



July 8, 2025

Intergenerational Prosperity for Racial and Economic Inclusion



Agenda

- **Overview of strategic priority goals and strategies**
 - Kari Collins, Deputy County Manager, Economic Growth and Community Investment
 - Alex Kotze, Deputy County Manager, Health and Wellness
- **Economic Competitiveness & Inclusion Plan update and Community & Economic Development homeownership programs**
 - Josh Olson, Director, Community & Economic Development, Economic Growth and Community Investment
 - Max Holdhusen, Deputy Director, Community & Economic Development, Economic Growth and Community Investment
- **Purchasing & Contracting Transformation (PACT)**
 - Dolly Lee, Division Director, Finance, Strategic Team
 - Julia McCarthy, Director of Programs, Keystone Services

Intergenerational Prosperity for Racial & Economic Inclusion

Ramsey County will create pathways to intergenerational prosperity for racially and ethnically diverse communities that have historically experienced wealth extraction, with an emphasis on Black/African American, American Indian, and other racially/ethnically diverse communities.

This countywide approach will focus on racial and economic inclusion in racially and ethnically diverse communities with intentional and strategic investments in residents and businesses.

Strategic Priority Goals

1. Invest in families and residents by implementing income and wealth building strategies identified in the **Economic Competitiveness and Inclusion (ECI) Plan** and from community engagement feedback.
2. Full implementation of the **Purchasing and Contracting Transformation (PACT)** initiative.



The background of the slide features a scenic landscape. On the left, a dense forest of trees with autumn foliage in shades of yellow, orange, and green covers a hillside. To the right, a wide river flows, reflecting the bright light of the sun, which is positioned low on the horizon, creating a strong lens flare and a warm, golden glow across the scene. The sky is a pale blue with wispy white clouds.

Economic Competitiveness and Inclusion Plan



[View the full plan](#)

[Track the progress](#)

The strategies in the **ECI Plan** prioritize inclusion in future investments and other actions related to:

- Affordable Housing
 - ➔ **Homeownership**
- Business development & job creation
- Workforce development
- Place-based investments



Homeownership as a Pathway to Intergenerational Wealth

Urban Institute:

“Homeownership is one of the **most widespread and effective ways** families can build intergenerational wealth. Though it is **not the best option for everyone**, evidence shows **homeownership is still financially better than renting**. But housing equity is **not shared evenly**.”

Sources:

<https://www.urban.org/urban-wire/2040-us-will-experience-modest-homeownership-declines-black-households-impact-will-be-dramatic>

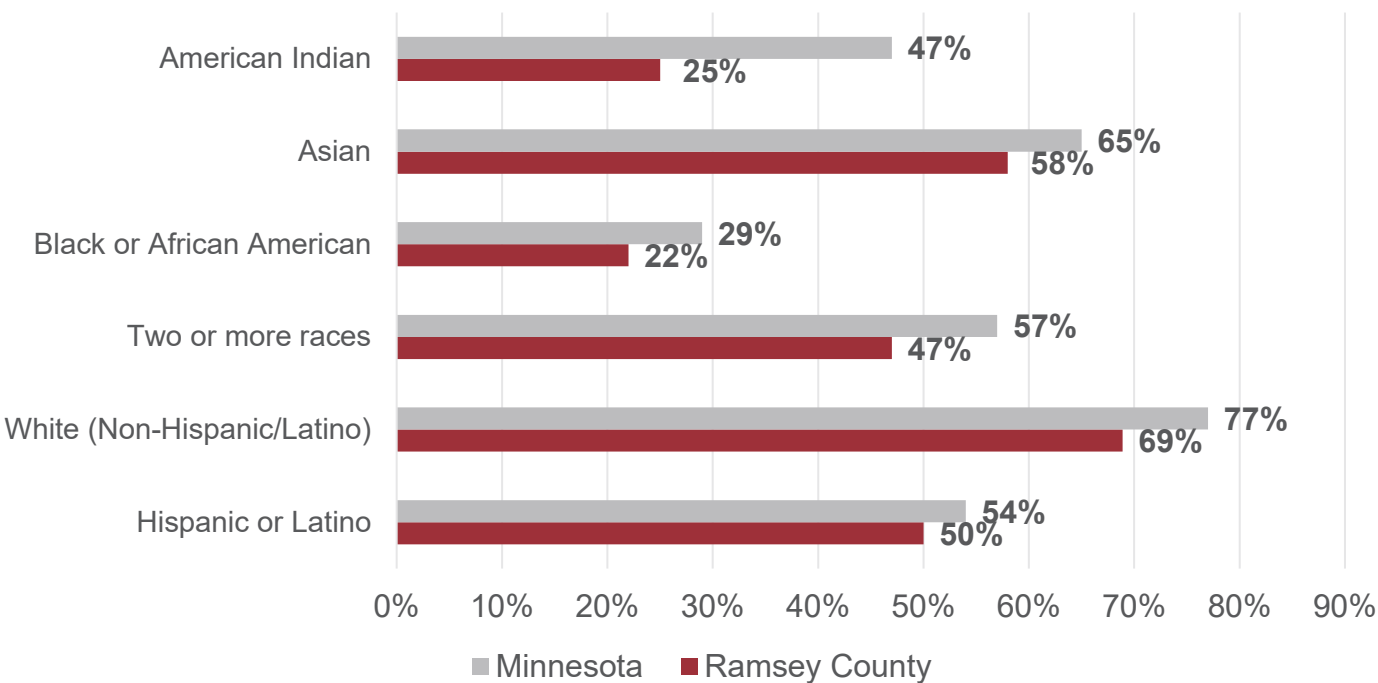
<https://www.urban.org/urban-wire/wealth-gap-between-homeowners-and-renters-has-reached-historic-high>



Homeownership in Ramsey County

Homeownership rate is 69% for Non-Hispanic white households and 22% for Black/African American households, a gap of 47 percentage points.

Ramsey County and Minnesota Owner-Occupied Housing Rates by Race/Ethnicity of Householder



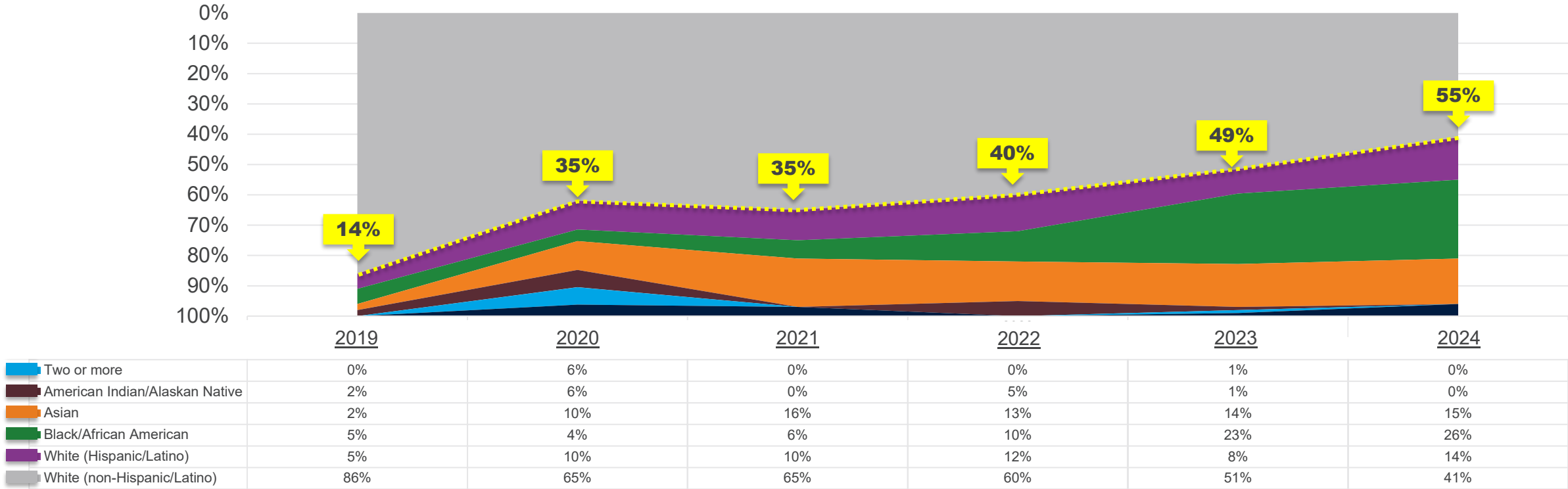
Advancing the Strategic Priority: Department Performance Measure

Department	Title	Full Performance Measure
Community & Economic Development	Residents benefitting from Community & Economic Development homeownership programs who are racially and ethnically diverse and/or American Indian	<p>This measure combines Community & Economic Development's full portfolio of homeownership programs:</p> <p>FirstHOME</p> <p>Downpayment assistance program for first-time and first-generation home buyers (Available in Suburbs, excluding North Saint Paul)</p> <p>Rehab</p> <p>Home rehabilitation and weatherization programs for homeowners (Program available in Suburbs only)</p> <p>Critical Repair</p> <p>Critical rehabilitation and repair programs for homeowners including manufactured homeowners (Program available in Suburbs only)</p>

** In 2021 and in response to the ongoing COVID-19 pandemic, Community & Economic Development established a limited-duration mortgage assistance program within suburban Ramsey County.*

Who Are We Serving in Our Homeowner Programs?

Performance Measure	2019	2020	2021	2022	2023	2024	Goal: 2025	Goal: 2027
% of residents benefitting from Community and Economic Development homebuyer and home improvement programs that are racially and ethnically diverse	14%	35%	35%	40%	49%	55%	60%	65%



Sub-measure: Who Are We Serving in Our FirstHome Program?

Performance Sub Measure	2019	2020	2021	2022	2023	2024	Goal: 2025	Goal: 2027
% of first-time homebuyers who are also first-generation homebuyers	-	-	-	40%	93%	74%	83%	85%
<i>White (Non-Hispanic/Latino)</i>	-	-	-	0%	7%	6%		
<i>White (Hispanic/Latino)</i>				0%	11%	26%		
<i>Black/African-American</i>				20%	56%	47%		
<i>Asian</i>				20%	19%	21%		
<i>American Indian/Alaskan Native</i>				0%	0%	0%		
<i>Two or more</i>				0%	0%	0%		
Number of loans per year				2	27	46		

Newly created sub-measure to measure the % of first-generation homebuyers within Community and Economic Development's FirstHome program since it's revamp in 2022.

- **By 2025:** Grow percentage of first-gen homebuyers to 83% and have at least one American Indian/Alaskan Native first-time homebuyer.
- **By 2027:** Grow percentage of first-gen homebuyers to 85% and introduce sub-measures to track the quality of Community and Economic Development homebuyer and home improvement programs.

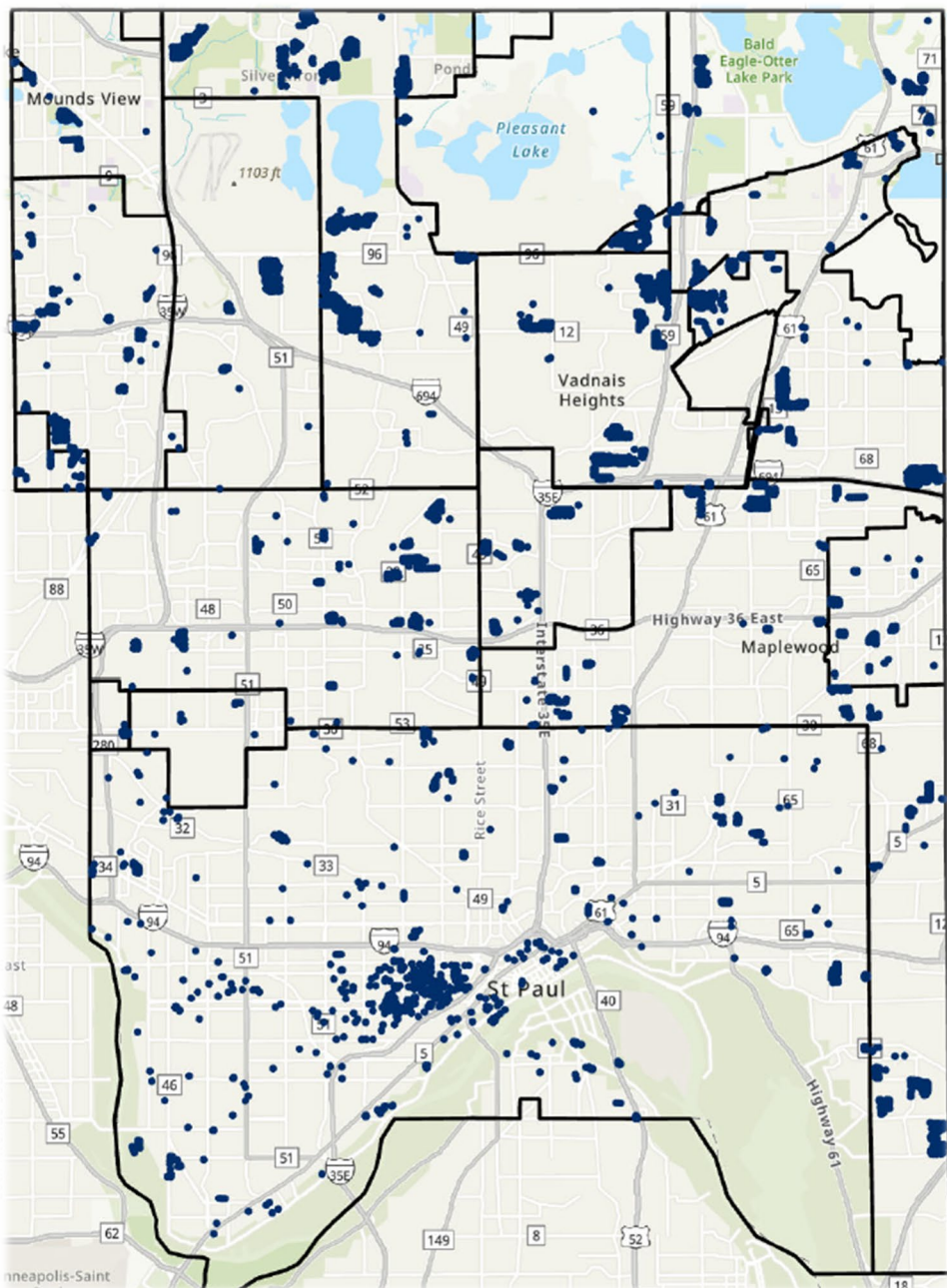
Continuing to Support and Sustain Homeownership

- Critical Repair Program: Converted pilot program into a permanent program offering.
- Performed a program evaluation on our rehab programs.
- Increased budget for all homebuyer and home improvement programs in the last two years.
- Supporting homeowners for the long term.
 - Revamping and refining Rehab and Critical Repair programs to support homeowners.
- Understanding the differences within homeownership.
 - Condo project research ➔

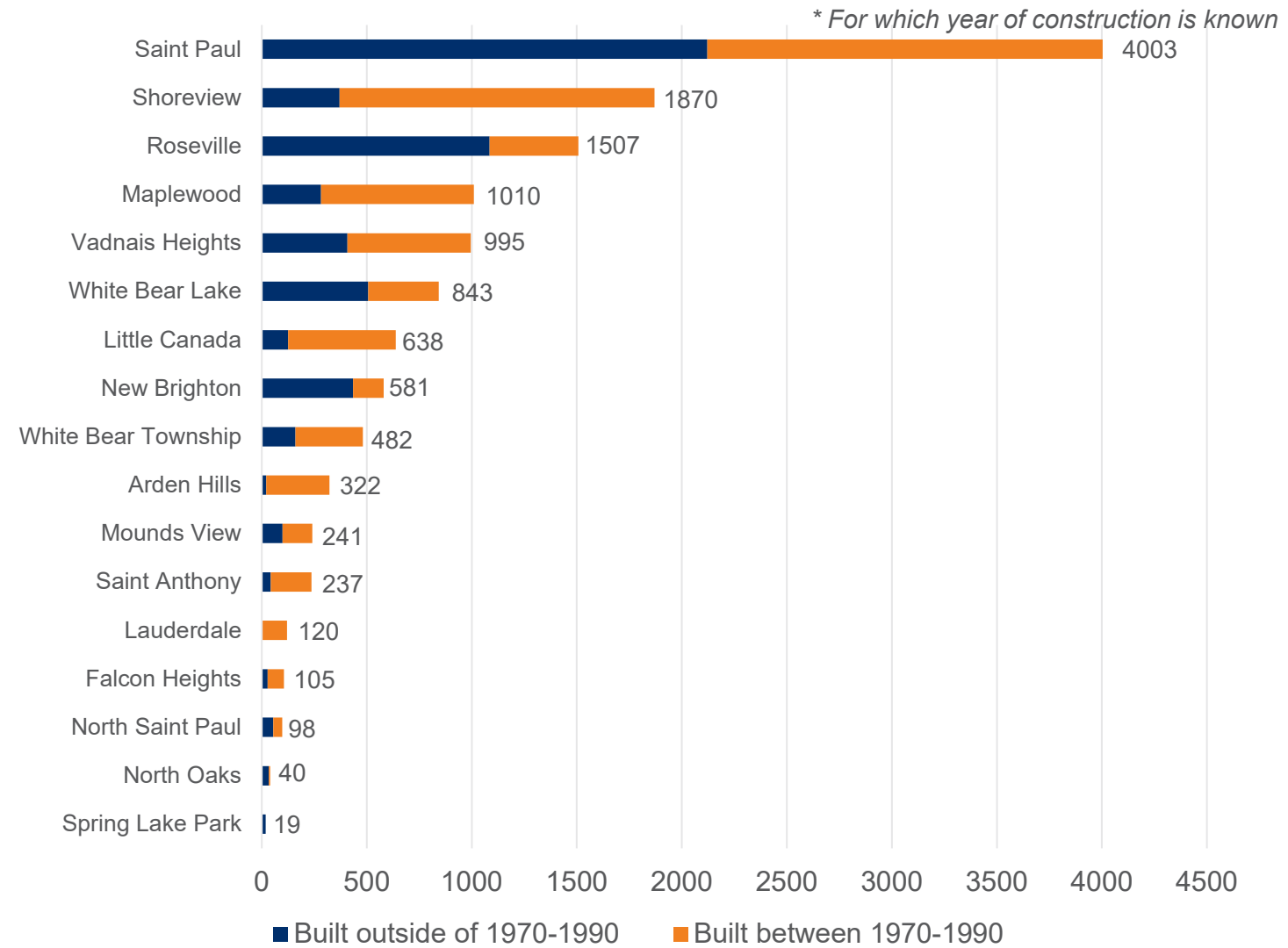


Condo Research Project Overview

- Shared ownership structures: Condos, townhomes, etc. are important contributors to the diversity and affordability of the housing supply.
- There was a market surge in the construction of large, owner-occupied buildings (townhomes, condos, etc.) during the 1970s and 1980s in Minnesota.
- These buildings, now several decades old, are generally facing lifespan issues and often require substantial, high-cost repairs or upgrades.
 - Underfunded reserve accounts and poor financial management have led to unexpected special assessment or large bills for residents.
- Many of these buildings house low-income or income-restricted residents.



Geographic Distribution of Owner-occupied Condo Units by City



Key Conclusions and Next Steps

- Greater awareness of existing and emerging trends in homeownership and ability to respond with adaptable programs.
- Community and Economic Development aims to create long-term relationship with homeowners and connect them to other key programs across the county.
- Will look to incorporate research and further engagement as part of ECI Plan update.
 - ECI Plan 2.0 will use a One Ramsey County approach.
 - Timeline and Next Steps are to be determined.

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Purchasing & Contracting Transformation

Purchasing & Contracting Transformation (PACT): The Why and What

- Why
 - Feedback from community, contractors, and internal partners on needed improvements to our procurement system.
 - Learnings from COVID experiences.
 - Countywide strategic prioritization to more intentionally invest in building intergenerational wealth and eliminate disparities.
- What
 - Top to bottom reimagination of purchasing and contracting policy, processes, procedures, and overall structure.
 - Key values: **Transformation, Relational, Transparent, User-Friendly, Efficient, and Equitable.**



PACT – Road Map



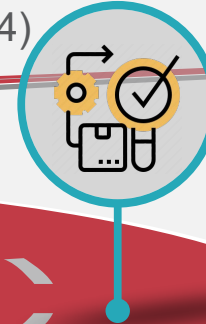
1 Stakeholder Engagement & Current State Analysis
(March 2021 – March 2022)



2 Future State Development & Current State Improvements
(March 2022 – August 2023)



4 Phased Implementation
(October 2024)



3 Future State Testing & Refinement
(August 2023 – September 2024)



5 Continual Improvement
(2025 & Beyond!)
WE ARE HERE

What Have We Accomplished?

Implemented Actionable Strategies:

- ✓ Communicated with community and staff about purchasing and contracting changes.
- ✓ Hired leadership positions.
- ✓ Centralized staff and built out team.
- ✓ Conducted pilots of new processes.
- ✓ Implemented new structure / processes.
- ✓ Measured progress.



What Was Transformed?



People

Streamlining communications for all with a main point-of-contact



Process

Improving processes with goal to decrease time to contract execution by 50%



Forms

Consolidating documents into a single flexible solicitation format



Tech

Modernizing systems to meet user needs



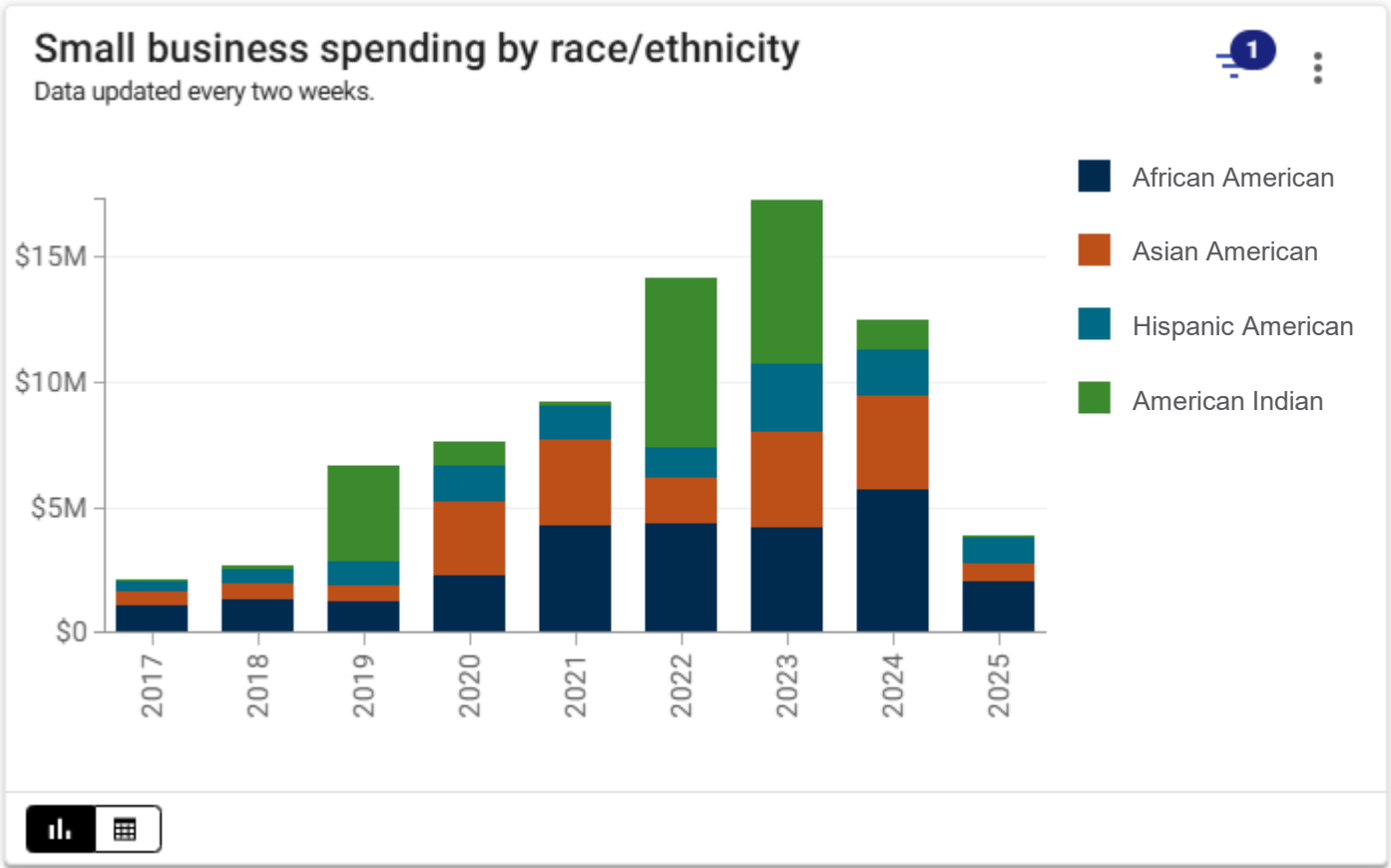
Advancing the Strategic Priority: Countywide Performance Measure

Performance Measure	2019	2020	2021	2022	2023	2024*	Goal: 2025	Goal: 2027
Ramsey County procurement dollars awarded to small, women, veteran and minority-owned business enterprises	13% \$28.1M	9% \$24.6M	7% \$16.7M	10% \$25.5M	11% \$30.8M	9% \$30.4M	12%	22%

- Small business spending out of total procurement spending.
 - Consulting Services.
 - Construction Projects.
- Pathway to reaching goals.
 - Continue Small Business Enterprise Quotes (SBEQ) program.
 - Leverage Disparity Study recommendations.

*Total procurement spending in 2024 was \$339 million

Small Business Spending by Owner Ethnicity



PaC Pilot Project:

Focus on Food Security Expenditure Grants

Provider perspective: Julia McCarthy, Keystone Services

- Food security proposal application process and contracts.
- How the streamlined food security application process and resulting contracts benefit residents and the community.





Keystone programs support over 56,000 community members

Youth
Services



Senior
Services



Basic
Needs



Case
Management



Keystone and Ramsey County Contracting Comparison

CDBG 2024

- Solicitation (one year) – February
- Grant proposal – March
- Recommendation – April
- Board approval – May
- Grantee orientation – August
- Contract signed – October
- Contract effective July 1
- First invoice – November

Food Security 2024

- Solicitation (five years) – July
- Award notice – July
- Grantee orientation – October
- Grant budget – October
- Approval – November
- SOW signed – November
- Contract effective November 15
- First invoice – January

Disparity Study

- Sixteen MN public entities participated in a joint disparity study to determine if inequities exist in public procurement and contracting that adversely affect disadvantaged businesses.
- Keen Independent Research conducted the study and will present the draft disparity study at this afternoon's Board workshop.





Questions and Discussion

