

# 2018 Strategic Plan

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MAY 1, 2018

## Foreword

The Ramsey County 2018 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 2018, all of which combined further the county's four goals to strengthen well-being, cultivate prosperity, enhance opportunity and model accountability.

The 2018 Strategic Plan is a fully integrated component of the biennial budget and performance measurement process and is the second strategic plan update and biennial budget process since the County Manager announced the realignment of the organization from departments into Service Teams in 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.

In January 2018, during a strategic planning board workshop, the Ramsey County Board of Commissioners provided feedback on the thirteen strategic priorities in 2017 and reaffirmed the County's Vision, Mission and Goals. The Strategic Plan will set the stage for countywide funding and measurement conversations in 2018 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, open dialogue and communication, authentic commitment, joint accountability and a focus on delivering measurable results will be necessary for leaders, staff, partners and residents to come together in building a high-performing organization and achieving 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 2018 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 participate in engagement opportunities that align with their passions and interests in advancing our strategic priorities. 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**

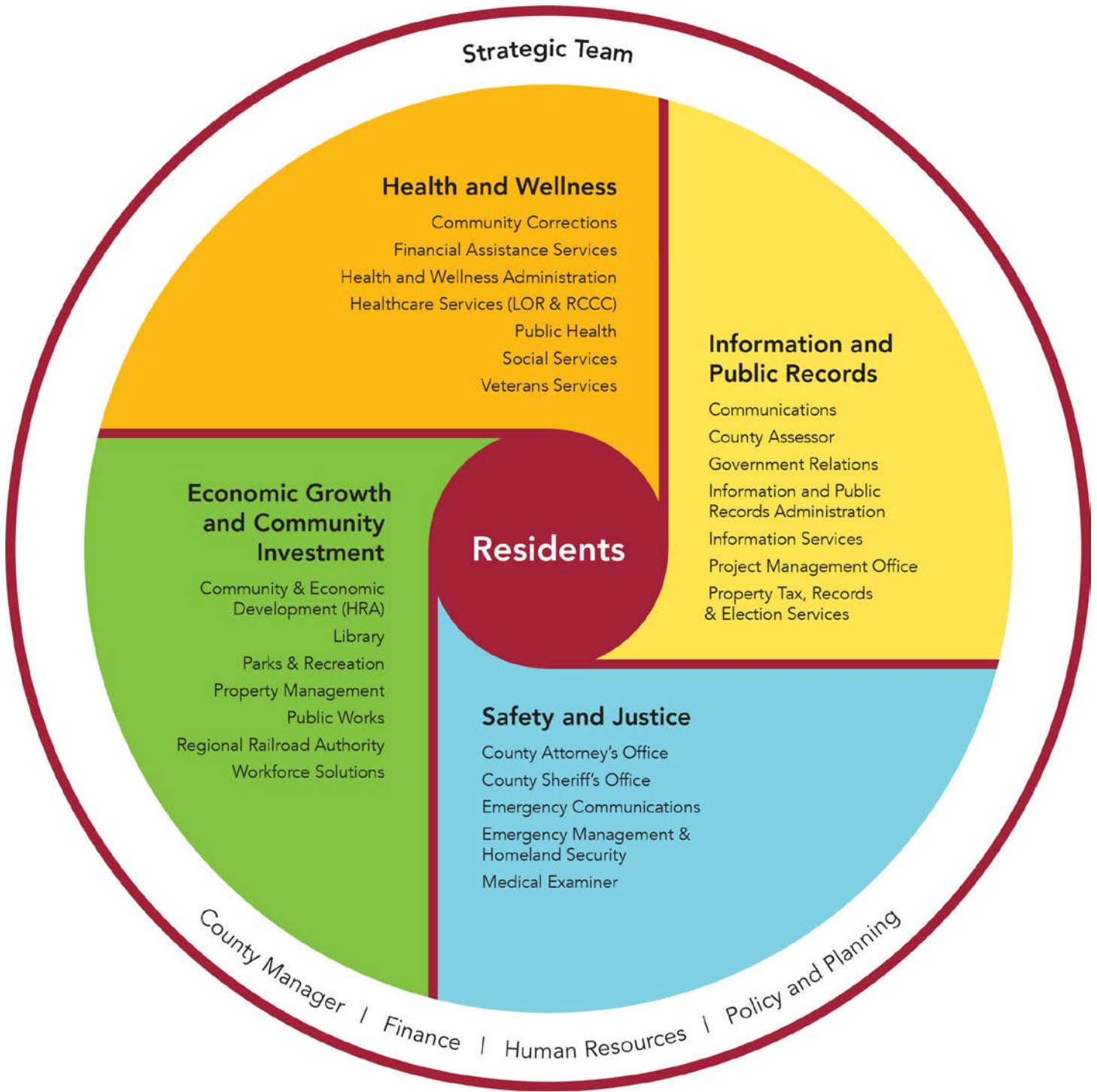
through connections to education, employment and economic development throughout our region.



ACCOUNTABILITY

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

through professional operations and financial management.



## 2018 Strategic Priorities

### An Overview

Ramsey County's 2018 Strategic Plan is comprised of eleven strategic priorities led by the County Manager's Office, the Strategic Team (Finance, Human Resources, and Policy & Planning), and the four Service Teams (Health and Wellness, Economic Growth and Community Investment, Information and Public Records, and Safety and Justice). The eleven strategic priorities cut across all areas of the organization and were identified by the County Manager as requiring the leadership, guidance, and integrated coordination of all the service teams in order to make significant progress.

When viewed comprehensively, this set of priorities highlights the unique opportunities for each service team to develop leaders within our organization, engage employees at all levels and lead important changes. While each of the various priorities may be led by either one or more Service Team, all eleven priorities play an equitable and vital role in advancing and sustaining the county's most important work. 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 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 applied in each priority and a description outlining specific action items in the next twelve months to implement each priority. Ensuring that racial equity is applied 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 2017 priorities that are not continuing as specifically identified 2018 priorities. Significant progress was made on those priorities in 2017 and they have been substantially operationalized to the extent that the work is no longer a strategic priority and does not require the same level of focused, high-level attention going forward to achieve the desired outcome. Ten of the thirteen priorities outlined in 2017 are continuing into 2018 and progress made on those initiatives is included in the description of those priorities for 2018.

## 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 2017, community engagement and racial equity were incorporated into the budgeting process by including a section for each department to describe its actions to advance this work. 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 2018, work will continue to build community engagement resources and skills, improve coordination countywide, and gain a greater understanding of key needs and strategies to achieve long-term success.

### Ensure equity is applied

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.

### 12-month Action Plan

1. Conduct a countywide needs assessment to identify key barriers in current county processes, procedures and structures that limit community engagement work.
2. Develop an internal community engagement “resource hub” for shared understanding of terminology, concepts and practices, effective strategies, key community partners and more.
3. Develop an internal Community Engagement Guide to assist staff as they develop and carryout community engagement plans, which may also be used for funding requests to support engagement work and reporting during the budget process.
4. Develop and implement methods for better coordination of key community engagement activities between county departments and Service Teams.

### 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 meet the evolving demographics and dynamically changing workforce needs of our community locally and regionally, Ramsey County must be an organization that attracts, retains and promotes a diverse and talented workforce so that it is viewed by all employees across races, classes and cultures as a welcoming place where they can contribute, thrive and represent our community effectively and efficiently.

### 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 Service Teams have collective responsibilities in implementation and demonstration of targeted efforts in effectively attracting the next generation of diverse, talented employees. Initially identified in 2014 as an area of focus for the organization, significant progress was made in 2017 through a countywide project to incorporate data and the views of employees from across the organization to identify key themes and prioritize future work toward ensuring that Ramsey County is recognized as the premier public sector employer within the region. We also partnered with the State of Minnesota, Hennepin County, City of St. Paul, and City of Minneapolis in ensuring that we reflect a diverse workforce in the public sector industry of government.

### Ensure equity is applied

Through our career pathways work, we identified job classes for which the county is currently struggling to attract, recruit and/or retain a talented, diverse and culturally competent workforce. Leveraging Human Resources as a strategic partner countywide, we will continue to collect and assess data through our workforce statistics report and continually develop, adapt, implement and measure strategies to increase workforce diversity.

### 12-month Action Plan

1. Establish cross-functional project teams, create work plans, and begin implementation of the four themes identified through the countywide assessment: organization-wide culture, Human Resources as a strategic partner, personnel rules and job classification and compensation plans.
2. Identify and map advancement opportunities to link entry-level positions with career pathways for internal advancement within and across the organization.

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY



## Expand Contract Opportunities for Diverse Businesses to Strengthen the Economic Vitality of the Community

Ramsey County will enhance its purchasing, contract preparation and contract management approach to create opportunities that grow prosperity for 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. Through 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, especially women-owned, veteran-owned, non-profits and minority-owned businesses.

### Building on previous work and lessons learned

Leveraging procurement and contracting opportunities to benefit our communities was initially identified as an 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 procurement resources. In 2017, emphasis was placed on advancing our capital construction and design-build workforce inclusion and small business enterprise reporting. Ramsey County utilizes capital construction project workforce inclusion goals established by the Minnesota Department of Human Rights.

### Ensure equity is applied

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

## 12-month Action Plan

1. Develop metrics to report race and gender-related data on vendors and their workforce in the annual SBE Utilization Report.
2. Increase opportunities for the purchase of goods and services from vendors and entrepreneurs that reflect the workforce diversity of businesses in our community including nonprofits and community-based organizations.
3. Strengthen and establish relationships and partnerships with existing and new local businesses and community-based organizations through effective community engagement strategies to increase contracting with diverse SBEs.
4. Explore and apply process improvements and community input in countywide procurement activities to create effective, efficient, responsible purchasing practices that are responsive to opportunities in the community.

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

## Advancing Racial and Health Equity in All Decision-making

Ramsey County will develop a comprehensive countywide approach to advance racial and health equity by being fair, inclusive, and transparent in how we serve and engage residents and communities.

### Why this is a priority

Ramsey County's vision for a vibrant community where all are valued and thrive is dependent on being a community where all residents can experience fair outcomes including the highest level of health and wellbeing and opportunities for advancement and growth. County programs and services are connected to the health and wellbeing of all residents. The county has an important role and responsibility to advance racial and health equity, with an emphasis on fair, inclusive and transparent processes and policies. In order to attain equitable outcomes, shared power in decision-making will be used to strengthen programs and services so that residents most impacted can contribute to improving outcomes to ensure that all residents have opportunities to prosper.

### Building on previous work and lessons learned

Many areas of the county have been working to address racial and health equity and this work was first included as a strategic priority in 2017. In 2018, this priority has evolved to place racial equity alongside health equity at the center of decision-making. This approach lifts up racial and health equity as countywide principles and drives a framework for how the county operates. In 2017, the Health Equity Officer position was created and hired to structurally and holistically advance equity across the county. This leadership position supports countywide work from the Health and Wellness Service Team to unify and further the valued work of the Racial Equity Leadership Team (RELT), Anti-Racism Leadership Team (ARLT), Health Equity Leadership Team (HELT), and ongoing work in many departments across the county.

### Ensure equity is applied

Ramsey County has initiated community-wide conversations on equity to increase awareness and accountability. A broad range of resources and tools to structurally advance equity is being developed. These tools include guidance documents and equity assessment templates which assess critical equity factors to consider when modifying, enhancing or assessing county programs and services. This analysis will foster a greater understanding of health and racial equity implications for residents and communities who have been historically underrepresented and are most negatively impacted by disparities so progress can be made toward equitable outcomes for all.

## 12-month Action Plan

1. Develop and adopt a countywide framework for advancing racial and health equity to align equity strategies with other key strategic priorities including: Talent Attraction, Retention and Promotion; Inclusive, Effective and Meaningful Community Engagement; and Expand Contract Opportunities for Diverse Businesses.
2. Develop and utilize equity tools and methods to apply a racial and health equity lens into decision-making to drive more equitable business processes and outcomes.

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

## Enhance the Continuum of Care for Youth and Families

Ramsey County will strengthen its future civic and economic wellbeing by ensuring healthy futures for its youth, and promoting prevention, early intervention and wellness opportunities for all children and their families in their communities.

### Why this is a priority

Ramsey County youth thrive when they have healthy minds and bodies, feel supported by their community and hopeful about their futures. Their wellbeing exists within the context of family and caregiver well-being, race, culture, and community. The Youth Continuum of Care (YCC), is a long-term effort to look at the big picture of the county's systems impacting youth. The YCC is the place where leaders from the county, community and systems partners who serve youth ages 0-24 discuss, collaborate, coordinate, prioritize and review our efforts to improve outcomes for Ramsey County youth.

### Building on previous work and lessons learned

Starting in 2014, meetings were held to gather input on the vision community partners had for youth and county services. Participants emphasized that families should feel they have voice in how they are involved with public systems and choices, that systems should be fair and just and recognize the unique characteristics of youth and their families. Based on this input, a framework for the continuum was created in 2017. As a result of this framework, the cross-departmental Research and Analysis Committee developed a comprehensive picture of where county contracted and directly-provided youth services fall on the continuum - from preventive to intensive involvement. This unique baseline picture will allow the county to track how its investments change over time in response to efforts made to shift away from intensive interventions toward prevention. Also in 2017, the YCC Governance and Steering Committees were created to provide both a programmatic and evaluative lens for this work.

### Ensure equity is applied

The leadership and implementation teams will work to ensure that information is gathered by race and ethnicity whenever possible in recognition of the disparate involvement and impact of the current continuum on youth of color (in particular African American and Native American young men).

### 12-month Action Plan

1. Develop an implementation plan to maximize the use of current continuum of care data and analysis to inform next steps and move the YCC work forward.
2. Increase interdepartmental and stakeholder collaboration through regular engagement and communication to increase members' shared knowledge of existing resources and issues and identify ways and make recommendations to effectively disrupt out-of-home placement

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY

## Stability Starts with a Place to Call Home

**Ramsey County will improve access to safe, stable housing and reduce homelessness by effectively engaging with residents and partners, and maximizing coordination and leadership within and across county departments and programs.**

### Why this is a priority

Safe shelter is a basic need. Without stable housing, children, adults and families face significant challenges to their wellbeing, and will not thrive. Region-wide, lack of affordable housing and increasing rents are making it difficult for more residents to secure housing, especially those with low incomes or who face other barriers such as prior involvement in the correctional system.

### Building on previous work and lessons learned

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, therefore this work was identified as a strategic priority in 2017. A new Interdepartmental Council on Housing Stability convened in 2017 to maximize coordination and leadership across and within county departments and programs. The council seeks to ‘add value’ to the housing discussion by clarifying roles, and incorporating issues and resources across departments, to include all settings where residents may be housed such as correctional facilities and residential treatment settings. In addition, Ramsey County worked with community and law enforcement partners in 2017 to implement a number of programs that responded to both the immediate and long-term challenges of homelessness for families and single adults. The outcomes of these programs will inform future shelter policy and efforts.

### Ensure equity is applied

Discrimination and racism in private and public sector policies contributed greatly to the current inequity in housing status in the county and nation-wide. A focus on equity must be integrated more effectively in all of the work being done.

## 12-month Action Plan

1. Develop a comprehensive, countywide inventory of all housing-related resources and clarify roles and responsibilities and roles.
2. Identify the system gaps and barriers that may lead people who were served in public programs to later experience housing instability, including transition planning and policy-related issues that contribute to instability (e.g., unlawful detainers, criminal background checks, rental policies, housing and community development priorities, prevention resources and zoning).
3. Engage other housing partners to clarify outcomes, responsibilities and the effectiveness of the work done in 2017-2018. Identify outstanding systems’ issues and challenges not addressed by current efforts.

### Goals supported



WELL-BEING



OPPORTUNITY

## Comprehensive Economic Development to Build Prosperity

Ramsey County will leverage public infrastructure and workforce investments through coordinated and strategic economic development to build prosperity and opportunity throughout our community.

### Why this is a priority

Economic development improves the economic and social well-being of our residents. The median household income in Ramsey County is less than the cost of living in Ramsey County; 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. 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.

### Building on previous work and lessons learned

Economic development supports the entire county and is achieved through a strong, collaborative approach. Greater engagement with the cities in Ramsey County, partner organizations, advisory groups and residents will be essential in developing and implementing this work. The Economic Growth and Community Investment Service Team will continue to build on work completed in large, multi-year redevelopment and transitway corridor projects, including TCAAP and Riverfront, and the Workforce Solutions Assessment.

### Ensure equity is applied

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.

### 12-month Action Plan

1. Collaboratively develop and publish a Ramsey County economic development strategic plan with a strong workforce component.
2. Hire an Economic Development Director.
3. Redevelopment projects: Execute Master Development Agreements for the TCAAP and Riverfront properties.
4. Transitway corridor projects: Advance the Rush Line and Riverview projects per project plans.

### Goals supported



## Accessible Service Delivery and Facilities

**Ramsey County will enhance resident access and community investment through improved service delivery accessible county facility locations.**

### Why this is a priority

Ramsey County services should be accessible, welcoming, efficient, and cost-effective while aligning with our “Residents First” approach. Residents currently visit different locations to access needed county services. Redesigning and co-locating services in current and future anchor locations would benefit community members by creating one access point in more readily-identifiable county spaces. Currently, Ramsey County has a number of buildings that are approaching the end of their useful life and will need major reinvestment to remain functional. Some of these buildings also happen to be located in areas that could leverage considerable private investment through redevelopment. Moving these high-value properties on to the tax rolls would be beneficial to all taxpayers.

### Building on previous work and lessons learned

A cross-disciplinary, countywide steering team will review and further develop prior work, including validation of the 2014 Strategic Facilities Plan, 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. These learnings will inform next-step discussions about opportunities to improve service delivery and organizational alignment.

### Ensure equity is applied

Service delivery at accessible locations, with adequate parking and transit service, is an essential component of our “Residents First” approach. 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.

## 12-month Action Plan

1. Review, validate and update the strategic facilities planning work completed to date with input from county staff as well as a robust community engagement component that develops a collective community vision of accessible and welcoming services and facilities.
2. Present facilities planning options to the Ramsey County Board of Commissioners to determine if a formal project should be pursued; options will incorporate potential service redesign, programmatic review and co-location opportunities.

### Goals supported



OPPORTUNITY



ACCOUNTABILITY

## Enhance Data Sharing and Integration to Improve Decision-making

**Ramsey County will build integrations between technology systems and establish data sharing policies that enable data driven analysis and decision-making countywide and with external partners and stakeholders.**

### Why this is a priority

Ramsey County is committed to be a resident-centered organization that delivers greater transparency and accountability in government decision-making. The ability to share data and improve integrations between technology systems, both within the county and with external partners, is essential to increasing accountability and efficiency and informing policies and practices. Residents and families access a variety of county and other local and state government services for many reasons and at different points during their lives. Research indicates that a holistic picture of an individual's or family's needs and services can help to tailor appropriate services and interventions to improve long-term outcomes and more effectively deliver services.

### Building on previous work and lessons learned

Starting in 2015, the Safety and Justice Service Team and the County Attorney's Office has been leading efforts to enhance data and information sharing across social service agencies, educational institutions and justice partners to facilitate early intervention and promote successful outcomes for young people in Ramsey County. As this work progressed, it became clear that establishing countywide policies and procedures that facilitate data sharing within and between Service Teams, and with external partners where appropriate, would benefit many county programs and services. As this structure and associate policies are developed, the desire for enhanced data sharing will need to be balanced with the need to protect and secure sensitive data.

### Ensure equity is applied

Significant racial and ethnic disparities exist in our community and within many Ramsey County programs and services. For example, youth of color are disproportionately represented in the criminal justice system. Enhanced data sharing and integration will facilitate the analysis of services and outcomes disaggregated by race and ethnicity to ensure that strategies and policy decisions to improve outcomes are equitable and reduce existing disparities.

### 12-month Action Plan

1. Establish a countywide policy for data sharing within and between departments and service teams.
2. Upgrade technology platform to allow for enhanced data integration.
3. Develop a framework and policies for information systems owned by the county that require integrations and interfaces to be designed into new and upgraded technology systems.
4. Convene a Board created by the Joint Powers Agreement approved by the County, City of St. Paul, St. Paul Schools, and Northeast Metro 916 to establish protocols for sharing of data between members of the Joint Powers Entity.

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

## Integrated Approach to Health and Justice

Ramsey County will work at the intersection of the health and justice systems to build a comprehensive and integrated approach that will improve outcomes and reduce the prevalence of 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 prevent justice system involvement, maintain public safety, and improve long-term outcomes for these individuals.

### Building on previous work and lessons learned

Starting in 2014, Ramsey County began to increase psychiatric care, enhance mental health screening and expand health care enrollment at county correctional facilities. Through countywide, cross-service team leadership, additional resources were dedicated to lead and expand this work countywide in the 2018-2019 budget including hiring a dedicated position to lead and coordinate this important work. These resources will allow Ramsey County to focus on healthy mental health transitions out of detention settings, with a specific focus on reducing the number of individuals involved in the justice system.

### Ensure equity is applied

Significant racial disparities exist in the justice system, and those same disparities are present for individuals with behavioral health needs involved in the justice system. Reducing the persistent and significant racial and ethnic disparities will be a primary objective and integral part of this work. This will involve including individuals and community partners from communities most impacted by these disparities at the decision-making table as we work to develop and implement changes to our approach and systems.

## 12-month Action Plan

1. Convene a comprehensive justice, health and community leadership table to prioritize this work through an action plan with broad community and stakeholder support.
2. Increase coordination and resources, including release planning and care coordination at county correctional facilities, co-responder and diversion models, and additional targeted efforts to reduce the number of individuals who come into contact with the justice system.

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY



## Effective and Efficient Operations that Put Residents First

Ramsey County will engage employees and residents in the development of effective and efficient business processes and services by leveraging new technology and process improvement strategies.

### Why this is a priority

Ramsey County is committed to be a resident-centered organization that delivers effective and efficient services that meet and exceed the expectations of the community. As outdated processes and technology systems are replaced, employees at all levels and communities who access services must be engaged and empowered to help shape new processes and systems that will better match current and future needs and expectations.

### Building on previous work and lessons learned

A number of departments and service teams have started this work, including the Information and Public Records Service Team *Modernization Implementation Program*, which is a strategic, multi-year program designed to significantly upgrade its ability to deliver business results with improvements in customer service, efficiency, transparency, resiliency, collaboration and succession planning. In order to achieve success in this work, Service Teams and departments must open their process and practices to outside scrutiny and assessment to maximize the opportunity for new ideas and best practices to take root. In addition, the acquisition of new technology must show a reasonable return on investment, reflect industry best practices and/or be innovative.

### Ensure equity is applied

As processes and technology are improved and upgraded, a broad set of stakeholders and employees, including those from communities most impacted by services and/or historically underserved or marginalized communities, must be engaged from development to implementation to ensure that all residents have equitable and fair access to services. This will include engaging employees at all levels and developing new and innovative methods to gather resident input through authentic community engagement and partnership.

## 12-month Action Plan

1. Develop and present to the Board in 2018 a comprehensive, residents-first framework for Ramsey County service delivery that aligns the service teams with countywide efforts and brings together ongoing efforts in policy development, technology upgrades, practice changes, staff training and space planning.
2. Establish process for funding approval of initiatives and appropriate governance oversight.

### Goals supported



ACCOUNTABILITY

## Update on 2017 Priorities

These 2017 priorities have been substantially operationalized to the extent that the work is no longer a strategic priority in 2018 and does not require the same level of focused, high-level attention going forward to achieve the desired outcome.

Priority	Progress in 2017
Proactive and Comprehensive Risk Management	Hired Enterprise Risk Manager, initiated risk management framework and 12-month work and communications plan
Enhance Countywide Communication Strategies and Resources	Transferred or hired all communications positions; completed countywide inventory of existing communications products, strategies and contracts; exceeded all website and social media goals; and published countywide <i>Guide to Services</i> brochure
Develop an Online Resources of Open and Accessible Data	Launched online Open Data Portal on September 23; prioritized next wave of data sets to add to portal; and hired Open Data Portal Coordinator to continue engagement, promotion of portal and sustain ongoing operations

## **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/strategicplan>

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:

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