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Our vision, YEAR 1

All people deserve safe, decent and affordable housing.

Shelter is not housing.

Providing services without housing does not end homelessness.

Homelessness costs more than housing.

Data is important.

Prevention is the best solution.

Ending homelessness requires a community-wide response.

Ending homelessness is attainable.

In March of 2006, nearly 70 leaders of our community came together, with a resolve to end homelessness in Minneapolis and Hennepin County. We became part of a national movement to expand what works and take bold new action to change the paradigm from managing homelessness to ending homelessness in our communities.

Representing the federal, state, and local governments, business, non-profit, faith, and philanthropic communities, along with homeless and formerly homeless citizens, the members of the Commission to End Homelessness vowed to develop a plan to end homelessness in Minneapolis and Hennepin County by the year 2016.

Our vision is that by the year 2016, all people facing homelessness in Minneapolis and Hennepin County will have access to safe, decent, and affordable housing and the resources and supports needed to sustain it. Our mission is to effectively end homelessness over the next decade.

Heading Home Hennepin: The Ten-Year Plan to End Homelessness in Minneapolis and Hennepin County.

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Annual report, YEAR 9

As we begin the final year of the Heading Home Hennepin 10-Year Plan, I remain convinced of three things: First, housing is the essential platform for health and success in life. Second, working together to ensure everyone has the opportunity to achieve housing stability should remain a top priority for our community. Third, homelessness can be solved. As we close out nine years of progressive movement toward our goal, this report clearly highlights both our collective accomplishments and the remaining work.

The nine years of this plan have coincided with the most severe recession since the Great Depression. We have seen historically low rental availability, exacerbated by a 2011 tornado that devastated a huge swath of affordable housing in North Minneapolis. Through it all, we have remained committed to this important work, and the plan.

Heading Home Hennepin is our community plan to end homelessness. It is yours. It belongs to government staff and elected officials, nonprofit leaders and workers, business and faith communities and residents and citizens, homeless and housed, in all of the 45 cities that make up Hennepin County.

Acting as convener, catalyst, champion, organizer and communicator, the Office to End Homelessness helps the plan along. Guided by data, the office has partnered with public and private agencies to seek and implement innovative ideas to ensure that when homelessness occurs, it is rare, brief and non-recurring. The work remains guided by the principles that inspired us in 2006, and each initiative is tied to our original goals.

Homelessness in Hennepin County and across America is a tragic outcome of a deep and abiding failure in the housing market, along with a mismatch between earnings and the cost of housing. Our community's poorest and most vulnerable people compete for scarce housing options and often end up passing through our emergency systems. In the face of this reality, like-minded local communities across the U.S. have courageously banded together to find creative and sustainable ways to help.

Looking ahead, we will focus on creating housing opportunities for the poorest people in the community and connecting the work of ending homelessness to larger systems – child welfare, workforce development, healthcare, corrections — so that we can “mainstream” the work and have an even bigger impact.

In the coming year, as we recommit to our goals and our objective, we ask you to remain committed to our efforts and to join in the conversation.



A PLACE FOR OPPORTUNITY

While he worked to find housing, Ron spent his days at the Catholic Charities Opportunity Center in Minneapolis. “Catholic Charities has given me peace of mind, knowing someone has got my back,” he said.

Ron was placed in housing in September 2015. When he goes to the Opportunity Center to talk with his case worker, he spends time volunteering in the kitchen. “In my head, I’m more than just a dishwasher. When I see something that needs to be done I do it,” he said.

Program Map

Six strategic goals guide our work. Each initiative depends on the next to help us reach our goal of ending homelessness in Hennepin County.

In this infographic, each color represents the volume of programs and services working to accomplish specific goals laid out in the 2005 plan.

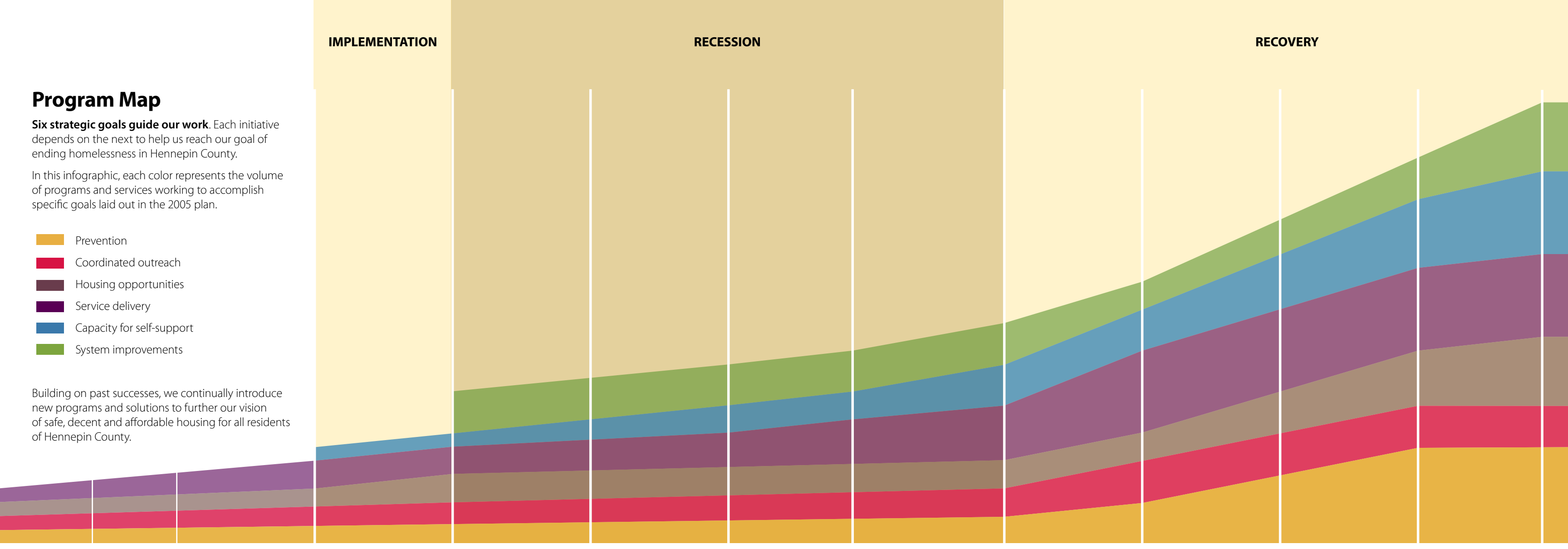
- Prevention
- Coordinated outreach
- Housing opportunities
- Service delivery
- Capacity for self-support
- System improvements

Building on past successes, we continually introduce new programs and solutions to further our vision of safe, decent and affordable housing for all residents of Hennepin County.

IMPLEMENTATION

RECESSION

RECOVERY



A decade of challenges and opportunities:

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2006

Creation of Currie Avenue Partnership and Hennepin County Partnership

2007

Funding doubled at the state level for Family Homeless Prevention and Assistance Program

2008

7,348 foreclosures in Hennepin County — up 337 percent from 2005

2009

Unemployment rate reaches 7.7 percent, up 92.5 percent from 2005

Passage of the \$1.5 billion federal Homelessness Prevention and Rapid Re-Housing Program and the \$319 billion American Recovery and Reinvestment Act

2011

North Minneapolis tornado eliminates much of the region's affordable housing and leaves 88 families homeless

2013

Rental vacancies decline to historic lows and remain at 2 to 3 percent



YEAR 0 1 2 3 4 5 6 7 8 9

A PLACE WHERE YOU CAN SLEEP WITHOUT WORRYING

The Minneapolis apartment Tiffany Sherrod shares with her toddler daughter, Na'Tyra, has one bedroom and a decent kitchen. It's convenient to her job. She has good neighbors, women with their children, like her.

Sherrod and Na'Tyra are the kind of family helped by the Stable Families Initiative Young Parent Pilot. Her life with her daughter is a far cry from the shelter where she once stayed, or the couch-hopping life she lived before that.

After moving from the Avenues for Homeless Youth shelter to an apartment at Nicollet Square, she worked with her former landlord and a caseworker to get into transitional housing where she could stay with her baby. With her caseworker's help, she is planning to be in her own place by March or April.

She already is decorating her daughter's room in her daydreams.

"At this time, four years ago, I wouldn't know where home was," she said. "When you think about home and homelessness, home is a place where you can sleep at night without worrying about where you're going to sleep the next night."

Prevention

- Family Homeless Prevention and Assistance Program
- Foster Care Transitions
- Transition from jail to community
- The Stable Families Initiative***
- The HOMES court
- Integrated Access Team
- Parent Support Outreach Program

*Featured in article

Goal 1: Prevention

The plan called for expanding prevention programming, reaching out to people during life transitions when they are vulnerable, such as aging out of foster care, or leaving treatment, hospitals and prison.

Family Homeless Prevention and Assistance Program

Started in 1993

Supports prevention and rapid rehousing services for adults and their dependents. Funding nearly doubled during the recession and has remained at this higher level ever since.

Foster care transitions

Started in 2011

Extends supports for youth aging out of foster care to age 22. Supports include education, employment, vocational training, transportation, access to medical services, money management, housing, and help creating a positive permanent support system.

Transition from jail to community

Launched 2012

Focuses on reducing recidivism and improving public safety by providing high-risk, high-need residents at the county's Adult Corrections Facility with transitional planning that includes housing, employment and behavioral health services.

The Stable Families Initiative

Launched in 2014

Offers prevention services to families who have been repeat shelter users. State and federal funding support operation and expansion of the program.

The Young Parents Pilot focuses on families led by parents who are younger than 25. It leverages HUD HOME dollars and Minnesota housing vouchers for two-year rent subsidies. Foundation support provides case management services to ensure that families remain in their housing after the subsidy ends.

The HOMES court

Started in 2014

Allows people who are homeless and arrested for low-level misdemeanors to work with their case managers on housing rather than face jail time for livability crimes.

Integrated Access Team

Launched in 2014

Helps people leaving the county jail to connect with community-based behavioral health services, primary health care, housing and supports.

Parent Support Outreach Program

Expanded in 2014

Connects struggling parents to community supports, including parenting training, mental health services and basic needs. It is also available to provide additional supports to families in shelter or who are recently homeless.



Goal 2: Coordinated outreach

The plan called for a robust street outreach program to find people who are unsheltered and get them housed.

StreetWorks Collaborative

Started in 1994

Provides reliable, consistent support to meet young people's basic needs. High-quality, youth-driven outreach creates a key foundation for developing relationships with caring adults, the fundamental first step toward getting help. StreetWorks is increasing suburban outreach as needs continue to be recognized in new geographies.

The Downtown 2025 Committee on Ending Street Homelessness

Started in 2012

Develops strategies to accomplish the Minneapolis Downtown Council's 2025 Plan, which includes the goal of becoming the first major U.S. city to end street homelessness, while "affirming democratic space in the urban core." The committee works to address housing needs, to create opportunities for transit, storage, meaningful employment and recreation, and to raise funds as necessary for more housing and street outreach.

St. Stephen's Street Outreach

Started in 2007

Serves individuals and families staying in places not meant for human habitation. The program housed more than 100 people in 2014.

Ending veteran homelessness

Ongoing

Provides visits to shelters, bridges, transit stations, libraries and wherever people who are experiencing homelessness may be, to identify veterans and help them find housing. The program is part of a statewide effort to end veteran homelessness by the end of 2015.

A VETERAN'S JOURNEY HOME

Jeff, 59, an honorably discharged veteran of the U.S. Coast Guard, was sleeping in a friend's garage without electricity or running water. Once that was no longer available, the decision left to him was between sleeping outside or seeking access to a shelter.

At St. Stephen's Human Services, Jeff and his case manager discussed his options; Jeff chose to try to sleep outdoors. Two days later, he returned to get a referral to St. Stephen's Men's Shelter where he stayed until he transferred into permanent housing. Jeff said he would have slept outside if the weather had been warmer.

Once advocates at the VA learned that Jeff had been living outdoors, they moved him up on the priority list for Section 8 housing vouchers for veterans. Jeff was placed in independent housing in March 2015. The Supportive Services for Veterans and Families grant covered his security deposit.

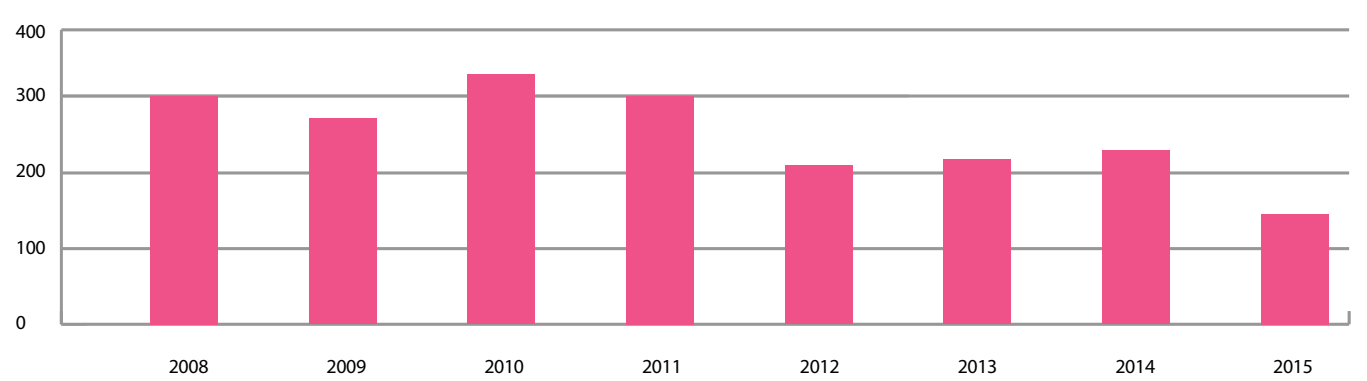
He has since become involved with his community and reports to be thriving in his home.

Coordinated outreach

- StreetWorks Collaborative
- St. Stephen's Street Outreach program*
- The Downtown 2025 Committee on Ending Street Homelessness
- Ending veteran homelessness

*Featured in article

Unsheltered count
January, Hennepin County Minnesota





YEAR 0 1 2 3 4 5 6 7 8 9

SHARING HEARTS AND HOMES

For Lindsay Techel and Marissa Tappy, becoming part of the Host Home program was not about building a traditional family, but about serving a queer community whose youth experience disproportional rates of homelessness.

The couple see themselves as something other than a family substitute; some of the young people keep in touch. Others move on and don't look back.

The job is most difficult when youth are in a downward spiral or sabotaging themselves. Hosts can see the solutions from the outside, but can't do anything but watch and make sure their landing is as soft as possible. But according to Lindsay and Marissa, **the only way to know if they are doing the right thing is to simply show up.** "There are no quick solutions or right answers," they said. "You don't have to say the right thing or know the answer. You just have to consistently show up no matter what is happening. That is the only way to know you are doing the right thing."

Housing opportunities

- GLBT Host Home programs*
- Hennepin County Housing First Partnership
- Housing for veterans
- Shelter for youth

*Featured in article

Goal 3: Housing opportunities

The plan called for the creation of 5,000 new housing opportunities, using current housing stock, promoting new affordable housing development, providing more portable housing vouchers, expanding rapid re-housing opportunities and removing regulatory barriers to construction of affordable housing.

GLBT Host Homes programs

Started in 1998

Connect youth, 16 to 21, to people in the community who are willing to share their homes and their lives while the youth work to resolve the issues that led to their homelessness. Hosts are volunteers who are recruited, screened, trained and supported by Avenues for Homeless Youth. Over 27 years, GLBT Host Homes have provided housing to more than 200 GLBT youth. The program has been a model for other communities across the country.

Housing for veterans

Started in 2014

Helps veterans and their families to navigate the Veterans Administration system, including eligibility support, housing search assistance and grants to cover damage deposits and other moving expenses. Hennepin County was one of a select group of communities to receive federal "surge" funding as recognition for its work toward achieving an Obama administration goal of ending veteran homelessness. Through the end of 2014, 17 families were housed.

Hennepin County Housing First Partnership

Started in 2006

Works to expand housing opportunities, especially for single adults. Currently, Hennepin County's Housing First Partnership serves more than 1,200 households. Since its inception, Housing First has served more than 2,300 households; 84 percent have remained housed through the program.

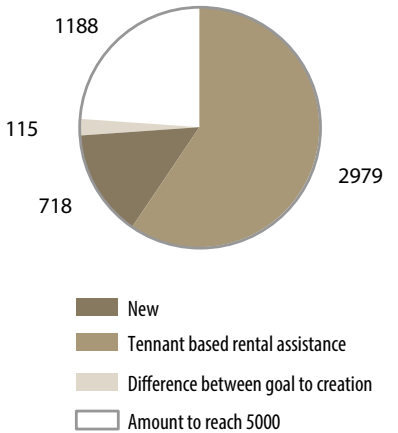
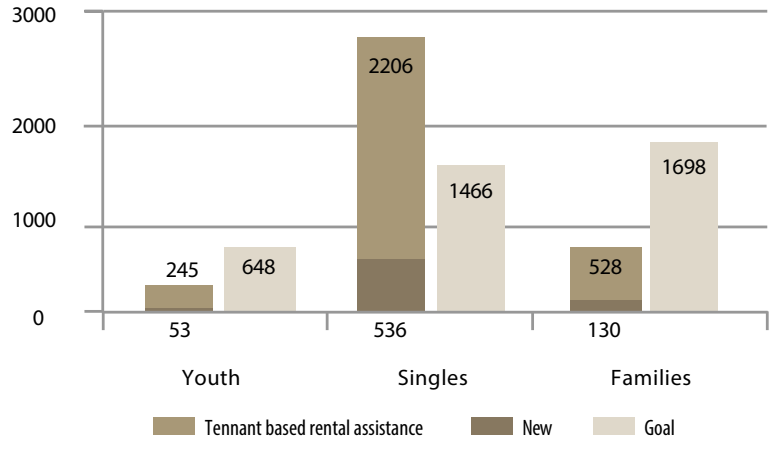
Shelter and housing for youth

Started in 2015

Provides options for youth, recognizing their age-specific needs. In 2015, Avenues for Homeless Youth opened a 12-room emergency and transitional housing program in Brooklyn Park. Several other housing projects across the county are in pre-development.

Housing Opportunities Developed 2007-2014

The plan called for the creation of 5,000 new housing opportunities.





COMMUNITY EVENTS CONNECTED PEOPLE TO RESOURCES

Hennepin County's Project Homeless Connect events were designed as a **"one stop shop to end homelessness,"** linking people to services such as IDs and birth certificates, dental care, employment and education, and information about shelter and housing. Starting in 2005, these events at the Minneapolis Convention Center were some of the first of their kind in the country.

Hennepin County hosted 15 Project Homeless Connect events and one special tornado recovery connect event after the storm that devastated North Minneapolis neighborhoods in 2011. Each event served from 500 to as many as 2,800 people. More than 1,200 volunteers and more than 100 different agencies made the work possible. Those centralized events were a powerful channel to raise awareness through media and the involvement of thousands of corporate volunteers.

Service Delivery

- Project Homeless Connect and mini-connects*
- Single adult shelter navigators
- Opportunity centers
- Health-supported housing
- Hennepin Health reform
- Chronically homeless single adults

*Featured in article

Goal 4: Service delivery

The plan called for connecting people to services to help them find and retain stable housing.

Project Homeless Connect and mini-connects

Started in 2006 and transitioned in 2014

Offer opportunities to homeless adults and youth to find resources and access activities to improve their lives. In 2014, the program transitioned into community-hosted "mini-connects," geographically dispersed safe spaces, that serve targeted populations of adults and youth.

Single adult shelter network

Started in 2009

Helps people move out of shelter and into housing. Line workers formed the Adult Shelter Network to collaborate on housing for single adult clients who are in shelters. The group meets twice monthly to work on case planning for shared clients.

Opportunity centers

Started in 2010

Gather community and government agencies to connect people with mental and physical health services, food support, legal help, and employment and housing resources. Located at Catholic Charities and YouthLink, they include the Adult Opportunity Center, open since 2010; the Youth Opportunity Center, open since 2011; and the Veterans Community Resource and Referral Center, open since 2012.

Health-supported housing

Started in 2012

Focuses on housing clients who are older than 55 and those with medical conditions. Upon admission, Exodus Program clients participate in the medical respite portion of the program, with a higher intensity of nursing services, and move to health-supported housing once their health is stable. The respite program staffed by the Hennepin County Healthcare for the Homeless Program is located in the Harbor Light Shelter.

Hennepin Health reform

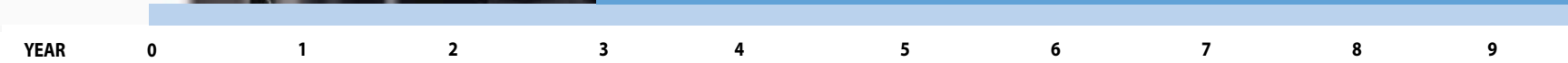
Started in 2012

Works to coordinate care and address the social determinants of health. The program was developed under Minnesota's Medicaid expansion to support eligible low-income adults without dependent children. Beginning in 2016, the program has expanded to include families and children, offering new opportunities to link health care and social services in complex populations.

Chronically homeless single adults

Ongoing

Connect people with services to get stable housing, to reduce their use of emergency services and to keep them out of the criminal justice system. Services are focused on housing for people who are not well served by mainstream programs. Programs include Frequent User Service Enhancement (FUSE), Top 51, Downtown 100, and HOMES court.



Goal 5: Capacity for self-support

The plan called for strategies to connect people experiencing homelessness to livable wage jobs, enhanced financial literacy, federal and state earned income tax credits and working family credits and transportation supports.

“Claim it” tax credit education

Started in 2006

Focuses on educating taxpayers on their rights to earned income tax credits. In tax year 2013 (filed in 2014), almost 74,000 Hennepin County residents received the tax credit, a 2 percent increase over 2012. Hennepin County residents claimed an average of \$2,167 each, for a total value of more than \$160 million.

Reduced-cost bus tokens

Passed in 2009

Helps people maintain independence by improving access to reliable transportation. Agencies can pay about 88 cents per token for fare that has as much as \$2.25 cash value. In 2014, organizations serving people experiencing homelessness purchased more than 500,000 tokens from Metro Transit.

SNAP education and training program

Started in 2011

Provides housing and employment services, leveraging philanthropic resources from the United Way and other funders to deliver services that would be difficult to offer or sustain with existing public funding streams. Offered at the Opportunity Center in Minneapolis, this program has served more than 890 SNAP-eligible participants and achieved employment for 35 percent of participants who complete the program; their average wage is \$10.50 an hour, and they work an average of 34 work hours a week. All of the participants had been homeless for one year or more when they started the program. Nearly half have criminal histories.

Employment navigation

Started in 2014

Connects homeless and disconnected youth to a variety of employment and career resources. The Pohlad Foundation funded this pilot program at the Youth Opportunity Center.

Ideas for Action award

Funded in 2014

Supports employment and education for parents who are enrolled in the Stable Families Initiative. A \$45,000 national award is used specifically for unmet educational and training expenses to enhance self-sufficiency.

Employment systems change

Funded in 2015

Provides opportunities for youth. Using a three year, \$125,000 grant from the National Initiatives on Poverty and Economic Opportunity and the National Center on Employment and Economic Opportunity, Hennepin County is planning job opportunities for young people experiencing homelessness. Programming is expected to start in 2016.

A FAIRER FARE

Affordable public transit is a vital part of people’s ability to be self-sufficient. People experiencing homelessness rely on transit to get them to jobs, interviews and the community resources they use every day.

The group Homeless Against Homelessness worked to educate the public about the day-to-day lives of people experiencing homelessness.

When Metro Transit proposed a 50 cent increase to bus fares in 2009, they knew it would negatively affect people living on the streets. The movement to fight the increase at the legislature included people who had experienced homelessness, homeless advocates and student volunteers. Using an \$80 digital camera, organizers went everywhere, asking people how they use the bus system, and how they would be affected by a fare increase. The video was an organizing tool at public testimonies, at Hennepin County Government Center, Metro Transit offices, and eventually at the State Capitol. The discounted token program was the result of their work.

Those **personal stories were the key to success** in maintaining transit access for people who are experiencing homelessness.

Capacity for self-support

- “Claim it” tax credit education
- Reduced-cost bus tokens*
- SNAP education and training program
- Employment navigation
- Ideas for Action award
- Employment systems change

*Featured in article



YEAR 0 1 2 3 4 5 6 7 8 9

EXTENDED HOURS, BRIGHTER OUTLOOK?

For Antoine Thompson, the three hours of additional sleep he gets each night improved his health, his outlook and his ability to plan for the future.

Before January, shelter residents at Higher Ground shelter had to leave by 6 a.m. In addition to the exhaustion that followed him each day, Thompson was unable to take some of his medications, which required a solid night's sleep.

Today, Thompson is a valued volunteer at the shelter and at a Northeast Minneapolis church, where he cooks for weddings and funerals. His future plans: a food bus – like a food truck, but with space for seating.

Andre Nicholson, advocate coordinator at Higher Ground, said there are fewer fights at Higher Ground, the men are better able to care for themselves, and it's not a challenge to get them up by 9 a.m. and out of the door before 10. The men have better access to programming at the shelter and elsewhere, and he's seen more of them transition to stable housing.

Systems improvements

- Strategic planning committees
- Downtown Congregations to End Homelessness
- Racial equity group
- Continuing research and education
- Extended shelter hours***
- Coordinated entry

*Featured in article

Goal 6: Systems improvements

The plan called for improvements to the effectiveness of the emergency response system, in alignment with state and federal plans to end homelessness.

Strategic planning committees

Formed in 2007

Connects professionals to develop best practices:

- **Shelter Efficiency Network** has developed biennial plans to improve efficiency of shelters for single adults.
- **Family Services Network** formed to bring together partners to end family homelessness. This committee has engaged in strategic planning and has sponsored several research projects at the University of Minnesota. The research helped launch the Stable Families Initiative.
- **Youth Services Network** collaborates to improve the effectiveness of the shelter system for all youth experiencing homelessness. The committee works to align policies across the Twin Cities metro area.

Continuing research and education

Launched in 2009

Provides a valuable in-depth look at specific issues for our community, such as the crossover of youth into adult shelter, and using annual capstone classes at the University of Minnesota Humphrey School of Public Affairs.

Extended shelter hours

Funded in 2015

Allow shelter guests to get more sleep, connect to services and remain in warm, safe spaces until daytime programs open. A \$100,000 Hennepin County grant pays for staff time to add these extra hours at Simpson Housing Services and Higher Ground, which is run by Catholic Charities.

Downtown Congregations to End Homelessness

Formed in 2007

Raises funds for specific interventions and lobbies in favor of legislation to help people who are experiencing homelessness. \$110 monthly housing allowance for families enrolled in the Minnesota Family Investment Program approved in 2015.

Coordinated entry

Launched in 2015

Provides families with a single, well-advertised point of entry, a well-researched triage and assessment tool, and prioritization of individuals and families into appropriate housing, based on their needs and the inventory in the community. Systems for single adult and youth will start in 2016.

Racial equity group

Convened in 2007 and 2014

Developed a cultural competency assessment for service providers between 2007 and 2009. As a follow-up, a racial equity work group formed to continue the dialogue and recommend training for shelter staff on racial inequities that lead to disproportionate shares of people of color in shelters.

Making our work possible

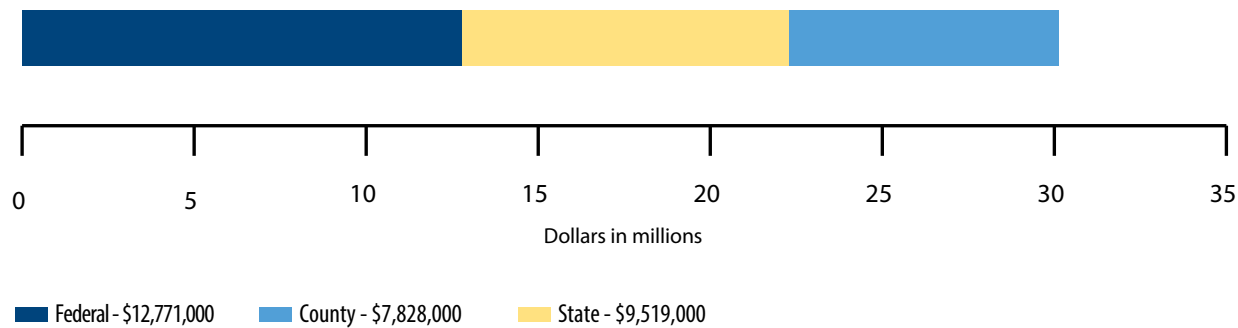
Funding

The Heading Home Hennepin Plan and the Minneapolis/Hennepin County Office to End Homelessness rely on partnerships across systems, agencies, and the contributions of people who have experienced homelessness. The community receives \$30 million in government funding

specifically to create programming for people who are experiencing homelessness. The partnership has leveraged more than \$2 million in additional funding over the course of the 10-year plan.

Funding for homeless programs within Hennepin County
estimated annual budget 2015 rounded to the nearest \$1,000

\$30,118,000 total



Source: Hennepin County Housing and Homeless Initiatives and Community Works

Major private funding

Heading Home Hennepin collaborative projects, 2007-2015 *

Project	Funds raised
Currie Avenue Partnership	\$652,000
Stable Families Initiative	\$455,000
Project Homeless Connect	\$481,000
Tornado Relief	\$269,000
Young Moms Pilot	\$118,000
Damage deposit fund	\$75,000
Street Outreach	\$80,000
Host Homes	\$61,000
Youth work	\$46,000
Leadership Development	\$35,000
Give Real Change	\$6,600
Refugee study	\$3,600
Other - miscellaneous	\$8,900
total	\$2,291,100

*Includes funding from the Heading Home Minnesota Partners Fund

Our partners

- Currie Avenue Partnership
- Pipeline Group
- Shelter Efficiency Workgroup
- Family Services Network
- Downtown Congregations to End Homelessness
- Downtown 2025 Plan to End Street Homelessness
- Hennepin University Partnership
- Opening Doors Summit
- Connections Project
- Top 51
- Frequent Users Service Enhancement
- Transition from Jail to Community
- National Alliance to End Homelessness Leadership Council
- Mayor's Cradle to K Cabinet
- Nicollet Mall
- Livability Task Force
- Minnesota Interagency Council on Homelessness
- US Interagency Council on Homelessness
- Metro Youth Systems Redesign Council
- Metro Youth Steering Committee
- Family Homelessness Prevention and Assistance Program
- Hennepin County Teen Parent Connection
- Metro Youth Outreach Design
- West Metro Safe Harbor
- Cornerhouse's Sexual Exploitation Workgroups
- Hennepin Youth Advisory Group
- Disaster Response Team (2011 tornado)
- Funders Council
- Housing First Partnership Leadership Committee
- Group Residential Housing Step Down

Heading Home Hennepin executive committee members

Chairs

Betsy Hodges, Mayor of Minneapolis

Janis Callison, Hennepin County Commissioner

Steve Cramer, Minneapolis Downtown Council and Downtown Improvement District

Members

Andrea Brennan, City of Minneapolis

Bob Boyd, Minneapolis Public Housing

Cathy ten Broeke, Minnesota Plan to Prevent and End Homelessness

Chester Cooper, Hennepin County

Cora McCorvey, Minneapolis Public Housing

David Hough, Hennepin County

David Rubedor, City of Minneapolis

Jennifer DeCubellis, Hennepin County

John Knowland, citizen

John Quincy, Minneapolis City Council Member

Kathy Doty, Hennepin University Partnership

Kevin Dockry, Hennepin County

Meghan Barp, United Way

Kristine Arneson, Minneapolis Police Dept

Laura Kadwell, Heading Home Minnesota

Lisa Bender, Minneapolis City Council Member

Luke Weisberg, citizen

Maria Hanratty, University of Minnesota

Marion Greene, Hennepin County Commissioner

Patrick Troska, Jay and Rose Phillips Family Foundation of Minnesota

Ross Owen, Hennepin County

Shane Zahn, Downtown Improvement District

Tom Fisher, University of Minnesota

Tom Fulton, Family Housing Fund

Doug Mitchell, Downtown Congregations to End Homelessness





Contact the Office to End Homelessness

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A project of **Hennepin County** and the **City of Minneapolis**

