

# 2019 Strategic Plan

---

APRIL 15, 2019

## Foreword

The Ramsey County 2019 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 2019, all of which combined, further the [county's four goals](#) to strengthen well-being, cultivate prosperity, enhance opportunity, and model accountability.

The 2019 Strategic Plan is a fully integrated component of the biennial budget and [performance measurement](#) process and is the third [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 2019, during a strategic planning board workshop, the Ramsey County Board of Commissioners provided feedback on eight refocused and realigned strategic priorities in 2018 and reaffirmed the county's vision, mission and goals. The Strategic Plan will set the stage for countywide strategic investment conversations in 2019 and beyond, strengthening the interconnections between strategy, planning, implementation, funding and evaluation.

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 to meet the expectations of our community, leadership and county 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 better outcomes. The Strategic Plan provides benchmarks for advancement and success to ensure that the organization remains committed to continual community improvement and inclusion.

The 2019 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 its partners and residents to ask hard questions about these priorities and key actions, 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 a diverse community within a strong, collaborative region in the Twin Cities and is poised to further advance its vision of being a vibrant community in which all are valued and thrive.

Respectfully,

*Elizabeth Tolzmann*

Elizabeth Tolzmann  
Director of Policy and Planning

## Table of Contents

|   |    |
|---|----|
| <a href="#">Ramsey County Vision, Mission and Goals</a> .....                 | 3  |
| <a href="#">Ramsey County Service Teams</a> .....                             | 4  |
| <a href="#">The Ramsey County 2019 Strategic Plan:</a>                        |    |
| <i>Overview</i> .....   | 5  |
| <i>Residents First: Effective, Efficient, and Accessible Operations</i> ..... | 6  |
| <i>Advancing Racial and Health Equity in All Decision-making</i> .....        | 7  |
| <i>Inclusive, Effective and Meaningful Community Engagement</i> .....         | 8  |
| <i>Integrated Approach to Health, Wellness and Justice</i> .....              | 9  |
| <i>Advancing a Holistic Approach to Strengthen Youth and Families</i> .....   | 10 |
| <i>Comprehensive Economic Development to Build Prosperity</i> .....           | 11 |
| <i>Stability Starts with a Place to Call Home</i> .....                       | 12 |
| <i>Talent Attraction, Retention and Promotion</i> .....                       | 13 |
| Summary Chart of Key Actions of Each Strategic Priority.....                  | 14 |
| Previous Strategic Priorities from 2017 and 2018.....                         | 16 |
| <a href="#">Additional Resources and Contact Information</a> .....            | 17 |



# 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**

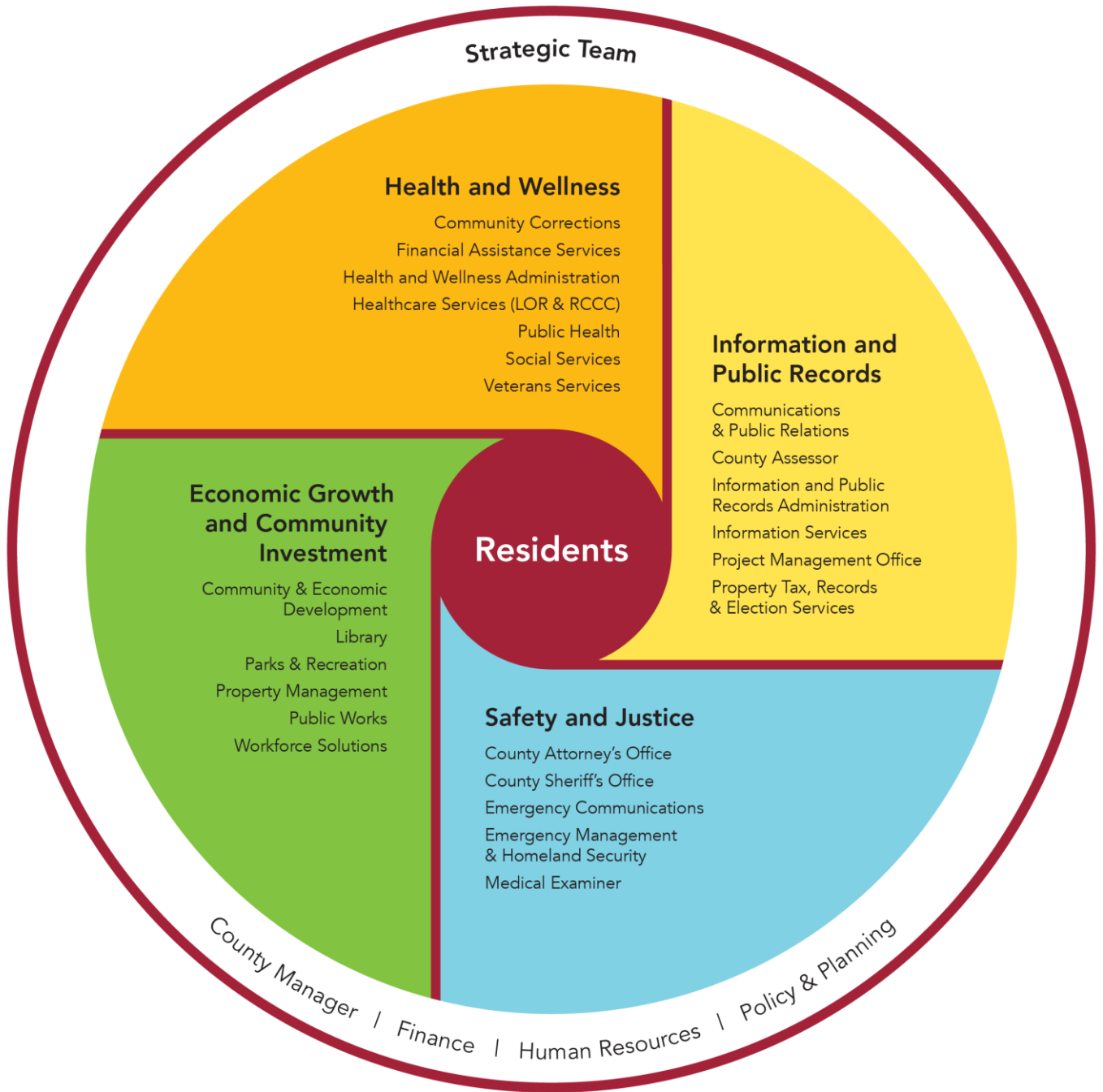
through connections to education, employment and economic development throughout our region.



### ACCOUNTABILITY

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

through professional operations and financial management.



## 2019 Strategic Priorities

### An Overview

Ramsey County's 2019 [Strategic Plan](#) is comprised of eight refocused and aligned strategic priorities that impact the entire organization including the Strategic Team ([County Manager's Office](#), [Chief Clerk](#), [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](#)). In this year's strategic plan, there is greater alignment, authentic collaboration, joint ownership, and intentional focus among all the service teams in advancing all the strategic priorities. Each of the eight strategic priorities cut across all areas of the organization and were identified by the County Manager as requiring the leadership, guidance, partnership and integrated coordination of all the service teams to make significant progress as one service team cannot advance it alone.

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 the eight 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 including lessons learned in the previous year(s), and how racial equity is applied in its implementation. Ensuring that racial equity is applied across all initiatives is essential in creating a vibrant, inclusive and welcoming community. Following the strategic priority descriptions, a chart summarizes the key initiatives, outcomes and measure of success for each strategic priority.

An update is also provided on past strategic priorities from 2017 and 2018 that are not continuing as specifically identified 2019 priorities. Significant progress was made on those priorities in 2018 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. Eight of the eleven priorities outlined in 2018 are continuing into 2019 in refined and aligned format and progress made on those initiatives is included in the description of those priorities at the end of this document.

## Residents First: Effective, Efficient, and Accessible Operations

Ramsey County will drive improvements in service delivery and facilities, with an emphasis on engaging residents and employees, process efficiency, technology, and accessible facilities.

### 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 and are accessible, welcoming, and efficient *from the perspective of the resident*. Service delivery and facilities of the future will be streamlined, refined and expanded with input received directly from the resident and customer, informed by experience and expertise of empowered employees, and enabled by technology. Facilities will be re-designed to offer a better resident experience including co-locating to allow for more services at a single location.

### Building on previous work and lessons learned

A Residents First program will be put in place that expands on the current Information and Public Records Service Team's [Modernization Program](#). The Residents First program will engage with all service teams and departments and will be an outcome-focused, multi-year program that collaboratively and cohesively makes changes towards our Residents First outcomes. Building on the current Modernization Program's approach, the Residents First Program will conduct enterprise-wide analysis of operations to find gaps and overlaps in how services are provided, work directly with residents that use our services to include their input in recommended changes, and engage our employees and make changes to improve the employee experience. The 2018 [Accessible Service Delivery & Facilities Action Plan](#) reviewed the facilities planning that has been completed to date and proposed options for continued planning; these options have been presented to the County Board and will be further elaborated on and implemented as part of the Residents First Program.

### Ensure racial equity is applied

Normalizing racial equity is a key outcome of the Residents First Delivery Program. As processes, practices, technology, and facilities are improved and upgraded, and as services are redesigned to make them more accessible, residents particularly those from communities most in need of county services and are disproportionately communities of color in Ramsey County, must be intentionally included in authentic community engagement and partnership efforts, from development to implementation, to ensure that all residents have equitable and fair access to services.

### 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 and opportunities for advancement and growth. County programs and services are connected to the health and well-being 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. To attain equitable outcomes, shared power in decision-making and participatory methods will be used to strengthen programs and services so residents most impacted can contribute to improving outcomes. Racial equity is achieved when race can no longer be used to predict life outcomes for all.

### Building on previous work and lessons learned

Many areas of the county have been working to address racial and health equity. This work was first included as a strategic priority in 2017 and a Health Equity Officer position was created and hired to structurally and holistically advance equity across the county. In 2018, this priority evolved to place racial equity alongside health equity at the center of decision-making. This approach lifts racial and health equity as countywide principles and drives a framework for how the county operates. The Health and Wellness Service Team launched a Racial Equity Action Team, which includes cross-service team staff as well as county residents and community members, to remove barriers in the county system and advance racial equity. Formal leaders and new employees from across the county were trained in foundational “Role in Government in Racial Equity” workshops in 2018.

### Ensure racial equity is applied

Ramsey County has adopted participatory methods to grow racial and health equity, which includes county-wide conversations to increase knowledge and accountability on racial equity and cultural awareness. A broad range of resources and tools to structurally advance equity is also being developed including guidance documents and equity assessment templates which help analyze critical equity factors when requesting a board action or assessing and enhancing county programs and service delivery. 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.

### Goals supported





## **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. Traditional methods of engagement do not effectively reach underrepresented voices of 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. Community engagement and racial equity have been incorporated into the budgeting process and Request for Board Action (RBA) by including sections that asks staff to describe how department-level strategies as well as actions that come before the Board help 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 2019, work will continue to build community engagement resources, skills, and capacity to achieve long-term success.

### **Ensure racial equity is applied**

Racial 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.

### **Goals supported**



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

## **Integrated Approach to Health, Wellness and Justice**

**In partnership with the community, Ramsey County will work across departments, services and government organizations to restructure the justice and health systems to improve outcomes for all and increase community and public safety.**

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

The majority of individuals involved with the justice system have health needs that impact their livelihoods as well as community safety and wellness. These health needs can result in crisis situations and preventable justice system involvement. To achieve our vision of a county where all are valued and thrive, Ramsey County must work in partnership with the community to reimagine and reshape the role of the justice and health systems. This community engaged effort will work to transform the institutions that make up our safety, health, and wellness systems so that they may provide more robust, coordinated services that prevent justice system involvement. We must more effectively and equitably maintain public safety and improve long-term outcomes for all.

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

This initiative started with a focus on the emotional health needs of justice involved individuals and on enhancing services provided at county correctional and detention facilities. In 2018, this work became a countywide initiative with dedicated resources and an expanded focus on emotional and chronic health needs. Going forward, Ramsey County will not only seek to meet the emotional health needs of individuals involved in the justice system but will also work with community partners to focus on the overall health and wellness of our residents and community with the goal of preventing justice system involvement.

### **Ensure racial equity is applied**

Substantial racial and health disparities exist in our community, and the health and justice systems directly contribute to these disparities which increase the likelihood of justice system involvement. Reducing the persistent racial disparities will be a primary objective and integral part of this work. As we develop and implement this work, we will engage with the communities most impacted by these disparities to partner in shared decision making.

### **Goals supported**



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

## Advancing a Holistic Approach to Strengthen Youth and Families

Ramsey County will strengthen youth and families by providing resources and coordinating culturally relevant, youth-centered services that move the County toward prevention and well-being.

### Why this is a priority

Ramsey County is advancing a holistic approach to strengthen youth and families through ongoing efforts to improve communication and collaboration between county systems. Leaders from the county, community and systems partners who serve youth (defined as ages 0-24) will use a racial and health equity lens to ensure that all youth and families have healthy minds and bodies, access to adequate resources, feel supported by their community, and are hopeful about the future.

### Building on previous work and lessons learned

In 2014, meetings were held to gather input on the vision community partners had for youth services. Participants emphasized that families should have a voice in how they are involved with public systems, and that systems should be fair, just, and address the unique characteristics of youth and families. Based on this input, a framework for improving services for youth and families was created in 2017 and a cross-departmental committee developed a comprehensive picture of all county contracted and direct service provider youth services. This baseline picture allows the county to track how its investments change over time as efforts continue to shift from intensive toward preventive interventions. Three working committees were formed in 2018 (Community Engagement, Contracting & Spending, and Performance Measures & Indicators) to advance this priority and strengthen accountability at the operational level.

### Ensure racial equity is applied

The leadership team and working committees will gather information by race and ethnicity in recognition of the disparate involvement and impact of current county systems and services on youth of color (in particular, African American and American Indian young men).

### Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY

## **Comprehensive Economic Development to Build Prosperity**

**Ramsey County will leverage public infrastructure and redevelopment projects, contracting and procurement, and workforce investments to build prosperity and opportunity for all.**

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

The county envisions an inclusive economy where all residents prosper and have access to opportunity. Racial disparities in employment, educational attainment, income, and housing currently hold Ramsey County back in the regional economy. Full participation by all residents will create wealth, expand the talent pool and increase well-being. Residents' incomes must grow through living wage jobs and stable employment. Ramsey County will leverage workforce development programs and partnerships, business creation and expansion programs, procurement, the development of regional transit corridors and drive inclusive redevelopment of key sites to reach this vision.

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

Economic development is best achieved through a strong, collaborative approach. Continued engagement with cities, partner agencies, community organizations, businesses, and residents will be essential in developing and implementing this work. The county is committed to increasing opportunities for businesses of all sizes including entrepreneurs through programs such as the certified small business enterprises (CERT SBEs) and disadvantaged business enterprises (DBES). Ramsey County will leverage its position within the regional economy to help navigate resources for all looking to locate and grow. Lessons learned from the 2018 Procurement Fair will lead to an improved procurement and contracting processes in 2019. The county will continue to focus on large, multi-year redevelopment and transitway corridors and connect these opportunities to construction industry career pathways.

### **Ensure racial equity is applied**

Significant and persistent racial disparities exist between income levels of Ramsey County residents; residents of color make considerably less than their white neighbors. To address these disparities Ramsey County will track and increase the percentage it spends with small business enterprises, including small minority-owned contractors. The county will also assist construction contractors in reaching workforce inclusion goals through outreach and relationship building with community partners. Continued involvement in the Economic Gardening Program, creation of new programming for start-up businesses, or direct small business loans will help remove barriers and promote equity of information and capital for all, including minority-owned businesses and entrepreneurs.

### **Goals supported**



**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 well-being 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 criminal justice 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, the Interdepartmental Council on Housing Stability was established in 2017 to maximize coordination and leadership across and within county departments and programs. In 2018, the council completed an inventory of all programming including housing funded through the county to better illustrate impact and demonstrate gaps. The council has also completed a work plan prioritizing policy, processes, and community engagement as strategic focuses to advance this priority over the next year. In addition, Ramsey County worked with community and law enforcement partners in 2017 to implement several programs that responded to both the immediate and long-term challenges of homelessness for families and single adults including [Heading Home Ramsey](#), [Redirecting Users of Shelter to Housing \(RUSH\)](#), Winter Safe Space, Cold Weather Shelter program, and [House Calls](#). The outcomes of these programs will inform future shelter policy and efforts.

### Ensure racial equity is applied

Discrimination and racism in private sector housing market and public policies contribute greatly to the current inequity in housing status in the county and nation-wide. Ramsey County is the only county in the metro region where the cost of living for residents exceeds a middle-income household of a family of four. Racial disparities are even greater when poverty rates are disaggregated between people of color and non-Hispanic whites. Recognizing the need for greater system reform to achieve housing stability for all, we must work across the county and with external partners to identify and eliminate barriers to housing. A focus on racial equity must be integrated more effectively in all the work being done.

### Goals supported



WELL-BEING



OPPORTUNITY

## 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 of choice within the region.**

### Why this is a Priority

Ramsey County must be an organization that attracts, retains and promotes a diverse and talented workforce to meet the evolving demographics and dynamic changing workforce needs of our community. Ramsey County must be viewed by all employees across races, classes and cultures as a welcoming place where they can contribute, feel valued 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 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 and 2018 through a countywide project to incorporate data and the views of employees from across the organization to identify key themes in (1) Redefining our organizational culture; (2) Utilizing Human Resources as a strategic partner; (3) Assessing our Personnel Rules; (4) and Assessing Classification and Compensation plans. We also partner 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 and we participate in the Greater Metropolitan Workforce Council on regional strategies in workforce development.

### Ensure racial equity is applied

Through our career pathways work, we identified job classes (Financial Workers, Account Clerks, and 911 Telecommunicators) 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 and performance metrics countywide to increase workforce diversity.

### Goals supported



## Summary Chart of Key Actions for Each Strategic Priority

| Strategic Priority  | Service Teams | Key Initiatives  | Key Outcomes  | Measures of Success  |
|---|---------------|--|---|--|
| <b>Residents First: Effective, Efficient, and Accessible Operations</b> | Countywide    | Residents First Service Delivery<br><br>Residents First Facilities   | Services and facilities are designed from the perspective of residents and customers<br><br>Providing enterprise-wide services and normalizing racial equity and inclusion in both operations and the workforce.<br><br>Residents have access to county services both online and in person.<br><br>Technology and tools support a mobile, flexible workforce focused on service delivery.<br><br>Property portfolio and investment strategies are aligned to the new Resident First platform. | Establishing a cohesive and coordinated enterprise-wide Residents First program and governance framework<br><br>Conducting a countywide engagement initiative to understand customer needs for services and facilities and enterprise-wide business analysis to identify organizational, system and process overlaps and gaps.<br><br>Establishing service-team level Modernization Program to deliver prioritized work.<br><br>Designing service co-location capabilities and service facility recommendations to the County Board. |
| <b>Advancing Racial and Health Equity in All Decision-making</b>        | Countywide    | Relaunch of Racial Equity Leadership Team and Actions teams countywide<br><br>Creation of a racial equity toolkit including trainings and methods to apply racial and health equity lens and drive more equitable business processes and outcomes                    | Lead and grow an organizational culture that values and practices advancing racial equity<br><br>Lead and coordinate service team level racial equity actions teams to build skill and knowledge on advancing racial equity with diverse staff and community<br><br>Create and sustain reporting processes to measure and assess racial equity impacts using data, dashboards and story boards  | Each Service Team will have a Racial Equity Action team with a clear work plan<br><br>Countywide awareness and use of quantity of quality tools and resources.<br><br>Percentage of staff who have participated in trainings sponsored by the county.<br><br>Overall staff satisfaction of training experience and learning outcomes   |
| <b>Inclusive, Effective and Meaningful Community Engagement</b>         | Countywide    | Develop an internal community engagement page for sharing best practices, resources, tools, templates, list of vendors on the master contracts and more.<br><br>Provide training opportunities for staff in facilitation methods and community engagement practices. | Full development and launch of the webpage.<br><br>Increased staff access to tools and resources that inform/support meaningful and authentic community engagement work.<br><br>The development or enhancement of facilitation skills and community engagement practices.   | Countywide awareness and use of quantity of quality tools and resources.<br><br>Percentage of staff who have participated in trainings sponsored by the county.<br><br>Overall staff satisfaction of training experience and learning outcomes<br><br>Number of times master contract list is utilized countywide  |

|  |   |   |  |   |
|--|---|---|--|---|
| <p><b>Integrated Approach to Health, Wellness and Justice</b></p>            | <p>Health and Wellness<br/>Safety and Justice<br/>Economic Growth and Community Investment<br/>Strategic Team</p>             | <p>A comprehensive health, wellness and justice leadership table is convened to develop an action plan with robust community engagement and support</p> <p>Conduct an analysis to identify gaps and ensure cross-county alignment services and reform</p>                                     | <p>Transform the health, wellness and justice systems through a collaborative framework centered on community engagement.</p> <p>Processes are developed to ensure that existing and future work in the health, wellness and justice systems are aligned with this priority</p>  | <p>Restructuring and movement of existing funds and allocation of new funds dedicated to move this effort forward through the 2020-2021 budget.</p> <p>Number of projects and programs operating across health, wellness, and justice whose outcomes align with this strategic priority.</p>  |
| <p><b>Advancing a Holistic Approach to Strengthen Youth and Families</b></p> | <p>Health and Wellness<br/>Economic Growth and Community Investment</p>   | <p>Connect county-involved families to home visiting services and early childhood resources</p> <p>Evaluate current out-of-home placement services and identify gaps and opportunities.</p> <p>Develop contracting framework of culturally specific services to be included in contracts.</p> | <p>Increase cross-referrals that connect families and children with needs to resources that support child development.</p> <p>Develop at least 4 culturally specific community-based solutions to serve youth in social services or community corrections.</p> <p>Implementation of contracting framework and definition of culturally specific services</p> | <p>Number of county-involved families are accessing and utilizing early childhood and family support resources.</p> <p>Decrease number of youth in out-of-home placement.</p> <p>Increase number of culturally specific services providers in all HWST contracts.</p>   |
| <p><b>Comprehensive Economic Development to Build Prosperity</b></p>         | <p>Countywide</p>   | <p>Countywide Innovations in Contracting and Procurement</p> <p>Collaboratively create an economic development vision plan</p>  | <p>Increased countywide CERT SBE utilization and develop centralized, frequent workforce inclusion reporting for construction projects.</p> <p>Develop a menu of economic development priorities, initiatives, and programs</p>  | <p>Dollars spent with CERT SBE contractors and hours worked on construction and other capital projects by minority and women in labor force.</p> <p>% of businesses receiving technical advice or loans that are owned by persons of color and/or American Indians</p>  |
| <p><b>Stability Starts with a Place to Call Home</b></p>                     | <p>Health and Wellness<br/>Economic Growth and Community Investment<br/>Strategic Team<br/>Information and Public Records</p> | <p>Collaborate and partner with county, city and school districts to ensure housing stability throughout the school year</p> <p>Reduce the number of individuals who exit county programs and become homeless within six months.</p>  | <p>Healthy Counties Advisory committee created with key stakeholders to develop solutions to school year-round housing stability</p> <p>Cross-department collaboration to develop recommendations for changes in entrance and exit policies, procedures and service delivery to connect residents with resources</p>   | <p>Number of families with stable housing within the school year</p> <p>Number of additional housing resources available through expanded state support, grants or funding partnerships, and improved utilization of existing programs and benefits.</p> <p>Reduction in those who become homeless within six months of entry in programs</p> |
| <p><b>Talent Attraction, Retention and Promotion</b></p>                     | <p>Countywide</p>   | <p>Define Ramsey County's countywide culture</p> <p>Human Resources as a strategic partner with service teams</p> <p>Modernize personnel rules, job classifications and compensation plan</p>   | <p>Individual behaviors and operating decisions reflect the values of our organization</p> <p>Ramsey County is attracting, retaining and advancing a talented, diverse workforce</p> <p>Streamlined internship, pathways, and internal advancement program</p>   | <p>Overarching value statement and core values adopted, communicated and operationalized countywide</p> <p>Workforce Labor Statistics as measured against performance metrics are improved each year</p> <p>Create pathways program</p>   |



## Previous Strategic Priorities from 2017 and 2018

These strategic priorities from 2017 and 2018 have been substantially operationalized to the extent that the work is no longer a strategic priority in 2019. The key initiatives described below is now part of how we perform day to day operations, provide overall service delivery, and incorporate performance metrics in Ramsey County.

| Strategic Priority  | Progress in 2018   |
|---|--|
| <b>Proactive and Comprehensive Risk Management (2017)</b>                     | Enterprise Risk Management and the governance team made significant progress fulfilling key elements of our adopted framework – ISO 31000, and reporting results to the Executive Team and County Board in 2019.   |
| <b>Enhance Countywide Communication Strategies and Resources (2017)</b>       | <a href="#">Communications</a> expanded staff knowledge and assignments across departments to expand capacity, ensure consistency and raise professionalism; Upgraded email communications platform usability and added multi-lingual and accessibility features; Met or exceeded digital communications usage and growth goals and added these metrics to <a href="http://opendata.ramseycounty.us">opendata.ramseycounty.us</a>  |
| <b>Develop an Online Resources of Open and Accessible Data (2017)</b>         | Open Data Coordinator leveraged the <a href="#">Open Data Portal</a> to surpass 100 published datasets; produce over 130 graphs, charts and maps utilized in data stories; publish 26 interactive data stories on topics; and train communicators and department liaisons in open data principles and portal use. Raised the visibility of Ramsey County by presenting at national conferences for others nationwide interested in launching open data programs.   |
| <b>Expand Contract Opportunities for Diverse Businesses (2018)</b>            | Procurement developed metrics to report race and gender-related data on vendors in the annual SBE utilization report; County adopted a countywide workforce inclusion goal to mirror the State Department of Human Rights’ goals and developed work groups to develop a construction goal, business inclusion, and nonprofit metrics. The implementation of this priority is being integrated with the Comprehensive Economic Development to Build Prosperity strategic priority.  |
| <b>Accessible Service Delivery and Facilities (2018)</b>                      | Accessible Service Delivery and Facilities work team mapped county demographics, population served, and transit and transportation trends; surveyed staff in designated county locations and community service providers; engaged with the community at point of contact to understand customer service and facility needs; toured county facilities and other peer county service centers; and presented to County Board results of assessments and facility co-location options for future planning. The implementation of this priority is being integrated with the Residents First: Effective, Efficient, and Accessible Operations strategic priority. |
| <b>Enhance Data Sharing and Integration to Improve Decision-making (2018)</b> | Joint Powers Agreement dissolved by the County, City of St. Paul, St. Paul Schools, and Northeast Metro 916 school district for further engagement with the community. The implementation of this priority is being integrated with the advancing a holistic approach to strengthen youth and families’ and integrated approach to health, wellness and justice strategic priorities.  |

## 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:

| Name                                      | Title                                  | Phone Number   | Key Subject Areas   |
|---|--|----------------|---|
| <a href="#"><u>Elizabeth Tolzmann</u></a> | Director of Policy and Planning        | (651) 440-0423 | Leadership and Management for <a href="#"><u>Policy &amp; Planning Division</u></a> ;     |
| <a href="#"><u>Maria Sarabia</u></a>      | Racial and Health Equity Administrator | (651) 266-2413 | Leadership of Office of Equity and Engagement; Racial Equity Leadership and Action Teams  |
| <a href="#"><u>Lidiya Girma</u></a>       | Senior Policy Analyst                  | (651) 443-1994 | Liaison to <a href="#"><u>Health and Wellness Service Team</u></a> ;                      |
| <a href="#"><u>Max Holdhusen</u></a>      | Senior Policy Analyst                  | (651) 431-8199 | Liaison to <a href="#"><u>Economic Growth and Community Investment Service Team</u></a> ; |
| <a href="#"><u>Jolie Wood</u></a>         | Policy Analyst                         | (651) 350-8796 | Liaison to <a href="#"><u>Information &amp; Public Records Service Team</u></a> ;         |
| <a href="#"><u>Mee Cheng</u></a>          | Policy Analyst                         | (651) 238-8736 | Liaison to the <a href="#"><u>Health and Wellness Service Team</u></a> ;                  |
| <a href="#"><u>Zachary Hylton</u></a>     | Senior Policy Analyst                  | (612) 470-7084 | Liaison to <a href="#"><u>Safety &amp; Justice Service Team</u></a>                       |

Interact with and follow Ramsey County online: [www.ramseycounty.us](http://www.ramseycounty.us)

**Twitter:** @Ramsey County  
**LinkedIn:** Ramsey County  
**Facebook:** Ramsey County, Minnesota  
**YouTube:** Ramsey County MN