

# 2017 Strategic Plan

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February 7, 2017

## Foreword

The Ramsey County 2017 Strategic Plan outlines a set of strategic priorities aligned with the county's vision for a vibrant community where all are valued and thrive. The strategic priorities and associated action plans include work built upon previous years' priorities and new areas of focus for 2017, all of which combined further the county's four goals to strengthen well-being, cultivate prosperity, enhance opportunity and model accountability.

The 2017 Strategic Plan is a fully integrated component of the biennial budget and performance measurement process. 2017 marks the first strategic plan update and biennial budget process since the County Manager announced the realignment of the organization from departments into Service Teams in July 2015. The realignment has allowed the county to leverage the collaborative power of Service Teams to accelerate and expand the organization's ability to achieve successful outcomes. This collaborative power is demonstrated in the progress made during 2016 and the ambitious set of priorities and action plans for 2017.

As a part of the integrated budget and performance measurement process, the updated strategic plan was presented to the Ramsey County Board of Commissioners in January 2017. This presentation provided an opportunity to affirm, revise and refine the strategic direction as the organization begins to collectively understand how to move our priorities forward and comprehensively track progress. The Strategic Plan will set the stage for countywide funding and measurement conversations in 2017 and beyond, strengthening the interconnections between strategy, planning, implementation, funding and measurement.

The county's strategic plan incorporates the work and ideas of staff from across the organization and is a candid representation of the county's progress to date and challenges that remain. There are areas where the county excels and areas of opportunity where the county can and must improve in order to meet the expectations of our communities, our leadership and our staff. Trust, collaboration, optimism and a willingness to try new approaches will continue to be necessary for leaders, staff, partners and residents in order to achieve great outcomes. The Strategic Plan provides benchmarks for advancement and success to ensure that the organization remains committed to continual community improvement and inclusion.

The 2017 Strategic Plan provides the framework and action steps for the county and community to work together to enhance our quality of life and strive towards creating a community where all are valued and thrive. Ramsey County invites all of its partners and residents to ask hard questions about these priorities and action plans, support the important work ahead, and offer to get involved in supporting the areas that are most aligned with their passions and interests. Ramsey County is already a great community within a great region, and is poised to further advance its vision of being a vibrant community in which all are valued and thrive.

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## Vision, Mission and Goals

### Vision

A vibrant community where all are valued and thrive.

### Mission

A county of excellence working with you to enhance our quality of life.

### Goals



WELL-BEING

**Strengthen individual, family and community health, safety and well-being**

through effective safety-net services, innovative programming, prevention and early intervention, and environmental stewardship.



PROSPERITY

**Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty**

through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.



OPPORTUNITY

**Enhance access to opportunity and mobility for all residents and businesses**

through connections to education, employment and economic development throughout our region.

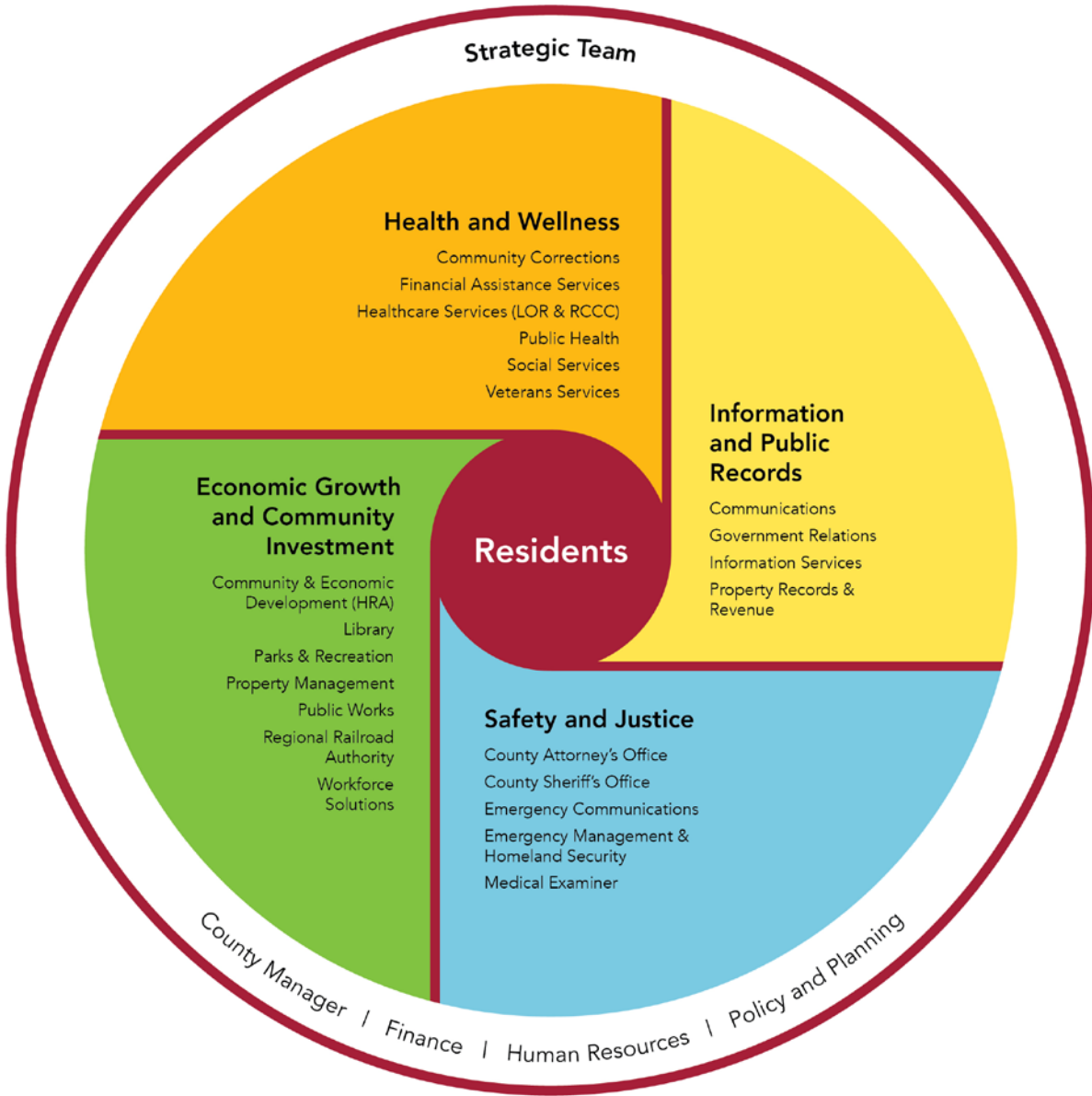


ACCOUNTABILITY

**Model fiscal accountability, transparency and strategic investments**

through professional operations and financial management.

**Service Team Structure**



## 2017 Strategic Priorities

### An Overview

Ramsey County's 2017 Strategic Plan is comprised of 13 strategic priorities: four led by the County Manager's Office and nine led by the Service Teams. All 13 priorities play a vital role in achieving the county goals and this dual-leveled approach empowers leaders across the organization to play an important role in advancing and sustaining the county's most important work.

The four priorities led by the County Manager's Office cut across all areas of the organization and were identified by the County Manager as requiring the leadership, guidance, and coordination of the County Manager's Office in order to make significant progress. In addition to leadership from the County Manager's Office, these four priorities involve significant guidance and coordination from the Countywide Strategic Team and departments across the organization. These initiatives will require a collaborative approach that ultimately involves the entire organization to tackle challenges with innovative solutions and see implementation through to successful outcomes.

The nine Service Team-led priorities provide the opportunity for each Service Team to lead and advance the work of the county on initiatives that can be effectively led from a particular issue area. When viewed comprehensively, this set of priorities highlights the unique opportunities for each team to lead important changes. These initiatives will not necessarily include every aspect of the organization; however, all nine priorities include work that cuts across one or more Service Teams, require an integrated approach to the work, and may eventually include all Service Teams and departments depending on the scope and implementation.

The following pages summarize each priority with a description that includes information about why the initiative is a high priority for Ramsey County, what has been done to date that provides a foundation from which to make future progress, how equity is included in each priority and a description outlining specific 2017 action items. Ensuring that racial equity is a priority across all initiatives is essential in creating a vibrant, inclusive and welcoming community and is a defined section for each initiative, versus an action item, in order to ensure that equity is interwoven throughout the document and each strategic priority and action item.

Following the strategic priority descriptions, an update is provided on 2016 priorities that are not continuing as specifically identified 2017 priorities. Significant progress was made on those priorities in 2016 and they have either been completed, instituted or initiated to a point where focused, high-level attention is no longer necessary to ensure successful progress and implementation. Ten of the 20 priorities outlined in 2016 are continuing into 2017 and progress made on those initiatives is included in the description of those priorities for 2017.

## Inclusive, Effective and Meaningful Community Engagement

**Ramsey County will actively engage in authentic and constructive community dialogue to build a more responsive and effective organization.**

### Why this is a priority

Ramsey County residents and communities are at the center of all county programs and services, and demand a more accountable and responsive government. Many of the communities and residents impacted by county programs and services have not historically had a voice in planning and implementation. Gathering meaningful information and feedback on the results, outcomes and areas for improvement in county programs can be complex and difficult. Some of the traditional methods of engagement do not effectively reach all residents. Ramsey County must develop, identify and use a broad range of strategies grounded in authentic and inclusive engagement to ensure all residents and communities have a voice in realizing beneficial outcomes across the county.

### Building on previous work and lessons learned

The County Manager initially identified this work as a priority in 2014, and progress has been made in developing an organization-wide understanding of engagement practices and in modeling new engagement efforts for specific projects. In 2016, a community engagement framework was developed to help departments use common language and determine appropriate methods based on the needs and desired outcomes of an effort. Case studies were documented in collaboration with departments and include key lessons learned.

Many staff and leaders throughout the county are actively working to engage community members by building on successful efforts and implementing new strategies. Successful community engagement that goes beyond outreach and empowers diverse community voices is resource intensive and will benefit from increased countywide coordination and support. In 2017, work will continue to build community engagement resources and skills, improve coordination and gain a greater understanding of the needs and strategies to achieve long-term success.

### Ensure that equity is a priority

Equity is at the heart of community engagement work. Specific outreach to communities of color and other traditionally under-represented communities is vital to helping ensure that equity remains a central focus. Engaging earlier in the process – before program ideas and projects have been developed – is important to helping actively involve our most impacted communities in creating a better future, where all are valued and thrive.

### 2017 Action Items

1. Develop and initiate a structure for greater countywide community engagement coordination and alignment to improve long-term relationships with all communities.
2. Implement the community engagement reporting sections of board actions and budget forms, to highlight and track how the community was engaged in the development of the programs, policies or procedures being proposed.

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

## Talent Attraction, Retention and Promotion

**Ramsey County will ensure that it is recognized by current employees and talented job seekers as the premier public sector employer within the region.**

### Why this is a Priority

In order to address the complex and challenging issues facing the community, Ramsey County must be an organization that attracts, retains and promotes a diverse and talented workforce. The county needs a workforce that is best able to meet and exceed the expectations of the community. Ramsey County must therefore enhance its talent attraction, retention and promotion efforts so that it is viewed by talented employees across races, classes and cultures as a welcoming place where they can contribute and thrive.

### Building on Previous Work and Lessons Learned

Focused efforts on this work will continue to require an organization-wide commitment to meaningful progress. The County Manager, Human Resources department and all operating departments have collective responsibilities as well as specific roles to implement the 2017 action items. This priority was initially identified in 2014 as an area of focus for the organization. Since that time specific areas of progress have emerged and are demonstrating that targeted efforts can effectively attract the next generation of diverse, talented employees. In 2016, new countywide and department-level performance measurement were incorporated into the organization’s annual human resources report. Project development is underway on two initiatives that will begin implementation in 2017 to incorporate data and the views of employees from across the organization to work toward ensuring that Ramsey County is recognized as the premier public sector employer within the region.

### Ensure that equity is a priority

Identify job classes for which the county is currently struggling to attract, recruit and/or retain a talented, diverse and culturally competent applicant pool. Service Teams and departments will then work with the County Manager and Human Resources to develop, publicize, implement and measure strategies to increase diversity and inclusion, followed by efforts to expand these strategies across the county.

### 2017 Action Items

1. **Incorporate the views of employees from across the organization** to identify the most frequently cited opportunities and challenges for Ramsey County as it focuses on attracting, retaining and promoting a diverse, talented and culturally competent workforce.
2. **Identify and map advancement opportunities** within the organization in order to link key positions with career pathways for internal advancement, by examining human resources information through a recruitment, retention, promotion and diversity lens.
3. **Prioritize future efforts to make progress** by using the information gathered in action items 1 and 2 – as well as – equity efforts to develop a focused and prioritized action plan to advance countywide attraction, promotion and retention efforts.

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY



## Procurement as a Tool to Strengthen the Community

**Ramsey County will enhance its purchasing, contract preparation and contract management approach to create opportunities that grow prosperity for local and diverse businesses throughout the community.**

### Why this is a priority

Ramsey County is a large organization with opportunities to strengthen individuals, businesses and non-profit organizations through its purchases of goods and services. Continued improvements in purchasing, contract preparation and contract management, coupled with a steadfast countywide commitment to prioritize Small Business Enterprises (SBE), the county can create new and expanded opportunities to grow and sustain small and diverse businesses.

### Building on previous work and lessons learned

Leveraging procurement to benefit our communities was initially identified as area of focus for the organization in 2014. Since then significant progress has been made including a thorough analysis and resulting recommendations, operational improvements, developing a countywide procurement report that includes information on SBE contracting, new performance measures, outreach efforts including hosting an annual SBE Procurement Fair and additional resources for Procurement.

Purchasing, contract preparation and contract management require coordination and collaboration across the organization in order to effectively advance the county's goals. The County Manager, Finance Department and all operating departments have collective responsibilities as well as specific roles to implement the 2017 strategic plan that will strengthen the community by cultivating a diverse array of qualified, local small business vendors.

### Ensure that equity is a priority

The annual procurement report will be reviewed and modified to improve how information on procurement of small business enterprises, women-owned and minority-owned businesses, non-profit vendors, and utilization of workforce inclusiveness in capital projects is measured and communicated within the organization and with the community.

## 2017 Action Items

1. **Measure progress and identify future opportunities consistently across the organization** through further development of the annual procurement report and the implementation and reporting on new performance measures.
2. **Strengthen connections to potential vendors in the community** building on activities such as the Ramsey County SBE Procurement Vendor Fair.
3. **Increase the use of SBE contracting** through strategies such as the CERT Extended Term Program, a mentoring program to encourage the growth of new small businesses.
4. **Improve the procurement system to more efficiently and effectively deliver** results, including further implementation of countywide analysis and resulting recommendations.

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

## Proactive and Comprehensive Risk Management

**Ramsey County will implement an Enterprise Risk Management strategy to holistically manage and mitigate risk.**

### **Why this is a priority**

Ramsey County encounters risk as an employer, service provider contractor and in other areas. In an environment of increasingly complex compliance requirements, implementing an Enterprise Risk Management (ERM) strategy will enable Ramsey County to proactively manage risk in an integrated and strategic manner rather than through discrete functions conducted in multiple lines of business. A coordinated countywide approach will support current risk management functions while bringing perspective into gaps within all risk management areas: strategic, operational, financial, human capital, legal and compliance, and reputational risks.

### **Building on previous work and lessons learned**

Currently the risk management functions of benefits, employee wellness, workers compensation and occupational health and safety have been managed in the Human Resources Department and the risk management functions of contract review, insurance and tort liability have been managed in the County Attorney's Office. Health care compliance, data security, and contract management functions are carried out in departments throughout the county. In 2015 the county's internal auditor conducted a countywide risk assessment and provided recommendations to mitigate risk and implement an ERM strategy. Implementing ERM as a strategic discipline will address the full spectrum of county risks, fill identified gaps and manage risks as a coordinated, interrelated portfolio.

### **Ensure that equity is a priority**

A robust ERM capability will assist in identifying opportunities to improve racial equity and cultural competency within the organization. Additional oversight through ERM may surface future equity action items.

## **2017 Action Items**

1. Organize and initiate a countywide Enterprise Risk Management project.
2. Develop and publish an Enterprise Risk Management Framework.
3. Hire an Enterprise Risk Manager.

## **Goals supported**



ACCOUNTABILITY

## Placing Health and Well-being at the Center of Decision-making

**Ramsey County will apply a health and well-being in all policies approach when engaging with and serving our community.**

### Why this is a priority

If Ramsey County is going to be a county that advances its vision of being a place where all are valued and thrive, it is clear that the organization must systematically review existing and proactively evaluate future policies, practices and programs through a health and well-being lens. This health and well-being in all policies approach will emphasize equity by evaluating impacts on people across race, gender, geography and economic factors. Moreover, the approach will integrate with the organization's focus on meaningfully engaging the people who do or will experience the policies, programs, practices, and decisions made by Ramsey County.

### Building on previous work and lessons learned

Many areas of the county have been working to address health and well-being inequities for several years in both client services and the county workforce, in recognition of the disparities experienced by many residents. These efforts include an Anti-Racism Leadership Team within the Financial Assistance Services, Social Services and Health and Wellness Administrative Division that oversees those departments' activities to eliminate institutional racism. Efforts in other departments include Community Corrections working to reduce disparities in juvenile involvement in criminal justice and Public Health implementing a health equity lens and toolkit to inform policies and programs. However, these areas of progress have yet to be translated into a countywide approach to health and well-being decision-making. This effort, led by the Health and Wellness Service Team, can assist Ramsey County in developing a systematic approach to bringing a health and well-being equity approach to our work.

### Ensure that equity is a priority

A focus on equity measures that highlight race, gender, geography and economics will be integrated into the organization's health and well-being in all policies approach. These measures will transparently depict the areas where the organization must improve in order to achieve greater equity across the organization and within the community.

### 2017 Action Items

1. Develop an organization-wide definition for a health and well-being in all policies approach along with a guiding document of examples, system-wide measures and consistent procedures for how all areas of the organization can apply that approach to reduce and eliminate disparities in outcomes.
2. The Health and Wellness Service Team will model the health and well-being in all policies approach by comprehensively evaluating two topics that impact all departments within the service team with recommendations for improved outcomes in the future.

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

## Enhance the Continuum of Care for Youth and Families

**Ramsey County will build a strong civic, economic and healthy future by immediately and effectively meeting the needs of its youth through effectively designed, prioritized and delivered county and county-contracted services.**

### Why this is a priority

Ramsey County youth and their families are in an optimal state of well-being when: they have healthy minds and bodies; young people are supported by their community and able to feel hopeful and thrive now and for the future; families have choice in influencing system involvement with their children. Youth well-being must be understood in context of family and caregiver well-being, race, culture, and community and measured according to developmental stages. These core purposes must be pursued through means that are fair, just and recognize the unique characteristics of youth and their families.

The Youth Continuum of Care (YCC) is led by the Health and Wellness Service Team and is the overarching work that encompasses many efforts to positively affect youth in Ramsey County. The YCC is the place where leaders from the County, community and systems partners coordinate and comprehensively discuss, evaluate, review and prioritize our efforts to improve outcomes for Ramsey County youth.

### Building on previous work and lessons learned

The County Manager identified enhancing the continuum of care for youth and families as a county priority in 2014. Since that time, staff have been hired to provide focused resources to move this work forward, extensive community engagement has been undertaken to gain broad-based support from stakeholders and to inform how the county can move forward to effectively achieve better outcomes. In 2017, this work will build on these efforts to form a governance structure to oversee, prioritize and implement the work of the YCC.

### Ensure that equity is a priority

The leadership and implementation teams will ensure that all efforts are intentional in recognizing their impact on youth of color (in particular African American and Native American young men) due to ongoing and significant disparities in outcomes, including through formally adopting the My Brother's Keeper principles.

## 2017 Action Items

1. Establish and regularly convene a leadership table and implementation team that, along with the existing research and analysis team, will oversee, prioritize and implement the work of the YCC and embed this into the county's systems and processes.
2. Present a comprehensive systems investment map of all county-delivered and contracted youth services that will be updated annually and work towards developing a complementary set of evaluation tools for these services to inform policymakers

### Goals supported



WELL-BEING



PROSPERITY

## Stability Starts with a Place to Call Home

**Ramsey County will develop and maintain a prioritized and transparent approach to meaningfully improving housing stability for individuals and families in the community.**

### Why this is a priority

A foundational element in realizing Ramsey County's vision for a community where all are valued and thrive is ensuring that every family and individual attains housing stability. Our community's well-being and prosperity is dependent upon on all families and individuals having a stable place to call home. Housing instability involves more than a lack of shelter or a home, it originates and is perpetuated by unmet health, economic and social needs. Challenges exist across the county to align leadership, staff and resources so that residents can efficiently access services appropriate to their needs.

### Building on previous work and lessons learned

Realizing housing stability for our residents has been a focus of Ramsey County for the last decade, but progress and coordination across the county has been difficult to achieve. Heading Home Ramsey is an ongoing initiative, which includes the federally mandated continuum of care, and brings together public, private, nonprofit sectors and community representatives to develop long-term strategic plans and manage on-going efforts to address housing instability. This work would benefit from robust and engaged county leadership from the Health and Wellness Service Team as our community works to improve outcomes and use data to measure and track progress. A new facility and the expansion of services offered through Higher Ground Saint Paul and the Dorothy Day Center provide the county an opportunity and potentially a catalyst to break through existing or perceived barriers to improve coordination and alignment with stakeholders and the community to realize sustained progress.

### Ensure that equity is a priority

The county's implementation plan will specifically include innovative strategies for improvement that address the intersection of behavioral health, the justice system and housing stability. Housing stability is interwoven with household income and other areas where disparities based on race are seen in our community.

## 2017 Action Items

1. Align Ramsey County with recent successes at the federal and state level by establishing an Interdepartmental Council on Housing Stability. The council will be chaired by the Health and Wellness Service Team, will include nine county departments and will be charged with overseeing and implementing the county's efforts to improve housing stability.
2. The Interdepartmental Council on Housing Stability will develop and prioritize county housing stability goals and clarify how success will be measured, with all information presented to the Ramsey County Board of Commissioners and the community prior to the end of 2017.

### Goals supported



WELL-BEING



OPPORTUNITY

## Comprehensive Economic Development to Build Prosperity

**Ramsey County will leverage public investments and further countywide relationships through comprehensive economic development and impact investing to build prosperity and opportunity throughout our community.**

### Why this is a priority

Every year Ramsey County invests millions of dollars in the community through infrastructure projects and the construction of other community assets. These investments can be leveraged to spur additional private investment and further equity goals in our community. This approach will result in a greater impact on our intended outcomes. In order to move the needle on our prosperity and opportunity community indicators, residents' incomes must grow through living wage jobs and more stable and sustainable employment. Over half of our residents do not earn enough to afford to live in our community. This affordability gap has increased in recent years and the county must act now and work with our partner organizations to reverse this trend.

### Building on previous work and lessons learned

This work will build on the initial impact investing framework developed in 2016 and be led by the Economic Growth and Community Investment Service Team. Based on that initial framework, two key strategies for achieving our goals are coordinating corridor investments and matching residents with jobs. Greater engagement with the cities in Ramsey County, partner organizations, advisory groups and residents will be essential in developing and implementing these strategies and will inform the specific actions plans to be developed for county departments in order to ensure sustainable success and growth.

### Ensure that equity is a priority

Significant and persistent racial disparities exist between income levels of Ramsey County residents. Our residents of color make considerably less than their white neighbors. Addressing these disparities will require raising incomes for our communities of color and residents in areas of concentrated poverty. Strategies to eliminate these disparities will be included in action plans developed for comprehensive economic development and impact investing.

### 2017 Action Items

1. Enhance engagement with cities, partner organizations, advisory groups and residents to develop, implement and support comprehensive economic development.
2. Develop departmental and Service Team action plans to implement the impact investment framework.

### Goals supported



PROSPERITY



OPPORTUNITY

## Accessible Service Delivery and Facilities

**Ramsey County will enhance resident access and neighborhood investment through its service delivery offerings and the locations of future county facilities.**

### Why this is a priority

Residents currently visit many different locations in downtown Saint Paul and across the county to access needed county services. Having a number of common services co-located would benefit community members and make service delivery more efficient and cost-effective while aligning with our “Residents First” approach. In addition, Ramsey County has a number of existing buildings that are approaching the end of their useful life and will need major reinvestment in order to remain operational. Many of these buildings are also located in areas that could leverage considerable private investment in our community through redevelopment and investment. Getting these high-value locations on the tax rolls will be very beneficial to all taxpayers.

### Building on previous work and lessons learned

This effort, led by the Economic Growth and Community Investment Service Team, will leverage the prior work of the Strategic Facilities Review conducted in 2015, initial public interest discussions conducted in 2015 and 2016, county board workshops in 2016, and feedback from residents attending the Community Advisory meetings with the Financial Assistance Services Department. In 2017 and beyond, the Economic Growth and Community Investment Service Team will engage with departments across the county and residents to incorporate meaningful and inclusive community dialogue throughout the planning and implementation process.

### Ensure that equity is a priority

The service delivery at locations that are accessible, have adequate parking and transit service will be essential in aligning with our “Residents First” approach. Additionally, incorporating authentic community engagement, outreach and feedback and seeking to locate the facilities near or in concentrated areas of poverty, where many of these services are needed, will ensure that disparities around income, race and access are addressed in an intentional manner.

## 2017 Action Items

1. Identify the location or locations which meet the county’s goals and the community needs around service delivery.
2. Pursue redevelopment and marketing of county-owned land and facilities that are part of the strategic facilities plan.

### Goals supported



OPPORTUNITY



ACCOUNTABILITY

## Data Integration to Promote Successful Outcomes for Young People

Ramsey County will integrate information systems across the county and with justice partners to facilitate early intervention and promote successful outcomes for young people.

### Why this is a priority

Research indicates that early intervention with young people to build resilience and prevent problems before they occur can improve long-term outcomes and reduce racial and ethnic disparities. Improved data sharing and integration countywide has the potential to identify and shift resources from “back end”, expensive criminal justice interventions in favor of less expensive early prevention to improve opportunities and change the trajectory for youth and their families.

### Building on previous work and lessons learned

Several large community engagement meetings in late 2015 and 2016 confirmed that community expectations for timely interventions to achieve positive youth outcomes are not being met. A consultant analysis of agency budgets has resulted in an economic model that could be used as a basis to predict systems cost savings based on successful early interventions that reduce the need for deep-end, intensive, higher cost interventions. In order to operationalize this model, the Safety and Justice Service Team and the County Attorney’s Office will lead efforts to enhanced data and information sharing across social service agencies, educational institutions and justice partners.

### Ensure that equity is a priority

Youth of color are disproportionately represented in the criminal justice system. The analysis of outcomes must be disaggregated by race and ethnicity to ensure that strategies to identify and intervene with youth are equitable and reduce existing disparities.

## 2017 Action Items

1. Completion of data sharing joint powers agreements with participating jurisdictions.
2. Extract and analyze data to identify early and reliable predictors of youth at risk of requiring “deep end” interventions.
3. Create data repository, security policies, and operating protocols for the ongoing updating and use of the data for referrals.
4. Develop ways to intervene with youth on the “front end” that feeds into the continuum of care for youth priority.

## Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



## Integrated Approach to Behavioral Health and Justice

**Ramsey County will develop and maintain a comprehensive approach to improve outcomes and community stability for individuals with behavioral health needs who come into contact with the justice system.**

### Why this is a priority

The justice system is seeing an increasing number of individuals with unmet mental health, substance abuse, and/or chronic health needs. These unmet needs often result in crisis services provided through our correctional facilities or hospital emergency departments, which come at great expense and offer limited long-term benefits to our community. To realize our vision of a community where all are valued and thrive, Ramsey County must work with local service and health care providers to develop and provide robust, coordinated services and engagement to increase community stability and improve long-term outcomes.

### Building on previous work and lessons learned

Intentional efforts starting 2014 have increased psychiatric care, enhanced mental health screening and expanded health care enrollment at county correctional facilities. In addition, ongoing work has enhanced coordination between law enforcement and the Emergency Communications Center and improved coordination and processes between justice partners and community health care providers. In 2016 the Ramsey County Criminal Justice Coordinating Council adopted this work as one of its priorities. State and national level initiatives and research have focused attention on this work and provide a framework to structure our efforts in the future with leadership from the Safety and Justice Service Team and the Sheriff's Office.

### Ensure that equity is a priority

Significant racial disparities exist in the justice system at large and those same disparities are present for individuals with behavioral health needs involved in the justice system. Using intentional data collection on individual outcomes, Ramsey County will work to reduce these disparities at every decision point within the justice system.

## 2017 Action Items

1. Initiate a comprehensive justice, health and community leadership table to advance this work through a priority action plan, building on existing work groups including the Criminal Justice Coordinating Council.
2. Identify areas for increased coordination and resources, including release planning and care coordination at county correctional facilities and targeted efforts to reduce the prevalence of individuals with unmet behavioral health needs at these facilities.

### Goals supported



WELL-BEING



PROSPERITY

## Open and Accessible Public Data

**Ramsey County will advance greater transparency and accountability in county government by providing data online in a meaningful and accessible format.**

### Why this is a priority

Ramsey County is committed to being a resident-centered organization that delivers greater transparency and accountability in government. Open and accessible public data provides opportunities to partner with the community to develop innovative solutions, improve the quality of data and analysis, assist stakeholders and county staff with their work, and proactively disclose frequently requested public information.

### Building on previous work and lessons learned

This priority is led by the Information and Public Records Service Team and carries forward from the 2016 Ramsey County Strategic Plan, in which the acquisition of a tool and development of a rollout strategy were the key deliverables. Funding for the Open and Accessible Public Data project was approved by the county board in 2016 and significant progress was made on three planning tracks: contract development and vendor engagement, content management, and policy environment. The county board provided policy direction and feedback during a November 2016 board workshop. As of January 2017, the county has finalized a contract with the selected vendor and developed a phased rollout strategy.

### Ensure that equity is a priority

Engagement with the community is vital to ensuring that the County's Open and Accessible Public Data Project supports the needs of a diverse community and is reflective of the county's resident-centered focus. The 2017 implementation of the project's Community Engagement Plan will enhance awareness and provide regular, meaningful and representative input from residents to maximize the use and effectiveness of this investment in Open and Accessible Public Data.

## 2017 Action Items

1. Implement the open data portal tool according to the rollout strategy.
2. Transition from a project to the operational support plan, including implementation of open data governance and policies.

## Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

## Enhance Countywide Communication Strategies and Resources

**Elevate the visibility of Ramsey County programs and services through consolidated and consistent communications.**

### Why this is a priority

Ramsey County provides programs and services that benefit the entire community every day. Counties are often known as ‘an invisible layer of government’ despite the essential nature that they play in improving citizens’ quality of life. Making external – and internal – audiences aware of all the county offers in a professional, consistent, friendly, responsive and approachable manner is an integral component of overall high-quality service delivery. Every public communication from Ramsey County should be thoughtfully executed to elevate the overall county brand and reinforce the network of services provided by the organization. A high degree of coordination is required to maintain the best and most cost-effective use of communications resources.

### Building on previous work and lessons learned

Throughout 2015 and 2016, contemporary communications building blocks were initiated and developed to provide communicators with a common toolset to execute high-quality work with an integrated approach. These include the launch of a refreshed brand, an integrated social media strategy and new public and employee websites. Communicators working within individual departments aligned their work in an informal manner.

In 2017, communications-oriented staff will be transferred to the newly-created Communications Division within the Information and Public Records Service Team. Throughout 2017, communicators will continue to develop and reinforce common strategies, approaches and products that complement and reinforce one another. Staff will pursue the profession of communications in service of the business needs of individual departments and community.

### Ensure that equity is a priority

Communications staff will be expected to participate in professional development opportunities, staff conversations and other projects on equity to interweave this value into our everyday work outcomes. The inventory of existing communications products and strategies will be evaluated on the basis of cultural competency and effectively connecting with diverse communities.

## 2017 Action Items

1. Complete countywide communications consolidation by transferring existing communicators, hiring new staff, and maintaining robust coordination with communications staff in the Safety and Justice Service Team and Community Corrections.
2. Increase usage of and establish standards of measurement for all communications channels, including websites, online applications, email, social media and mailings.
3. Undertake a comprehensive inventory of existing communications products, strategies and contracts in every area of the county.

### Goals supported



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

## Update on 2016 Priorities

These 2016 priorities have been substantially accomplished (initiated, implemented or completed) to the extent that the work is no longer a strategic priority in 2017 and does not require the same level of focused, high-level attention going forward to achieve the desired outcome.

Priority	Progress in 2016
<b>Countywide</b>	
New Opportunities through Service Teams	New structure implemented, continuing work to embed alignment and culture
<b>Health and Wellness</b>	
Implement an Improved Service Delivery Model for County Waiver Programs	Completed a streamlined process from intake to waiver programs that increased access and improved customer service.
Realign how Human Service is Organized to More Effectively Serve Residents	Social Services and Financial Assistance Services Departments and the Health and Wellness Administrative Division formed out of the former Community Human Services Department.
<b>Economic Growth and Community Investment</b>	
Implement a Centralized Fleet and Asset Management Program	Fleet consolidated and vendor selected, implementation continues in 2017 and beyond.
Model Inclusive and Effective Community Engagement Strategies	Case studies drafted, to be published early 2017, work incorporated into countywide 2017 priority.
<b>Safety and Justice</b>	
Complete a Sheriff's Office Staffing Study and Develop Recommendations	Study completed, results to be presented to the county board in February 2017.
Reduce Language Barriers in Public Safety Response Situations	Recruited and trained new employees, enhanced community engagement opportunities will continue into 2017 and beyond.
<b>Information and Public Records</b>	
Model New Workforce Planning and Implementation Efforts	Succession planning program developed, approved by the county board in December 2016.
<b>Countywide Strategic Team</b>	
Incorporate Community Measures into Performance Measurement	Community indicators implemented and presented in supplemental budget and online, updated regularly.
Ensure the Budget is Consistent with all Service Team Changes	2017 supplemental budget formatted to reflect new organizational structure and for budgets planning going forward.
Implement Strategic Human Resources Performance Measures	Revised human resources performance measures implemented in 2017 supplemental budget and will continue to be updated in future budget documents.

## **Additional Resources and Contact Information**

To access this document and/or stay apprised of progress associated with any of the plans described in the Ramsey County Strategic Plan please visit:  
<https://www.ramseycounty.us/your-government/projects-initiatives>

Questions or comments about the Ramsey County Strategic Plan or related work? Want to schedule a presentation or group conversation about any of Ramsey County's work or the community data trends informing the County's initiatives? Please contact:

**Katrina Mosser** Phone: 651-266-8011  
**Director of Policy & Planning, Acting** Email: [katrina.mosser@co.ramsey.mn.us](mailto:katrina.mosser@co.ramsey.mn.us)  
**Ramsey County, MN**

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