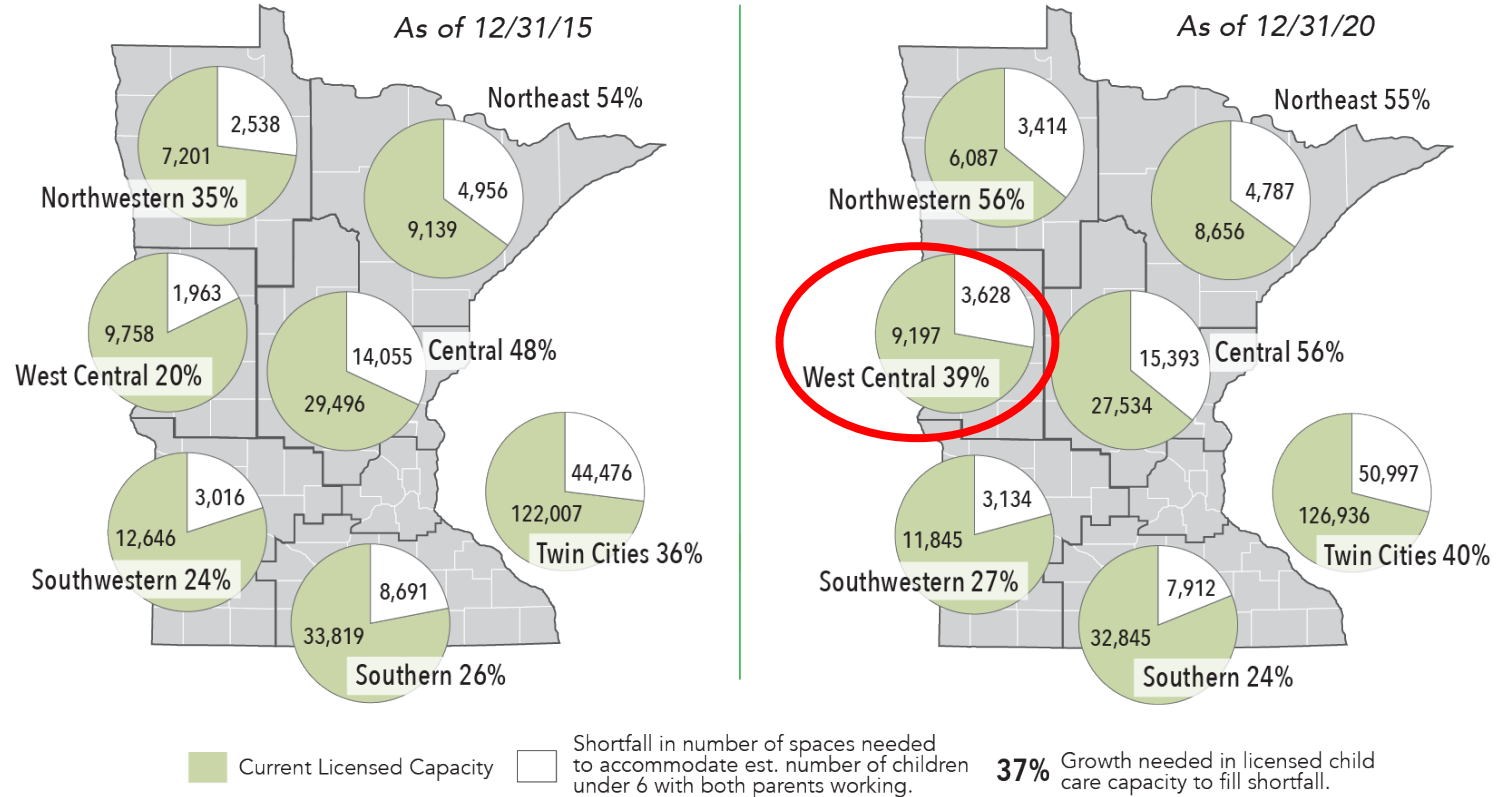
Who?
How?

Investment in Childcare

- › 2 biggest barriers to attracting workers in rural areas is a lack of childcare and a lack of housing
 - › See Disruptions in childcare access show its importance to the economy
- › Beyond keeping children safe and providing a learning space, childcare is a workforce need
 - › Maintain the current available labor force
 - › Shape the future workforce
- › 39% shortfall in childcare capacity in West Central MN

Childcare Shortages

Percentage growth required to meet estimated capacity need



Data: MN Dept. of Human Services; U.S. Census
 © Center for Rural Policy & Development

INFRASTRUCTURE STRATEGIES

Housing, broadband, **childcare**, and outdoor recreation.



Why?

WHO?

How?

mn EMPLOYMENT AND ECONOMIC DEVELOPMENT

mn DEPARTMENT OF HUMAN SERVICES

 **First Children's Finance**

M MAHUBE-OTWA
COMMUNITY ACTION PARTNERSHIP



OTTER TAIL
COUNTY - MINNESOTA



INFRASTRUCTURE STRATEGIES

Housing, broadband, **childcare**, and outdoor recreation.



Why?

Who?

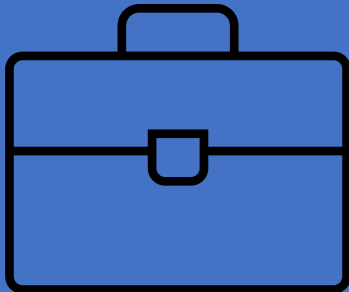
HOW?

Community and County-Driven Successes

- › New York Mills and Perham duplexes
- › Tiny Tykes in Battle Lake
- › PioneerKids in Fergus Falls
- › DEED Child Care Economic Development Grant
 - › Children's Corner expansion with Perham Health and KLN
 - › Providers subgrants

EMPLOYER STRATEGIES

Support business retention and workforce development.



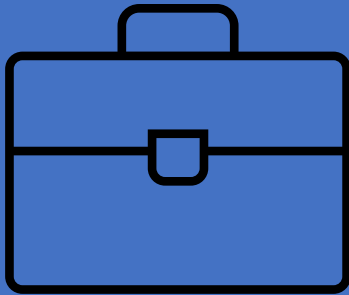
WHY is this important?

WHO is doing it?

HOW are they doing it?

EMPLOYER STRATEGIES

Support business retention and workforce development.



WHY?

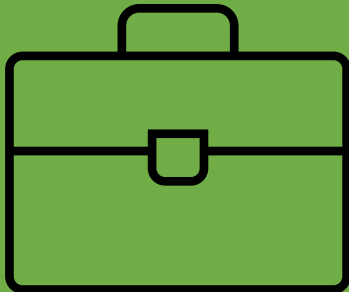
Who?
How?

Preparing, recruiting, and developing workforce to support a resilient employer community.

- **Fact or Myth?** There are nearly 1,500 available job opportunities in Otter Tail County today.
 - Current population is not enough to meet workforce demands
 - Projected 4.6% reduction in available labor force
 - Workforce is key to retaining and supporting resilient businesses in the county

EMPLOYER STRATEGIES

Support business retention and workforce development.



Why?

WHO?

How?

mn EMPLOYMENT AND ECONOMIC DEVELOPMENT

CareerForce™

LIVE WIDE OPEN
WEST CENTRAL MINNESOTA

West Central Initiative

Rural Minnesota CEP

Minnesota State
Community and Technical College

OTTER TAIL
COUNTY - MINNESOTA

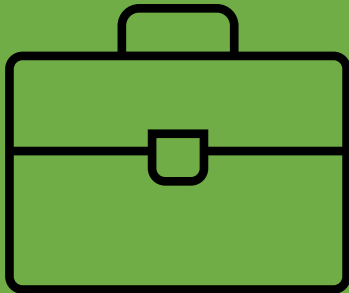
GREATER
FERGUS FALLS

Perham
ECONOMIC DEVELOPMENT

NYM
Small town, big life!
NEW YORK MILLS, MN

EMPLOYER STRATEGIES

Support business retention and workforce development.



Why?

WHO?

How?

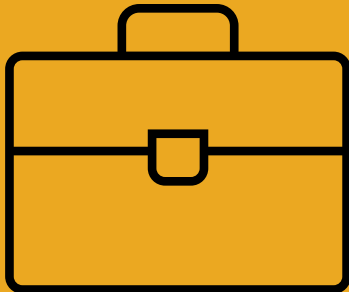
Public & Private Partners are Critical

- › Chambers of Commerce
- › School districts including Lakes Country Service Cooperative
- › Nonprofit and government partners
- › Businesses and employers



EMPLOYER STRATEGIES

Support business retention and workforce development.



Why?
Who?
HOW?

OTC Work Initiatives

- › Youth Workforce Navigation
- › Talent Tourism
- › Empowered Workers



WELCOMING COMMUNITY STRATEGIES

Create an environment and sense of place that welcomes everyone.



WHY is this important?

WHO is doing it?

HOW are they doing it?

WELCOMING COMMUNITY STRATEGIES

Create an environment and sense of place that welcomes everyone.



Why?

WHO?

How?



UNIVERSITY OF MINNESOTA
EXTENSION



WELCOMING COMMUNITY STRATEGIES

Create an environment and sense of place that welcomes everyone.



Why?
Who?
HOW?

Welcoming and Inclusive Communities Project

- › Supported by the University of Minnesota (UMN) Extension Central Regional Sustainable Development Partnership (Central RSDP)
- › Provide a platform for working with rural Minnesota communities to connect, train, and equip community stakeholders to lead local welcoming efforts in their hometowns, ensuring all voices are heard
- › Welcoming & Inclusive Community Assessment



**Pelican Rapids
Multicultural
Committee**



NATIONAL COUNCIL
of COUNTY ASSOCIATION
EXECUTIVES



NCCAE-NACo

KNOWLEDGE MANAGEMENT FORUM

August 14-16, 2024
Ramsey County, Minn.

Knowledge Management Forum

Carlos L. Greene

National Program Director





Public Sector Workforce Challenges

Solutions to help county governments attract and retain an adequate public sector workforce

AGENDA



WHAT'S IMPORTANT ?



LANDSCAPE



KORN FERRY STUDY



WORKFORCE
NETWORK



SOLUTIONS, STRATEGIES, AND
RECOMMENDATIONS



Q&A

WHAT'S IMPORTANT?



For employees to feel protected and valued



Marketing
County benefits



National
Voting rights act



Changing and challenging public sector employment stereotypes



Upskilling, coaching and mentoring Next Gen leaders



Recruiting and retaining long-term, tenured employees



AI

Audience Participation

**What's a Major County HR issue that
you are challenged with today?**

LANDSCAPE

Record number of open positions

AI unknown

Lack of qualified candidates

Hybrid or flexible work schedules

GIG economy

Financial Challenges

Korn Ferry's 2024 Workforce Study

What do people want from work?

Staying in a job/ choosing a new job:

- Generous Compensation
- Flexible Working hours
- High Job Security

Leaving the job:

- Low Compensation
- Lack of career advancement opportunities
- Lack of job security

(10,000 professionals at all levels, from entry-level to CEO, in six markets: USA, UK, Brazil, Middle East, Australia, and India.)

<https://www.kornferry.com/content/dam/kornferry-v2/featured-topics/pdf/workforce-2024-report.pdf>

**WHAT MAKES
A JOB
STICKY?***

#1

Generous
compensation

#2

Total flexibility of
working hours

#3

High job
security

#4

Colleagues I enjoy
working with

#5

Manager I respect
and trust

#6

Excellent learning
and development
opportunities

#7

Clear career advance-
ment opportunities
and processes

#8

Status and respect
for my position in
the company

#9

Hybrid working
options

#10

Full-time remote
working

#11

Short commute
to office

#12

To be a part of a
culture and value
system that I respect

#13

Full-time in
the office

#14

Excellent sustainability
policies and practices
within the company

#15

Excellent diversity
and inclusion within
the company

#16

Brand is well-known
and respected

#17

Generous non-
financial benefits

#18

Low number of
recent layoffs

**WHAT MAKES
PEOPLE WANT
TO LEAVE?**

People told us the top five drivers for quitting their job were:

#1

**Low
compensation**

#2

**Lack of career
advancement
opportunities**

#3

**Lack of
job security**

#4

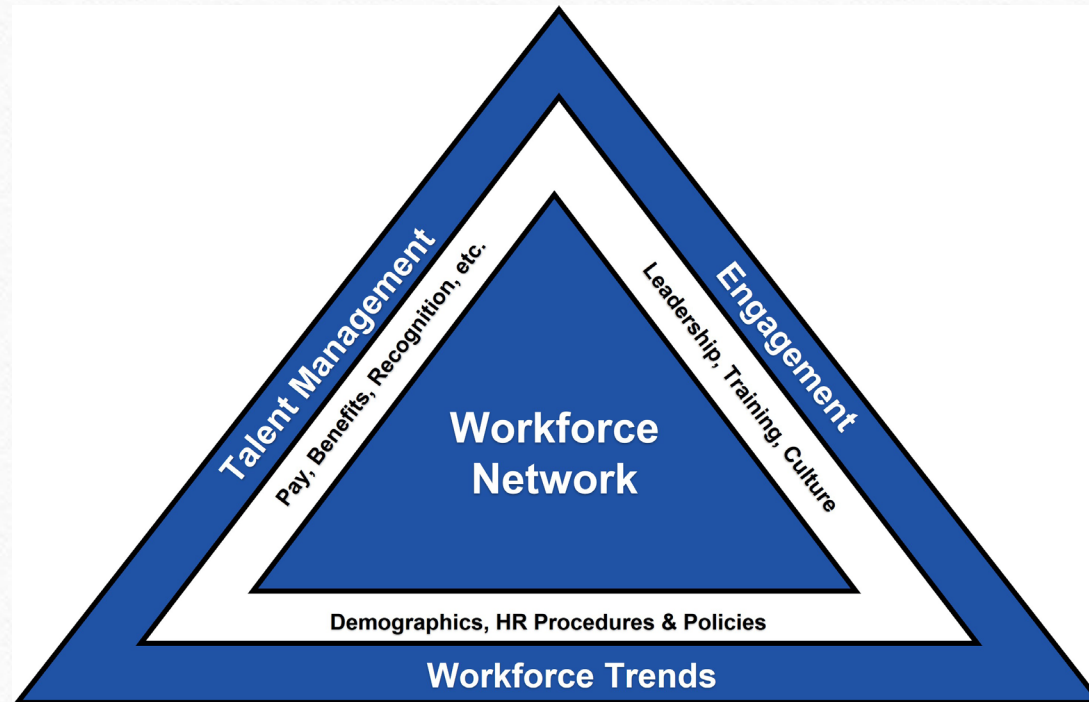
**Inflexible working
hours policy**

#5

**Poor company
culture or values**

Workforce Network and Advisory Council

The Workforce Network's goal is to provide an exchange of resources, a platform to share best practices, and opportunities for continuous learning for County Administrators and Human Resources and Benefit Professionals.



Workforce Network Portal

New Registrant



Existing Registrant



Audience Participation (Results)

What's a Major County HR issue that you are challenged with today?

Recommendations, Solutions, and Strategies

- Workforce Network Portal
- Engaging with students at our local university and schools
- Fair Chance employment solutions (Ban the box)
- Comprehensive Benefits – Total Rewards
- Upskilling and reskilling
- Culture of Community



Recommendations, Solutions, and Strategies

- Flexible work hours / hybrid work opportunities
- Financial wellness sessions
- Voluntary benefits- i.e. pet insurance and long-term care
- Student loan forgiveness programs
- Mental health resources for the family





Q&A

Thank you

HENNEPIN COUNTY
MINNESOTA

Our commitment to disparity reduction

Through policies, services and programs we will drive disparity reduction and work to benefit people's lives in the areas of:

-  Health
-  Income
-  Justice
-  Education
-  Employment
-  Housing
-  Connectivity



Hennepin County workforce needs

- Strengthening talent pipelines
- Anticipating vacancies
- Reducing disparities in employment

Hennepin County's Pathways Program

- Collaboration between community-based organizations (CBO), educational institutions, and employers
- Short-term training programs that consist of a customized approach to in-demand positions
- Designed to attract and retain a diverse workforce



Hennepin Pathways Program commitments

Hennepin County is intentional about implementing and supporting pathways.

Commitment 1

Built-in support for departments that are interested in the developing new pathways for the program.

Commitment 2

Hennepin is committed to reducing barriers in the application process.

Commitment 3

Maximizing return on investment with data driven decision making, retention strategies, and recurring evaluation.

Public Sector Pathways

Office Specialist Pathway (OS) is a six-week daytime program designed to fill administrative positions. Hennepin County is the only employer partner with a commitment to hire all graduates. Hennepin County is the sole employer partner committed to hiring all graduates.

Veterans Hiring Initiative (VHI) includes case management and a paid work experience to help veterans and their family members meet minimum qualifications for permanent roles.

Walk the Talk Initiative (WTI) is a recruitment strategy providing limited duration employment to candidates with disabilities to develop skills until minimum qualifications are met for permanent roles.

Public Sector Administrative Professionals (PSAP) an evening program with college course work preparing graduates to work administrative roles in government.

Health Advocate (HA) combines content and schedule of the PSAP program while adding coursework in medical terminology and unpaid internships to place graduates into private and public healthcare settings.

Human Services Pathway (HSP) fills human service representative positions across four public sector employers. It is 9-months, includes college credits, on the job experiences, and 12 months of support services.

Building Operations Technician (BOT) trains for careers in residential and commercial building maintenance with more than seven employers hiring from the program.

Healthcare Clerical (HCC) the non-profit partner adapts the Health Advocate program into this shorter day-time program with an emphasis on medical clerical work, removing direct patient care coursework.

Public Sector Administrative Professionals (PSAP) Hennepin partners for two cohorts, instead focusing on the Office Specialist program which has more Hennepin-focused content.

Property Appraiser provides work experience in conjunction with college coursework. Due to cost and length of training, program adapts to hire from BOT.

911 Dispatcher Hennepin partners for two cohorts with majority of graduates are hired by another employer partner.

Operator Apprenticeship (HERC) is the first earn and learn model which provides full-time pay with part-time work hours, giving participants paid time for college coursework, homework, and commuting.

Paid Internships

College to Career Fellows – Paid internships for students enrolled in college

BrookLynk– Paid internships for youth of live or attend school in the cities of Brooklyn Center and Brooklyn Park

Minnesota Visiting Nurses Association (MVNA) Pathway – Paid internships for county involved youth

High Barrier Sector

Group Residential Housing (GRH) – Navigating GRH clients to career pathways

Central Library – Navigating homeless patrons to career pathways

Probation Referrals – Referring offenders to career pathways

Workforce Entry Program 2.0 – Leveraging County Purchasing to create employment opportunities by mandating construction contractors to engage graduates from approved job training programs (apprentices) for a designated portion of construction project hours

Community Productive Day program

Create a sustainable path to employment for individuals leaving prison by collaborating with the Department of Corrections to provide construction work for clients nearing their release date.

Construction pathway – Period of supervised skills training leading to long term employment stability at a livable wage.

Forestry pathway – Forest management skills and experience in tree identification, cutting, planting, and care. Each participant completes an OSHA-approved chainsaw training and CPR certification training.

Warehouse pathway – Experience managing warehouse inventory, taking and tracking orders, and delivering requested PPE equipment. Warehouse Pathway participant complete forklift training and operation certification.

Private Sector Pathways

Hospitality Sector – Short term certificates in culinary arts, hospitality , and customer service.

Transportation Sector – Commercial drivers license (CDL) and other logistics skills training.

Financial Sector – Assistance while pursuing AA degree from Metro College Twin Cities and Metro State University.

Healthcare Sector – Certified Medical Assistant, Health Advocate, C3 Fellows Internships.

Pilot Pathway Programs

Benefits Cliff

Hennepin County has partnered with 13 community-based organizations to implement unique programs aimed at reducing, and ultimately eliminating, the negative impacts earned income can have on our residents who are receiving public assistance programs. Strategies vary and range from providing financial assistance and establishing emergency funds to providing employment, education, and financial coaching services.

Employment and Training Services for People Exiting Homelessness

Access to meaningful employment services with an intentional focus on readiness, skills training, and occupational learning to assist individuals secure and maintain employment who are or have recently been homeless. This program is a low-barrier program with minimal eligibility criteria and flexible support services.

www.hennepin.us/pathways-program

In development:

- Women in Engineering
- Sheriff's Office
- Information Technology Analyst
- Case Management Assistant



Pathways are succeeding!

2018 Analysis

(for programs from 2015 and part of 2016)

- Program breakeven projected to be 18 months after participants were hired
- Overall, there was a public return of \$0.62 on the dollar projected one year after participants were hired
- Human Services pathway program had a public return of \$0.94 on the dollar one year after hire

2020 Analysis

(for programs from end of 2016 and 2017)

- Programs actual breakeven was 17 months after participants were hired – one month earlier than projected
- Public assistance payments to Pathway participants continue to sharply decrease
- 89% of Pathways hires were retained one year after hire

2023 data - Pathways are succeeding!

402

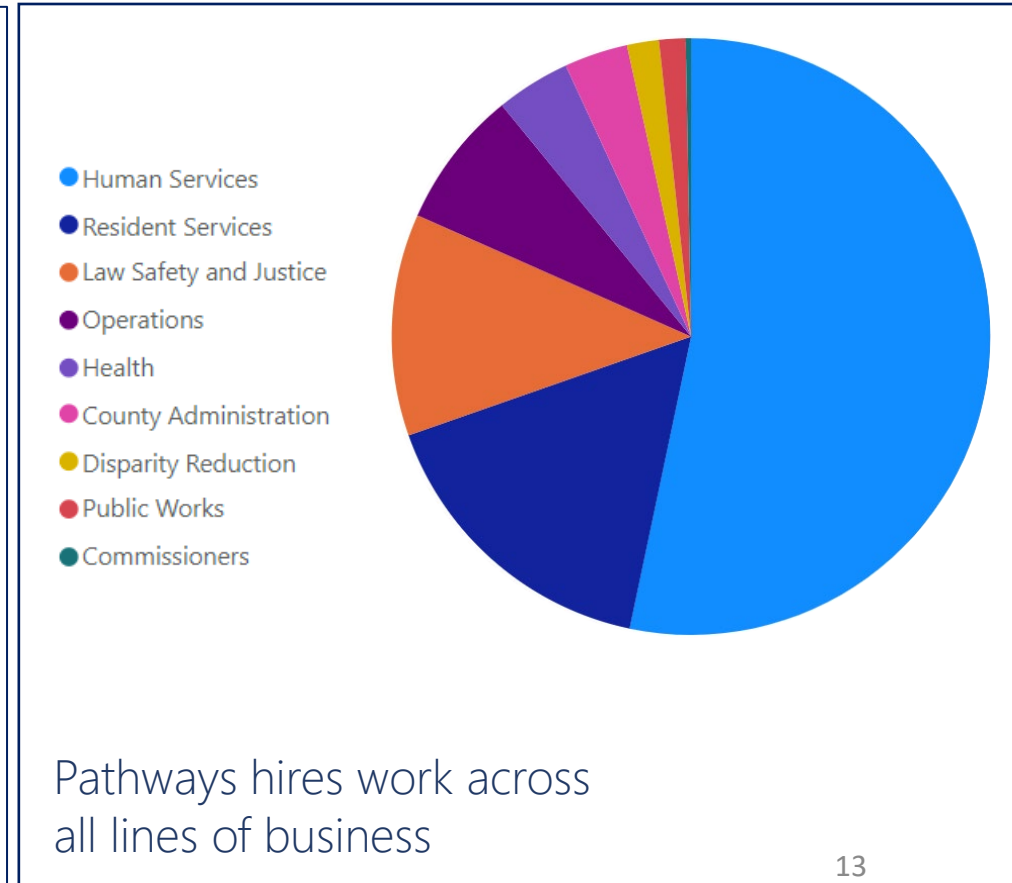
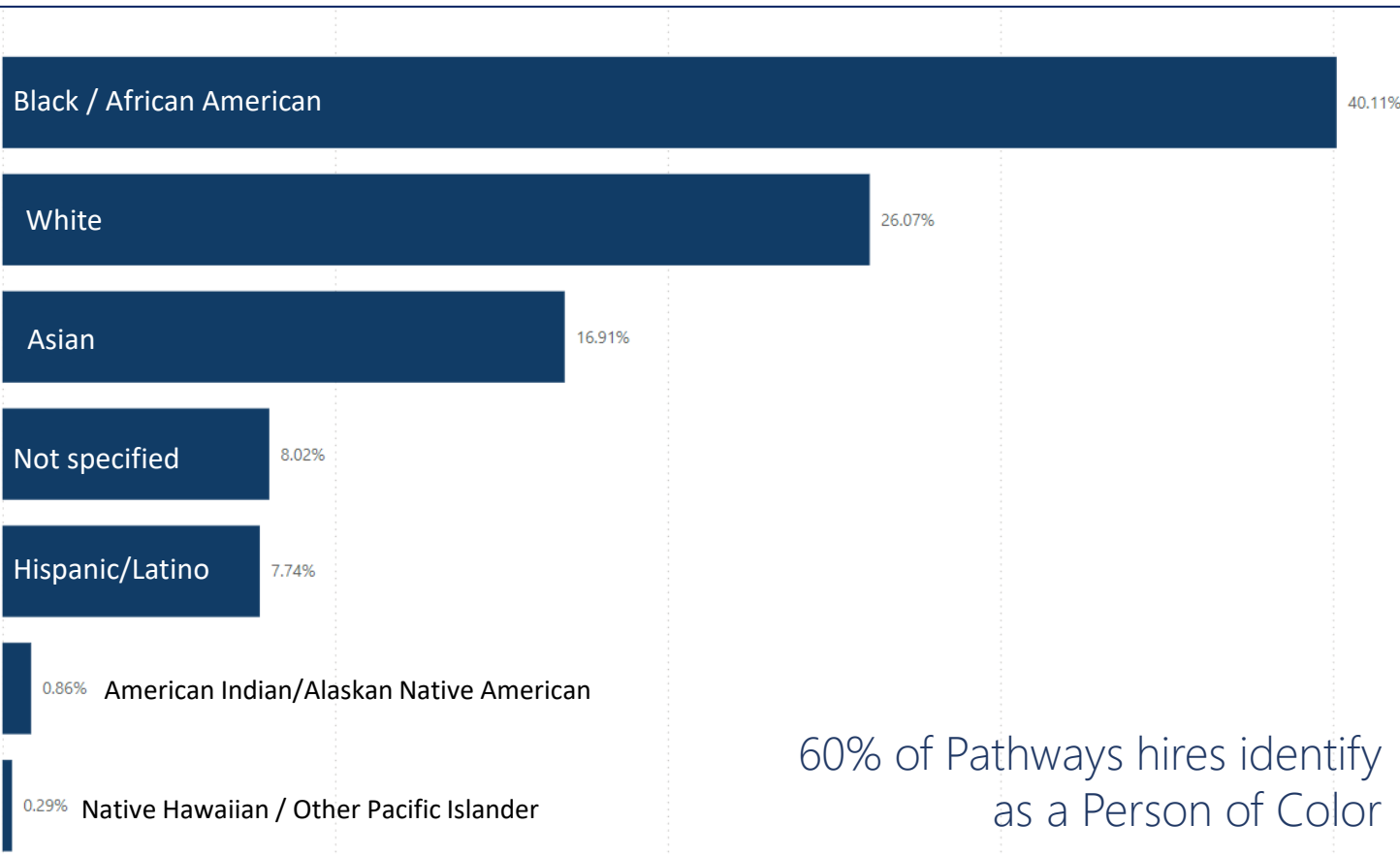
Total Employees Hired

91%

retained for 12 Months

172

Total Promoted



Intersecting needs & solutions





Hennepin County
Employment Growth and Opportunity







The Hennepin experience

In 2013, county leaders projected a looming workforce shortage due to a wave of county employees reaching retirement age. Funding, policy, and programs intertwined to create Hennepin County's Pathways program.

[Program timeline and current pathways >](#)



Get started

Pathways becomes a creative solution for employers when there is a gap between current workforce trends and future hiring goals. Employer partners can take steps to create a Pathways program.

[Steps for employer partners >](#)



Employment reduces disparities

Hennepin County is committed to reduce disparities among the residents we serve. Hiring skilled employees through the Pathways program is an integral part of how the county is reducing disparities in our community.

[Learn more about our efforts >](#)

Contact us

pathways@hennepin.us



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Hennepin County's Pathways Program

pathways@hennepin.us

New hire enrollment tips

Benefit enrollment tips for new hires

Health care enrollment (medical, dental, vision)

- You have 30 days from your start date to enroll.
- Upload your dependent verification documents, if applicable, as soon as possible.
- If you need to change your enrollment, you may do so as long as you're within the 30-day new hire window. You must contact the HR Service Center to request your enrollment be re-opened.
- If you and/or your spouse have coverage through your spouse's employer, your employment at Hennepin County may count as a life event (e.g., gain of coverage). You may both be eligible to drop coverage and enroll in coverage through Hennepin County. Contact your spouse's employer to confirm.

Flexible Spending Accounts

- You have 30 days from your start date to enroll.
- If your spouse makes contributions to an FSA, their contributions count toward your annual total contribution limit.
- Contributions made through a previous employer count toward your annual contribution limit.
- If your spouse participates in a Health Savings Account through their employer, you are not eligible to hold a health care FSA.
- You can use FSA funds on eligible expenses for yourself and dependents. You and your dependents do not need to be enrolled in the county medical plan to be eligible.

Life insurance: Rates reflected in APEX are age-based and until your new hire documentation is processed, rates reflect a default age of 95. Use the life insurance rate calculator to look up your correct rates.

- As a new hire, you are eligible for guaranteed coverage amounts of \$100,000 for employee and \$50,000 for spouse/domestic partner.
- You may enroll in coverage up to the guarantee amount in APEX. If you wish to enroll in coverages above the guarantee amount, only select the guarantee amount in APEX, then complete the linked Evidence of Insurability document.
- If enrolling a spouse/domestic partner in coverage, your employee coverage must be twice as much as their coverage (e.g., if your coverage is \$50,000, your spouse/domestic partner's coverage cannot exceed \$25,000).
- Be sure to designate a beneficiary.

PERA

- You are automatically enrolled, but if you held a PERA previously (either through Hennepin County or another organization), contact PERA at 651-296-7460 3-4 weeks after your start date to confirm your credited service.

Health Care Savings Plan

- You are automatically enrolled, but the money in your account defaults to a money market fund. After you receive your welcome packet, log into your account to review your investment opportunities.
- Be sure to designate a beneficiary.

More information: bridge.hennepin.us
HR Service Center
Monday-Friday, 8:00-4:30
612-348-7855 | hr.servicecenter@hennepin.us

Rev. 01/2024



College & Education

Student Loan Forgiveness Program

Public Student Loan Forgiveness provides borrowers who work for a government or nonprofit employer the opportunity have to their student loans forgiven, after meeting certain requirements.

Hennepin County partners with Savi to help you:

- Calculate your eligibility for loan repayment and forgiveness programs.
- Convert your loans to eligible loans, if applicable and/or access options to reduce your monthly payment
- Complete a self-guided application for student loan forgiveness.
- Track your submission. Log in to view your application status and track its progress.
- Receive concierge support if you have questions or need help. Get one-on-one support to discuss your personal situation.

Learn more: hennepin.bysavi.com

Tuition Reimbursement

- Reimburses up to \$5,250 annually for eligible expenses
- Employees must have received a “valued performer” rating or higher on their most recent performance review or passing rating on probationary review. If no review available, confirmation of satisfactory performance from appointing authority is required.
- Eligible expenses include tuition, course-related student fees, book/course materials, mandatory student memberships, required activity fees (excludes travel costs, language courses outside a degree program, computers, courses taken to maintain a license, registration, or certificate)
- Prior to registering for a class, you MUST submit a tuition authorization form for approval.
- Classes must be passed with a grade of C, passing or satisfactory to be eligible for reimbursement

Learn more: <https://hennepin.sharepoint.com> > search for *Tuition Reimbursement* (must be logged into Hennepin County network)

College Savings Plan (529)

- Set aside post-tax money from your paycheck to save for tuition
- Investment earnings are tax free when used on qualifying tuition expenses

Learn more: bridge.hennepin.us > Savings & Income Protection > Savings & Discount Programs > College Savings, Scholarships, and Reimbursement

More information: bridge.hennepin.us
HR Service Center
Monday-Friday, 8:00-4:30
612-348-7855 | hr.servicecenter@hennepin.us

Rev. 01/2024



Retirement & Savings

PERA

mnpera.org | 651-296-7460

You are automatically enrolled

- PERA is a pension plan that you and the county both contribute to.
- You'll receive a welcome packet in the mail with information on how to register.
- Use the website calculator to look up your plan information and estimate your benefits in retirement.
- If you have an existing PERA account, contact PERA 3-4 weeks after your start date to ensure your plans/service credits are merged.

More information: bridge.hennepin.us > Savings & income protection > Public Employees Retirement Association

Health Care Savings Plan

msrs.state.mn.us

You are automatically enrolled, if eligible

- A health care savings account that you own, to be used on health care expenses when you retire or leave the county.
- You'll receive a welcome packet in the mail with information on how to register to view your account
- Take action: Review your investment options and allocate your contributions to your desired funds. (Funds default to a low growth money market account).

Deferred Compensation 457(b) Plan

You can choose to enroll, change or stop participation at any time

- Set aside pre- and/or Roth after-tax money for retirement.
- To enroll, set up an account with your preferred vendor (Fidelity, Voya, or the MSRS). Then, set up your contribution amount in APEX.

More information: bridge.hennepin.us > Savings & income protection > Deferred compensation plan

More information, including steps to request ESST, is available on the Bridge at bridge.hennepin.us > Work & Life > Time off.

Rev. 05/2024



Savings and Discounts

Gym memberships

- Life Time: 15% off adult membership fees (employee, spouse, adult children)
- LA Fitness: Discounted membership of \$34.99 per person per month (max 4 members)
- YMCA: \$15 discount off following month's membership fee when you work out 6+ times per month
- Active & Fit: \$28 monthly membership fee for network of more than 13,000 gyms nationwide (includes Anytime Fitness, LA Fitness, Planet Fitness, Snap Fitness, Gold's Gym, and more)

Learn more: bridge.hennepin.us > Well-being > Physical Well-being > Health Club Discounts

Parking and commuter discounts

- Parking Flexible Spending Account: Set aside pre-tax money from your paycheck to pay for parking-related expenses at ramps, meters, etc.
- MetroPass: Unlimited rides (up to \$3.25/fare) on bus or light rail; county subsidizes 70% of cost – you pay \$24.90 per month
- Go-To Card: Deposits a set amount on a card each pay period to be used on bus or light rail. Your cost per paycheck is:
 - For a \$10 card value, you pay \$3
 - For \$20 card value, you pay \$6
 - For a \$30 card value, you pay \$9

Learn more: bridge.hennepin.us > Savings & Income Protection > Savings & Discount Programs > Parking & Commuter Accounts

Employee discounts

- Perks at Work: Discounts on services, electronics, entertainment and more
- Minnesota Benefits Association: optional insurance coverages such as pet, home, auto, etc.
- MERSC: Discounts on services, electronics, entertainment and more (\$5 annual membership cost to the employee)
- Mobile phones: Reduced monthly fees through AT&T, T-Mobile, and Verizon

Learn more: bridge.hennepin.us > Savings & Income Protection > Savings & Discount Programs > Employee Discounts

More information: bridge.hennepin.us
HR Service Center
Monday-Friday, 8:00-4:30
612-348-7855 | hr.servicecenter@hennepin.us

Rev. 01/2024



Financial Wellness Classes

Register for a class in APEX > Learning and Development > search for class name

All classes will be hosted on Microsoft Teams. You can earn 300 wellness points for each class you attend – up to five classes per incentive year.

February 20: Money Management Basics

11:30 a.m. - 12:30 p.m. | Hosted by LSS Financial Services

Create solid financial foundations, from building a minimum emergency reserve all the way to maximizing retirement savings. Use proven economic behavioral strategies and action steps to help you control your spending and set realistic financial goals that build upon each other.

March 13: Women, Money and Confidence

12:00 – 1:00 p.m. | Hosted by LSS Financial Services

Women have all the skills, knowledge, and tools they need to be successful with money and finance. The biggest thing lacking? Confidence. In this workshop you will: Explore money personalities and how to overcome common scripts learned in childhood; discuss money management skills that you can incorporate into reaching your financial goals, including salary negotiation, debt reduction and investing basics.

March 20: Financial Stress Busters

12:30 – 1:30 p.m. | Hosted by LSS Financial Services

The rising cost of living demands tough choices from everyday spending to reaching bigger life goals, like buying a home, saving for college or retiring. Considering decision fatigue, rising interest on debts, and low levels of saving, it's no surprise money has become one of the top stressors for many of us. Learn methods to regain a healthy sense of control, including stress reduction techniques; recognizing and challenging money beliefs; prioritizing debt payments; and behavioral tips to change old money habits into new ones.

April 10: Successful Steps to Saving

12:30 – 1:30 p.m. | Hosted by LSS Financial Services

Seventy-two percent of Americans struggle to pay for a surprise \$1,000 expense without taking on debt. Learn how you create your step-by-step plan to reach your savings goal and be prepared for surprise expenses.

April 16: Decimate Your Debt

11:00 a.m. – 12:00 p.m. | Hosted by LSS Financial Services

Transform a financial life that is burdened by debt with a solid plan to pay it off. Explore specific strategies that repay debt faster and save money on interest payments.

Financial Wellness Classes

continued

May 8: Practical Steps to Loan Forgiveness

12:00 – 1:00 p.m. | Hosted by LSS Financial Services

Public Service Loan Forgiveness (PSLF) is a federal student loan program that forgives the remaining balance of any federal student loan after 120 payments for borrowers who work in the public sector. Up until recently very few have successfully achieved loan forgiveness through this program due to a lack of understanding of the policies and processes guiding it. This workshop is designed to teach public sector employees how to start the payment count toward loan forgiveness; understand how to ensure payments qualify; define qualifying employment; and request loan forgiveness once 120 payments have been made.

May 22: Planning For a Happy Retirement

12:00 – 1:00 p.m. | Hosted by LSS Financial Services

If you are nearing retirement this is the workshop for you. Everyone knows that saving for retirement is important, but there are other factors to consider the closer you get. In this workshop, you will consider lifestyle scenarios that affect your costs, make a plan to eliminate debt that may drain funds more quickly, and talk about how to spend your long-saved funds in ways that lead to happiness.

More information: bridge.hennepin.us
HR Service Center
Monday-Friday, 8:00-4:30
612-348-7855 | hr.servicecenter@hennepin.us

Rev. 01/2024





NATIONAL COUNCIL
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EXECUTIVES



NATIONAL
ASSOCIATION
of COUNTIES

NCCAE-NACo

KNOWLEDGE MANAGEMENT FORUM

August 14-16, 2024
Ramsey County, Minn.



NATIONAL COUNCIL
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EXECUTIVES



The County Role in Economic Mobility

NCCAE-NACo

KNOWLEDGE

MANAGEMENT

FORUM

August 14-16, 2024
Ramsey County, Minn.

AGENDA

- Economic Mobility Defined
- County Role and Authorities
- Partner Tools & Resources
- Overview of NACo's Economic Mobility Programming
- Discussion

WHEN YOU HEAR THE TERM “ECONOMIC MOBILITY”

WHAT WORDS COME TO MIND?

ACADEMIC LITERATURE ON ECONOMIC MOBILITY

Economic mobility is the ability to move up or down the economic ladder within a lifetime or from one generation to the next

- **Absolute** – individual lifetime
- **Relative** – relative to peers in the same generation
- **Generational** – relative to parents

Key Components

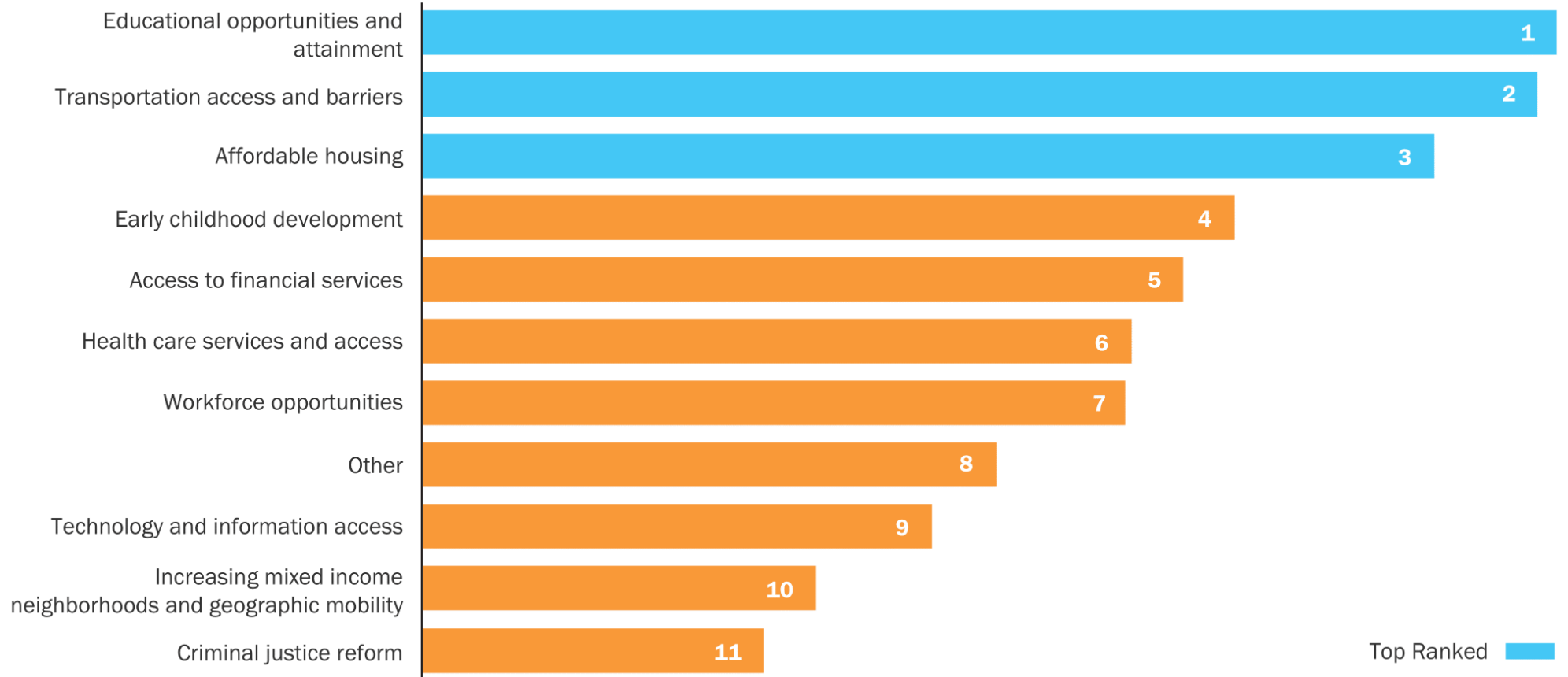
- **Human Centered:** individual, family, community
- **Equity:** extent to which mobility is affected by race, gender, education, personal wealth and geography
- **Place-based:** relevance of local factors
- **Time:** changes in status over lifetime or generation

COUNTIES PLAY A VITAL ROLE TO ADVANCE UPWARD ECONOMIC MOBILITY

- ❖ **POLICIES & RESOLUTIONS:** Zoning, Land Use, Hiring Practices, Industry Incentives/Disincentives, Special Districts
- ❖ **FUNDING:** Bonds, Grants, Loans, Contracts, Taxes
- ❖ **INFRASTRUCTURE:** Broadband, Transportation, Amenities
- ❖ **PROGRAMS & SERVICES:** Childcare, Health Insurance Pools, Transportation, Workforce, Education
- ❖ **RESEARCH & REPORTING:** Ecosystems, Stakeholder Analysis, Disparity Analysis, Geographic and Demographic Comparisons, Longitudinal Studies
- ❖ **PARTNERSHIPS:** MOU, Convening, Community Engagement

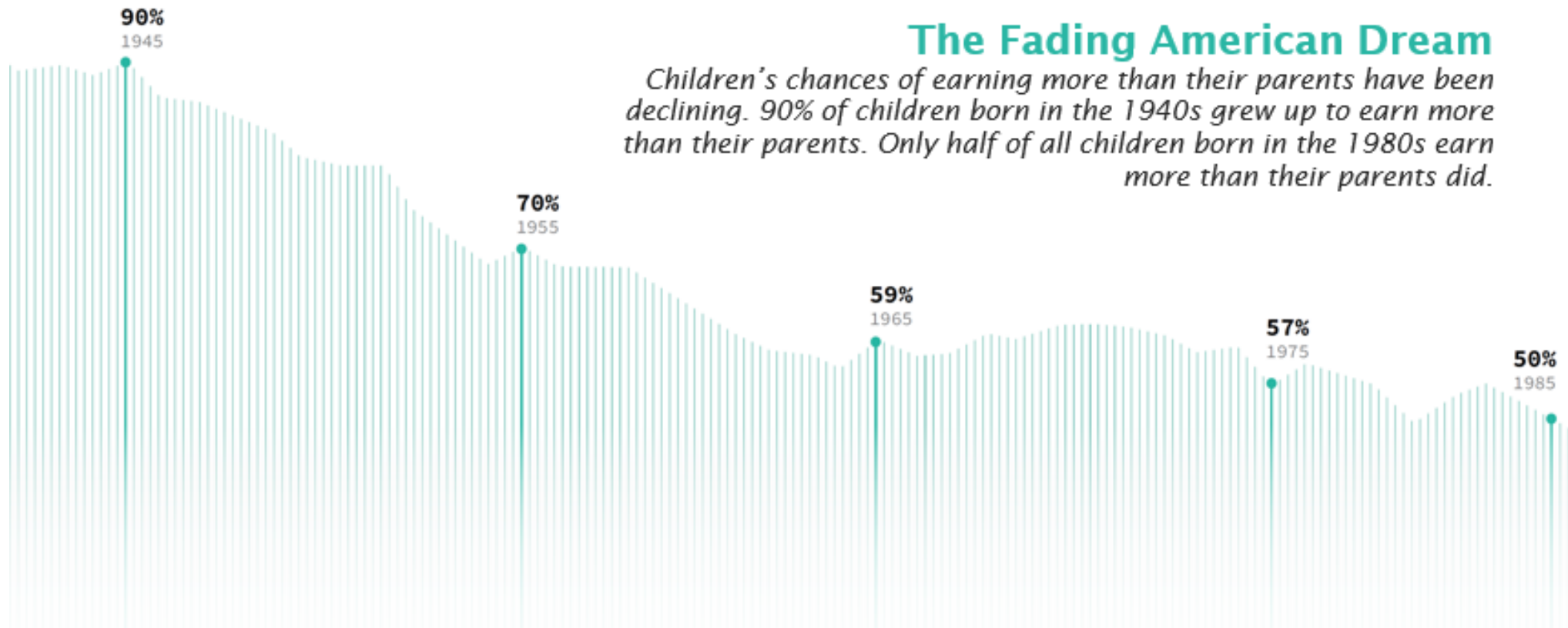
COUNTY LEADERS' UNDERSTANDING OF THE MEANING OF ECONOMIC MOBILITY *(ranked by importance)*

2019 SURVEY OF COUNTY LEADERS



Opportunity is Fading Across the Generations

Percent of Children Earning More than Their Parents, by Year of Birth



The Fading American Dream

Children's chances of earning more than their parents have been declining. 90% of children born in the 1940s grew up to earn more than their parents. Only half of all children born in the 1980s earn more than their parents did.

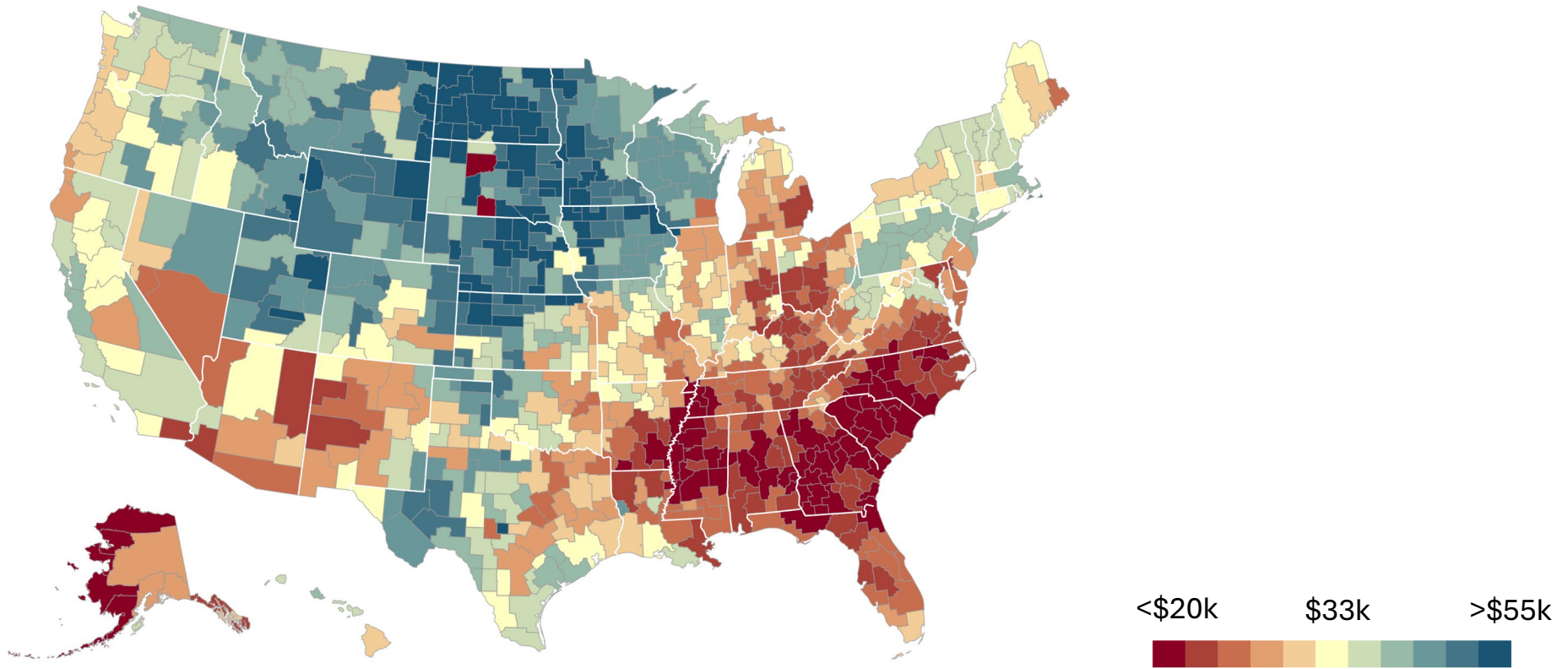
Source: Chetty, Grusky, Hell, Hendren, Manduca, Narang (Science 2017)



OPPORTUNITY ATLAS Opportunity Insights

Opportunity Varies by Place

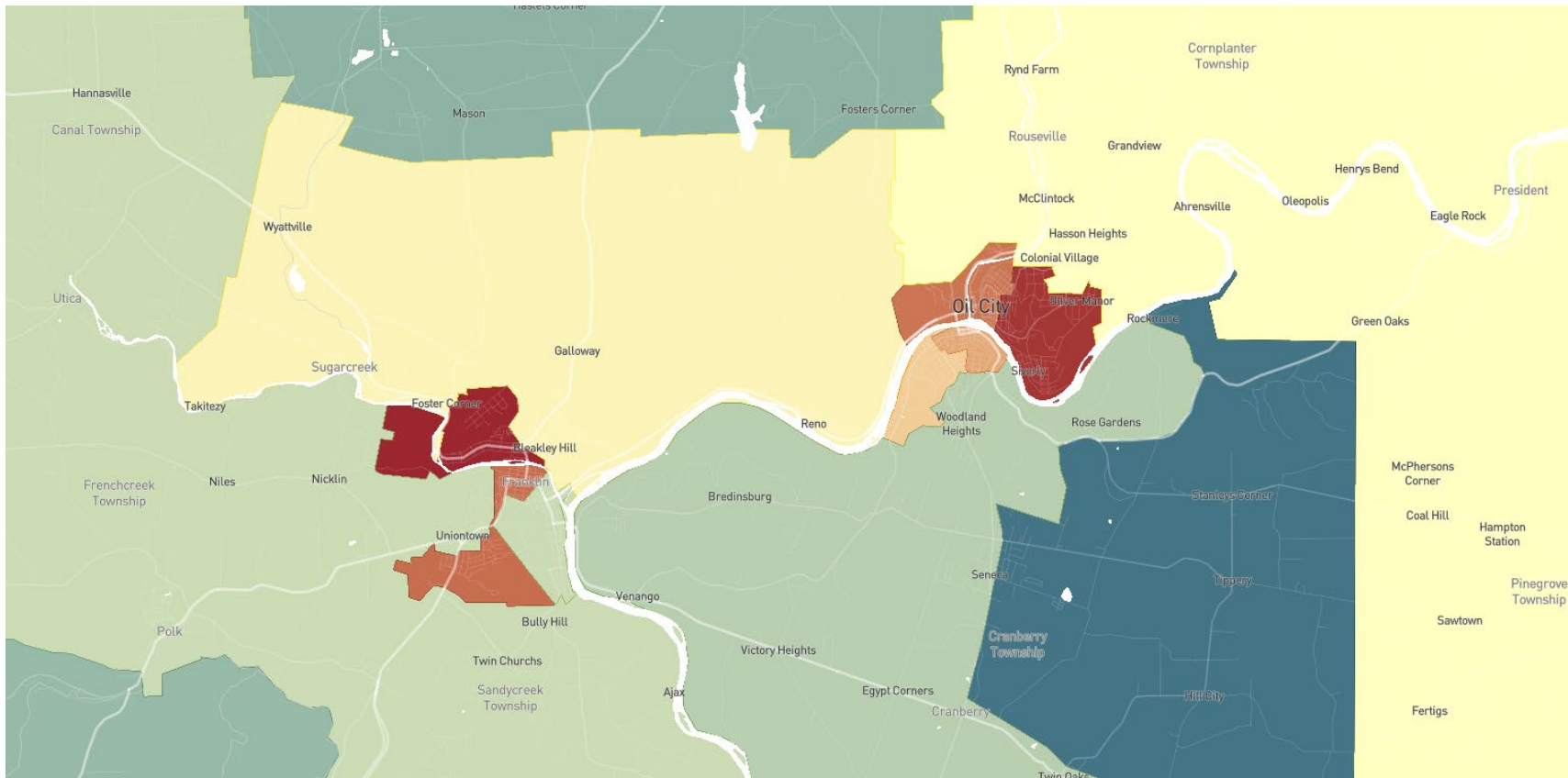
Average Household Income at Age 35 for Children whose Parents Earned \$27K (25th percentile)



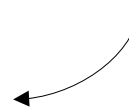
Source: Chetty, Hendren, Kline, Saez (QJE 2014)



Growing up in neighboring communities can be the same as living in completely different regions of the U.S.



Venango County, PA



<\$26k \$34k >\$40k



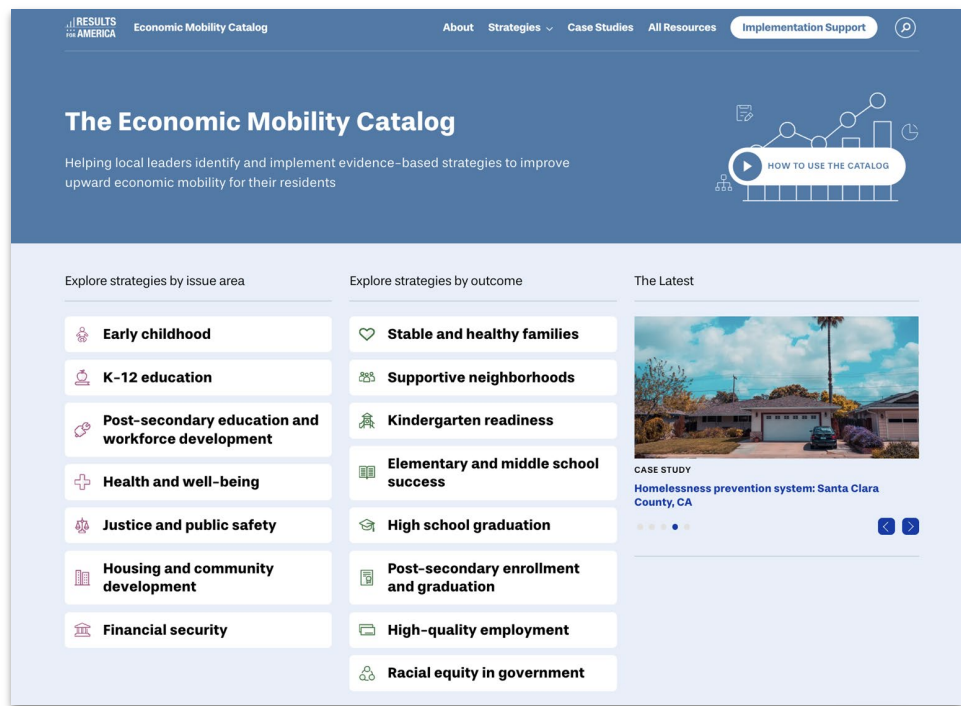
Blue = More Upward Mobility
Red = Less Upward Mobility

Source: Opportunity Atlas, Opportunity Insights and the US Census Bureau



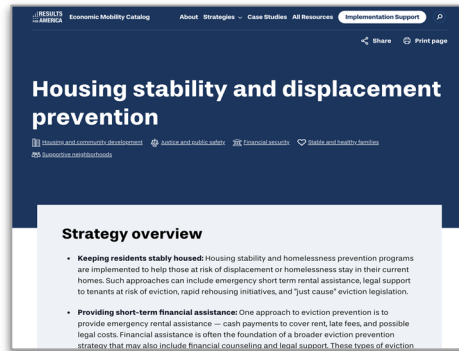
ECONOMIC MOBILITY CATALOG Results for America

A Resource for Evidence and Implementation Support



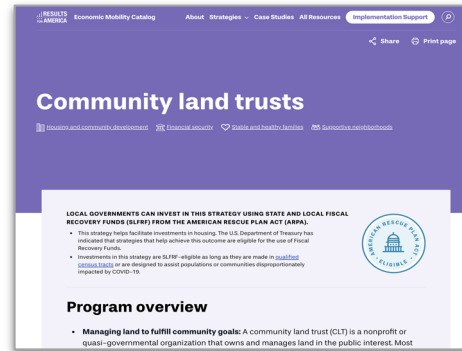
- “Within my area of interest, which strategies have good evidence?”
- “What does the evidence actually say about this strategy?”
- “Which other jurisdictions have implemented this strategy?”
- “How much will it cost to implement this strategy?”
- “How do we implement this strategy well?”
- “If we implement effectively, what will the impact be?”
- “Who can help us implement this strategy?”

The Catalog's Four Types of Resources



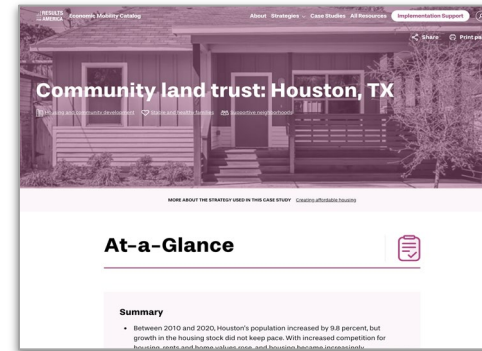
Strategies Guides

50+ high-level tactics and approaches that can affect change on an issue



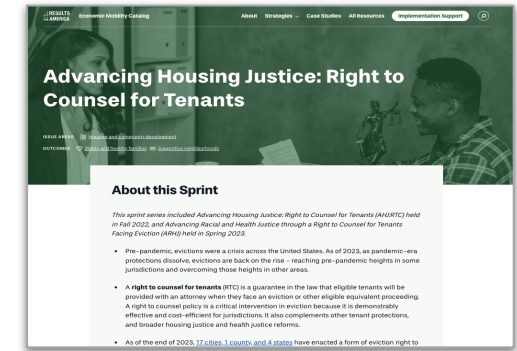
Program Briefs

200+ “branded” evidence-based program models



Case Studies

55 narrative story of successful implementation of a strategy or program



Implementation Support Pages

6 self-guided curricula to support implementation (and more to come)

UPWARD MOBILITY FRAMEWORK Urban Institute

The Three-Part Definition



The Pillars



ENSURE EQUITABLE ACCESS FOR ALL,
INCLUDING PEOPLE OF COLOR & OTHER MARGINALIZED GROUPS

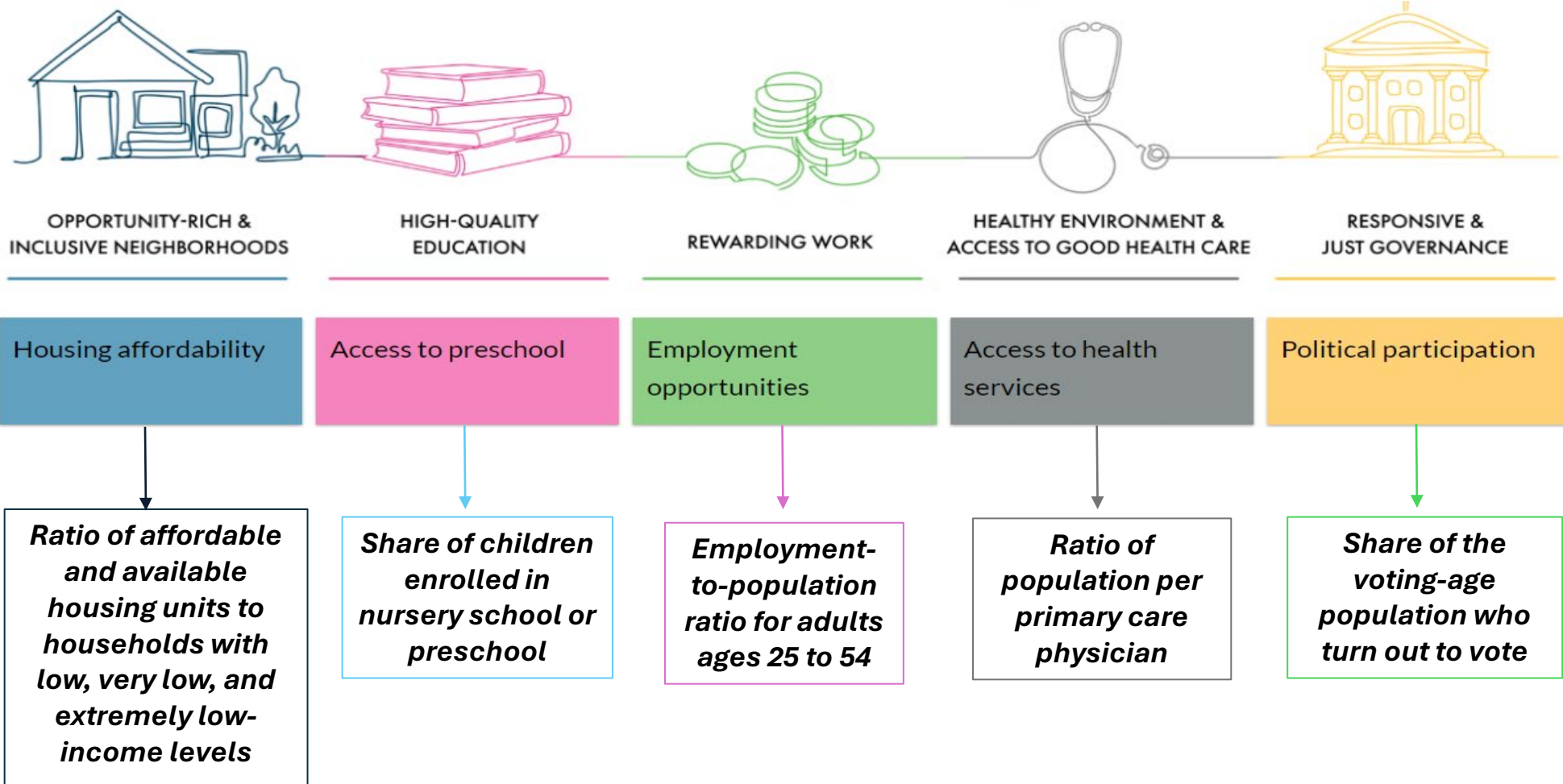
The Predictors

Housing affordability	Access to preschool	Employment opportunities	Access to health services	Political participation
Housing stability	Effective public education	Jobs paying living wages	Neonatal health	Descriptive representation
Economic inclusion	School economic diversity	Opportunities for income	Environmental quality	Safety from crime
Racial diversity	Preparation for college	Financial security	Safety from trauma	Just policing
Social capital	Digital access	Wealth-building opportunities		
Transportation access				

Mobility Metric

Rate of juvenile justice arrests

MOBILITY METRICS DATA TABLES



ECONOMIC MOBILITY LEADERSHIP NETWORK

Gates Foundation partnership, 2019-2024

Economic Mobility Leadership Network

- County Levers to Drive Economic Mobility
- 33 Elected Leaders
- EMLN Counties from State Associations participating in NACo KMF 2024:
 - **California:** Butte, Lake
 - **Georgia:** Cobb, Fulton, Newton
 - **Arizona:** Coconino, Santa Cruz
 - **Texas:** El Paso, Tarrant
 - **Pennsylvania:** Erie
 - **Minnesota:** Hennepin

Equitable Economic Recovery Cohort

- \$100k grants
- Economic/Community Development staff
- 8 counties



[Watch EMLN Peer Exchange in Palm Beach County, Fla.](#)

COUNTIES FOR ECONOMIC MOBILITY

Gates Foundation partnership, 2024-2025

Leadership Advisory Council (13 counties)

LAC Counties from State Associations participating in NACo KMF 2024

- California: Lake
- Georgia: Newton
- Arizona: Santa Cruz
- Texas: El Paso
- Pennsylvania: Erie

Rural Leaders for Economic Mobility (10 counties)

- \$50K grants
- 18-month virtual and in-person peer learning
- Plans and Funding Strategies
- *RLEM Counties from State Associations participating in NACo KMF 2024*
 - **Georgia:** Telfair
 - **New Mexico:** Curry
 - **Pennsylvania:** Venango
 - **Texas:** Jim Wells, Presidio
 - **Utah:** San Juan

Counties for Housing Solutions

- 3 10-week intensive technical assistance sprints
- 6-8 counties/sprint, 24 counties total
- Sprint #1: Activating county-owned lands for housing

Economic Mobility Community of Practice

- National Association of Counties
- Results for America
- Opportunity Insights
- Urban Institute
- National League of Cities
- International City/County Management Association
- African American Mayors Association
- Community Foundation Leads
- Government Alliance on Race and Equity
- National Association of Latino Elected & Appointed Officials

BUILDING RESILIENT ECONOMIES IN COAL COMMUNITIES

Economic Development Administration partnership, 2022-2025

BRECC National Network

- Public Bi-monthly Webinars
- Sign-Up [here](#)

Commitment Coalition (20 local leaders)

- Virtual and In-Person Peer Learning
- 20 Intergovernmental/Cross-Sector Leaders
- *Coalition Counties from State Associations participating in NACo KMF 2024*
 - **Kentucky:** Harlan, Kentucky Highlands Investment Corp/USDA Rural Partners Network
 - **Minnesota:** City of Becker, Minnesota Dept of Economic Development
 - **Montana:** Southeastern Montana Development Corporation
 - **Utah:** Utah Association of Counties, Six County Association of Governments, PacifiCorps/Rocky Mountain Power (Emery)

Action Challenge (15 counties)

- Individual Coaching for Economic Diversification Planning
- *Challenge Counties from State Associations participating in NACo KMF 2024*
 - **Arizona:** Apache, Coconino, Navajo
 - **Georgia:** *Monroe*
 - **Kentucky:** Floyd
 - **Pennsylvania:** *Forest, Somerset*



COUNTIES FOR CAREER SUCCESS
ECMC Foundation and Walmart Foundation

County Landscape Analysis

Cross-Sectoral Teams (8)

Teams from State Associations participating in NACo KMF 2024

- **Arizona:** Maricopa
- **Nebraska:** Douglas, Lancaster
- **Tennessee:** Hamilton

Peer Learning Opportunities

Site Visit to County from State Association participating in NACo KMF 2024

- **Tennessee:** Chattanooga

More Information

- Annie Qing, Program Manager, aqing@naco.org
- Sign up for updates [here](#)



PRE-NATAL TO THREE COUNTY LEADERS ACADEMY Pritzker Children’s Initiative

Counties for Kids resources

Hosting In-Person Academies

County Hosts from State Associations participating in NACo KMF 2024

- **Nebraska:** Upcoming!!
- **Arizona:** Maricopa, 2024
- **Georgia:** Dekalb, 2021

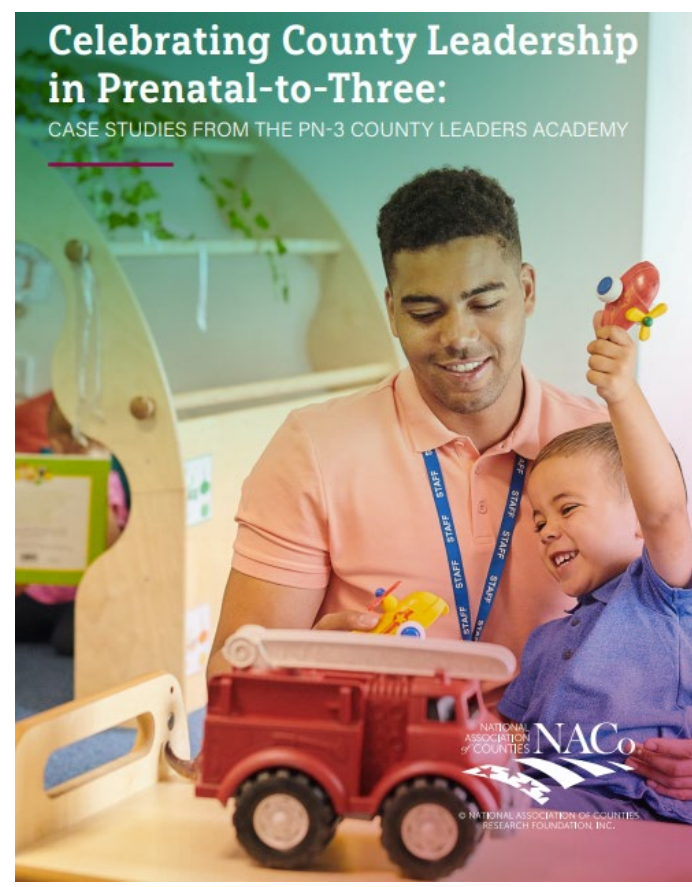
Case Studies

Case Studies from Counties from State Associations participating in NACo KMF 2024

- **California:** San Diego
- **Minnesota:** Ramsey
- **Texas:** Tarrant, Travis

More Information

- Arabella Pluta-Ehlers, Senior Program Manager
- info@countiesforkids.org



UPCOMING C4CS & PN3 NACo LIVE WEBINAR
September 5 | 2:00 p.m. – 3:00 p.m. EDT

[**Register Here**](#)

**Growing the Early Care and Education Workforce
Through Apprenticeships**

Early care and education (ECE) providers are often called the workforce behind the workforce because access to child care allows parents to work and further their education and training. However, the ECE field struggles with high rates of turnover and difficulty recruiting new workers because of low wages and poor benefits. Apprenticeships are one strategy to help the ECE workforce pursue additional education and credentials while being compensated and supporting during their learning. Join this webinar to hear how counties are utilizing apprenticeship programs to grow child care supply and strengthen local economies.



Marjorie D. Cohen

Project Manager
Early Childhood Workforce
Connector
LPE Associates LLC

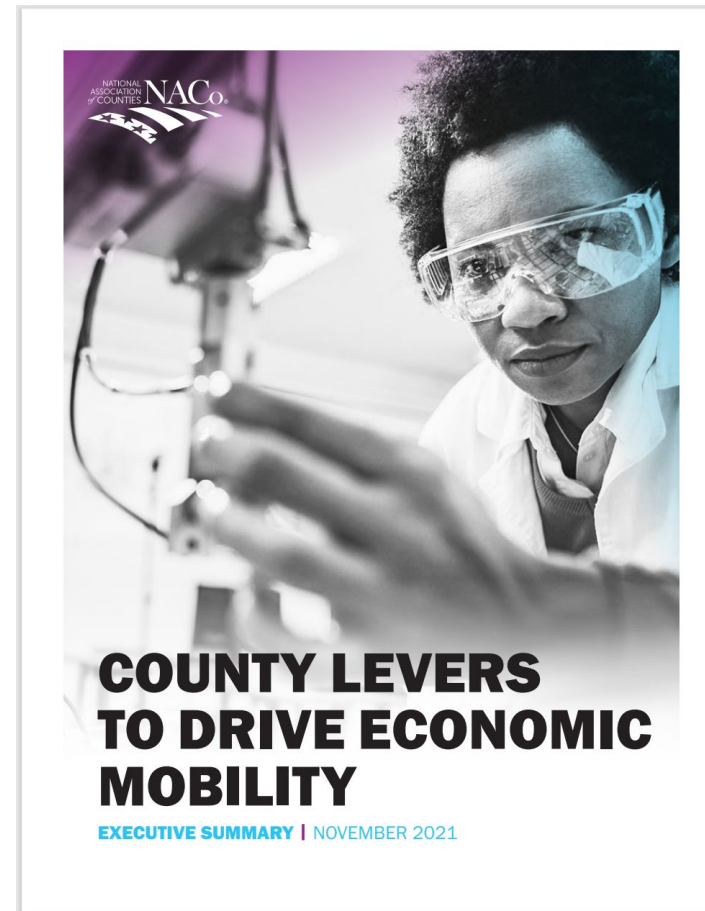


Camilla Rand

Chief Strategy Officer
Early Care & Education
Pathways to Success

NACo ECONOMIC MOBILITY RESOURCES

- ❖ [County Levers to Drive Economic Mobility: Local Solutions and Strategies](#)
- ❖ [Economic Mobility Hub](#)
- ❖ [Housing Solutions Matchmaker Tool](#)
- ❖ [Local Government ARPA Investment Tracker](#)
- ❖ [County Economies 2024: Under the Hood of National Economic Trends](#)
- ❖ [County Explorer](#)



Let's Discuss!

More Information

Jennifer Kuiper, Associate Program Director

Resilient Economies and Community

National Association of Counties

jkuiper@naco.org



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KNOWLEDGE MANAGEMENT FORUM

August 14-16, 2024
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How are policymakers improving housing affordability in large counties?

Seva Rodnyansky, Housing Policy Initiative
The Pew Charitable Trusts
2024 NCCAE – NACo Knowledge Forum

August 15, 2024

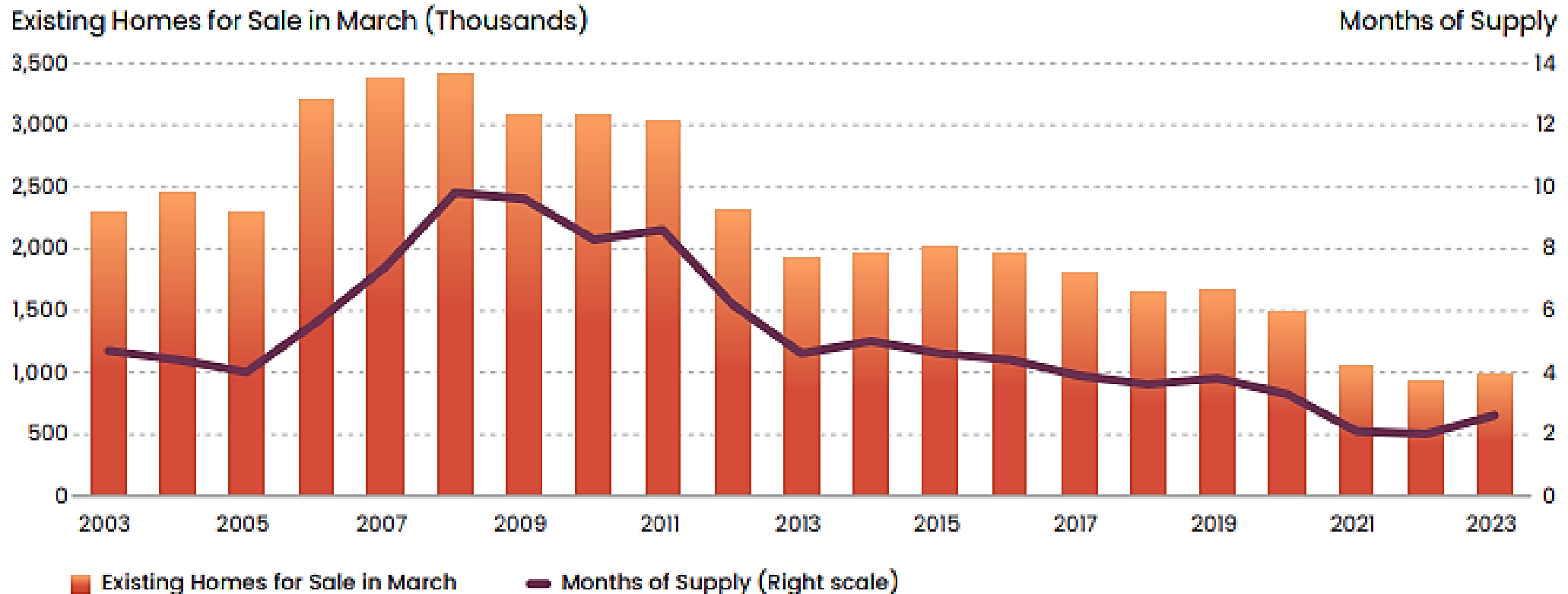
Pew

Rents Nationally Have Reached an All-Time High in the Past Year

- Half of renters are spending 30% or more of their income on rent
- One-quarter of renters are spending 50% or more of their income on rent
- Both figures have doubled since 1960
- Household size has reached an all-time low of 2.50
- 62.9% of U.S. households have 1 or 2 people

U.S. Supply of Homes Near an All-Time Low

Supply of Homes for Sale Remained Near Record Lows in Early 2023

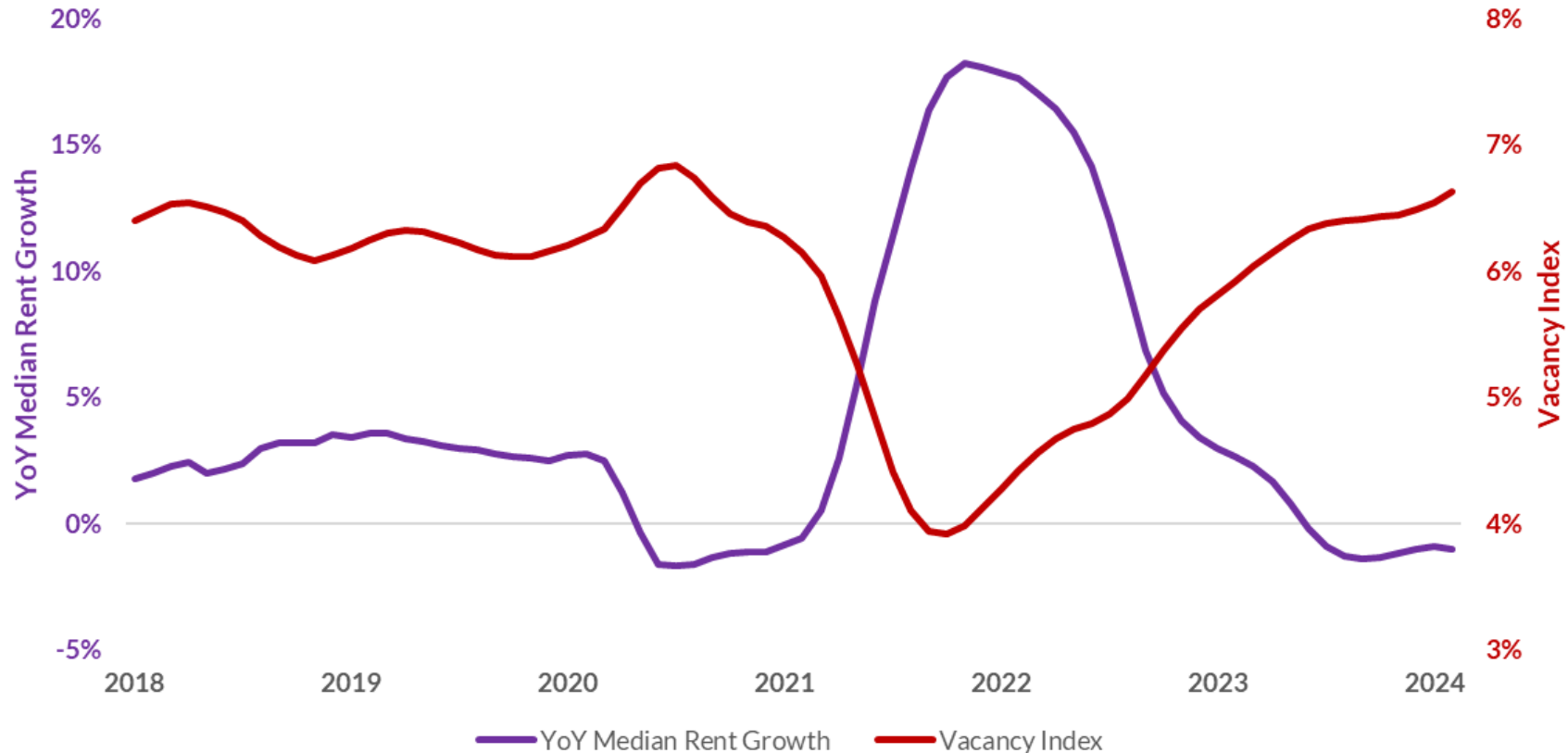


Notes: Months of supply measures how long it would take homes on the market to sell at the current rate. Six months is typically considered a balanced market.

Source: JCHS tabulations of NAR, Existing Home Sales

Rents Rise Quickly When Shortages Occur

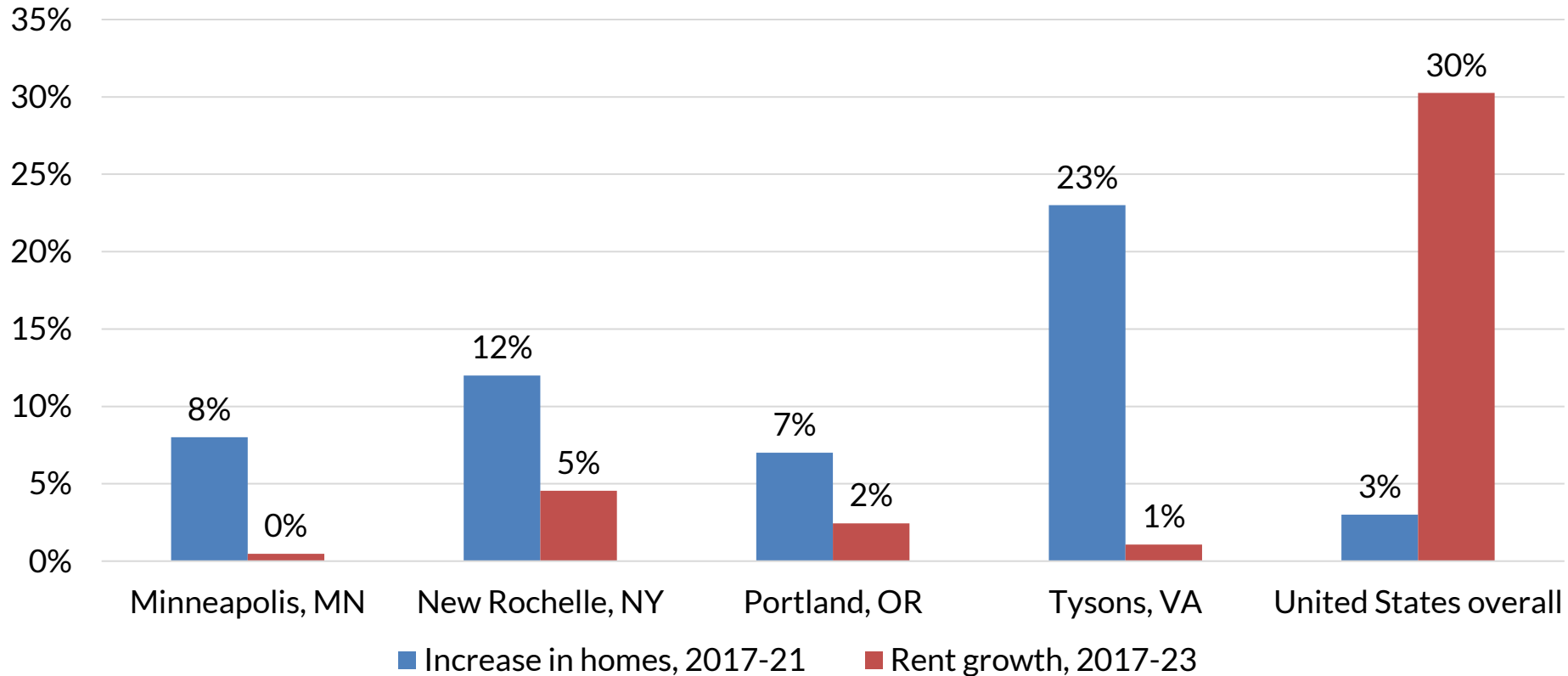
Rent Growth vs. Vacancy Rate in the United States



Source: Apartment List Rent Estimate Data

New Data Confirms More Supply = Lower Housing Costs

Rent Growth Is Low Where Housing Has Been Added



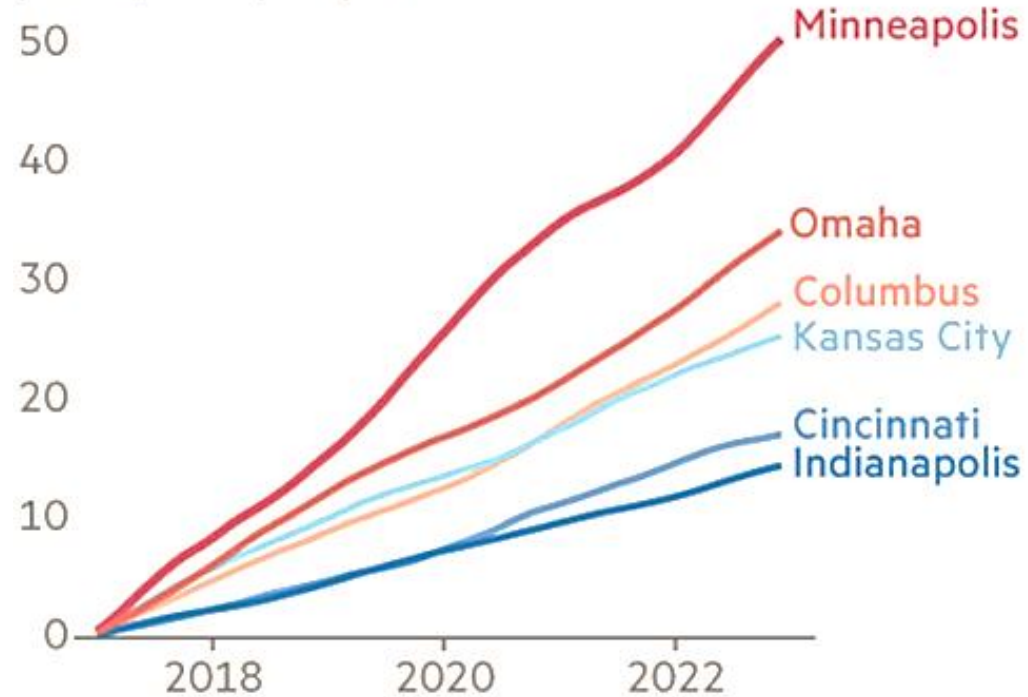
The four local jurisdictions shown added proportionally more households than the U.S. overall from 2017-21—indicating low demand was not the cause of their slow rent growth.

Source: Pew's analysis of Apartment List rent estimate data (Jan. 2017-Jan. 2023) and U.S. Census data on housing units (2017-2021)

Minneapolis Has Built More Housing Than Other Midwestern Cities...

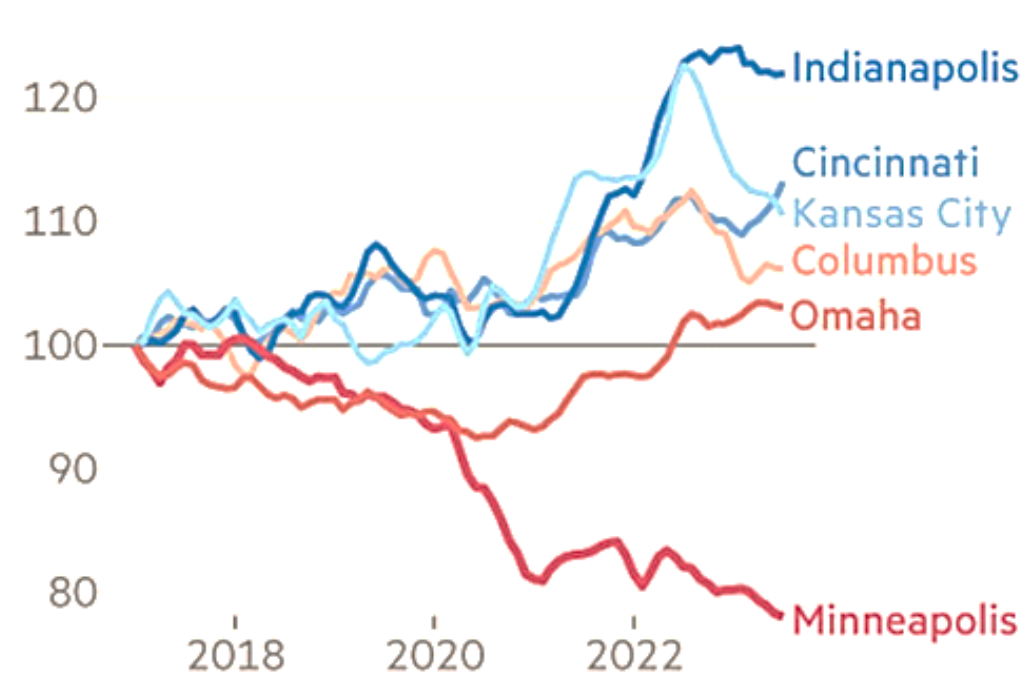
And the city is reaping the rewards as rents fall relative to inflation

Cumulative new dwelling approvals per 1,000 people



Sources: Financial Times analysis of data from State of the Cities Data Systems, Apartment List, BLS, Census Bureau

Real-terms change in median rent (Jan 2017 = 100)



*Rents deflated by average incomes

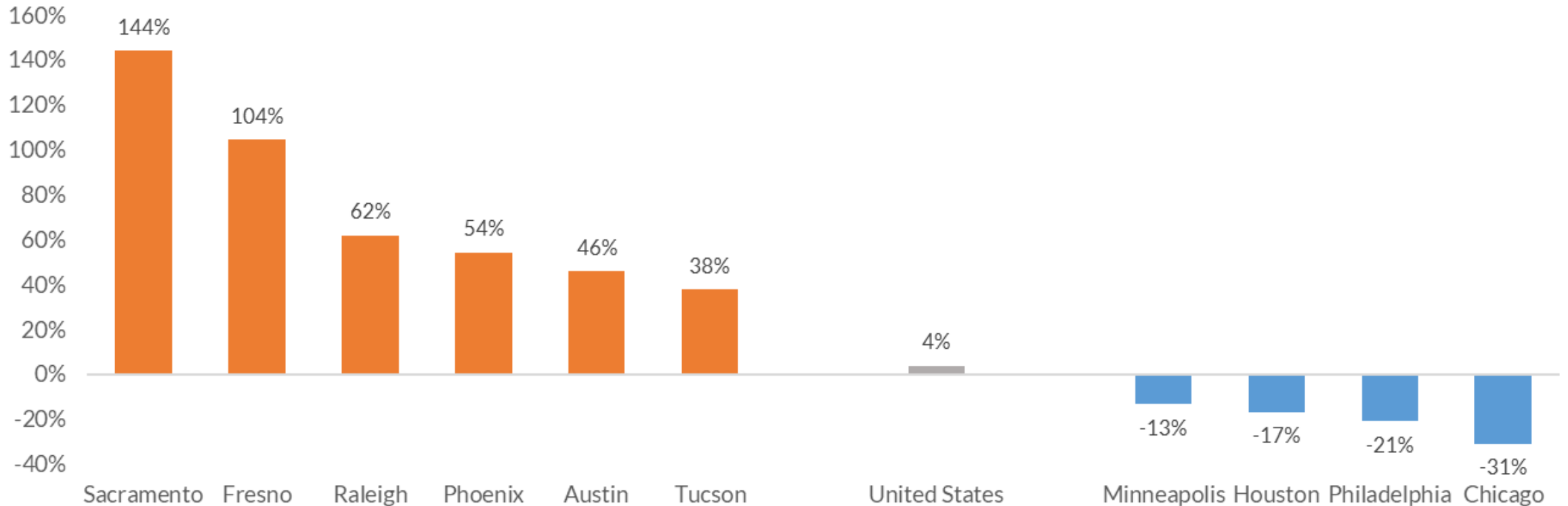
Minimum Lot Sizes Contribute to High Housing Costs

- Minimum lot sizes raise housing costs by forcing buyers to purchase more land than they want (U of Montana 2021 study, other studies)
- Houston reduced its minimum lot size from 5,000 sq. ft. to 1,400: 80,000 townhouses resulted
- 2,500 sq. ft. Houston townhouses affordable just above area family median income
- Rent growth slower than Dallas

How Housing Costs Drive Homelessness Levels

Homelessness Increased in Areas Where Rents Soared

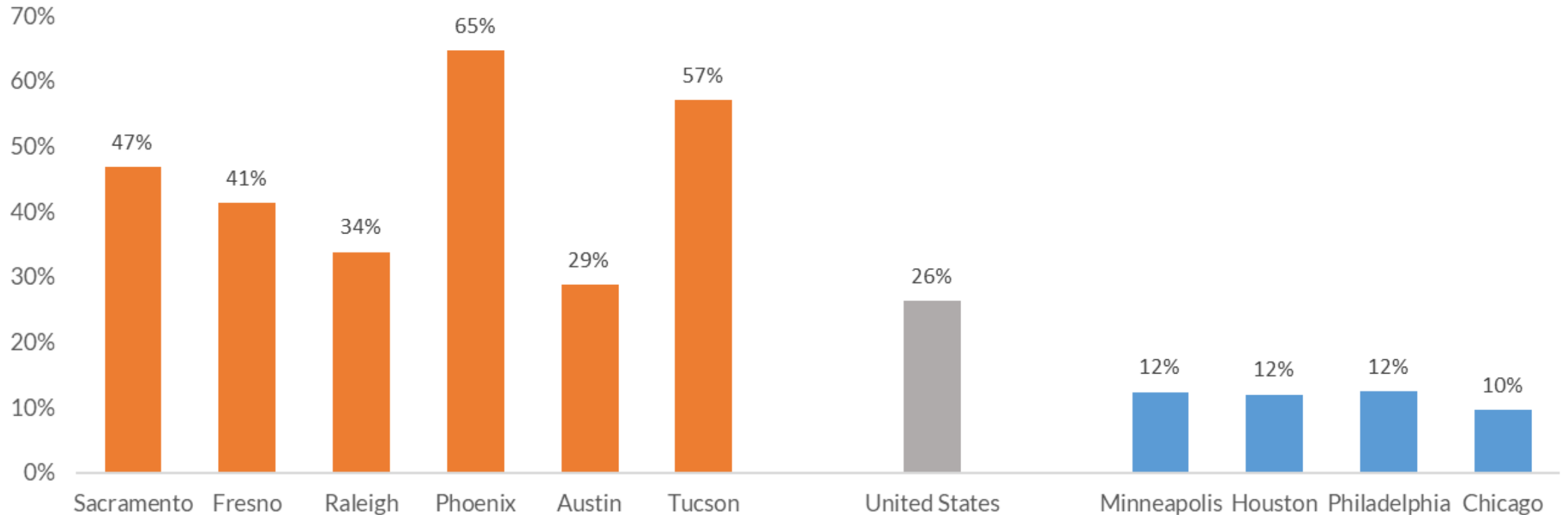
Percent change in homelessness per 10,000 residents, 2017-2022



Sources: Homelessness data come from the Department of Housing and Urban Development's Point-in-Time estimates in 2017 and 2022. Population data comes from the 2017 and 2021 American Community Survey (ACS) 1-year population estimates from the U.S. Census Bureau. Rent levels come from Apartment List's Rent Estimate data in January 2017 and January 2022, downloaded on June 15, 2023. The city names listed refer to the Continuum of Care (CoC) covering this city, which are most often the county, but sometimes cover multiple counties (Wake County for Raleigh, Maricopa County for Phoenix, Hennepin County for Minneapolis, etc.). When CoCs cover multiple counties, rent data for the largest county in the CoC was used.

Homelessness Increased in Areas Where Rents Soared

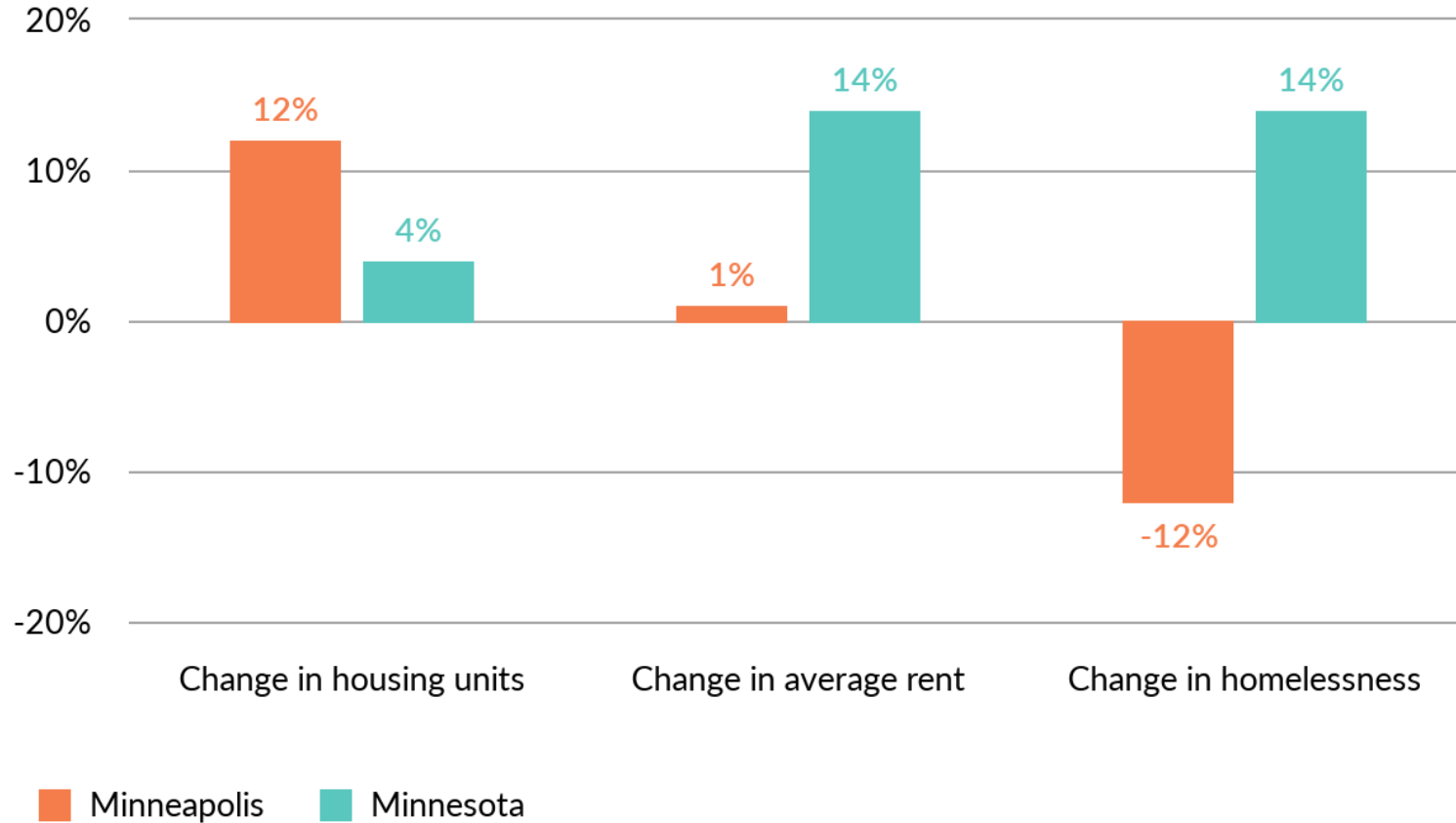
Percent change in rents, 2017-2022



Sources: Homelessness data come from the Department of Housing and Urban Development's Point-in-Time estimates in 2017 and 2022. Population data comes from the 2017 and 2021 American Community Survey (ACS) 1-year population estimates from the U.S. Census Bureau. Rent levels come from Apartment List's Rent Estimate data in January 2017 and January 2022, downloaded on June 15, 2023. The city names listed refer to the Continuum of Care (CoC) covering this city, which are most often the county, but sometimes cover multiple counties (Wake County for Raleigh, Maricopa County for Phoenix, Hennepin County for Minneapolis, etc.). When CoCs cover multiple counties, rent data for the largest county in the CoC was used.

After Zoning Reform, Minneapolis Rent Growth Slowed, Homelessness Dropped

Percent change, 2017-2022



Sources: ACS Census Bureau for housing supply; Apartment List Rent Estimate data for rents; HUD Point-in-Time count data for the CoC covering the listed jurisdiction for homelessness

How State Policymakers Have Engaged On Housing

States Ensuring Localities Allow More Housing Types

- Enabling accessory dwelling units (ADUs)
- Legalizing small multifamily in many places
- Legalizing multifamily in commercial areas
- Streamlining permit approval processes
- Building code reforms, some allow manufactured homes
- Limiting parking mandates

Building Code Reforms Enacted by States in 2023 & 2024

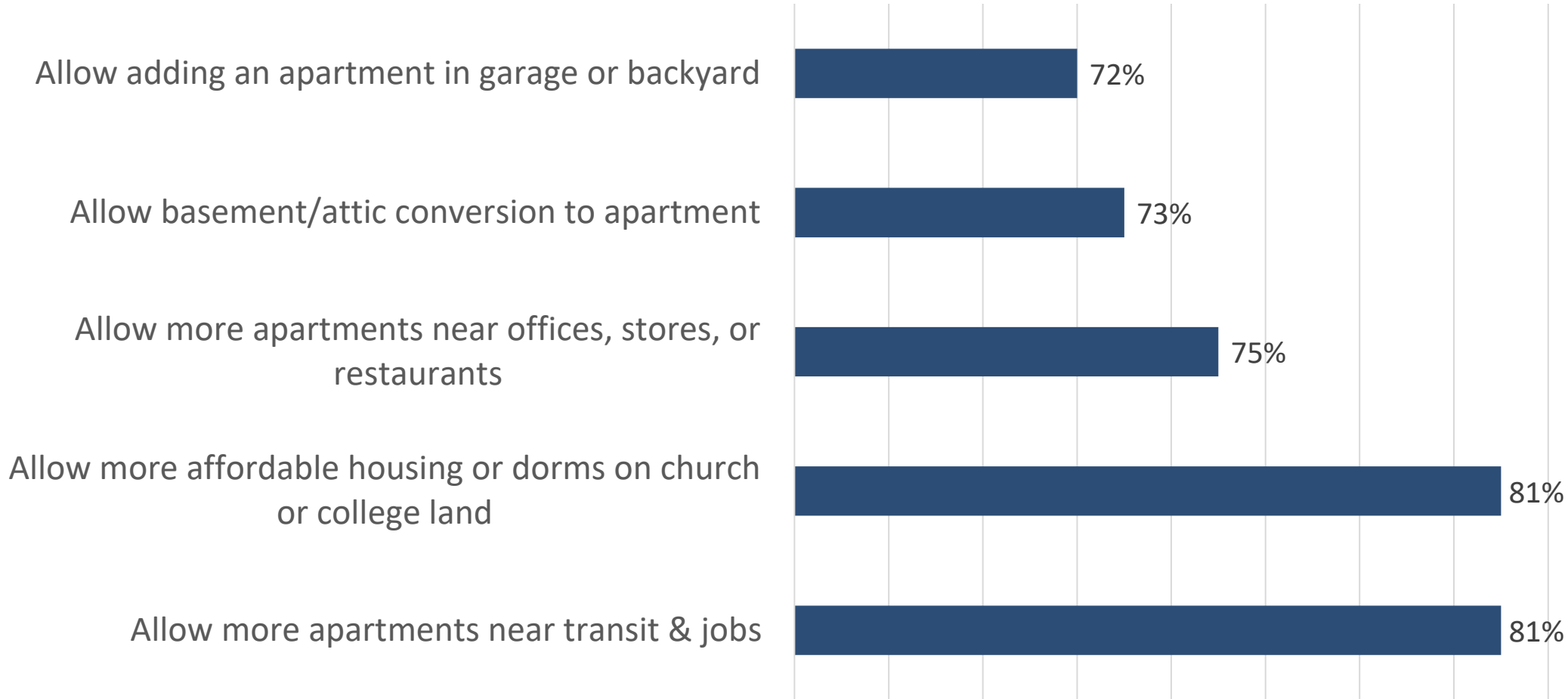
- **Single-stair:** Studying feasibility of allowing one staircase for 4-6 story buildings instead of mandating two staircases to enable these buildings on small lots (VA, CA, OR, WA).
- **Micro-units:** Legalizing micro-units/co-housing wherever multi-family housing is allowed (OR, WA).
- Moving 3-4 unit buildings or 3-6 unit buildings under less-costly residential code with 1 & 2-unit homes (NC's 2023 HB488 and a study version, 2024's HB2071 in WA).

Office-to-Residential Conversions

- Office-to-apartment/condo conversions proving costly (often \$500k-\$800k/unit, with \$400/sq. ft. conversion cost common)
- Preliminary evidence: office-to-dorm/co-living conversions much less expensive, could add low-cost housing
- But often blocked by local zoning or building codes
- Pew study forthcoming

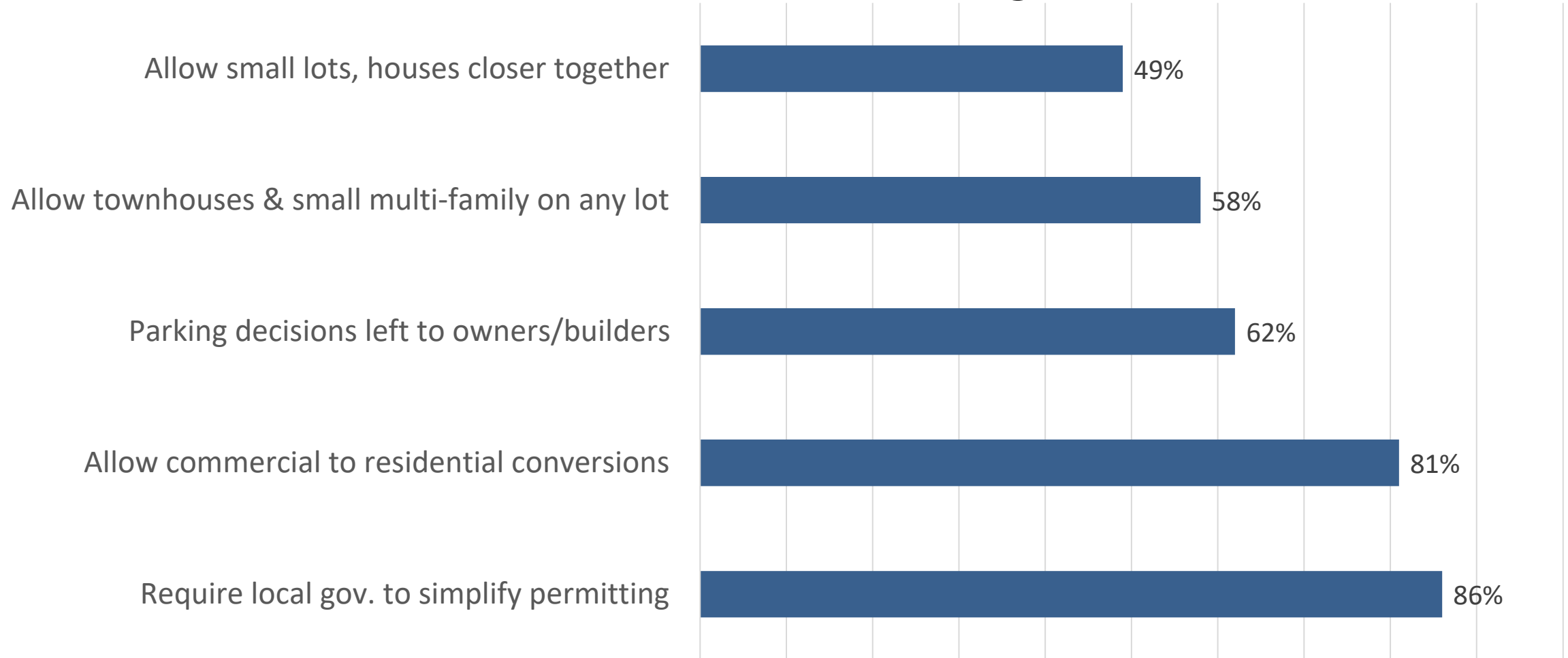
Sources: [From Workspace to Homebase](#), the San Francisco Bay Area Planning and Urban Research Association; [Flexible Co-Living](#), The 5BORO Institute

2023 Pew Survey: Share of Americans Favoring Each Policy



Source: <https://www.pewtrusts.org/en/research-and-analysis/articles/2023/11/30/survey-finds-large-majorities-favor-policies-to-enable-more-housing>

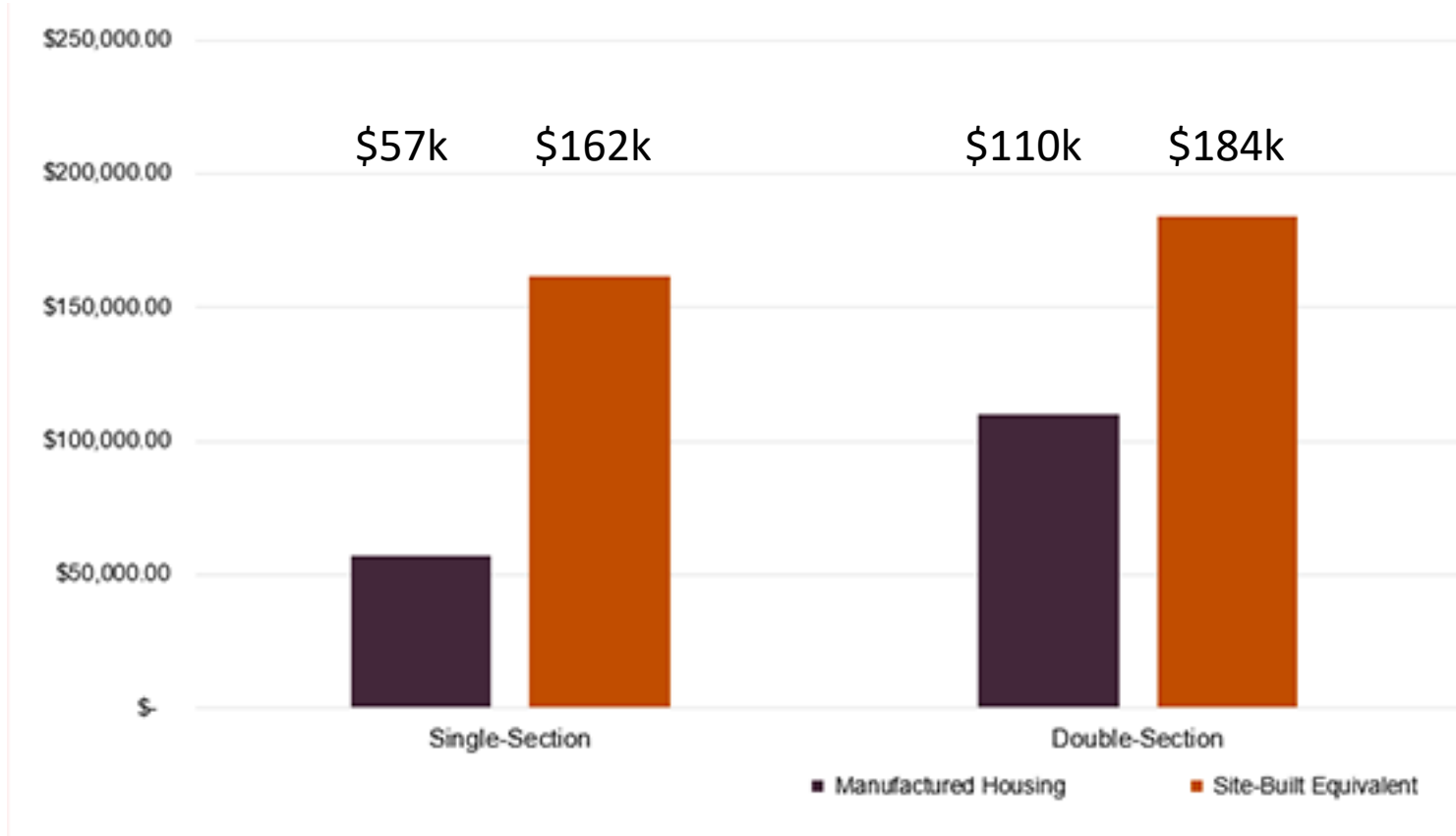
2023 Pew Survey: Share of Americans Favoring Each Policy



Source: <https://www.pewtrusts.org/en/research-and-analysis/articles/2023/11/30/survey-finds-large-majorities-favor-policies-to-enable-more-housing>

Manufactured Housing

Cost figures from 2020, for home excluding land



New manufactured housing is considered similar quality to site-built.

Many 2024 models are net zero ready (adding solar panels can cover all energy usage).

Trend toward states allowing manufactured housing anywhere site-built is allowed (including 2024 Maine law).

Source: Joint Center for Housing Studies at Harvard, Comparison of the Cost of Manufactured and Site-Built Housing, 2023

What Do Today's Manufactured Homes Look Like



Manufactured Homes Can Be a Lower-Cost Housing Option

- **Federal housing standard:** Must be built to a national building code set by the U.S. Department of Housing and Urban Development (HUD) and updated periodically since 1976.
- **Opportunities to fill housing supply shortage:** Lack of new, smaller, and more affordable starter homes – manufactured housing can be EnergyStar certified.
- **Lower cost due to factory efficiency:** According to new research from the Harvard Joint Center for Housing Studies a single-section manufactured home can save over \$100,000 compared to a site-built home.



Photo credit: [Clayton Homes](#)

Contact

Seva Rodnyansky, PhD

Research Manager, Housing Policy Initiative

Email: srodnyansky@pewtrusts.org

www.pewtrusts.org/housingpolicy

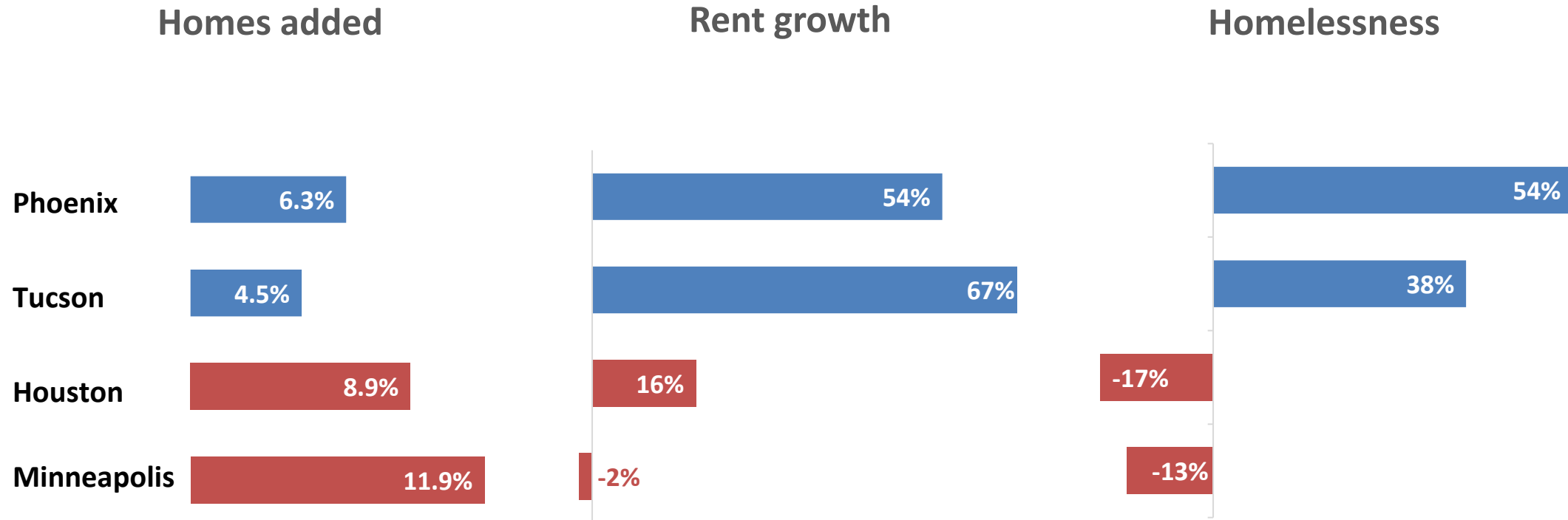
Low Housing Supply Hurts Affordability



Source: Federal Reserve Economic Data; National Association of Realtors Monthly Supply Data

Housing Shortages Have Pushed Up Rents, Homelessness

Percent change, 2017-2022 (2017-2023 for rents)



Sources: ACS Census Bureau for housing supply; Apartment List Rent Estimate data for rents; HUD Point-in-Time count data for the CoC covering the listed city for homelessness

ADUs Are Naturally Affordable and Have Required Comprehensive, Permissive Laws to Reach Scale

Location on already developed lots, smaller sizes, and fewer amenities mean accessory dwelling units (ADUs) often rent for less than other newly built homes.



Without subsidies, about 1 in 3 ADUs ...

- Are affordable to those making $\leq 80\%$ area median income (AMI) in 5 high-cost California counties.
- House residents making $\leq 70\%$ AMI in Vancouver, British Columbia.

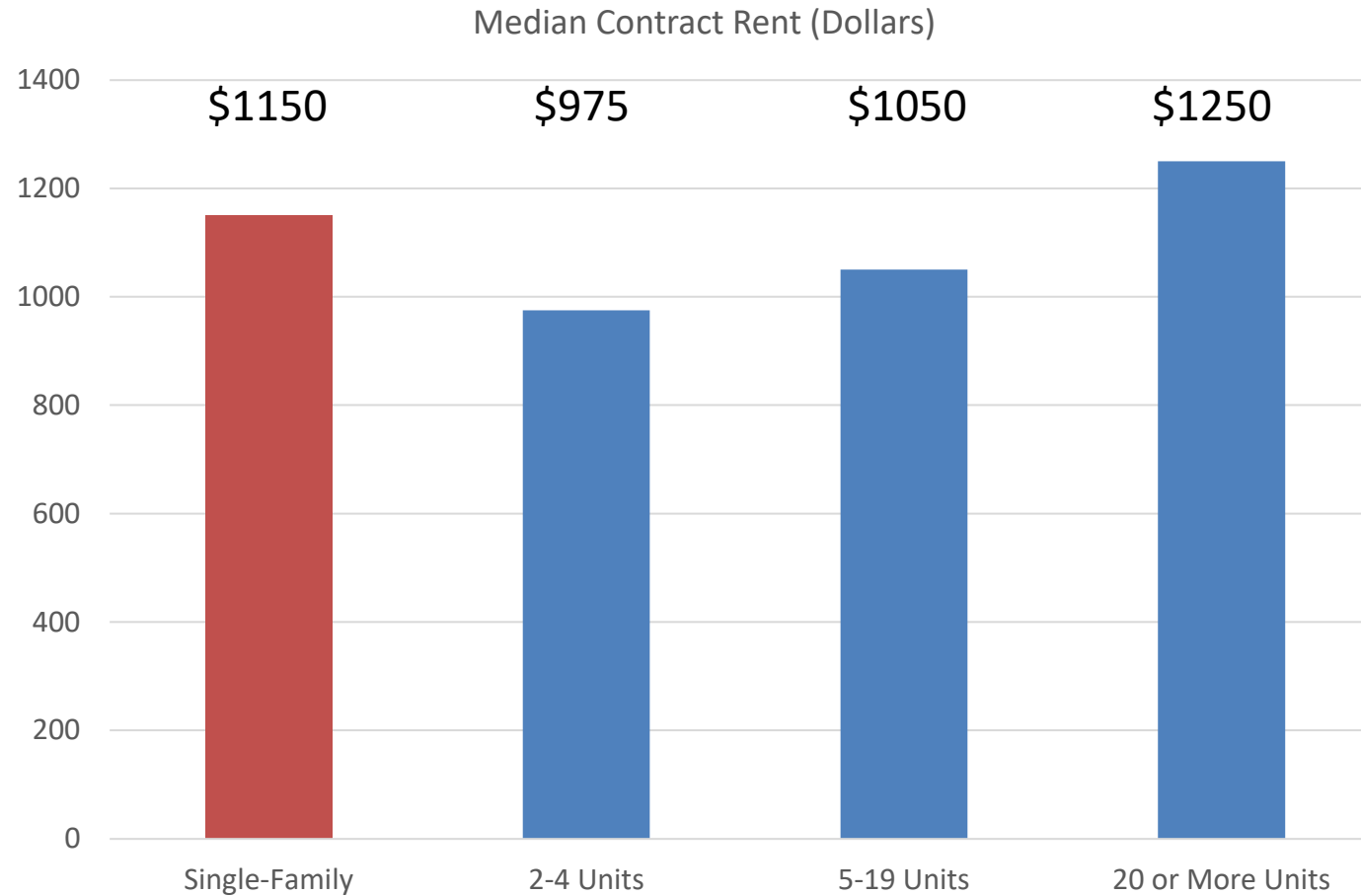
Sources: UC Berkeley Center for Community Innovation, 2021; AARP, 2021

With preapproved designs and vendors, ADU permitting takes ...

- 1 day in Los Angeles.
- 1 hour in San Jose.

9 states have legalized ADUs on all or nearly all single-family lots

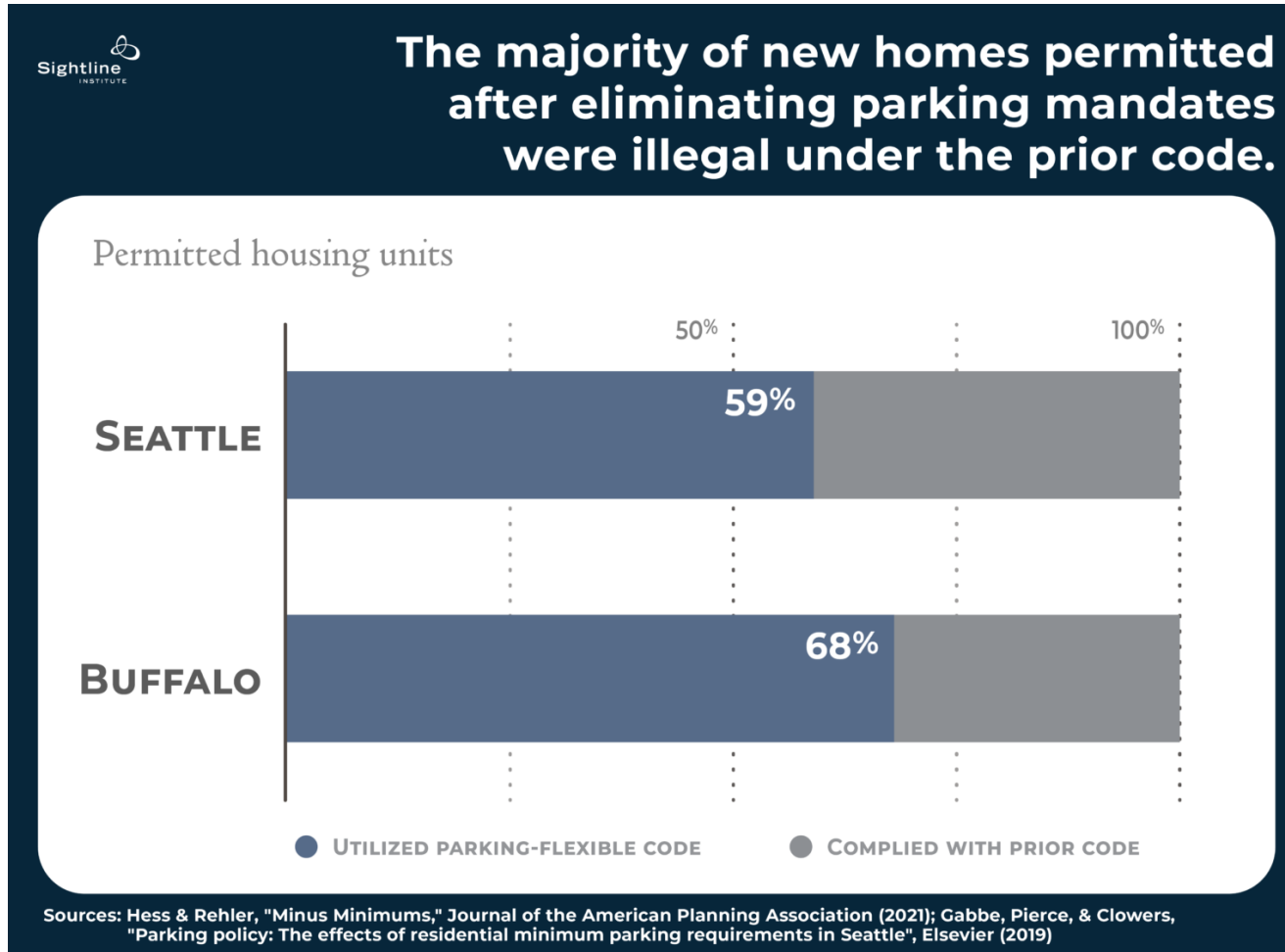
— Small multi-family has lowest rents, but often prohibited by local zoning



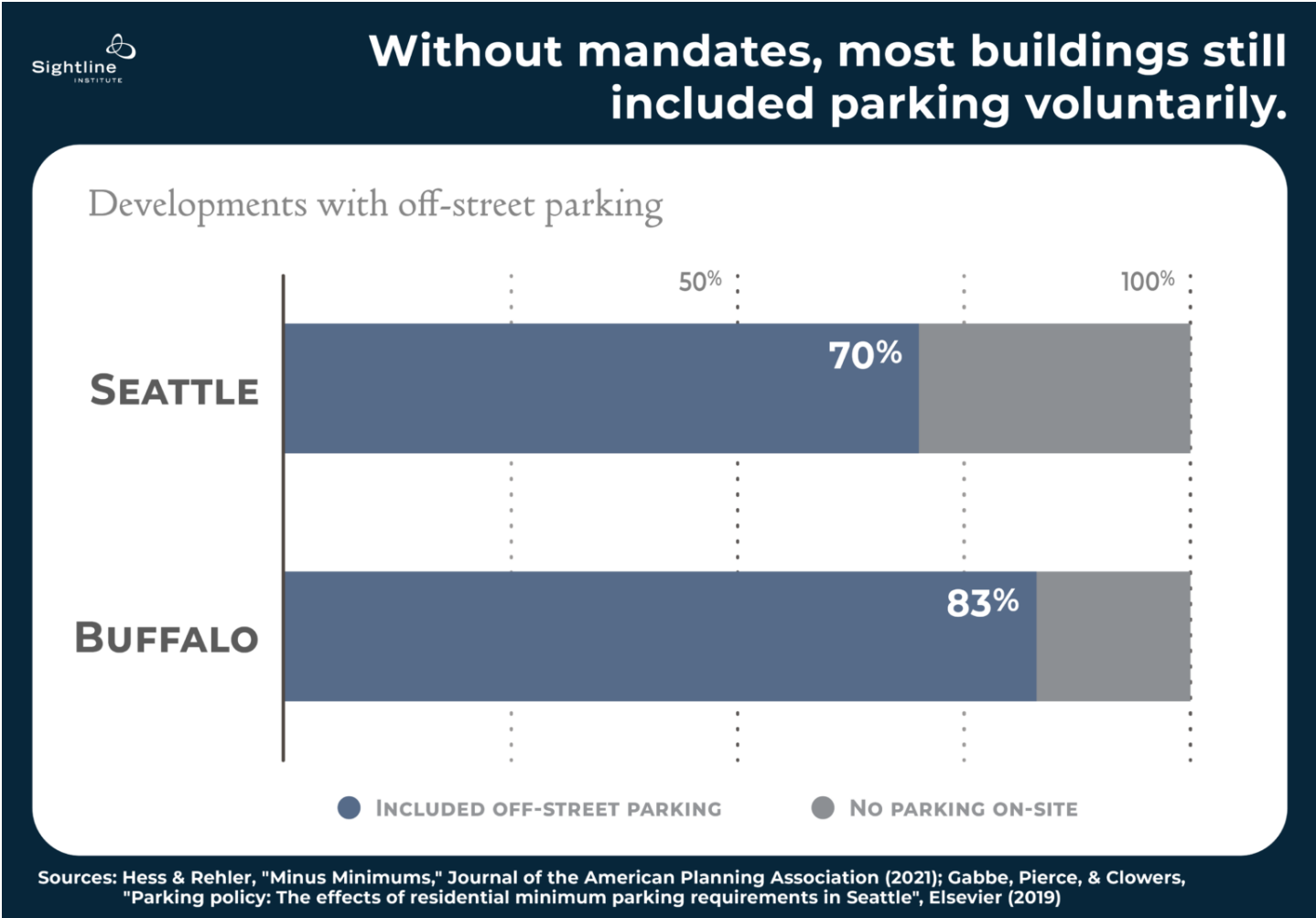
Notes: Rental Units may be occupied, vacant for rent, or rented but unoccupied. Contract rent excludes utilities paid separately

Source: 2022 American Community Survey 1-Year Estimates

Increased Parking Flexibility Has Improved Housing Supply, Affordability



Most Housing Includes Some Off-Street Parking, Even When Optional





Dakota County
Community Development
Agency

Managing Growth: Housing Challenges

NCCAE-NACO KNOWLEDGE MANAGEMENT FORUM

AUGUST 15, 2024

2021 County Profile

Dakota

161,488 Households | TWIN CITIES REGION

Access to safe, affordable homes builds a strong foundation for families and communities. But too many Minnesotans lack good housing options.



Mirroring the state trend, the price of rent continues to rise and incomes are not keeping up, making it increasingly challenging for renters to make ends meet.

The income for families is not rising at the same pace as home values, making it more difficult for families to purchase and own a home.



RENTER HOUSEHOLDS



41,967 | 26% of all households

Median rent, 2000:	\$1,069	 rent up 10%
Median rent, 2019:	\$1,174	
Renter income, 2000:	\$52,837	 income down -10%
Renter income, 2019:	\$47,649	



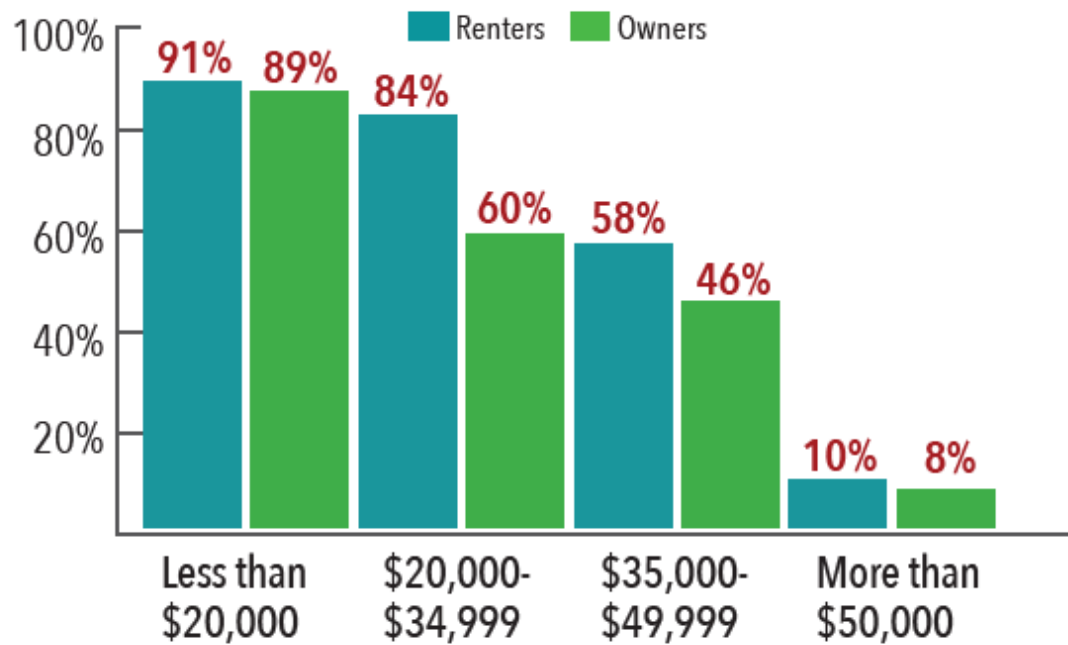
OWNER HOUSEHOLDS

119,521 | 74% of all households

Home value, 2000:	\$219,780	 value up 21%
Home value, 2019:	\$266,000	
Owner income, 2000:	\$103,715	 down arrow -1%
Owner income, 2019:	\$102,585	

38,343 households in Dakota County pay more than 30 percent of their income toward housing costs, putting them at risk of being unable to afford basic needs like food and medicine. 14,716 are severely cost-burdened and pay more than 50 percent of their income on housing.

COST BURDEN Percentage of households paying more than 30% of their income toward housing.



Number of households paying more than 30% of their income toward housing

	RENTERS	OWNERS
Under \$20,000	5,890	3,677
\$20,000-34,999	5,937	4,497
\$35,000-49,999	4,361	4,311
Over \$50,000	1,982	7,688
Seniors	5,165	6,754
All cost-burdened households	18,170	20,173

SEVERE COST BURDEN Number and percent of households paying **more than 50%** of their income toward housing.

Severe Renter Cost Burden **8,118** households or **20%** of all renter households

Severe Owner Cost Burden **6,598** households or **6%** of all owner households

Future Need

- Market rate = above 80% AMI
- Affordable = 40-80% AMI
- Subsidized = below 40% AMI

<i>City</i>	2020 - 2030			2030 - 2040		
	General Occupancy Rental			General Occupancy Rental		
	Market Rate	Affordable	Subsidized	Market Rate	Affordable	Subsidized
Apple Valley	700 - 740	375 - 395	320 - 340	825 - 845	285 - 315	210 - 230
Burnsville	505 - 605	410 - 430	330 - 350	1,265 - 1,285	370 - 410	295 - 315
Eagan	1,180 - 1,280	165 - 215	245 - 265	1,895 - 1,915	390 - 430	315 - 335
Inver Grove Heights	870 - 890	450 - 470	290 - 310	845 - 865	375 - 415	225 - 245
Lilydale	30 - 50	10 - 15	10 - 15	40 - 60	10 - 10	0 - 20
Mendota	5 - 5	5 - 5	5 - 5	0 - 10	0 - 0	0 - 0
Mendota Heights	45 - 65	20 - 40	25 - 45	35 - 55	20 - 25	15 - 35
South St. Paul	185 - 205	160 - 180	115 - 135	185 - 205	145 - 160	85 - 105
Sunfish Lake	0 - 0	0 - 0	0 - 0	0 - 0	0 - 0	0 - 0
West St. Paul	35 - 95	180 - 200	140 - 160	170 - 190	150 - 165	105 - 125
Developed Subtotal	3,555 - 3,935	1,775 - 1,950	1,480 - 1,625	5,260 - 5,430	1,745 - 1,930	1,250 - 1,410
Farmington	200 - 220	125 - 145	110 - 130	210 - 235	125 - 140	105 - 125
Hastings	100 - 140	120 - 150	180 - 210	235 - 255	160 - 175	140 - 160
Lakeville	145 - 245	205 - 225	155 - 175	605 - 670	195 - 215	140 - 160
Rosemount	45 - 75	65 - 95	110 - 140	295 - 330	130 - 145	120 - 140
Suburban Edge Subtotal	490 - 680	515 - 615	555 - 655	1,345 - 1,490	610 - 675	505 - 585
Rural Subtotal	110 - 140	40 - 70	15 - 45	75 - 105	25 - 55	5 - 35
Dakota County Total	4,155 - 4,755	2,330 - 2,635	2,050 - 2,325	6,680 - 7,025	2,380 - 2,660	1,760 - 2,030

Note: Demand figures already account for proposed, approved, and under construction projects as of August, 2019.
Source: Maxfield Research and Consulting, LLC.

Budget Message (pp. 1-3)

- **Special Benefits Tax Levy Support**

Levy Use	FYE 2024	FYE 2025	Change
- Common Bond Housing	\$5,600,000	\$5,600,000	\$0
- HOPE Program	1,500,000	1,500,000	0
- Economic development (HD&R)	312,736	326,515	\$13,779
- RIG Program (HD&R)	37,439	715,289	677,850
- Lincoln Place rental assistance	52,304	57,308	5,004
- Land banking / new construction	1,766,977	2,587,373	20,396
Total Uses	\$9,269,456	\$10,786,485	\$1,517,029

Dakota County CDA Funding Resources for Affordable Housing

Main Sources

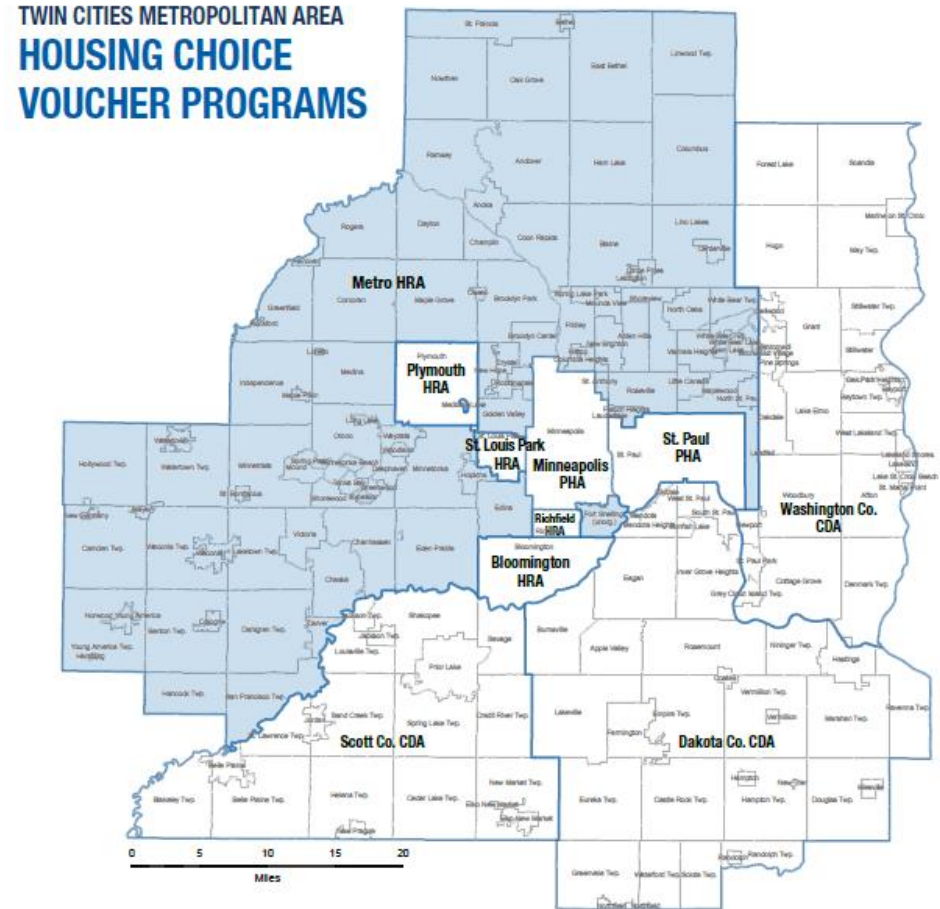
- **Tax-Exempt Multifamily Housing Revenue Bonds**
 - Private/Non-profit developers
 - 2023 bonding authority = \$30.8 million
 - Comes with “automatic” 4% Tax Credits
 - Enough for a approx. 170-200 unit project
- **9% Tax Credits**
 - CDA workforce housing
 - Private/Non-profit multifamily developers (Ron Clark, MWF, TCHDC)
 - 2024 allocation = \$1,083,326
 - Enough for one 40-45 unit project
- **GO Bonds (CDA senior housing, Gateway Place)**
 - Dakota County Levy supported

Gap Financing

- **HOME**
- **HOPE**
- **TIF**

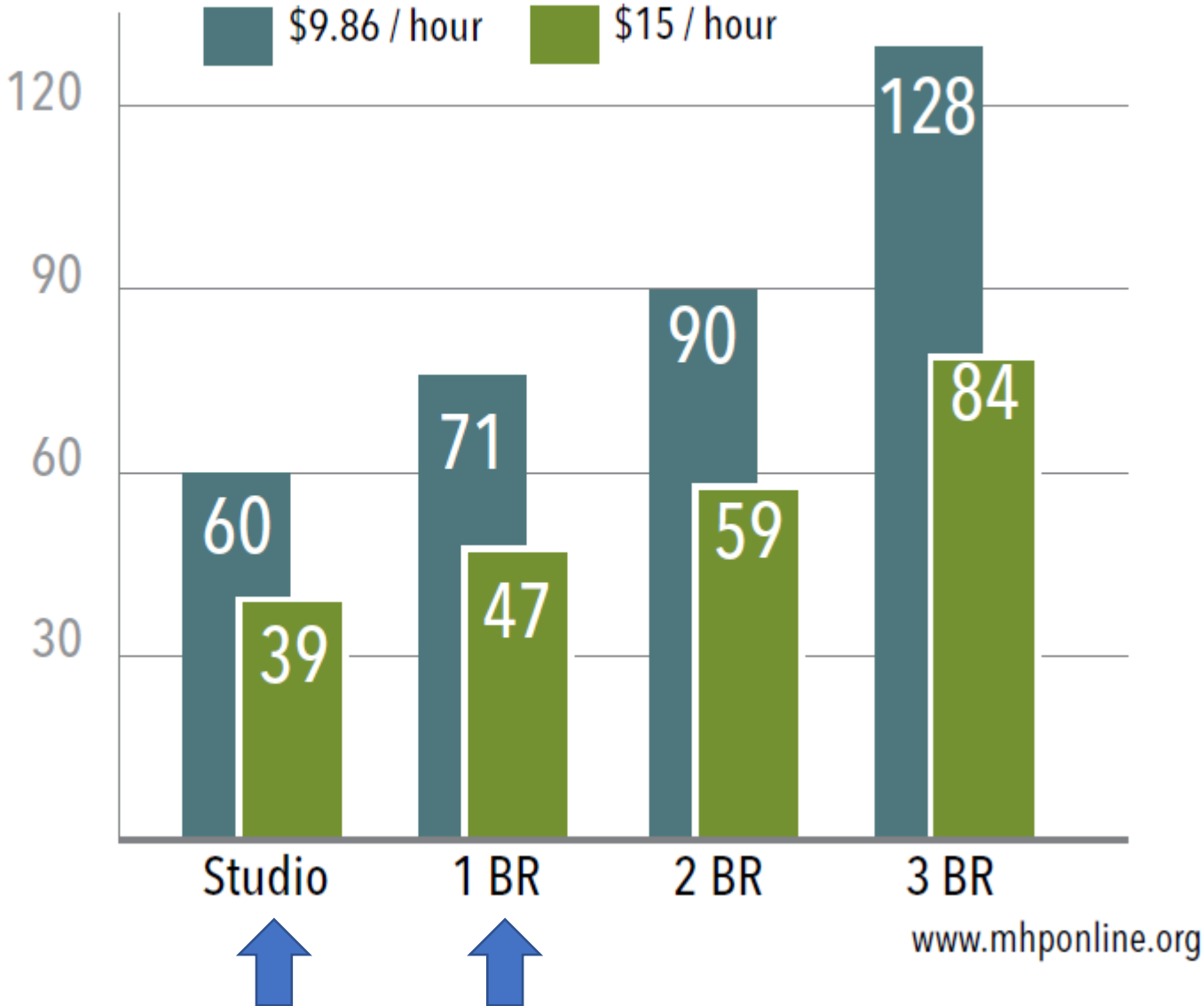
Housing Choice Voucher Providers

- PHAs and HRAs
 - Met Council – 6,818
 - Minneapolis – 6,323
 - St. Paul PHA – 4,768
 - Dakota County CDA – 2,796
 - Bloomington – 565
 - Scott County CDA – 432
 - St. Louis Park – 363
 - Richfield – 236
 - Plymouth – 225
 - Washington County CDA – 210





Hours of work at minimum wage to afford rent in the Twin Cities



Salary need to afford 1 bedroom rent in
Dakota County = \$42,000

Salary need to afford efficiency rent in
Dakota County = \$35,500

Dakota County Average Rents

- Efficiency = \$891
- 1 Bedroom = \$1,058

Source: CoStar



Gateway Place, West St. Paul

- Corner of South Robert Street & Annapolis.
- CDA worked closely with the City of West St. Paul to realize redevelopment of this area and voluntarily acquired buildings along South Robert Street.
- Site is large enough to accommodate two developments.
-



Gateway Place, West St. Paul

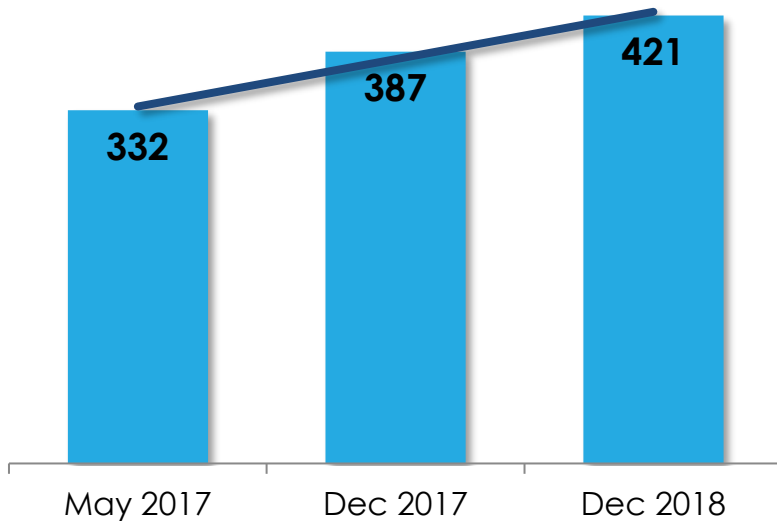
- **54 units of general occupancy affordable housing serving households at or below 60% of Area Median Income**
- **Opening fall 2021**
- **Income Limits**
 - 1 person household = \$43,440
 - 2 person household = \$49,860
- **Rents**
 - Efficiency = \$750/month
 - 1 bedroom = \$850/month
-



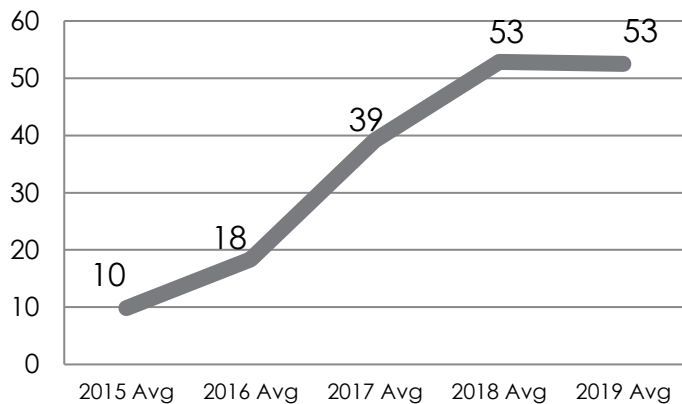
Collaborating To Solve Housing Needs For Homeless Families

CASHING PLACE
APARTMENTS
6029

Number of Households on Coordinated Entry List

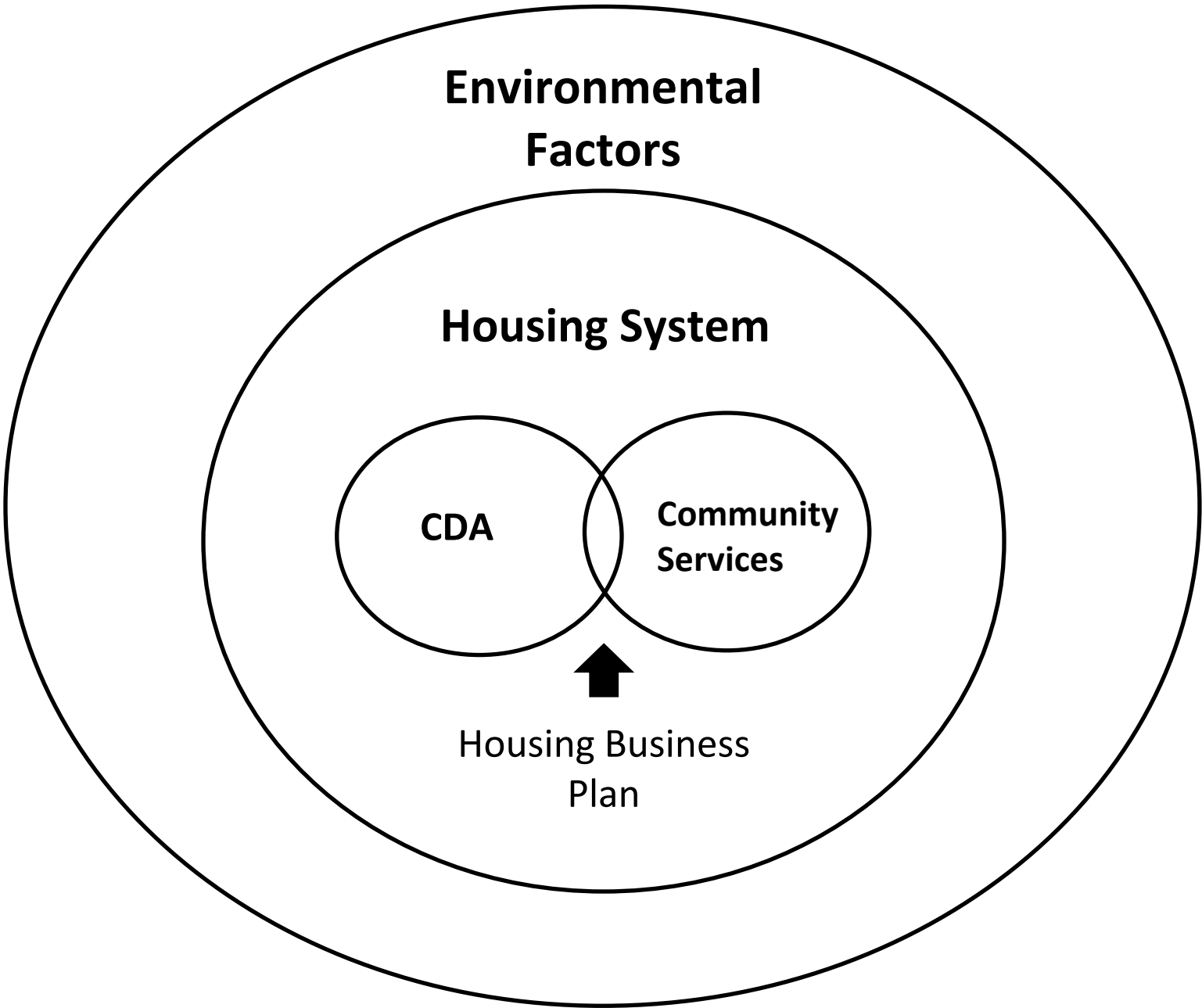


Number of Families on Dakota Woodlands Waitlist



Issue Identification

- In 2017, the Dakota County Board adopted a Housing Business Plan. The goal was to create adequate housing and service resources to address the need on the Coordinated Entry Priority List.
 - Coordinated Entry List continued to grow
 - Waiting list for families on the shelter waiting list was increasing
 - Flow from family homeless shelters into permanent affordable housing was slow due to a number of factors (ie. rental assistance, availability of affordable housing)
 - Cost of “emergency room” housing resources is high



**Environmental
Factors**

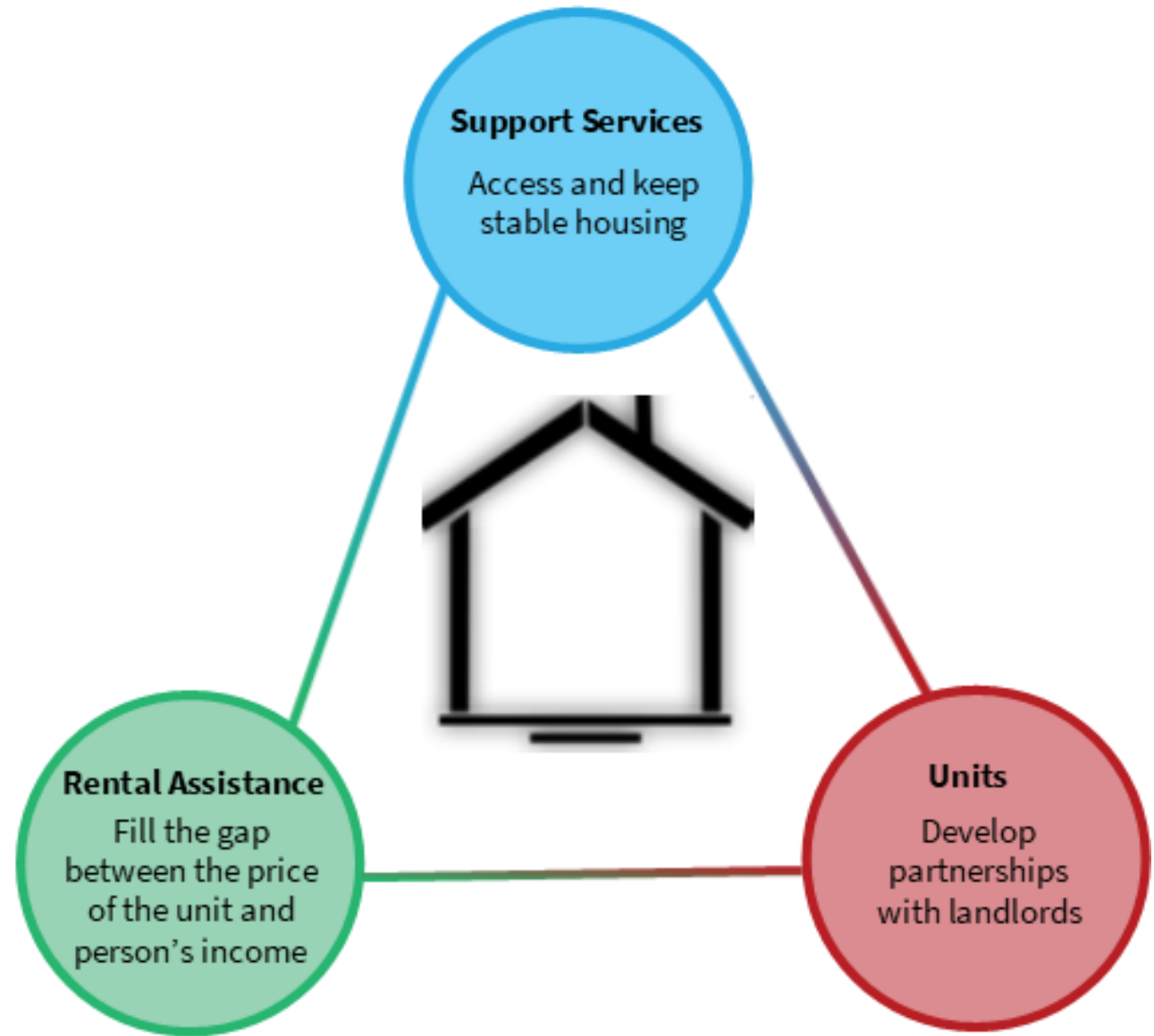
Housing System

CDA

**Community
Services**

Housing Business
Plan

Elements of the Housing Business Plan

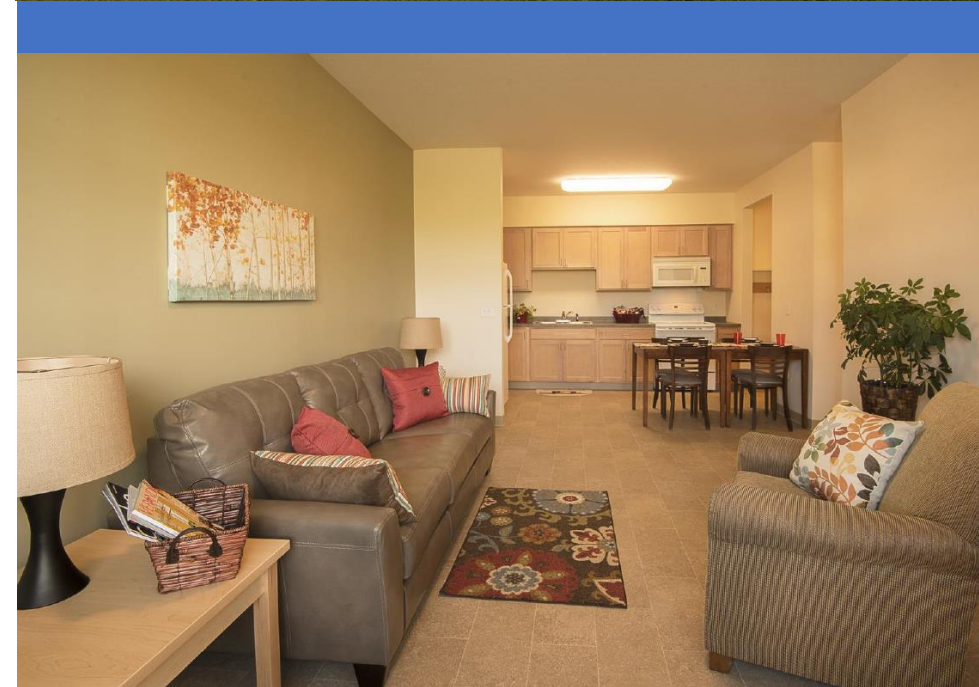


Cahill Place

- Developer – Center City Housing Corporation
- Land purchased from River Heights Vineyard Church
- 40 units – two and three bedrooms
- Underground and off-street parking
- Secure building
- Early childhood programming space
- Offices for supportive services staff
- Building opened in fall 2020; fully leased

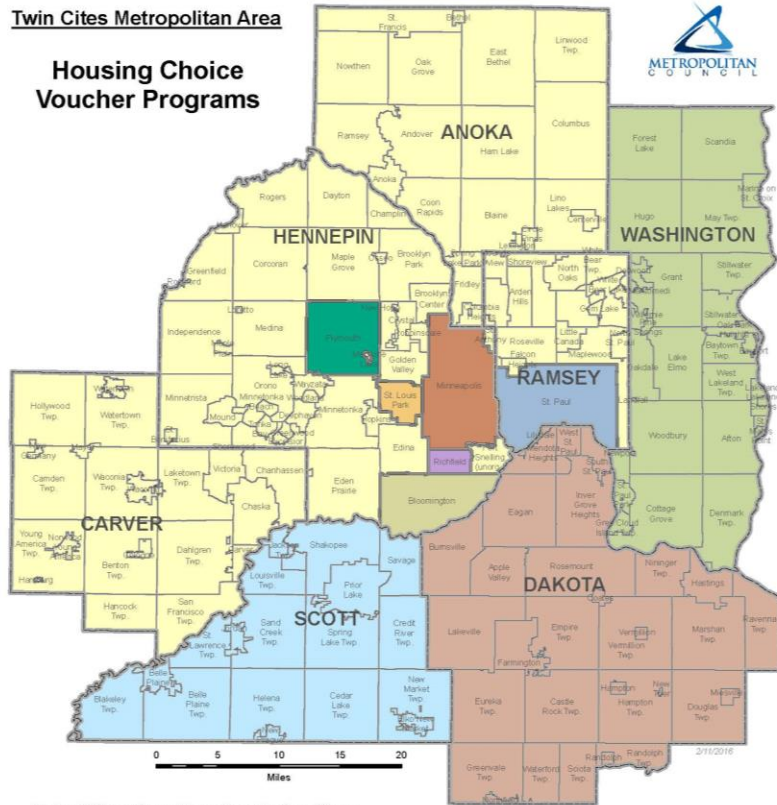


Source	Amount
Housing Infrastructure Bonds	\$5,496,007
Tax Credit Syndication Proceeds	\$3,190,203
Minnesota Housing First Mortgage	\$1,031,000
HOPE – Dakota County CDA	\$750,000
HOME – Dakota County CDA	\$718,415
LHIA – Met Council	\$565,000
TIF – Dakota County CDA	\$525,000
Philanthropy	\$300,000
Sales Tax Rebate	\$256,648
Deferred Developer Fee	\$80,541
Energy Rebates	\$13,300



Twin Cities Metropolitan Area

Housing Choice Voucher Programs



Twin Cities Area Housing Authorities:

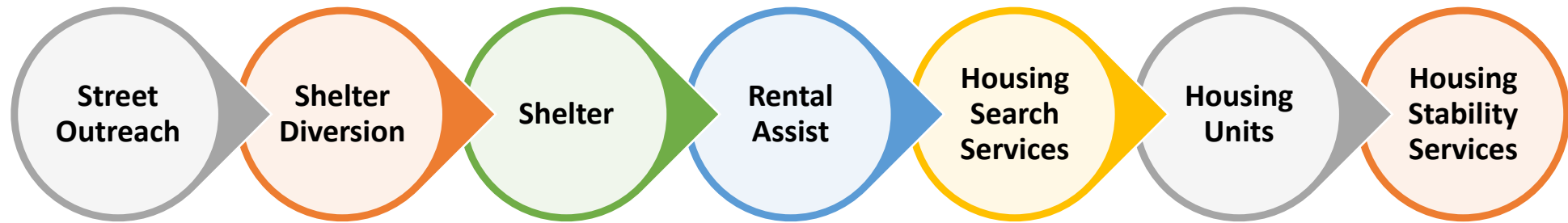
Metro HRA (651) 602-1428	Plymouth HRA (763) 509-5410	Dakota County CDA (651) 675-4400
Minneapolis PHA (612) 342-1480	Richfield HRA (612) 861-9770	Scott County CDA (952) 402-9022
St Paul PHA (651) 298-5158	St Louis Park HRA (952) 924-2579	Washington Co HRA (651) 458-0936
Bloomington HRA (952) 563-8937		

Cahill Place County Financial Resources

- **Dakota County** – levy support for on-going service funding (\$600,000 annually)
- **Dakota County CDA** – Project Based Vouchers, gap financing (HOPE, HOME, TIF)
 - Project construction was bond and tax credit financed (CDA is an issuer of housing bonds and sub-allocator of Low Income Housing Tax Credits).
 - Staff provided architectural and site development expertise and guidance.
 - HAP (rent assistance) is currently \$1,100 per month per family. (\$528,000 total per year)

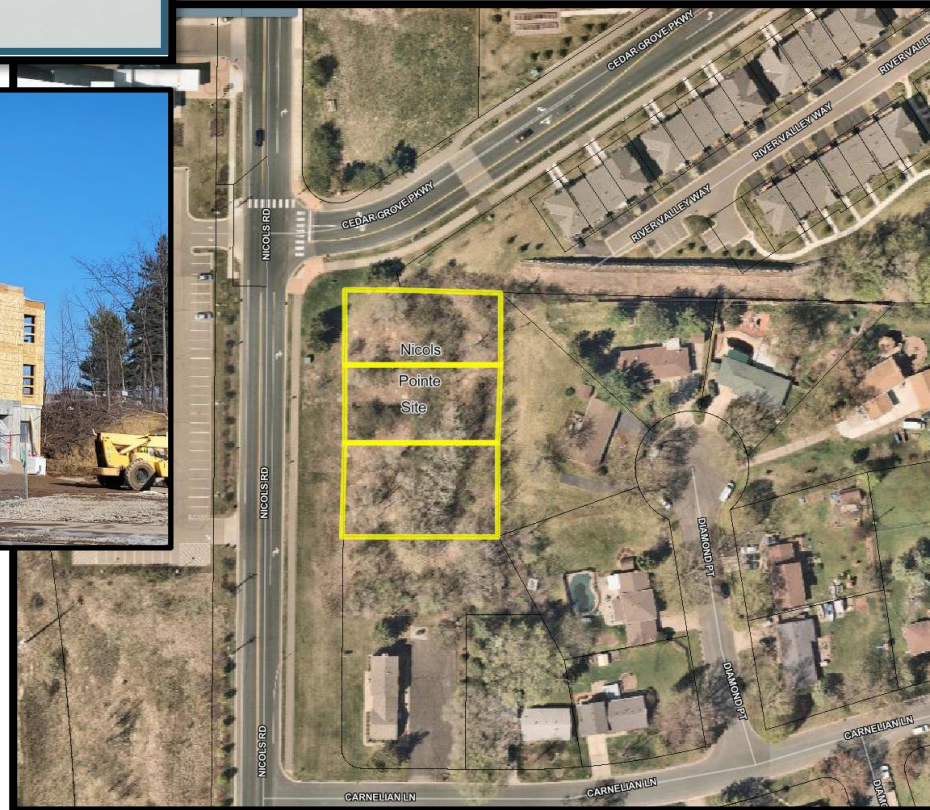
System Flow

The homelessness response system works best **for people and our investments** when there is flow from one step to the next.



Currently, the steps requiring the most planning and resources is **shelter diversion** and **shelter** as well as **housing units** and **housing stability services**.

Nicols Pointe, Eagan



1.12-acre site on Nicols Road across from Cedar Grove Transit Station

Senior housing (55+) with Veterans Preference

24 one-bedroom units

Income restricted below 60% area median income

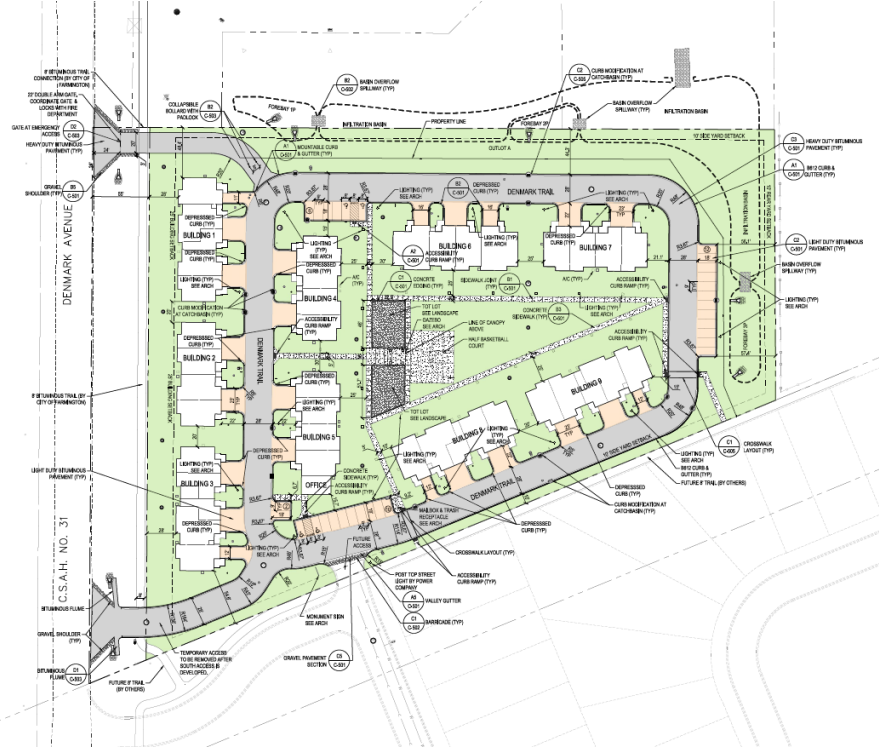
Rent = \$700 per month

Opening September 2024

Funded by the County's ARP allocation

Applications being accepted:
www.myhousing.dakotacda.org

Denmark Trail Townhomes, Farmington



Located on Denmark Trail and south of 220th Street West

Workforce Family Townhomes

- 40 units**
- 8 one-bedrooms
- 9 two-bedrooms
- 19 three-bedrooms
- 4 four-bedrooms

Income Restricted to households below 50% - 60% AMI (area median income)

Breaking ground in spring 2024; opening in 2025

Construction bids due March 7

Hillcrest site, Inver Grove Heights



Site is approximately 5.37 acres

Southern half has a 66-unit CDA senior housing development

Site can accommodate another senior housing development

Working with the City about next steps for the site

The Pillsbury (Burnsville)



Construction start: Fall 2025

Developer: MWF Properties

Units: 48 affordable units (50% AMI)

Unit mix: 1, 2 and 3 bedrooms

Homeless set-aside: 5 units

Affordability Term: 50 years

Funding Sources:

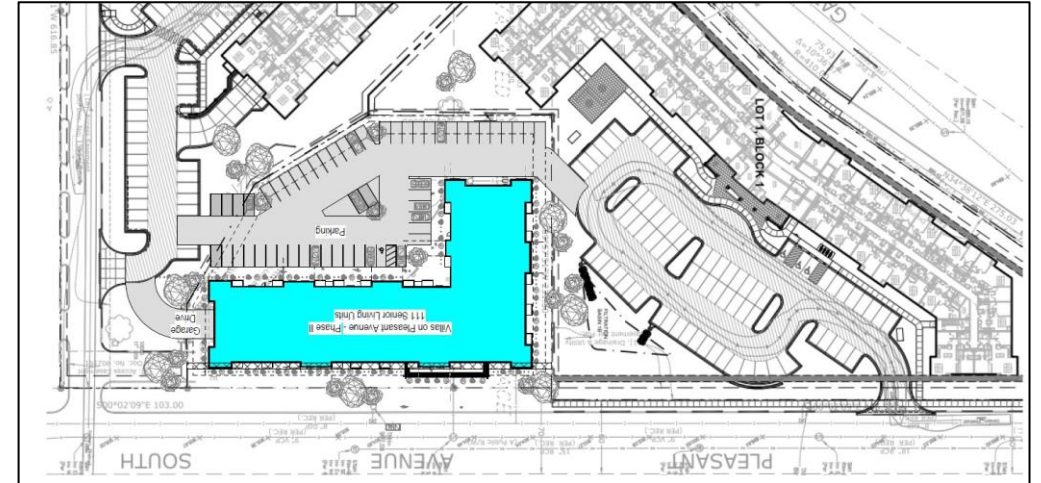
9% Tax Credits (\$941,512 awarded, need \$460,780)

HOPE Loan

Deferred Developer Fee

Total Development Cost = \$16.8 million

Villas at Pleasant Avenue II (Burnsville)



Under construction: est. open Fall 2024

Developer: MWF Properties

Units: 110 affordable units (50-60-70% AMI)

Unit mix: 1 and 2 bedrooms

Homeless set-aside: no units

Affordability Term: 30 years

Funding Sources:

Bonds with 4% Tax Credits

HOPE Loan, TIF Loan, Deferred Developer Fee

Total Development Cost = \$33 million

Croft at Rosecott (Rosemount)



Under construction: est. open Summer/Fall 2025

Developer: Schafer Richardson

Units: 164 affordable units (50-60% AMI)

Unit mix: 1, 2 and 3 bedrooms

Affordability Term: 30 years

Funding Sources:

Bonds with 4% Tax Credits

TIF Loan, HOPE Loan

GMHF Subordinate Loan,

Deferred Developer Fee

Total Development Cost = \$48.5 million

The Landing at Amber Fields (Rosemount)



Under construction: est. open early Fall 2024

Developer: Real Estate Equities

Units: 160 affordable units (50-60-70% AMI)

Unit mix: 1, 2 and 3 bedrooms

Homeless set-aside: no units

Affordability Term: 30 years

Funding Sources:

Bonds with 4% Tax Credits

TIF from CDA, HOPE Loan

Deferred Developer Fee

Total Development Cost = \$49 million



Dakota County
Community Development
Agency

www.dakotacda.org



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NCCAE-NACo

KNOWLEDGE MANAGEMENT FORUM

August 14-16, 2024
Ramsey County, Minn.

The Politics of Homelessness



2024 NCCAE-NACo Knowledge Management Forum ***August 15, 2024***

Presented by: Graham Knaus, CEO
California State Association of Counties

Homelessness Politics



- Intractable issue, frustrated communities
 - Crossover authority/responsibility of multiple levels of government
 - HUD & the COCs
 - Incentive to blame greater than incentive to solve
 - Myopic focus: Dude, look for the big picture!
-

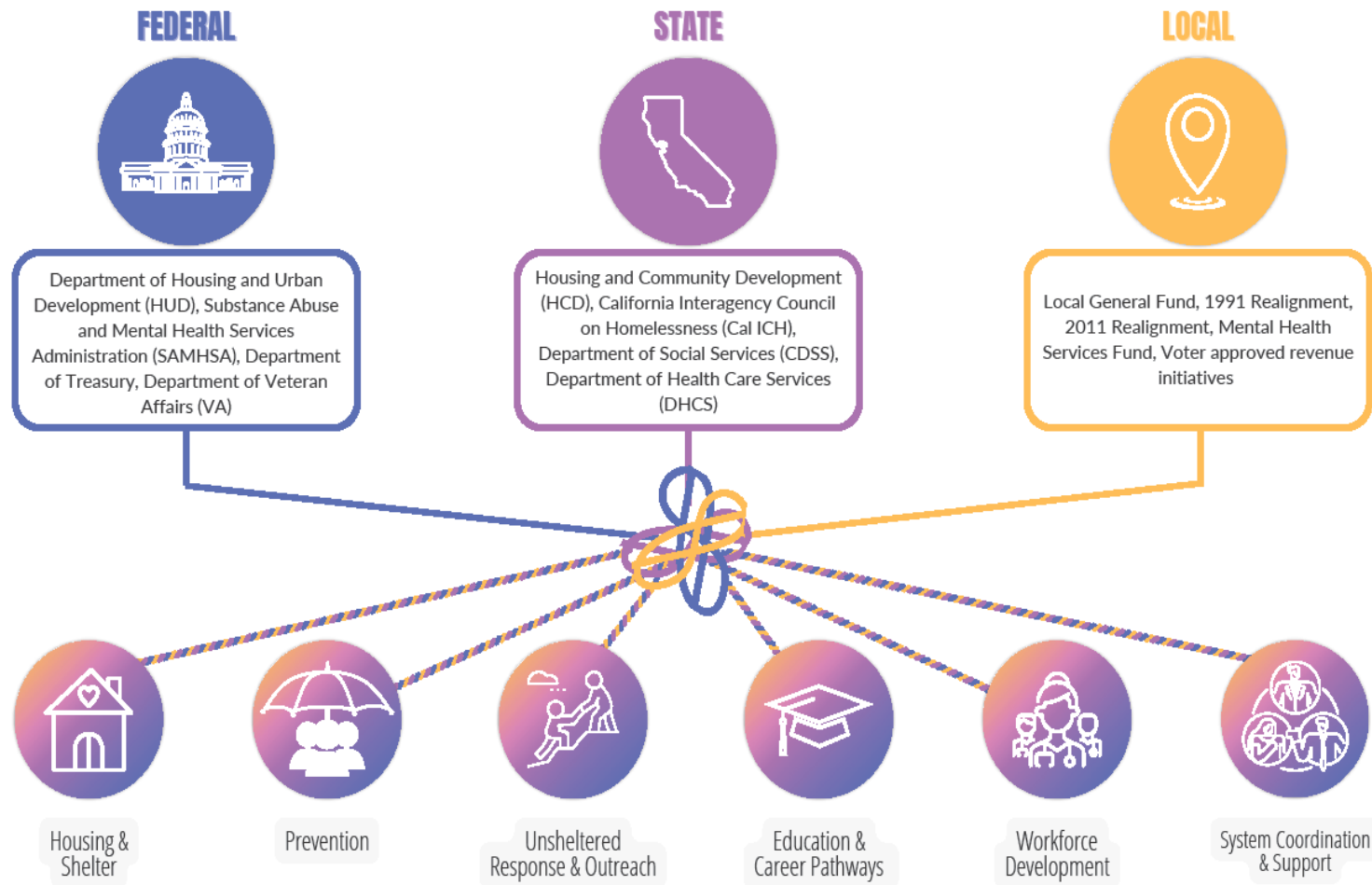
Homelessness System?



“Everything, everywhere, all at once.”

- No system or defined responsibilities for all levels of government
 - ✓ Federal
 - ✓ State
 - ✓ Counties
 - ✓ Cities
 - ✓ COCs
 - No performance measures or outcome goals
 - Lack of ongoing funding commitment
-

How it Works



Homeless “Joe”



- Suffers from trauma -- self-medicates
- Camps on downtown sidewalk blocking public access
- Refuses services
- Insufficient shelters & transitional housing
- Un-designed to fail





Imagine the Possibilities

AT HOME



Accountability

Clear responsibilities aligned to authority, resources, and flexibility for all levels of government. That means defining state, county and city roles with appropriate funding to match responsibilities.

Transparency

Integrate, expand and share data to improve effectiveness. We must know what's working and what's not.

Housing

Siting and operating shelters, transitional housing, and permanent supportive housing.

Outreach

Emergency response system and a sufficient workforce to deliver services.

Mitigation

Strengthen safety net programs to stem inflow of people entering homelessness.

Economic Opportunity

Create employment and education pathways out of poverty, as well as basic needs support for those too disabled to get to self-sufficiency.



Drive the Narrative

Build a Coalition

Move the Machine



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KNOWLEDGE MANAGEMENT FORUM

August 14-16, 2024
Ramsey County, Minn.

GFOA's Rethinking Financial Reporting

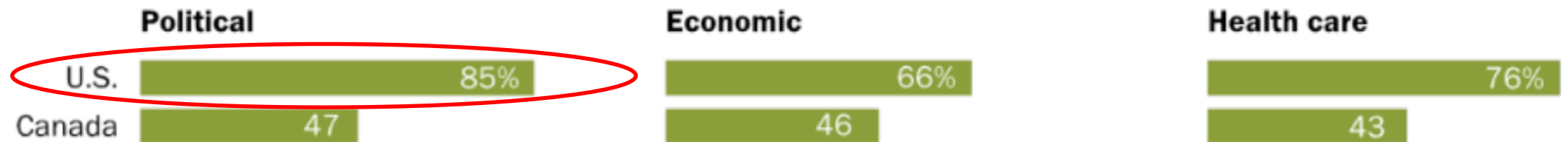


Why are We Rethinking?

Pew Research Center, October 2021

Many see need for significant political, economic and health care reform

% who say the ___ system in (survey public) needs to be completely reformed/needs major changes



Why are We Rethinking Financial Reporting?

% Total	Category (As Voted for by Preparers of AFRs)
26%	Definitely a good value. The benefits certainly outweigh the costs
29%	Probably a good value. The benefits likely outweigh the costs.
24%	Neutral. Whether the benefits outweigh the costs, or not, is questionable.
14%	Probably not a good value. The benefits likely do not outweigh the costs
7%	Definitely not a good value. The benefits certainly do not outweigh the costs.

Who is the Audience for Financial Reporting?

% of First Place Votes for Most Important Audience
as Voted for by AFR Preparers

Bond Buyers	Elected Officials	Public
28%	33%	39%

How Well Served are Audiences, in View of Preparers?

	Bond Buyers	Elected Officials	Public
Well served	47%	36%	27%
Adequately served	34%	36%	25%
Neutral	16%	15%	23%
Inadequately served	2%	10%	15%
Poorly served	1%	4%	10%



Views seem pretty consistent...

- Results I just showed do not seem to vary much by...
 - Frequency with which debt is issued
 - Size of reporting organization
 - Attitudes about value or who the audience is
- **Those who take longer to prepare perceive less value**

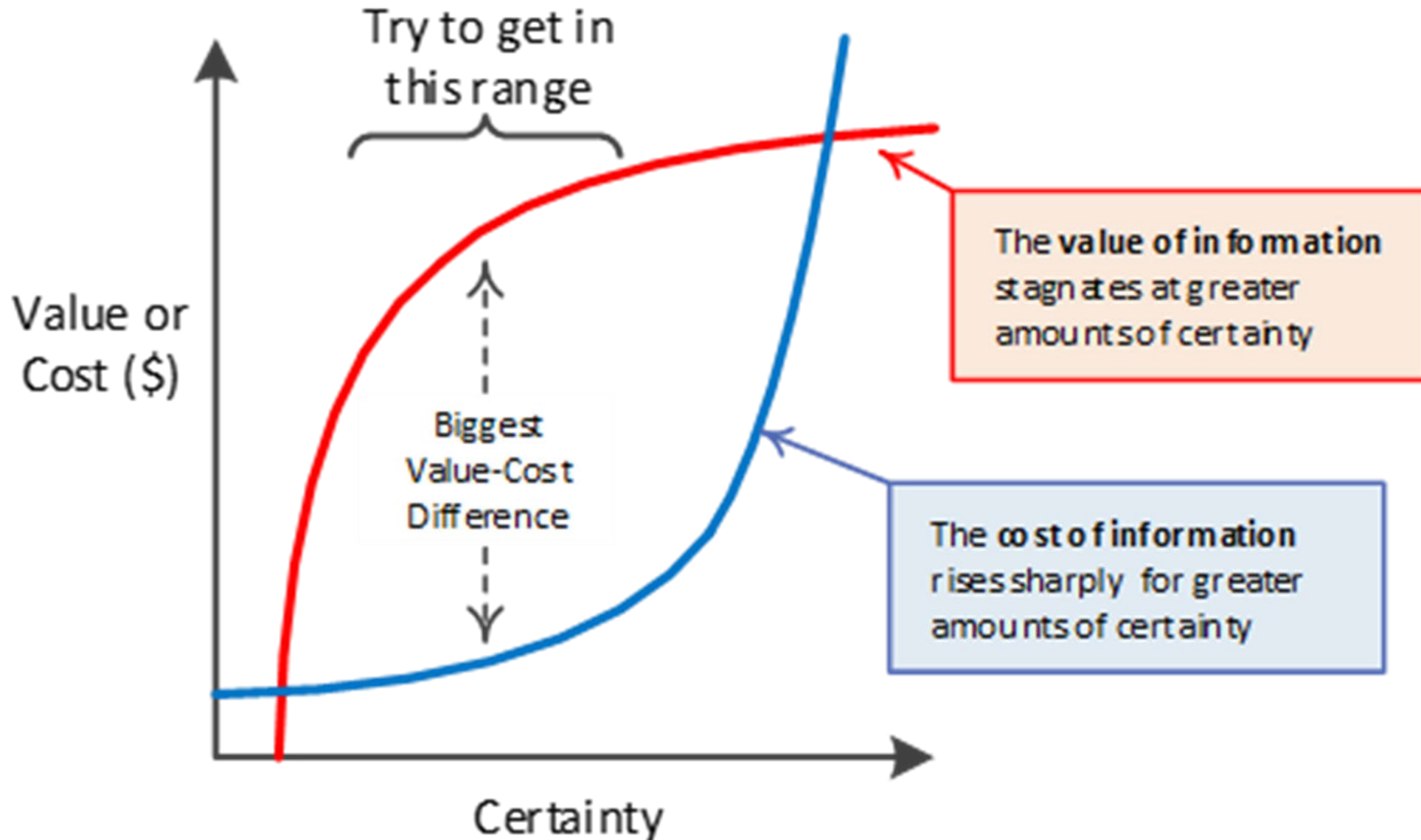


The Search for Solutions

This is a long-term project

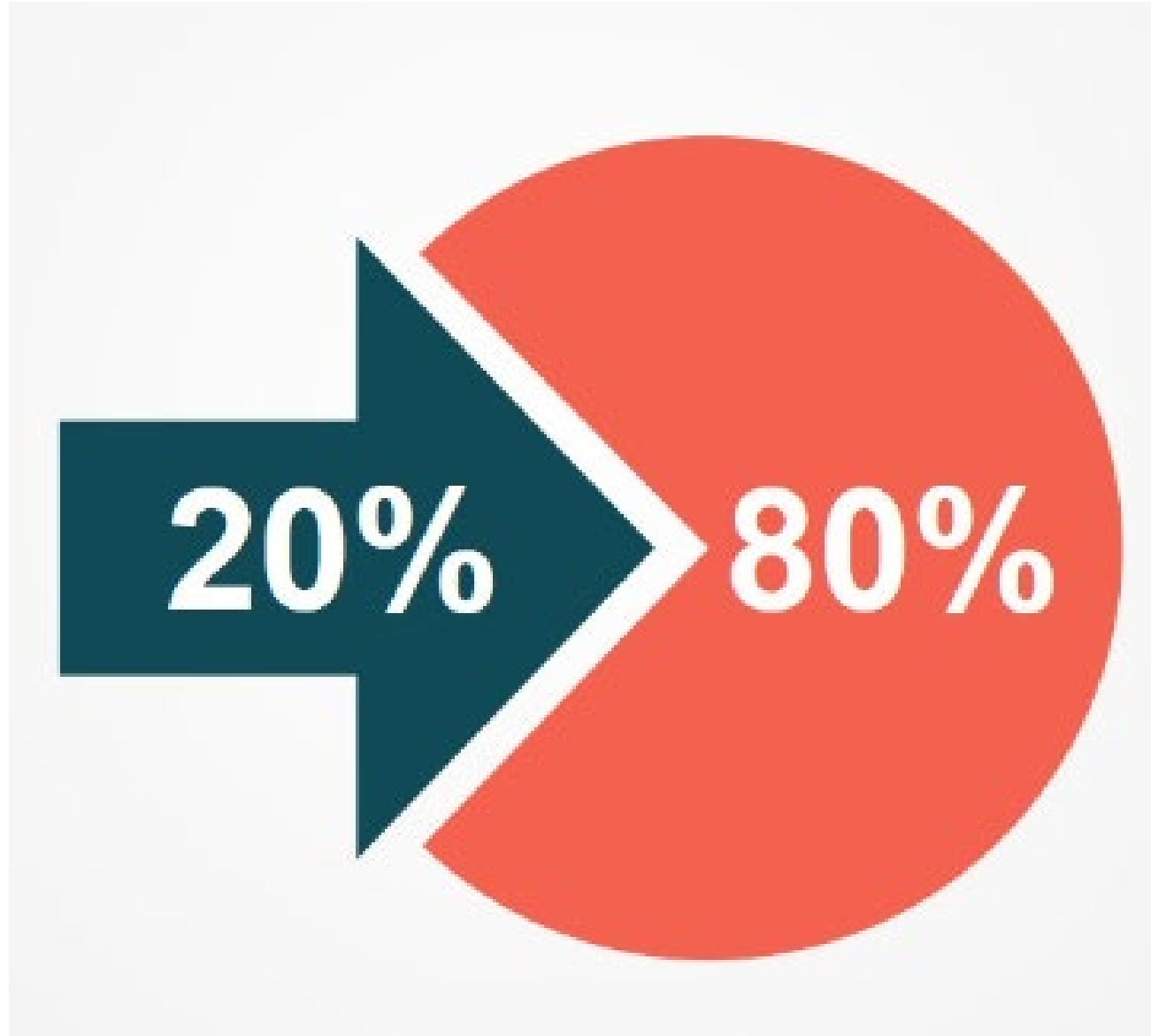
- Near-term
 - Reveal secrets of those in the 4-month club
 - Examine potential for better balance of risk when considering materiality
 - GovFi Prizes
- Mid-term
 - NextGen Financial Reporting
 - NextGen Financial Indicators
- Long-term
 - Time will tell

The Value of Information. *The diminishing returns problem.*



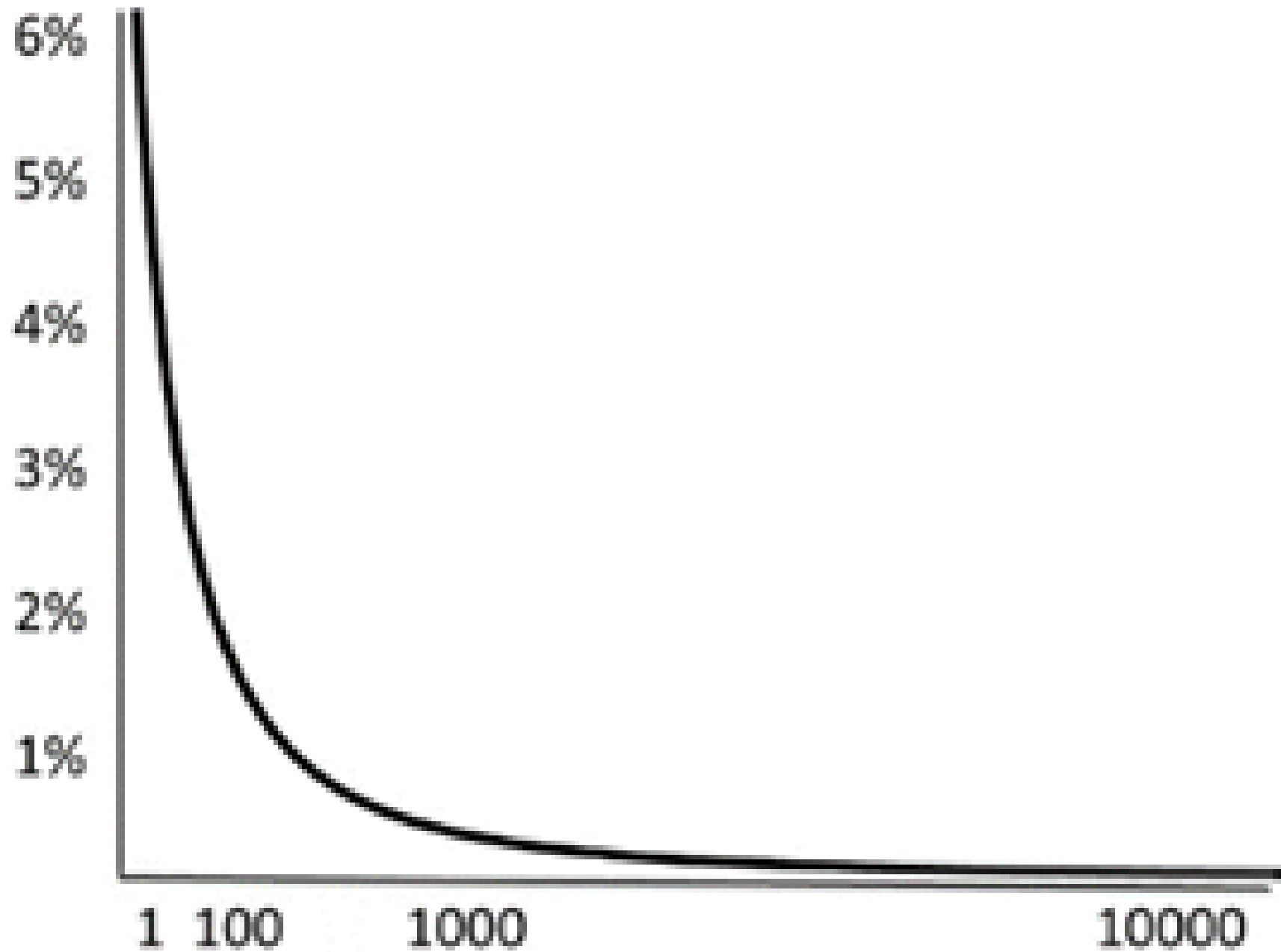
The 80/20 rule. *Taking advantage of leverage points*

Effort



Result

Webpage Links



The Science of Subtraction: *Less can be more.*

- People add to what exists and shy away from subtracting. Subtraction is an underused way to optimize systems.
- Imagine there are no legal requirements for what to report. What would you discontinue reporting because the cost to produce it is too high for the benefit users receive from it?

% Who Would Eliminate	Element
89%	Reporting and disclosures pertaining to subscription-based information technology arrangements
83%	Reporting and disclosures pertaining to leases
50.4%	Reporting and disclosures pertaining to other post-employment benefits plans

Technology to the Rescue(?)

- Delivering a presentation *personalized* to audience. This includes the scope of what is in the report and the detail and technical complexity of the information.
- Enabling information to be *pushed or pulled* by the audience at a schedule that meets the audience's needs.
- Making information *free to be aggregated* across governments for purposes that serve the public interest.
- Accelerating *third-party validation* of information.
- Based on technology platform that is *aligned with the values* of the community that local government serves.

The End

- Visit gfoa.org/rethinking-financial-reporting
- "This report reads like a page-turning non-fiction book; one that captures the reader's attention from the beginning and holds it tightly throughout."
 - Stephen H. Hagerty, Former Mayor of Evanston, IL, and President of Hagerty Consulting



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KNOWLEDGE MANAGEMENT FORUM

August 14-16, 2024
Ramsey County, Minn.

State Policy Trends Challenging Major County Revenue Sources

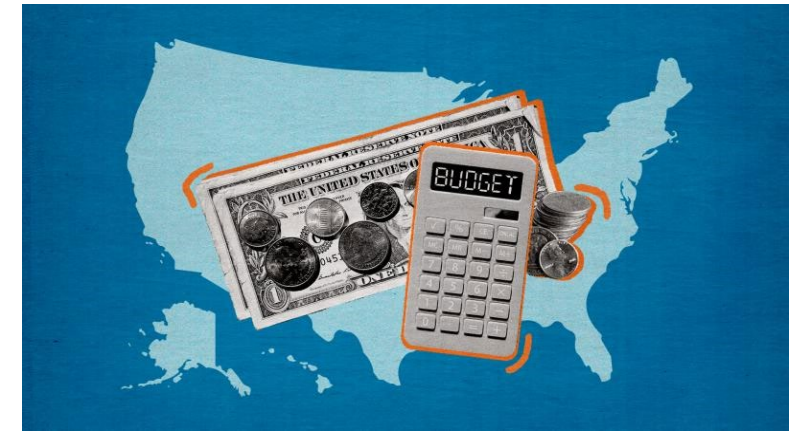
Riley Judd

Associate, Fiscal 50, The Pew Charitable Trusts

Pew

Introduction

- The Pew Charitable Trusts is a non-partisan, non-profit public policy research and advocacy organization
- For over a decade, Pew's fiscal policy group has helped policymakers develop and adopt evidence-based policies and practices
- Fiscal 50 is an online interactive platform that provides comprehensive 50-state data and analysis of fiscal, economic, and demographic trends



Fiscal Indicators for Colorado



Tweaks lowering property taxes face opposition from local governments, schools

Some States Are Looking to Abolish Property Taxes Entirely

Property taxes in the tax reform spotlight



As Property Tax Bills Rise, States Look for Long-Term Solutions

State lawmakers seek to limit property tax increases as home values soar



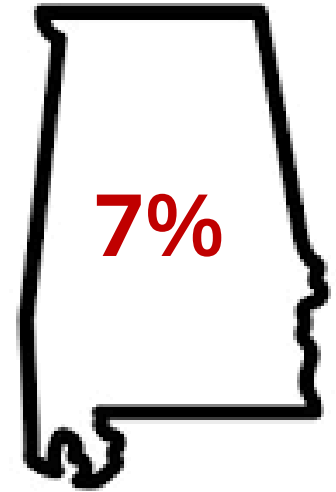
Iowa's property tax reform law comes at a cost for local governments

Property Tax Relief: Where We Are And What Comes Next

Property Tax Caps

Types of property tax caps:

- **Assessment limits** cap the annual increase in the assessed value of properties
- **Rate limits** restrict overall property tax rates local governments can impose
- **Levy limits** place a hard cap on property tax revenue growth



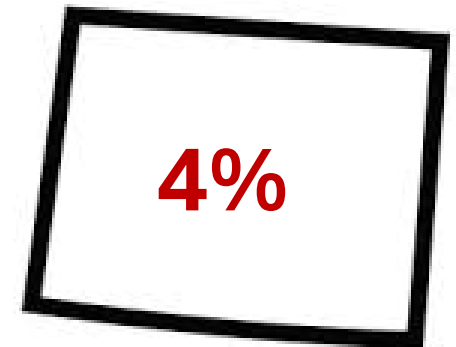
Property tax cap legislation in 2024:

Alabama

- 7% cap on assessed value increases (2024-2027)
- No reimbursement for local governments

Wyoming

- 4% cap on annual residential property tax increases
- No reimbursement to local governments for lost revenue



Property Tax Exemptions are Expanding

Connecticut:

- New homestead exemptions for disabled veterans
- No reimbursement to local governments for lost revenue

South Carolina:

- Expanded property tax exemptions for disabled veterans
- No reimbursement to local governments for lost revenue

Wyoming:

- Homestead Exemption Increase: Doubled from \$3,000 to \$6,000 for eligible veterans; state appropriated \$8.2 million to reimburse local governments
- Long-Term Homeowners Exemption: No reimbursement to local governments for lost revenue



How are counties impacted? Those with larger populations of exempted groups may face revenue challenges.

States Consider Major Property Tax Reforms

Colorado Senate Bill 233

- **Statewide Property Tax Revenue Cap:**
 - 5.5% annual cap on statewide property tax revenue increases
 - Excludes home-rule jurisdictions and areas with existing revenue limits (TABOR)
- **Impact on school districts:**
 - Decouples assessment rates for school districts and other local governments
 - \$380 million drawn from education fund to backfill school districts
 - Only \$10 million allocated to reimburse rural districts with decreased property values
- **Revenue loss:**
 - Local governments face a \$400 million revenue loss in the first year

States Consider Major Property Tax Reforms

Kansas Senate Bill 1

- **Residential Property Exemption:**
 - Exemption from statewide school levy nearly doubled from \$42,000 to \$75,000
 - Reduces property tax base available to local governments
- **Abolishment of Local Funds:**
 - Local ad valorem tax reduction fund and county/city revenue sharing fund abolished
 - Remaining funds transferred to the state general fund effective July 1, 2024

Nebraska Special Session

- Governor's proposal to cut property taxes statewide by 40%
- Property tax cuts funded by increasing sales tax on over 70 new goods and services
- Proposed hard caps on property taxes for school districts and local governments.
- Exemptions added for public safety personnel, training, and equipment after pushback
- Final impact of caps and potential exceptions still uncertain

2024 Property Tax Ballot Measures



Virginia, Colorado, and New Mexico

- **Disabled Veteran Exemptions:**

- Expanding eligibility requirements for disabled veteran property tax exemptions
- Additional measure in New Mexico to increase exemption from \$4,000 to \$10,000, with annual inflation adjustment

Georgia

- **Constitutional Amendment:**

- Authorizes General Assembly to establish a statewide homestead property tax exemption
- General Assembly will determine how counties, municipalities, and school districts can opt out of the exemption

Florida

- **Annual Inflation Adjustment Proposal:**

- Adjusts exempt assessed value annually for inflation
- Exempts school districts; impacts other local governments significantly
- Legislative analysis estimates a reduction of \$22.8 million in 2025-2026, growing to \$111.8 million by 2028-2029

2024 Property Tax Ballot Measures



Colorado

- **Initiative 50:**

- Caps statewide property tax revenue growth at 4% above the previous year. Requires voter approval for increases exceeding 4%
- Potential \$115 million decrease in local property tax revenue in the first year, reaching \$1 billion by the third year

- **Initiative 108:**

- Reduces residential property tax rates from 7.15% to 5.7% and non-residential rates from 29% to 24%
- Mandates state reimbursement for local revenue losses
- Potential \$3 billion decrease in local property tax revenue in the first year, with increasing losses over time

North Dakota

- **Eliminating Property Taxes:**

- Eliminates property taxes (excluding bond debt). Imposes debt limits on local governments
- State required to fully reimburse local governments for revenue losses
- Estimated \$2.46 billion cost to the state for 2023-2025, equivalent to 40.4% of North Dakota's general fund budget

Other Policy Trends Challenging County Revenue Sources

Arizona

- New law effective Jan. 1, 2025, prohibits counties and municipalities from imposing rental taxes

Virginia

- Gov. Youngkin vetoed bill allowing local governments to impose a 1% sales tax for school construction and modernization projects

California

- Proposed Ballot Measure:
 - Sought to raise voter approval threshold for local tax increases from simple majority to two-thirds
 - Would have retroactively reversed most tax increases since Jan. 1, 2022
 - Estimated \$2 billion loss in existing fees and charges, plus \$2 billion in previously approved revenue
 - Measure removed from ballot by the California Supreme Court for significantly altering government framework

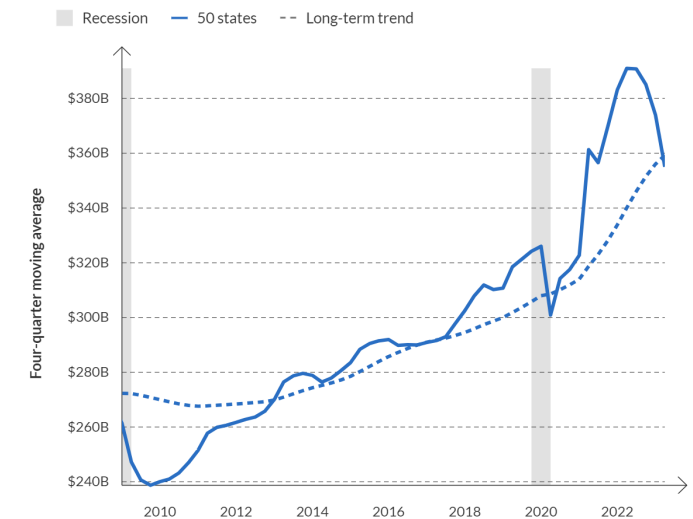
Other Policy Trends Challenging County Revenue Sources

- State tax cuts (income, sales, corporate) can indirectly and directly impact county revenues
- Uncertainty over sustainability of recent tax cuts
- Decline in state tax revenue + weakening budget reserves + increasing spending pressures = tightening fiscal conditions
- These factors could lead to reduced state aid, increased local cost-shares, and unfunded mandates for local governments

Fiscal 50: State Trends And Analysis

State Tax Revenue, Adjusted for Inflation and Seasonality

How quarterly receipts compare with their long-term trend through the same period, 50 states



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Property Taxes Expected to Remain a Key Issue in 2025

Montana

- **Proposed Legislation:**
 - New homestead exemptions
 - Introduction of a tiered system for residential property tax rates
 - Tax credit for renters, retirees, and lower/middle-income homeowners
- **Task Force Recommendations:**
 - Task force appointed by Gov. Greg Gianforte expected to release additional property tax policy recommendations

Kansas

- **Future Developments:**
 - Lawmakers preparing for more substantial property tax relief measures

Any questions?

Riley Judd

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Rethinking Property Taxes



Why Rethink the Property Tax?

- The tax is widely unpopular

But...

- It is worth rehabilitating...
 - Stable revenue
 - Immobile tax base
 - Benefits tax



Center our Goals of Rethinking Around Taxpayers

- Goal #1: Provide Accurate and Fair Valuations of Total Tax Liability for Taxpayers
 - Accurate assessments ensure tax fairness and adequate revenue.
 - Unfair assessments impact tax lower-income properties.
- Goal #2: Provide Stable, Predictable Costs to Taxpayers
 - Unpredictable tax increases contribute to the tax's unpopularity.

Tale of Two Properties



\$420k

\$181k

Land Value (per acre)

\$107

\$125

Building Value (per sq. ft.)

\$3,781

\$4,604

County Taxes (per acre)



Strategies to Achieve Accurate Assessments

The Most Obvious Cause ...

○ The Cause: Too Much Time Between Assessments

- Imagine a market with 5% annual increases and a 3-year period between assessments
- That's an eye-popping 15% increase at re-assessment
- Remember these folks?

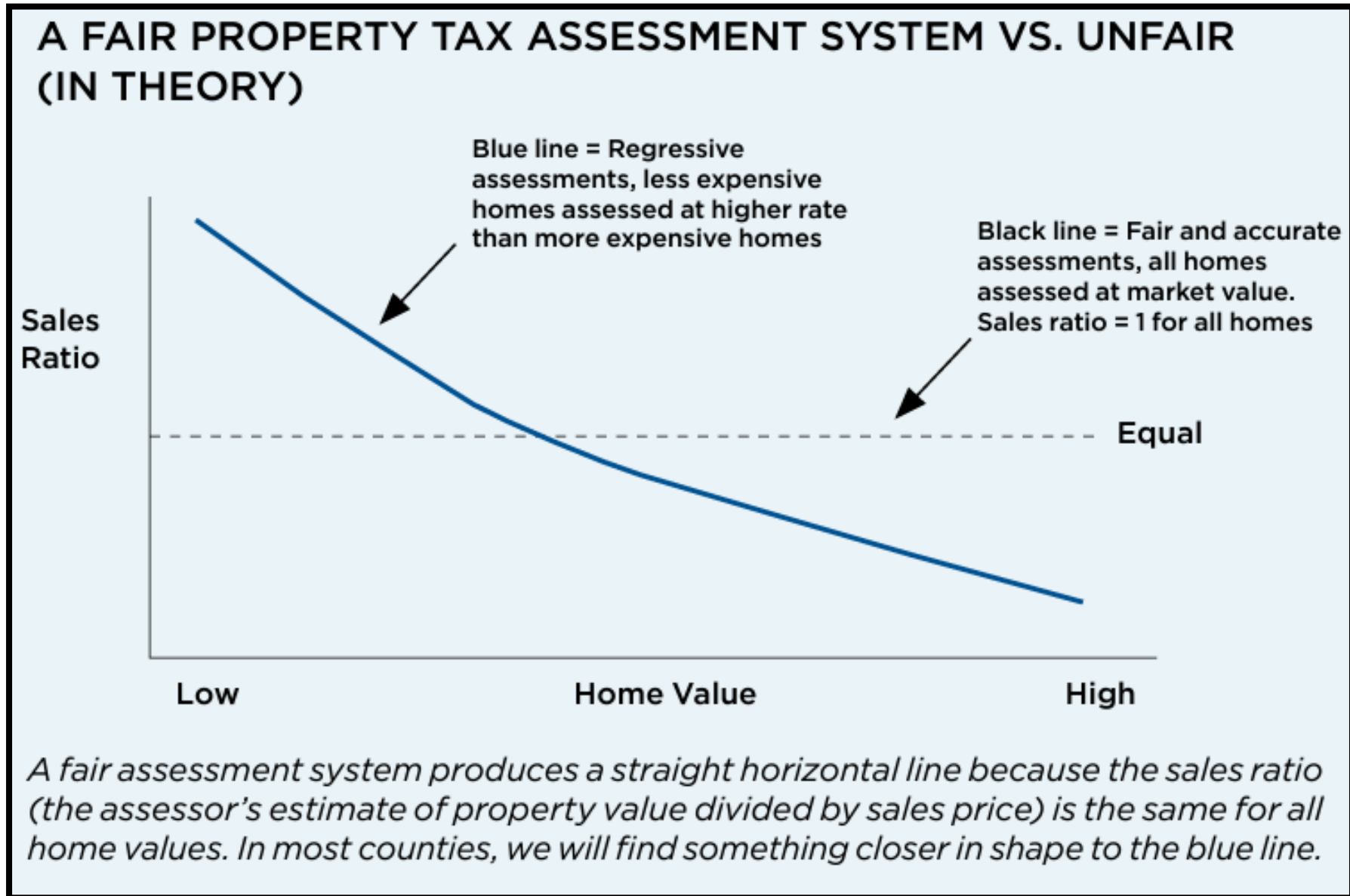


...Meets the Most Obvious Solution

- Shorten the time between assessments, ideally annually
- That costs money!
- How to contain costs
 - Substitute machines for labor
 - Achieve economies of scale

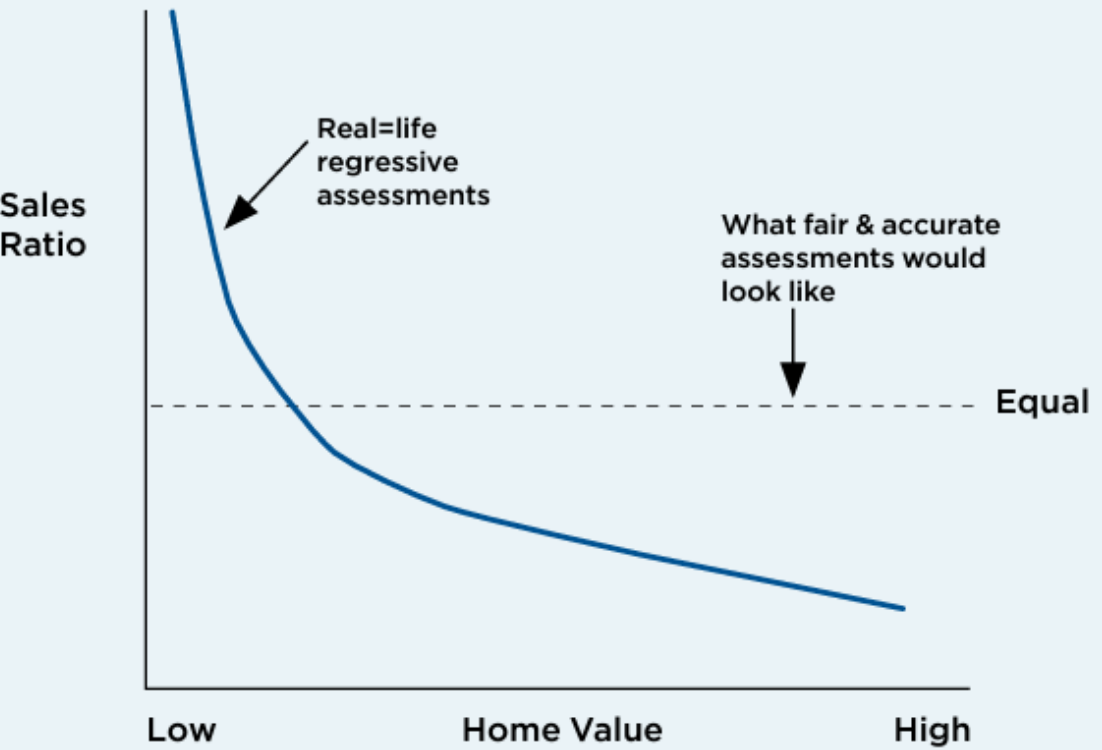


The Less Obvious Cause...



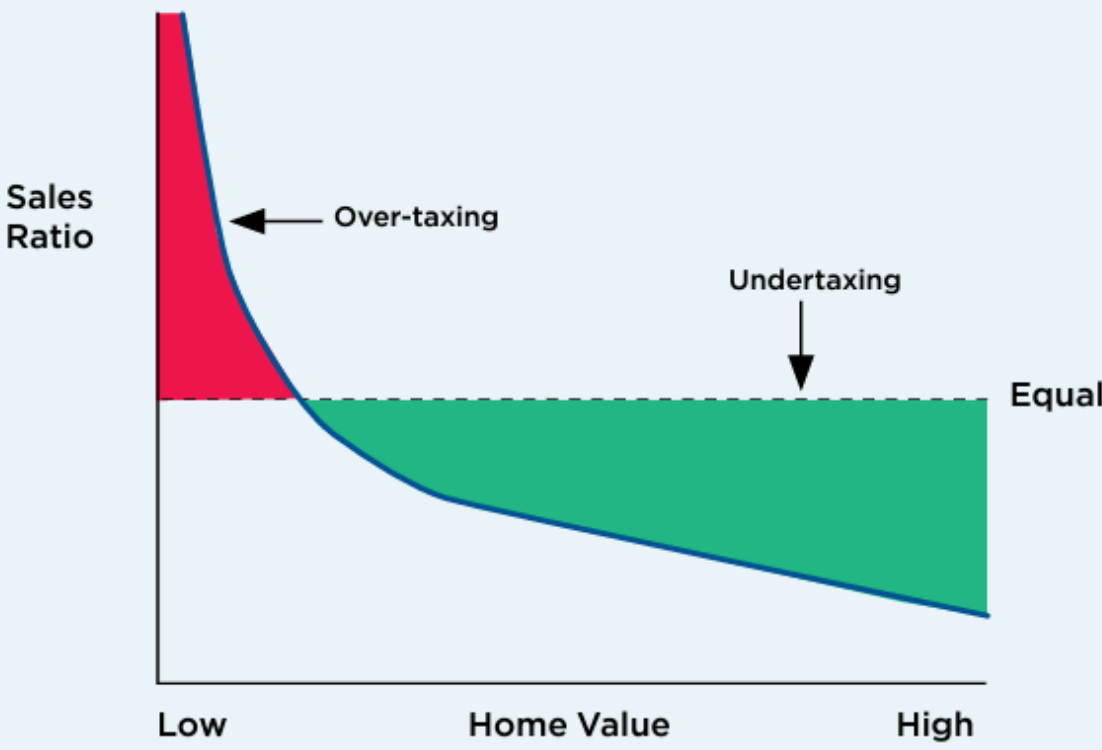
In Practice...

NATIONWIDE SALES RATIOS VS. HOME VALUES



Nationwide, lower-value homes are consistently over-assessed.

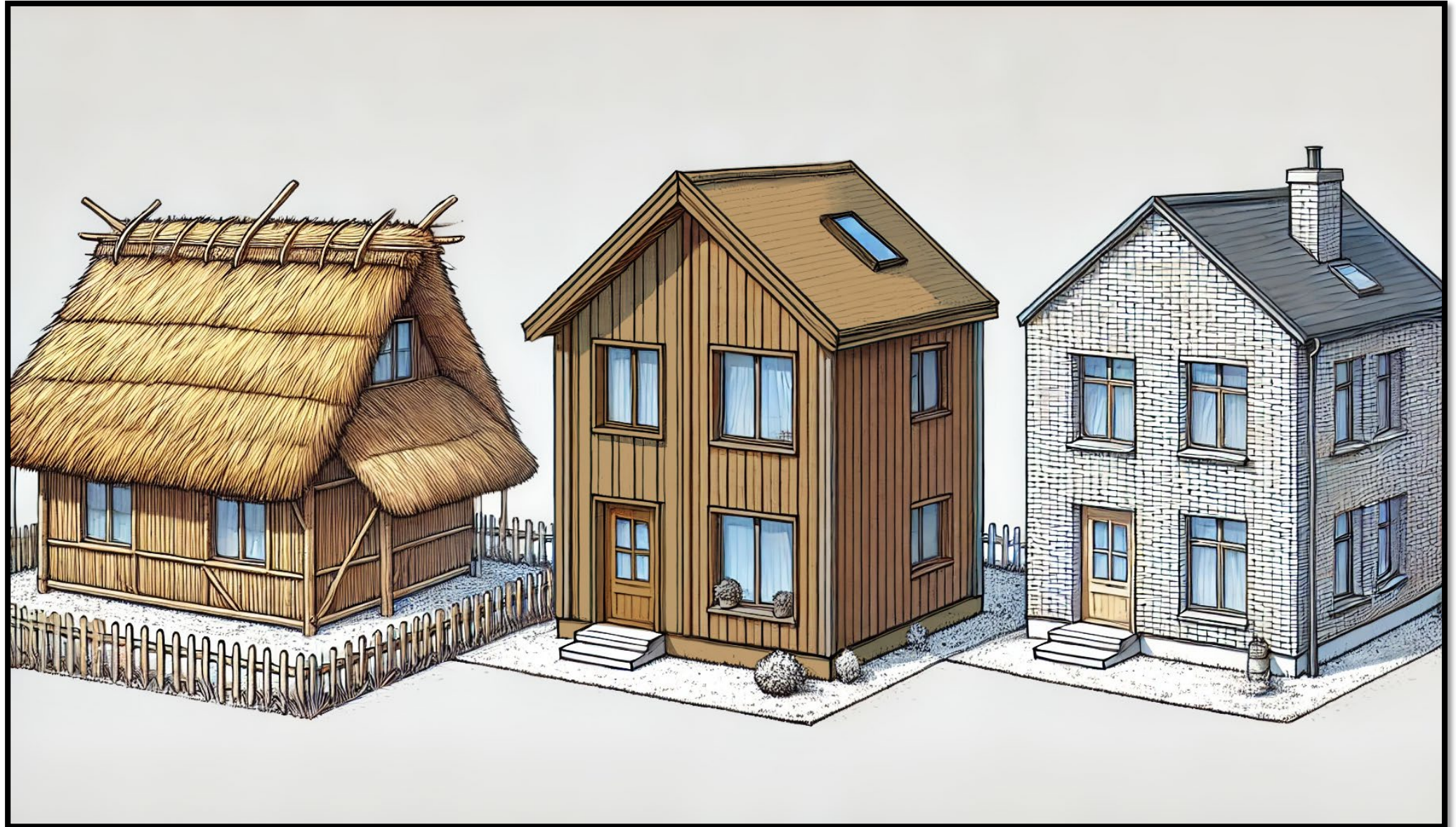
TAX SHIFTING FROM HIGH- TO LOW-VALUE PROPERTIES



The difference in size between the red (over-taxed) and green (under-taxed) is the net subsidy to higher-value properties



The Cause: The Flaw of Averages



Real Life Example: From the Wrong Side of the Tract



← This side of the tract: 102% increase

This side of the tract: 316% increase →

Using average characteristics for properties across an assessment tract resulted in a large increase in assessed value for a modest home that happened to be grouped into a tract with higher values.



A Solution is Possible! Before vs After in Cook County



**In Cook County, for residential property owners, the assessed value equals 10% of the fair market value. Thus, the ideal assessment ratio in Cook County is 0.10.*

How Cook County Did It

- Investigate causes of regressivity & look for patterns
- Look for deficiencies in the physical census of properties
- Best solutions will usually be through better modeling rather than better fieldwork



**Won re-election with
81% of the vote!**



Strategies to Provide Stable, Predictable Costs to Taxpayers

Addressing Market Reasons for Instability

- Responsive Rate Setting
- Tax limitations
 - Circuit breakers and tax deferrals
 - What about broader relief?...
- Recognize why relief exists: people want stable, predictable bills. How can we provide it?
 - Budget-driven assessment system
 - Guarantees on max annual increase for total bill (not assessment and not rate)
 - Perhaps even a role for refunding excess taxes collected?

Addressing Administrative Reasons for Instability

- Quality assessments solve much of the problem!

The art of taxation consists in so plucking the goose as to obtain the largest possible amount of feathers with the smallest possible amount of hissing.

Jean-Baptiste Colbert, First Minister of State,
France, 1661-83



Current Approach to Property Tax Billing



Some Solutions

- Send monthly statements, allow monthly payments for those not on escrow
- Share property tax receipts
 - City of Shakopee, MN

Your 2023 City of Shakopee Property Tax Receipt	
General Government	\$97.96
Mayor & Council i	\$4.05
Administration i	\$15.80
Human Resources i	\$9.79
Communications i	\$6.88
Information Technology i	\$12.76
City Clerk/Elections i	\$5.45
Finance i	\$13.72
Property Assessing (County contract) i	\$6.35
Planning & Development i	\$10.76
Facility Maintenance i	\$8.24
Library Building i	\$4.16
Public Safety	\$238.25
Police i	\$177.13
Code Enforcement i	\$7.22
Fire i	\$53.91

The End!

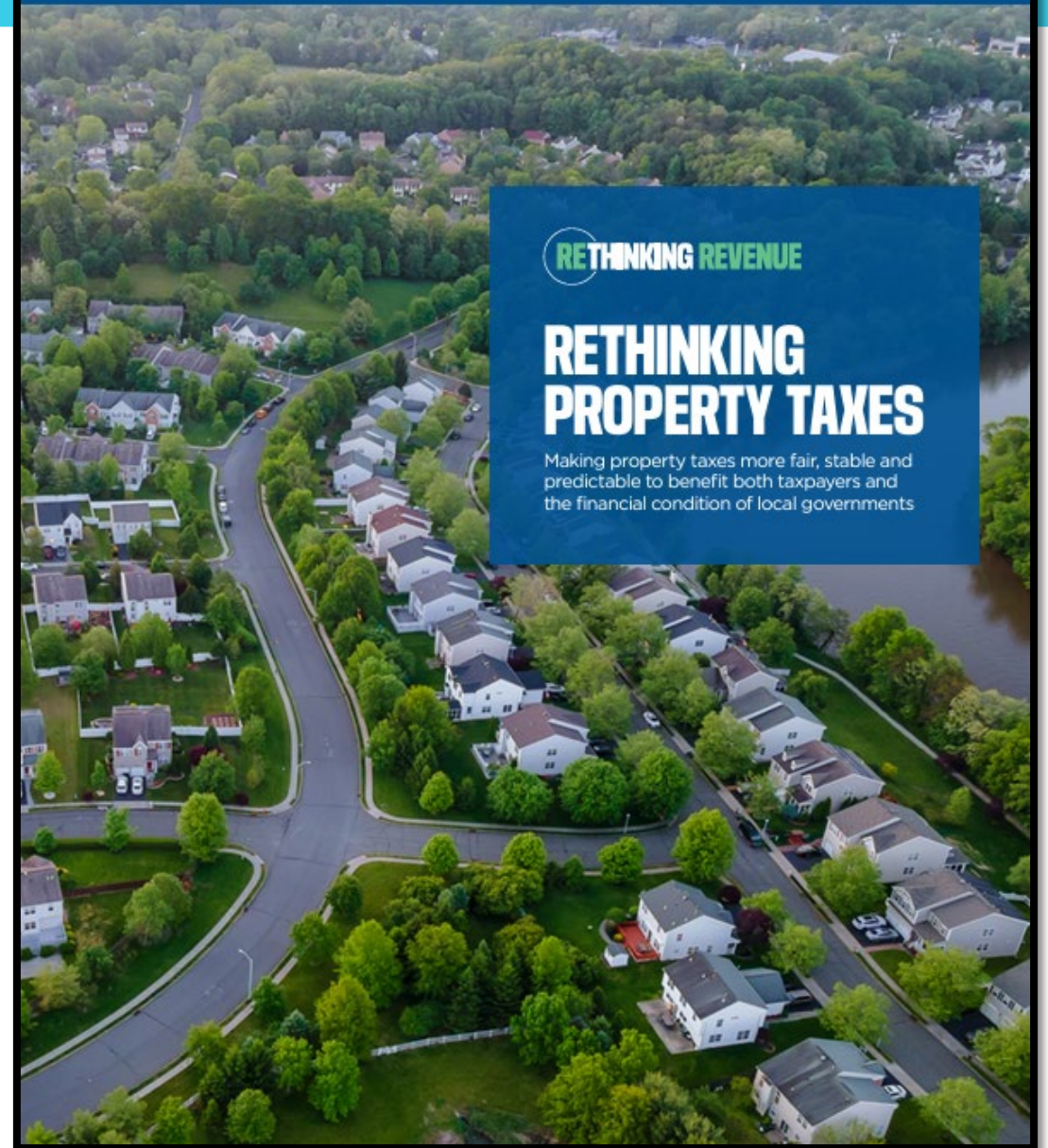
- Check out Rethinking Property Taxes



- GFOA and UC working on assessment incubator!



gfoa.org/rethinking-revenue





NATIONAL COUNCIL
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KNOWLEDGE MANAGEMENT FORUM

August 14-16, 2024
Ramsey County, Minn.