



# **Safety and Justice**

**Deputy County Manager Gloria Reyes**





# AGENDA

- Welcome & Introductions
- DCM Opening Comments
- Safety and Justice
- County Attorney Office
- Sheriff Office
- Closing Comments

# Deputy County Manager Opening Comments

## Service Team Description

The Safety and Justice Service Team consists of six departments: the Office of Safety and Justice (administration), County Attorney's Office, Sheriff's Office, Emergency Communications, Medical Examiner's Office, Emergency Management and Homeland Security. The service team also provides support functions for the Second Judicial District Court and Public Defenders.

The service team's key strategic priorities: **Talent Attraction, Retention and Promotion and Putting Well-being and Community at the Center of Justice System Transformation.** These priorities focus on enhancing the wellbeing of Ramsey County residents through effective public safety and justice services that keep Ramsey County residents and visitors safe.

# Service Team Leadership

**Deputy County Manager:** Gloria Reyes

**Ramsey County Attorney:** John Choi

**Ramsey County Sheriff:** Bob Fletcher

**Director of Emergency Communications:** Nancie Pass

**Director of Emergency Management & Homeland Security:** Judd Freed

**Ramsey County Medical Examiner:** Dr. Kelly Mills

**Controller:** Holly Pratt

**PMAT Lead:** Richard Stevens

# Service Team Performance Measures: Why They Matter

Title	Full performance measure	Strategic Priority
Turnover Rate	Service Team turnover rate by percentage and race	Aligning talent attraction, retention, and promotion
Transferred Calls	Emergency Communications transfers 911 calls to the most appropriate response	Putting well-being and community at the center of Justice System Transformation
Reduce the # of pretrial days	Reduce the number of pretrial days in the Adult Detention Center.	Putting well-being and community at the center of Justice System Transformation

Measure #1

## **Talent Priority (Service Team Turnover Rate)**

# Strategic Priority: Service Team Turnover Rate

Performance Measure	2019	2020	2021	2022	2023	Goal: 2025	Goal: 2027
Service Team Turnover Rate: American Indian	0	33%	0	<1%	14%	12%	10%
Asian	13%	11%	9%	15%	17%	15%	10%
Black	9%	11%	21%	17%	22%	15%	10%
Hispanic	4%	2%	29%	16%	20%	15%	10%
White	6%	10%	8%	13%	11%	10%	10%
Two or more races	N/A	<1%	<1%	<1%	25%	15%	10%

- **906** employees are part of Safety and Justice Service Team which represents 24% of the county's workforce.
- Racially and ethnically diverse employees represent 33% of the Safety and Justice workforce.
- **50%** of the 111 new employees for 2023 were racially and ethnically diverse employees.
- 46% of the separations in Safety and Justice were racially and ethnically diverse employees.



# What are our strategies to improve performance on Talent Priority?

Obtaining a diverse, inclusive workforce is essential to earning the trust in the communities we serve. We do this through:

- Proactive outreach and recruitment with community partners that focuses on creating a workforce that looks like the communities we serve.
- Ongoing peer mentorship programs.
- Increasing staff development with a focus on developing leadership skills, employee wellness and cultural sensitivity.
- Creating pathways for career development and advancement.
- Explore the usage of exit surveys.

## **How are your strategies to improve Talent Priority reflected in your current budget?**

The Safety and Justice Service Team (SJST) has worked with their departments to sustain and support staffing adjustments and needs. For example, in 2024 the Service Team added FTEs and centralization of some accounting duties for five departments to maximize resources, and created capacity, cross training, and collaboration.

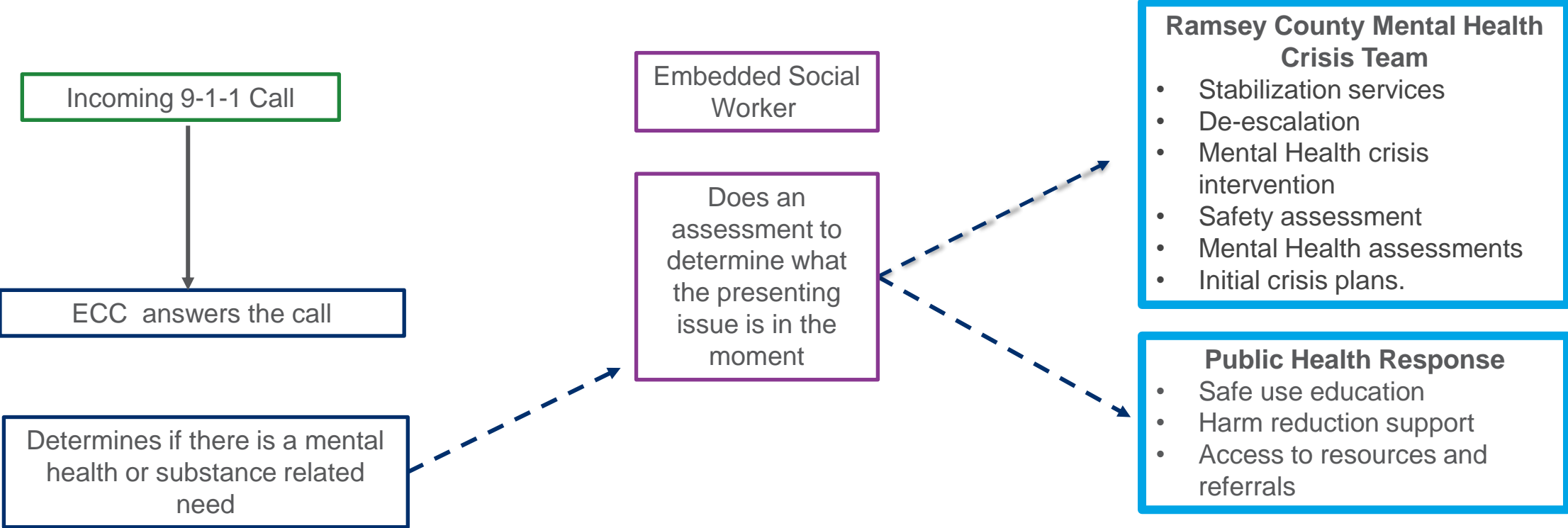
## **How will this performance measure and strategies improve outcomes and inform your 2026-2027 budget request?**

In the 2026 and 2027 biennial budget, the SJST will continue to strategize with departments to budget and implement plans to assist in staffing needs. The service team will also purposefully budget to support our employees' retention and moral by devoting time and funds in diversity and equity trainings, creating opportunities for community engagement, and investing in individual professional development.

Measure #2

**Emergency Communications 911 calls  
transferred to the most appropriate response**

# Emergency Communications Center (ECC) Embedded Social Workers



# Call Types

## Public Health Response

- Will respond to both Private/Public spaces (a pair of 2 is required for private residences)
- Substance related Welfare Checks
- Public Bathrooms (substance use related)
- Openly using in public
- Encampment substance calls
- Ramsey County Service Center Calls- Calls from Service centers to ECC or calls directly to ECC
- Youth Substance use disorder
- Calls in public places (substance use related)
- Calls from business (substance use related)
- Calls placed by a treatment Facilities
- Resource calls- "I need help..." (substance use related)

## Ramsey County Mental Health Crisis Team

- Suicidal Ideations with no plan or means
- People who call frequently
- Resource calls - "I need help..." (mental health related)
- Change in mental health symptoms
- Parents/Children/Individuals calling to talk about various needs
- Schools calling regarding support for students in crisis

## Community Response

### Supporting Neighbors

- Blowing leaves into yard/grass
- Allowing house to go into disarray - lawn not cleaned up, etc.

### Supporting Family

- Family disputes between parent and child
- Parents at store or private business dealing with "rowdy" kids

### Supporting Kids

- Kids out after curfew
- Kids playing in park loudly
- Group of kids hanging out together
- Calls to schools

### Supporting an Individual

- Individual appears to be unhoused and is doing something perceived as "annoying."

### Location Specific Support

- Loitering
- Group homes or congregate care facilities
- Recreation centers
- Dispute over business payment
- Graffiti in a park

## Strategic Priority: 911 calls transferred to the most appropriate response

Performance Measure	2023	Goal: 2025	Goal: 2027
Calls Transferred to: <b>Ramsey County Crisis</b>	1849	1,500	500
<b>Embedded Social Workers in the ECC</b>	1,373	5,000	6,000
<b>Public Health Response</b>	N/A	100	150
<b>Community Response</b>	N/A	75	1,000

**Ramsey County Mental Health Crisis Teams:** Crisis professional who triages the best response modality.

**Embedded Social Workers:** Social Workers in the ECC who triage to determine mental health and public health response.

**Public Health Response:** Public Health Responders handle substance-used related calls.

**Community Response:** Trained community members responding to calls involving youth, neighbor disputes, and resource requests.

# What are our strategies to improve performance on 911 calls transferred to the most appropriate response?

Transforming the current public safety system requires transferring 911 and non-emergency calls received by the Emergency Communications Center (ECC) to the most appropriate response.

Safety and Justice Service Team (SJST) provides support and resources to:

- **Telecommunicators and Dispatchers**
- **Ramsey County Mental Health Crisis Teams**
- **Public Health Response**
- **Community Response**

Maintain collaboration with justice partners, and impacted communities as SJST works to enhance and support the Appropriate Responses Initiative (ARI).

Coordinate with our public wellness systems (Social Services and Public Health) and community institutions to develop a reporting tool.

## **How are your strategies to improve transferring 911 calls to the most appropriate response reflected in your current budget?**

The funding for transferring 911 calls to the most appropriate responder is currently through the American Rescue Plan Act (ARPA) and will continue funding this program through 2026.

## **How will this performance measure and strategies improve outcomes and inform your 2026-2027 budget request?**

The Safety and Justice Service Team is proactively coordinating with other teams in Ramsey County to plan and accommodate this program starting 2027.



Measure #3

**Reducing the # of Pretrial Days  
in the Adult Detention Center**

# Strategic Priority: Reducing the # of Pretrial Days

Performance Measure	2019	2020	2021	2022	2023	Goal: 2025	Goal: 2027
Average Pretrial <b>Days</b> in the ADC American Indian	7.24	5.67	12.52	13.13	12.67	<b>Days</b> 8.0	<b>Days</b> 5.0
Asian	8.22	8.37	11.71	13.35	11.75	<b>Days</b> 8.0	<b>Days</b> 5.0
Black	8.59	9.02	13.48	16.26	12.15	<b>Days</b> 8.0	<b>Days</b> 5.0
Hispanic	7.24	5.23	9.64	10.78	7.17	<b>Days</b> 7.0	<b>Days</b> 5.0
White	5.55	5.48	7.11	9.71	8.22	<b>Days</b> 8.0	<b>Days</b> 5.0
Two or more races	Not available	Not available	6.05	14.46	9.73	<b>Days</b> 8.0	<b>Days</b> 5.0

- Pretrial Days includes intake (booking), 1st & 2nd appearance and pretrial conference.
- Pretrial Days end at the start of trial or when the charges are adjudicated.
- Pretrial Days does not include individuals on hold status.

# What are our strategies to improve performance on reducing the number of pretrial days in the Adult Detention Center?

The Safety and Justice Service Team works to identify key initiatives that will support the reduction of the number of pretrial days in the Adult Detention Center.

- Ramsey County Attorney Adult Diversion Program (Resolving Adult Cases in an Alternative Way)
- Pretrial Release (Pilot program)
- Warrant Resolution (Second Judicial Court)
- Sequential Bail Review

Continue work with community members and system stakeholders to develop resources and alternatives to the traditional criminal justice system.

- Pretrial Diversion Vendor
- Community Navigator
- Bail Reform Work Group

Support and resource the Ramsey County Sheriff, Ramsey County Attorney and Second Judicial Court as they seek ways to support the transformation of the current public safety system.

## **How are your strategies to improve reducing the # of pretrial days reflected in your current budget?**

The funding justice system transformation for reducing the number of pretrial days is currently through the Public Safety Aid funds and will continue funding this program through 2026.

## **How will this performance measure and strategies improve outcomes and inform your 2026-2027 budget request?**

The Safety and Justice Service Team is proactively and strategically planning for both fiscal and programmatic continuation after 2026 with consideration of the impact to community, justice systems, and budget.

# Questions/Comments

# Closing Comments

# Ramsey County Attorney

# Ramsey County Sheriff



# Deputy County Manager Final Comments