

2016 Strategic Plan

April 26, 2016

Foreword

The Ramsey County 2016 Strategic Plan is a document of which the organization and broader community can be proud. This plan lays out an action-oriented, ambitious and achievable set of priorities for the remainder of 2016 that create a roadmap for progress that will undoubtedly advance the county's efforts to create a community in which all are valued and thrive.

The Ramsey County 2016 Strategic Plan is fully aligned with the county's four goals, incorporates thoughts and ideas from staff across the organization, directly integrates equity work into the county's highest priority initiatives, and leverages the collaborative power of Service Teams to accelerate and expand the organization's ability to achieve successful outcomes. The strategic plan is also an honest reflection of the organization at a point in time and highlights the challenging work that still lies ahead. There are many areas in which Ramsey County can continue to enhance, improve, adjust and grow. Whether the topic be talent, procurement, engagement, service delivery, Service Teams or equity, readers of this document will find assessments of strategies and efforts that have offered promise and already shown progress alongside other areas in which there is a recognition that much more must be done to reach the lofty expectations that the organization embraces in its service to residents.

In 2014 and 2015 Ramsey County published a list of priority actions linked specifically to the county's goal to cultivate economic prosperity. Those documents served as the precursor to this holistic strategic plan that not only seeks to advance prosperity but also incorporates the themes of the other three county goals (well-being, opportunity and accountability). A number of initiatives from the 2014 and 2015 documents can also be found in The Ramsey County 2016 Strategic Plan, and the development of this document provided the organization with an opportunity to reassess and refocus on what mattered most.

The county's strategic plan is comprised of two major elements: 1) A set of countywide priorities that cut across all areas of the organization and requires leadership and coordination from the County Manager's Office; and 2) A set of Service Team priorities that provides opportunities for teams to provide leadership and advance the work of the county on initiatives that can be effectively led from a particular issue area. Ultimately, this dual-leveled approach to action empowers leaders across the organization to play an important role in advancing and sustaining the county's most important work.

The publication of The Ramsey County 2016 Strategic Plan marks an exciting and meaningful day for the organization as it publicly unveils its slate of priorities for the remainder of 2016. There is clearly much work to be done, but there is also great promise of progress interwoven into every initiative outlined on the pages to come.

Table of Contents

Ramsey County Vision, Mission and Goals.....3

Ramsey County Service Team Alignment.....4

The Ramsey County 2016 Strategic Plan: Countywide Priorities

Countywide Priorities for 2016: An Overview.....6

Talent Attraction, Retention and Promotion.....7-8

Procurement as a Tool to Strengthen the Community.....9-10

Inclusive, Effective and Meaningful Community Engagement.....11-12

Accessible and Welcoming Service Delivery.....13-14

New Opportunities through Service Teams.....15-16

The Ramsey County 2016 Strategic Plan: Service Team Priorities

Service Team Priorities for 2016: An Overview.....18

Health and Wellness.....19-21

Economic Growth and Community Investment.....22-24

Safety and Justice.....25-27

Information and Public Records.....28-30

Countywide Strategic Team.....31-33

Looking Toward Future Opportunities.....34-35

Additional Resources and Contact Information.....36-37

Vision, Mission and Goals

Vision

A vibrant community where all are valued and thrive.

Mission

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

Goals



WELL-BEING

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

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



PROSPERITY

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty

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



OPPORTUNITY

Enhance access to opportunity and mobility for all residents and businesses

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

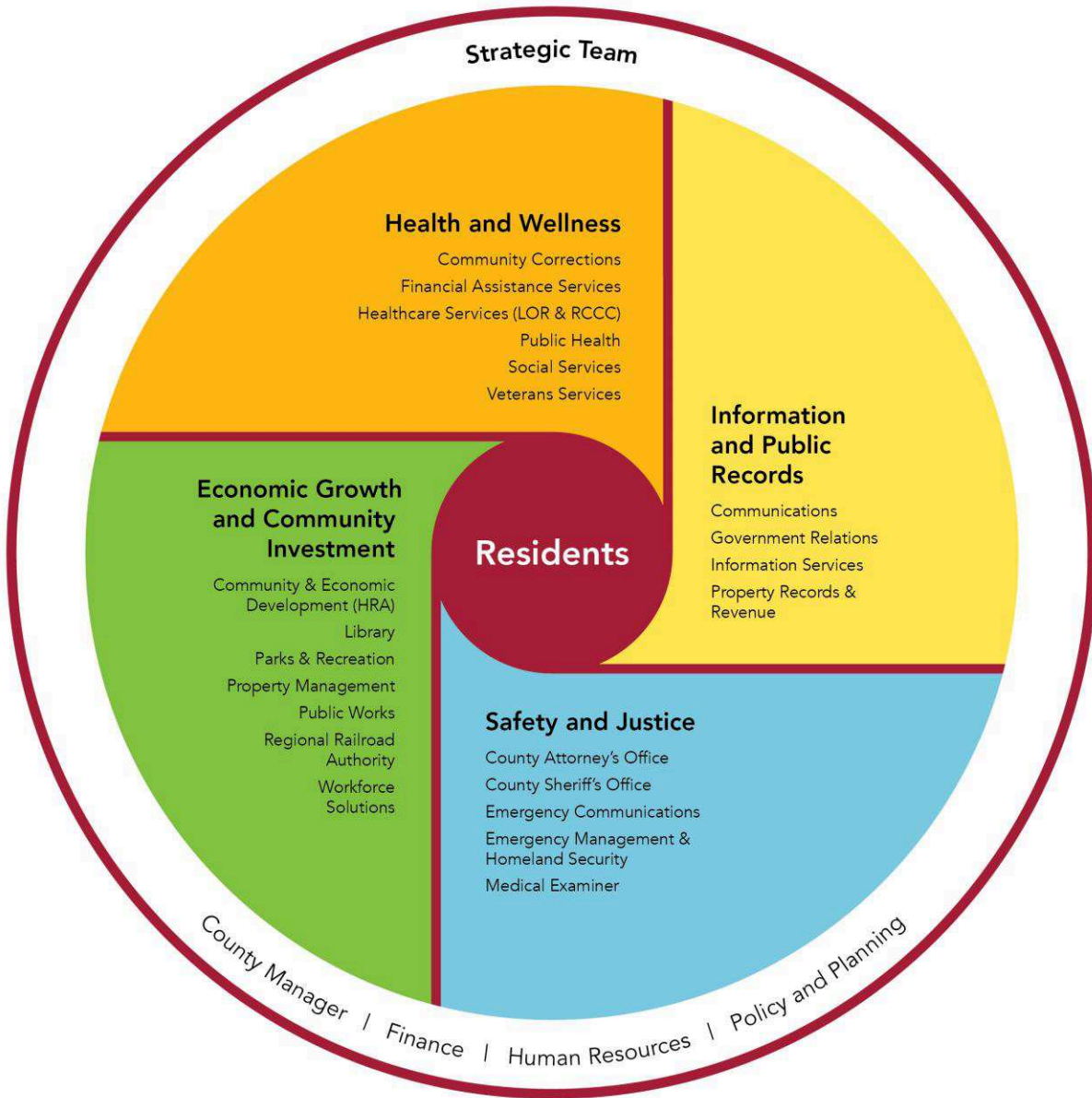


ACCOUNTABILITY

Model fiscal accountability, transparency and strategic investments

through professional operations and financial management.

Service Team Alignment



The Ramsey County 2016 Strategic Plan:

Countywide Priorities

Presented by the County Manager to the Ramsey County Board of Commissioners during a policy discussion on April 26, 2016.

Countywide Priorities for 2016:

An Overview

The five countywide priorities in this section encompass the first of two parts that together form The Ramsey County 2016 Strategic Plan. The second part of the Ramsey County Strategic Plan, the Service Team priorities, compliment and further advance the reach and effectiveness of the strategic plan and will be described in greater detail in later pages of this document. However, turning full attention back to the five countywide priorities, these initiatives have been identified by the County Manager as requiring the leadership, guidance, coordination and support of the County Manager's Office in order to make the significant progress that will be required to achieve broad success.

The five countywide priorities outlined for 2016 have been making steady progress during the past two years as a part of the county's economic prosperity work, and with the creation of the county's first annually updated, comprehensive strategic plan outlining work directly linked to all four county goals, now is the time to include these five initiatives within this important document.

Successful advancement of each initiative will require a collaborative approach that ultimately involves the entire organization; most of the initiatives follow a model in which one department has a specific issue-based interest in providing expertise and technical leadership on the topic, with the County Manager's Office providing overall leadership and ensuring coordination across the organization so that all departments are involved in the work in the way that they need to be. Whether the work is focused on talent, procurement, engagement, service delivery or realignment, each project will prove challenging and require innovative approaches from all corners of the organization to see successful outcomes through to successful implementation.

The following descriptions for each of the five countywide priorities include 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, and a description outlining specific 2016 action plans.

Beginning in January 2017 the strategic plan will be a fully integrated component within the biennial budget and performance measurement process. At the beginning of each calendar year an update on strategic plan progress will be presented to the Ramsey County Board of Commissioners alongside a proposed plan of action for the coming year. This will ensure that conversations about strategic direction and action set the stage for organization-wide funding and measurement conversations to follow, thus further cementing the links between strategy, planning, implementation, funding and measurement.

Talent Attraction, Retention and Promotion

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

Why this is a Priority:

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

Building on Previous Work and Lessons Learned:

Focused efforts around talent attraction, retention and promotion will continue to require an organization-wide commitment to meaningful progress. This priority was initially identified by the County Manager in 2014 as an area of focus for the organization. Since that time specific areas of progress have emerged and are demonstrating that targeted efforts can effectively attract the next generation of diverse, talented employees. The two initiatives described below will continue to be scaled in the coming years in order to expand their positive influence across the organization:

- The Ramsey County Progressive Internship Partnership with Saint Paul College and Metropolitan State University launched in 2015. It has infused the organization with talented individuals from local educational institutions who had not been considering a career with Ramsey County. The program is slated to continue growing in 2016 with the addition of two more progressive interns into the two-year cohort.
- The Ramsey County Finance Career Fellowship Program launched in early 2016 and created a new opportunity to attract and train financial graduates for a four year fellowship with the county. Participants will rotate through various finance roles across the organization to build relationships, skills and organizational leadership that will translate to long-term impact and professional success.

Both of these efforts demonstrate the important need for shared leadership and coordination that involves the County Manager, the Human Resources department and all county operating departments. Talent attraction, retention and promotion efforts will require all areas of the organization participate in the development and implementation of successful efforts. The 2016 action plan to advance this priority work outlines initiatives that involve leaders and staff throughout the entire organization so that all of Ramsey County will be actively involved in advancing talent attraction, retention and promotion efforts that will build a diverse and talented workforce for the future.

Talent Attraction, Retention and Promotion

Action Plan for the Next 12 Months

- 1. Measure progress and future opportunities consistently across the organization:** Introduce new countywide and department-level performance measurement that is incorporated into the organization’s annual human resources report. The report will be presented to the board of commissioners to provide more comprehensive and consistent information and understanding about progress being made in the areas of talent attraction, retention and promotion.
- 2. Incorporate the views of employees from across the organization:** Conduct interviews with staff from all departments to listen to the experiences and issues and to identify the most frequently cited opportunities and challenges for Ramsey County as it focuses on attracting, retaining and promoting a diverse, talented and culturally competent workforce.
- 3. Identify and map likely advancement opportunities within the organization:** Initiate the Ramsey County Career Pathways Project to examine all of the county’s entry level career opportunities and link those positions to likely career progressions within the county. The project will incorporate current employees and their experiences in following pathways for internal advancement.
- 4. Prioritize future efforts to make progress:** Using the information gathered in action items 1-3, develop a focused and prioritized action plan for other countywide attraction, promotion and retention efforts that go beyond the initial steps outlined within this action plan.
- 5. Ensure that equity is a priority:** Every Service Team will identify two or three job classes for which they are currently struggling to attract, recruit and/or retain a talented, diverse and culturally competent applicant pool. Service Teams will then work with the County Manager and Human Resources to develop, publicize, implement and measure specific strategies to enhance attraction, recruitment and retention within those priority job classes. Lessons learned from these initial efforts will then be expanded to focus on additional job classes across the county.



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

Procurement as a Tool to Strengthen the Community

Ramsey County will enhance its purchasing, contract preparation and vendor management practices to create opportunities that grow prosperity for local and diverse small businesses through the community.

Why this is a Priority:

Ramsey County is a large organization with opportunities to strengthen individuals, businesses and non-profit organizations within the community through its purchases of goods and professional services. Through continued improvements to purchasing, contract preparation and vendor management practices, coupled with a steadfast countywide commitment to prioritize small businesses whenever practicable, the county can create new and expanded opportunities for local residents to grow and sustain a small business enterprise.

Building on Previous Work and Lessons Learned:

With a still relatively-new procurement office operating within the county, procurement efforts in 2013 and 2014 focused heavily on establishing a reputable, trusted organization that could effectively and impartially manage the county's procurement operations. Leveraging procurement to benefit the community was initially identified by the county Manager in 2014 as an area of focus for the organization. Since that time specific areas of progress have already emerged:

- Thirteen operational improvement recommendations were presented to the county board in 2013 and implemented over the past two years. The implementation of those recommendations resulted in numerous operational improvements and a steady upward trajectory in the use of small business contracting by the County.
- An annual countywide procurement report was developed and presented to the county board that provides baseline information about procurement operations and identifies opportunities for continued improvements.
- A new procurement position was added during the 2016-2017 budget process. This position will expand the procurement office's ability to support and assist in the planning and execution of departments' purchasing needs in order to maximize opportunities for small business vendors.

Purchasing, contract preparation and vendor management practices require coordination and collaboration across the entire organization in order to effectively advance the county's goals. The County Manager, the Finance department and all operating departments therefore have important, specific roles in the 2016 action plan. They will advance Ramsey County's procurement practices so that they continue to expand and cultivate a diverse array of qualified, local small business vendors.

Procurement as a Tool to Strengthen the Community

Action Plan for the Next 12 Months

- 1. Measure progress and future opportunities consistently across the organization:** Introduce new countywide and department-level performance measurement that is incorporated into the organization's annual procurement report and presented to the county board. The report will provide more comprehensive and consistent information about progress being made specifically in the area of contracting inclusion across race, culture and gender for high-priority capital projects and service-based contracts.
- 2. Improve the procurement system so that it more efficiently and effectively delivers results:** Clarify roles and align procurement staff with specific departments to create strong relationships that will enhance understanding of purchasing, contract preparation, and vendor management across the organization. These efforts will be supported by an additional procurement staff position that was included in the approved 2016 budget. Additionally, a consultant-provided assessment is re-evaluating all aspects of the county's procurement processes and will provide additional suggestions to improve the contract preparation process that requires significant involvement from and coordination across legal, financial and department-specific staff.
- 3. Implement procurement tools and strategies that will increase the use of Small Business Enterprise contracting:** Finalize the creation of a CERT SBE mentor program to incent the growth of new small businesses and increase department utilization of CERT SBE vendors; the county is also leading a 2016 statewide legislative effort to designate CERT SBE application information as non-public so as to incent additional program participants.
- 4. Strengthen department connections to potential vendors in the local community:** Within the annual procurement report all departments will identify local organizations with whom they will develop partnerships to discuss and advertise future contracting opportunities with the county and the CERT SBE registration process in an effort to increase the availability of local vendors.
- 5. Ensure that equity is a priority:** The annual procurement report will incorporate race, culture and gender contracting inclusion measures for major capital projects and service-based contracts to better assess progress and identify future opportunities for procurement improvements that will benefit all residents.



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

Inclusive, Effective and Meaningful Community Engagement

Ramsey County will actively engage in proactive and constructive dialogues with residents from all neighborhoods, races, classes and cultures.

Why this is a Priority:

Research and history demonstrate that organizations frequently recognize years after a decision was made that it had a disproportionately negative impact on areas with concentrated financial poverty and/or areas with greater racial and cultural diversity. As the most racially and culturally diverse county in the region and also the county with the largest share of concentrated financial poverty, Ramsey County must develop new and different engagement strategies and processes if it is to ensure that all residents and neighborhoods have a voice that results in beneficial outcomes across the entire community, and those strategies and processes must be grounded in authentic engagement, trust, understanding, listening and transparency.

Building on Previous Work and Lessons Learned:

The County Manager initially identified this work as a priority in 2014, and initial progress has been made in developing an organization-wide understanding of ongoing engagement practices and in modeling new engagement efforts for specific projects:

- A countywide resource is currently in development that has identified five consistent challenges departments across the organization are facing when attempting to implement successful community engagement efforts; when completed (during 2016) the resource will also include specific strategies to overcome each challenge and also provide a countywide repository of contacts and examples of previous engagement efforts that resulted in positive outcomes.
- Initial scoping, organizing and planning efforts associated with the project to enhance the continuum of care for Ramsey County youth and families engaged a diverse set of community stakeholders in a newly designed, multi-step process that directly influenced the county's continuum work for 2016, left participants reporting positively on the process and a national foundation recognizing the county for transforming inclusive engagement principles into practice in a way that provides national leadership to other governmental units.

Every department within the county reported that there are opportunities for it to improve community engagement, and all yearned for additional tools and consistent expectations to support future progress. The 2016 action plan for this priority work centers on those two topics so that examples of progress being made—and new strategies being attempted—become the norm within the county during the year ahead.

Inclusive, Effective and Meaningful Community Engagement Action Plan for the Next 12 Months

- 1. Create consistent countywide policies and expectations about how departments will engage with the Community:** Creating consistency across policies and expectations will ensure that the county’s engagement efforts prove sustainable across future changes in personalities and organizational leadership, while also providing all operating departments with a clear expectation of effective community engagement and relationship-building that they can work toward.

- 2. Create new outreach tools for departments that provide guidance on effective community engagement:** Both large and small departments will benefit from the creation of tools and a strategies that they can reference that identifies good work that has already occurred within the county:
 - a. A Community Connections Guide will be completed that departments can consult when designing future engagement strategies for a project to understand what community partners were engaged during previous county projects and how that engagement work was conducted;
 - b. A Community Conversations Toolkit will be completed that assists departments in overcoming frequently cited engagement challenges and in the development of measurement after an engagement effort; and
 - c. New countywide communications guidelines for how departments will develop reports and information that will be posted on the internet so that the county’s information is able to be translated by readers using online translation tools.

Ensure that equity is a priority: Ramsey County will continue to expand countywide training and development resources to ensure that staff are competent and effective at developing and implementing equitable engagement practices for residents of all races, classes and cultures; a particular focus of next-phase training and development will be departmental staff specifically involved in current or future community engagement efforts.



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

Accessible and Welcoming Service Delivery

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

Why this is a Priority:

The co-location of related county services and the location of future county facilities offers significant opportunities to enhance access and convenience for Ramsey County residents. As the connectivity between Ramsey County's neighborhoods grows stronger with the introduction of high frequency transit options (the Green Line in 2014 and the A Line in 2016), there are new opportunities within the community to evaluate how County services can be most effectively aligned and physically located so as to best serve residents.

Building on Previous Work and Lessons Learned:

The County Manager identified this work as a priority in 2014, and since that time efforts have simultaneously advanced through discussions with the county board about future service delivery improvement opportunities and how that may influence future county building locations:

- Phase one (preliminary idea phase) and phase two (more advanced design elements) board of commissioners workshops discussed building concepts and how building and location considerations can influence future strategic facilities planning efforts that prioritize improved access and/or neighborhood investment as a part of a county strategy.
- 175 leaders from across the county convened to develop principles around creating accessible and welcoming building spaces for all residents; these principles will be applied specifically to the work of this project and also be incorporated more generally into the Property Management department's building guidelines that it applies to existing county buildings.

Three distinct yet complimentary areas of work will be a part of the 2016 action plan and build on past efforts: 1) Continued dialogue about service delivery needs and opportunities; 2) Continued dialogue about facility opportunities and challenges to support that service delivery vision; and 3) Focused community engagement that brings important resident voices into the development and planning process. Advancing all three efforts will require an organization-wide partnership that brings together technical facilities expertise from the Property Management department with service delivery expertise from departments and general project coordination and leadership from the County Manager's Office.

Accessible and Welcoming Service Delivery

Action Plan for the Next 12 Months:

- 1. Finalize a prioritized list of county services that, if co-located, would concretely demonstrate the county’s “One Vision, One Mission, One Door” philosophy:** The development of this prioritized list of services will provide the County Manager and county board with recommendations for the services that provide the most co-location benefits so that future facilities planning conversations always begin from a service-first perspective.
- 2. Complete the strategic facilities plan pre-design engineering work so that official cost and building design estimates are available:** The pre-engineering information about potential facility concepts will be finalized and provide useful information to be used for preliminarily evaluating any possible locations of future county facilities.
- 3. Advance the strategic facilities planning process from planning into early-stage implementation:** Staff will synthesize the information about service delivery prioritization with pre-engineering building and cost estimates and community will be engaged to shape priorities and implementation recommendations to be discussed by the county board during a future workshop.
- 4. Ensure that equity is a priority:** Staff will design a series of community conversations to share the vision behind the strategic facilities plan, share preliminary service delivery and engineering information that has been gathered, and seek feedback across races, classes and cultures; these community conversations will attempt to leverage existing meetings and forums whenever possible, directly solicit the thoughts and opinions of current county residents and clients, and they will be designed to ensure that feedback is generated from a diverse and representative cross-section of the Ramsey County community.



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

New Opportunities through Service Teams

Ramsey County will demonstrate the value of the organization's realignment by achieving meaningful outcomes on challenging projects that advance the county's vision, mission and goals.

Why this is a Priority:

Ramsey County's realignment in 2015 set the stage for the organization to simultaneously advance important, collaborative projects during the years ahead. While Service Teams offer significant opportunities for departments to seamlessly work together across traditional barriers, the realignment will only achieve its intended outcomes if progress can be measured through tangible successes by staff at all levels of the organization. With the initial formation of Service Teams and their leadership complements completed, 2016 is the ideal time to further embed the realignment within the organization so that it remains meaningful and durable over time.

Building on Previous Work and Lessons Learned:

After significant consultation and discussion with the board of commissioners that focused on actions to achieve the county's vision, mission and goals, the County Manager realigned the county into Service Teams during the summer of 2015. She then hired three new Deputy County Managers (in addition to the county's existing Deputy County Manager) to lead Service Teams. Additional changes were then made to leadership positions within Service Team departments, especially those that experienced openings due to the recent transitions of the Deputy County Managers. During the second half of 2015, each Service Team identified priority projects for 2016. Those priorities were presented to the board of commissioners during December 2015.

The Service Team priority actions provide each team and the staff members within the team with leadership opportunities to positively influence the direction of Ramsey County during the rest of 2016. Due to their significant influence on the organization's direction, the Service Team priorities form the second part of the Ramsey County Strategic Plan and are described in additional detail on pages 17-40 of this document.

The 2016 action plan is focused on ensuring that employees at multiple levels of the organization identify with the realignment and see its value in advancing the county's work. The action plan employs a mix of countywide information sharing and practical, project-based opportunities that are now available due to Service Teams.

New Opportunities through Service Teams

Action Plan for the Next 12 Months

1. **Improve consistency and effectiveness of Countywide work by leveraging peer connections:** Service Teams will host peer learning opportunities where staff from departments within the Service Team will meet to discuss best practices and identify improvement opportunities for core systems, processes and procedures that include:
 - a. Request for Board Action documentation development;
 - b. Purchasing, contract preparation, vendor management and procurement reporting;
 - c. Succession planning, hiring, advertising and interviewing;
 - d. Technology systems planning, design and implementation;
 - e. Biennial budget development and documentation; and
 - f. Biennial performance measurement development and documentation.

2. **Ensure Successful Implementation of Service Team Priority Actions for 2016:** The County Manager will support and encourage the work of each Service Team as it advances its 2016 priority actions that are key components of the Ramsey County Strategic Plan.

3. **Advance employee knowledge and understanding of the County’s vision, mission and goals and the importance of Service Teams:** The County Manager will identify new opportunities to share ongoing information with staff throughout the organization regarding the county’s realignment, the work within the strategic plan and new opportunities to put residents first:
 - a. A weekly County Manager’s information column was recently unveiled as a new feature on the County’s updated employee intranet site; and
 - b. Each Service Team will host the County Manager at a convening to discuss Service Team priorities and what it means for the county to place residents first under a “one vision, one mission, one door” operating philosophy.

Ensure that equity is a priority: All Service Teams will provide structured opportunities for employees to collaboratively learn about, discuss and advance equity within their organization and as a part of their daily work; each team will be provided with opportunities to publicly share progress and challenges in advancing equity across its departments and within the broader community.



Ramsey County 2016 Strategic Plan:

Service Team Priorities

Presented by the County Manager to the Ramsey County Board of Commissioners during a policy discussion on December 22, 2015.

Service Team Priorities for 2016:

An Overview

In addition to the five countywide initiatives that are a part of The Ramsey County 2016 Strategic Plan, there are also opportunities for large segments of the organization to coordinate, prioritize and lead efforts to improve the organization and its ability to produce meaningful results for residents. These initiatives will not include every aspect of the organization in the same way that the countywide initiatives do. However, each of the initiatives described on the following pages still requires significant prioritization, coordination and collaboration across hundreds (and in some instances thousands) of county staff, and it is therefore important within the strategic plan to outline how Service Teams are specifically improving outcomes for residents.

The County Manager announced a realignment of the organization in July 2015 that would improve service delivery and strengthen collaboration between county departments. This realignment transitioned the county away from its longtime department-based structure into five Service Teams, and those teams immediately began to identify meaningful and exciting opportunities to prioritize heading into 2016.

The following pages succinctly summarize the priorities for each of the teams in 2016. When viewed comprehensively, this set of priority actions highlights the unique opportunities for each team to lead important changes across and within Ramsey County that will ultimately benefit the entire organization and surrounding community. Furthermore, by aligning and organizing each team's priorities within a publicly available document, all residents can see how the county plans to leverage its new organizational structure to make meaningful progress toward the county's vision, mission and goals during the remainder of 2016.

It is important to note that there is clear and intentional overlap between the countywide priorities and those of specific Service Teams. In multiple instances within the 2016 strategic plan a particular Service Team is poised to serve as a lead implementing entity of a countywide initiative and learn lessons that can then be shared and implemented across the rest of the organization. An observant reader will therefore notice times when similar themes reoccur in both the countywide and Service Team priorities, and upon closer examination that same reader should be able to discern how the countywide and Service Team priorities compliment and reinforce one another without being redundant.

Beginning in January 2017 the strategic plan will be a fully integrated component within the biennial budget and performance measurement process. At the beginning of each calendar year an update on strategic plan progress will be presented to the county board alongside a proposed plan of action for the coming year. This will ensure that conversations about strategic direction and action set the stage for organization-wide funding and measurement conversations to follow, thus further cementing the links between strategy, planning, implementation, funding and measurement.

2016 Service Team Priorities:

Health and Wellness

The Health and Wellness Service Team is comprised of the departments of Social Services, Financial Assistance Services, Public Health, Community Corrections, Healthcare Services and Veterans Services.

The 2016 priority actions for the Health and Wellness Service Team are to:

1. Enhance the Continuum of Care for Youth and their Families
2. Implement an Improved Service Delivery Model for County Waiver Programs
3. Realign how Human Services is Organized to More Effectively Serve Residents

The 2016 priority actions for the Service Team involve efforts to realign organizational units and service delivery functions that used to operate across multiple departments. The changes will create a more consistent and seamless experience for residents. Additionally, the Service Team will be taking over leadership and coordination of the effort to enhance the continuum of care for youth and their families because of its unique opportunity to lead and implement changes around contract alignment, measurement and community engagement in 2016 (three of the next steps in the continuum of care effort as identified during a December 2016 board of commissioners workshop).

The following pages describe each of the 2016 priorities in additional detail.

Priority: Enhance the Continuum of Care for Youth and their Families

The continuum of care will support consistent, positive outcomes for healthy youth development across race, class and culture.

- Focus on young people aged 0-24 , especially Native American youth and youth of color due to ongoing and significant disparities in outcomes
- Forum for collaboration between staff and community on improved service offerings for youth and their families
- Decrease the need for more intensive intervention in the future

Key 2016 activities / deliverables

- Align contracts across departments and service teams
- Improve measurements to assess youth development and track costs
- Formalize shared initiatives with community
- Discuss joint residential treatment proposal

Goals supported



WELL-BEING



PROSPERITY

Priority: Implement an Improved Service Delivery Model for County Waiver Programs

Transfer staff positions from Public Health to Human Services

- Home and community-based services will be provided under one umbrella
- Better serve residents with multiple needs
- Consolidate programs/staff
- Simplify program administration

Key 2016 activities / deliverables

- Plan staff engagement and communication strategies
- Board approval of staff transfers and budget changes
- Add current Public Health staff to CHS cost pool for Social Services Time Study
- Finalize financial details of transfer
- Create improved service model using consolidated teams

Goals supported



WELL-BEING



ACCOUNTABILITY

Priority: Realign how Human Services is Organized to More Effectively Serve Residents

Split Community Human Services into two departments: Financial Assistance Services and Social Services

- Each new department head will report to the Deputy County Manager for Health and Wellness.
- CHS Admin Division will continue to provide the same services to each new department
- Provides opportunities for administrative consolidation within Health and Wellness
- Allows the Health and Wellness Service Team to be nimble and better serve residents
- Provides better ability to collaborate with counties of like size due to similar organizational structure

Key 2016 activities / deliverables

- Initial communication/change management plan
- Board approval of new department head positions
- Board approval of new organizational structure
- Work plan of organizational issues to be resolved under re-structure and begin execution

Goals supported



WELL-BEING



ACCOUNTABILITY

2016 Service Team Priorities:

Economic Growth and Community Investment

The Economic Growth and Community Investment Service Team is comprised of the departments of Parks & Recreation, Property Management, Public Works and Workforce Solutions as well as being aligned with the Housing Redevelopment Authority, Library and Regional Railroad Authority, which are governed by separate boards.

The 2016 priority actions for the Economic Growth and Community Investment Service Team are to:

1. Develop a Comprehensive Economic Development and Impact Investing Framework
2. Implement a Centralized Fleet and Asset Management Program
3. Model Inclusive and Effective Community Engagement Strategies]

The 2016 priority actions for the Service Team will demonstrate how newly aligned departments will make significant progress on issues that have proven challenging for years. The Service Team will be a lead implementer for the county in developing new community engagement and relationship-building strategies, in continuing the effective implementation of centralized fleet and asset management and the development of a two-year economic development strategy. Each project will ensure that the County will be better positioned to manage its assets as well as retain and attract businesses in the coming years. Moreover, through its modeling of new community engagement efforts, the Service Team will provide opportunities for all residents to be engaged in these important economic, workforce and infrastructure development conversations that impact every resident and business in Ramsey County.

The following pages describe each of the 2016 priorities in additional detail.

Priority: Develop a Comprehensive Economic Development and Impact Investing Framework

Develop biennial economic development strategy

- Align work of seven departments to collectively advance economic prosperity goal
- Strategy document will identify projects, programs and prioritize resources
- Track progress on specific outcomes (e.g., housing starts, job creation, business attraction and retention, etc.)
- Improve understanding of which inputs have best outcomes for the community
- Seek partnerships to elevate and promote community-wide development goals

Key 2016 activities / deliverables

- An economic development and impact investing framework will outline and prioritize collaborative Service Team projects and programs for the next two years

Goals supported



Priority: Implement a Centralized Fleet and Asset Management Program

Establish a centralized fleet, coordinate administration of fleet management, and establish an asset management function for the county

- Led by Parks and Recreation and Public Works due to central role in future program
- Asset management capabilities would serve entire County
- Effectively track assets, plan for their replacement and identify gaps

Key 2016 activities / deliverables

- Organizational changes to support centralized fleet management capabilities
- Selection of an enterprise asset management software application

Goals supported



Priority: Model Inclusive and Effective Community Engagement Strategies

Build on countywide community engagement efforts by leading efforts to increase resident and business access to county input processes

- Initial learnings will inform other Service Teams, municipal partners, and nonprofits
- Results in a scalable, replicable approach to meaningful resident engagement
- Identify opportunities for policy and technology changes for more effective community engagement as a supplement to the practices listed above
- Aligned community engagement strategies that complement countywide efforts and influence the design of the economic development and impact investing framework for the Service Team

Key 2016 activities / deliverables

- The implementation of scalable, replicable approaches to engagement that particularly improves opportunities for resident engagement into county development initiatives

Goals supported



PROSPERITY



OPPORTUNITY

2016 Service Team Priorities:

Safety and Justice

The Safety and Justice Service Team is comprised of the departments of Emergency Communications, Emergency Management & Homeland Security, the Medical Examiner's Office and maintains primary strategic partnerships with the Offices of the Sheriff and County Attorney.

The 2016 priority actions for the Safety and Justice Service Team are to:

1. Engage Community to Promote Successful Outcomes for Young People
2. Complete a Sheriff's Office Staffing Study and Develop Recommendations
3. Reduce Language Barriers in Public Safety Response Situations

The 2016 priority actions for the Service Team involve a mix of community-focused and internally-focused initiatives, many of which will also involve close partnership with the Criminal Justice Coordinating Council (CJCC). The Service Team will provide leadership for an ongoing Bush Foundation innovation grant focused on developing early community supports for youth to prevent the need for more intensive justice intervention later, and will also work closely with the community to develop strategies that will reduce access barriers that exist when non-English speakers seek public safety assistance. Finally, the Service Team will partner with the Sheriff's Office and CJCC to oversee the completion and analysis of a staffing study that will inform future service delivery for the organization.

The following pages describe each of the 2016 priorities in additional detail.

Priority: Engage Community to Promote Successful Outcomes for Young People

Engage stakeholders to discuss opportunity gaps for our youth and develop a triage/referral system to close them

- Combat disparities and change trajectories for children in the community
- Stakeholders: youth and families, law enforcement, prosecution, courts, schools, service providers, community organizations
- Improve opportunities to intervene with struggling children through early intervention
- Shift resources from “back end” criminal justice needs toward early prevention

Key 2016 activities / deliverables

- Develop ways to intervene with struggling children on the “front end” that feeds into the continuum of care for youth and families effort
- A robust community engagement process that is transparent and inclusive of all stakeholders
- A feasibility study to examine public budgets and evaluate whether a pay-for-success model could provide sustainable, long-term funding for the new system

Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY

Priority: Complete a Sheriff’s Office Staffing Study and Develop Recommendations

Sheriff’s Department staffing and operational assessment

- Analyze staffing levels and the deployment of personnel resources
- Review job descriptions and training requirements for each position
- Evaluate recruitment, hiring and retention practices for licensed and unlicensed positions
- Assess organizational training practices
- Review utilization and deployment of vehicles as part of the countywide fleet management plan
- Provide recommendations for appropriate staffing levels for mandated and non-mandated duties consistent with accepted professional standards and guidelines

Key 2016 activities / deliverables

- Conduct the study
- Present the findings to the Criminal Justice Coordinating Council and the county board

Goals supported



WELL-BEING



ACCOUNTABILITY

Priority: Reduce Language Barriers in Public Safety Response Situations

Shift to a more proactive community engagement strategy and strengthen our engagement with communities where limited English language proficiency is a barrier to providing effective public safety response

- Reduce language barriers to requesting public safety assistance by increasing multilingual capabilities
- Shift to a proactive and targeted recruitment strategy that focuses on multilingual candidates in the communities we serve
- Improve community awareness of what to expect when calling 9-1-1, particularly in communities where language barriers can interfere with effective response to calls for service
- Align community engagement efforts that complement countywide efforts and create specific best practices to share countywide about removing service barriers due to language

Key 2016 activities / deliverables

- Department representatives will be more visible in the community and have more control over its messaging
- Recruitment efforts will begin to have an impact on the number of multilingual applicants for 9-1-1 telecommunicator

Goals supported



WELL-BEING



OPPORTUNITY

2016 Service Team Priorities:

Information and Public Records

The Information and Public Records Service Team is comprised of the departments of Property Records & Revenue, Elections, Information Services, Government Relations and Communications.

The 2016 priority actions for the Information and Public Records Service Team are to:

1. Enhance Countywide Communication Strategies and Resources
2. Develop an Online Resource of Open and Accessible Data
3. Model New Workforce Planning and Implementation Efforts

The 2016 priority actions for the Service Team will build on the successful launch of the new Ramsey County website by further aligning communications staff and resources so that the county can continue to more effectively provide important information to residents and businesses. The new website and region-wide movement toward more open and accessible data also provides an opportunity to transform how the county makes its public information and performance measures available to the community. Finally, an immediate need to focus on succession planning across the team provides an opportunity to serve as an implementation leader on countywide efforts to enhance talent attraction, retention and promotion, and early lessons learned during this work in 2016 will be able to inform additional efforts to disseminate the work throughout the entire county.

The following pages describe each of the 2016 priorities in additional detail.

Priority: Enhance Countywide Communication Strategies and Resources

New brand, website and intranet site provide new foundation and tools to align countywide communications strategies

- Pursue strategies to further align efforts of communicators and resources through Service Teams
- Deliver professional, on-brand communications to residents, employees and other stakeholders

Key 2016 activities / deliverables

- Assess countywide communications staffing
- Align staff resources with the needs of Service Teams
- Begin an assessment of communications contracts
- Develop the position for a graphic-production specialist

Goals supported



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

Priority: Develop an Online Resource of Open and Accessible Data

Provide greater transparency and accountability in county government

- Provide open and accessible data online in a meaningful and user-friendly context
- Utilize the new, resident-focused www.ramseycounty.us as the place to make important county data available to residents and businesses
- Provide easy access to county performance measurement information and data
- Promote internal collaboration across Service Teams by developing a consistent approach to business data
- Transition to the proactive disclosure of frequently requested public information

Key 2016 activities / deliverables

- Acquisition of a tool and development of a rollout strategy

Goals supported



WELL-BEING



PROSPERITY



OPPORTUNITY



ACCOUNTABILITY

Priority: Model New Workforce Planning and Implementation Efforts

Establish a service-team specific plan for talent attraction, retention and promotion that is strategic, action-oriented and aligns with countywide efforts

- Certain functions within the Service Team are diverse, complex, and highly specialized
- Many of our employees with significant institutional knowledge are approaching retirement
- Succession planning is critical, as well as connecting service-team specific efforts to the broader talent attraction, retention and promotion work of the county

Key 2016 activities / deliverables

- A progressive Ramsey County undergraduate intern will be working within the Service Team
- Meaningful succession planning will be put into place for all mission critical positions with incumbents who plan to retire within three years, and that effort will be linked to other efforts and needs across the county.

Goals supported



OPPORTUNITY



ACCOUNTABILITY

2016 Service Team Priorities:

Countywide Strategic Team

Working together as the Countywide Strategic Team, Policy and Planning, Finance and Human Resources each report directly to the County Manager.

The 2016 priority actions for the Countywide Strategic Team are to:

1. Incorporate Community Measures into Performance Measurement
2. Ensure the Budget is Consistent with all Service Team Changes
3. Implement Strategic Human Resources Performance Measures

The 2016 priority actions for the strategic team will complement the work of each Service Team and also provide leadership in areas unique to countywide policy and planning, finance and human resources. The 2017 supplemental budget will reflect all organizational realignment changes that have occurred, building on initial efforts during 2016 as the budget was being developed at the same time as the realignment progressed. New strategic human resources performance measures will be incorporated into the county's performance measurement system and identify areas for future progress while also providing a more comprehensive set of indicators by which to assess progress on equity and talent attraction, retention and promotion. Finally, the first set of countywide performance measures will be incorporated into the 2017 supplemental budget process, thus allowing the organization to better assess at a high-level how the county's work is influencing that of the broader community.

The following pages describe each of the 2016 priorities in additional detail.

Priority: Incorporate Community Measures into Performance Measurement

Align measurement processes and documentation with the county's vision, mission and goals

- Service teams and departments develop strategies and assess progress under a unified one county, one mission, one door philosophy
- Incorporate communitywide performance measures
- Look broadly at the status of the county's people, businesses, activities and neighborhoods
- Allow external comparison with other jurisdictions in the region and nation

Key 2016 activities / deliverables

- This initial set of community indicators will be incorporated into the 2017 Supplemental Budget, and the information will be made easily available and accessible to residents through the open data/data portal project that is a priority action item for 2016 for the Information and Public Records Service Team

Goals supported



OPPORTUNITY



ACCOUNTABILITY

Priority: Ensure the Budget is Consistent with all Service Team Changes

Continue modifying the county's budget to reflect organizational changes

- New formats and accounting adjustments within the budget to ensure transparency
- Will not impact the approved tax levy or approved budget

Key 2016 activities / deliverables

- The 2017 Supplemental Budget will include Service Team changes approved in 2016 and information on their impact in the 2017 budget

Goals supported



OPPORTUNITY



ACCOUNTABILITY

Priority: Implement Strategic Human Resources Performance Measures

Create a measurement framework that provides important information regarding strategic, countywide human resources opportunities and challenges to guide future work

- Enhance performance measures and establish new measurement baselines that outline how current and future strategic human resource progress will be evaluated
- Incorporate the new strategic performance measures in the 2017 supplemental budget that identify countywide and department-specific opportunities and challenges
- Align the development of the measurement framework with the countywide efforts to enhance talent attraction, promotion and retention

Key 2016 activities / deliverables

- The 2017 Supplemental Budget will include new, strategic human resources performance measures to assess both county-wide and department-specific opportunities and challenges
- The new performance measures will inform, guide and measure countywide efforts to improve human resources policies and practices at the countywide and department-specific level
- The new performance measures will inform and influence the Itasca Workforce Disparities Regional Dashboard

Goals supported



OPPORTUNITY



ACCOUNTABILITY

Looking toward Future Opportunities

In preparation for the start of the 2017-2018 biennial budget process.

Looking Toward Future Opportunities

Ramsey County is demonstrating its commitment to leadership and meaningful progress with the publication of The Ramsey County 2016 Strategic Plan. The action plans detailed throughout this document are simultaneously ambitious and achievable, but when considered alongside the thousands of other daily work assignments and tasks occurring across the organization, the strategic work of the organization will no doubt prove challenging and not always progress in neat linear sequences as described on the preceding pages.

Trust, collaboration, optimism and a willingness to accept risk in order to achieve great outcomes will be required of leaders and staff at all levels of the organization and in the community partners and residents that are integral to making progress. On the challenging days that test those important characteristics, an overarching, organization-wide commitment to continual community improvement will be what sustains progress. Ultimately, this strategic plan ensures that the benchmarks for advancement and success do not get lost or forgotten during those most challenging of moments.

The 2017 Ramsey County Strategic Plan will be presented to the county board in alignment with the 2017-2018 biennial budget and performance measurement process. It will provide the county board and County Manager with an opportunity to affirm, revise and refine as the organization begins to collectively understand how to comprehensively develop, publicize and track progress on all the high-priority work occurring within the county.

The county's strategic plan should ultimately integrate seamlessly alongside the county's budgeting and performance measurement efforts, but that is a process that will not occur overnight. Incremental progress and refinement is important. As long as the high priority work in this plan and subsequent editions remains a focus of the organization, the strategic plan will continue to naturally move into closer alignment with organization-wide prioritization, budgeting and measurement efforts. Moreover, as the alignment between strategic plan, budgeting and measurement becomes closer, the positive impacts of the work will continue to become greater.

Ramsey County invites all of its partners and residents to ask hard questions about these action plans, support the important work ahead, and offer to get involved in supporting the areas that are most aligned with one's passions and interests. Ramsey County is already a great community within a great region, and with this renewed focus on implementation and progress milestones for the remainder of 2016, the county is poised to further advance its vision of being a vibrant community in which all are valued and thrive.

Additional Resources and Contact Information



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 2016 Strategic Plan please visit:
<https://www.ramseycounty.us/your-government/projects-initiatives>

Questions or comments about the Ramsey County 2016 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:

Ryan O'Connor Phone: 651-266-8011
Policy and Planning Director Email: ryan.oconnor@co.ramsey.mn.us
Ramsey County, MN

Interact with and follow Ramsey County online:

www.ramseycounty.us
Twitter: @RamseyCounty
LinkedIn: Ramsey County
Facebook: Ramsey County, Minnesota
YouTube: RamseyCountyMN