



RAMSEY COUNTY

Ramsey County Board Workshop:

Residents First Facilities

Economic Growth and Community Investment Service Team

December 17, 2019

Start time: 1:30 p.m.

220 Courthouse, Large Conference Room

Agenda

1. Introductions Jim McDonough, Commissioner
 Johanna Berg, Deputy County Manager EGCI
2. Presentation Research & Findings:
 Jean Krueger, Director, Property Management
 Jennifer Haskamp, Swanson Haskamp Consulting

 Bringing it all together in the county:
 Jean Krueger
 Johanna Berg
 Ryan O'Connor
3. Discussion and next steps

RESIDENTS FIRST FACILITIES – Update

December 17, 2019
County Board Meeting

Introductions



In conjunction with



Jean Krueger, Director of
Property Management

Amado Guevara, Project
Manager

Jennifer Haskamp, SHC
Scott Pelletier, RSP
Ellison Yahner, SHC

County Board Workshop Goals

- Update on the Residents First Facilities prior work, process & key findings.
- Bringing it all together for the county.
- Seek direction on next steps.

Residents First Facilities: Objective

Improve the resident experience when accessing County services at facilities.

- *Develop Service Delivery Concepts that:*
 - Get the right mix of services in the right locations.
 - Identify general locations.
 - High-level square footage based on staff.



Agenda

- Process & Project Engagement.
- What, Who, How & Where.
(Services, Resident Characteristics, Access, Service Delivery Concepts, & Key Findings)
- Core Services/Amenities.
- Draft Service Delivery Concepts.
- Next Steps.

Residents First Facilities: Project Approach

What is in:

- Public Facing Services & Programs integrated and located for the benefit of residents.

Assumptions Guiding the Process

- A change in culture and service delivery is necessary.
- Residents First, staff location is also a key consideration.
- Technology and processes must integrate.
- Cross-functional, modernized service delivery.

Prior Work Completed

- 2014 Strategic Facilities Plan.
- 2015 Wold Architects Study (Public Facing).
- Accessible Services Delivery & Facilities – 2018.
 - Staff Engagement.
 - Resident intercept surveys.
- Board Workshop – February 2019.
 - Determine service co-location priorities based on resident mapping.
 - Propose service delivery facility locations.
- Countywide Leadership Group – April 2019.

Residents First Facilities: Process



Project Engagement: Advisory Working Group

Ali Ali, Financial Assistance

Karen Shea, Property Tax, Records
and Election Services

Ling Becker, Workforce Solutions

Kaosheng Thor, Financial Assistance

Kathy Hedin, Public Health

Maria Wetherall, Veterans Services

Diane Holmgren, Public Health

Lynn Wyman, Library

Keith Lattimore, Social Services

Project Engagement: Group Discussions

Stakeholders

- Affordable Housing Providers (Dominium, CommonBond, Habitat for Humanity, Aeon, etc.)
- Catholic Charities/ Opportunity Center
- Goodwill Easter Seals

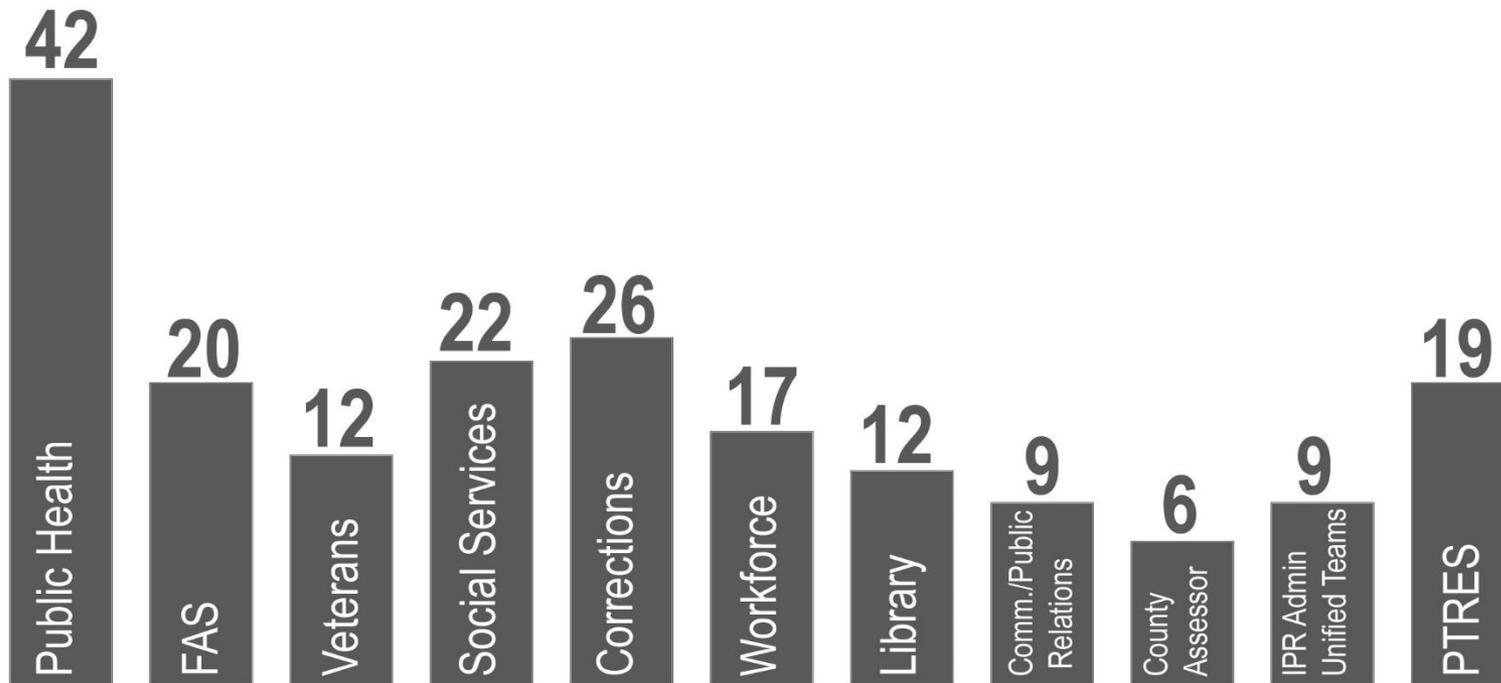
Departments

- Community Corrections
- Financial Assistance
- Public Health
- Social Services

Project Engagement: Advisory Working Group (AWG)



AWG #1: What = Services & Programs



Source: AWG, SHC

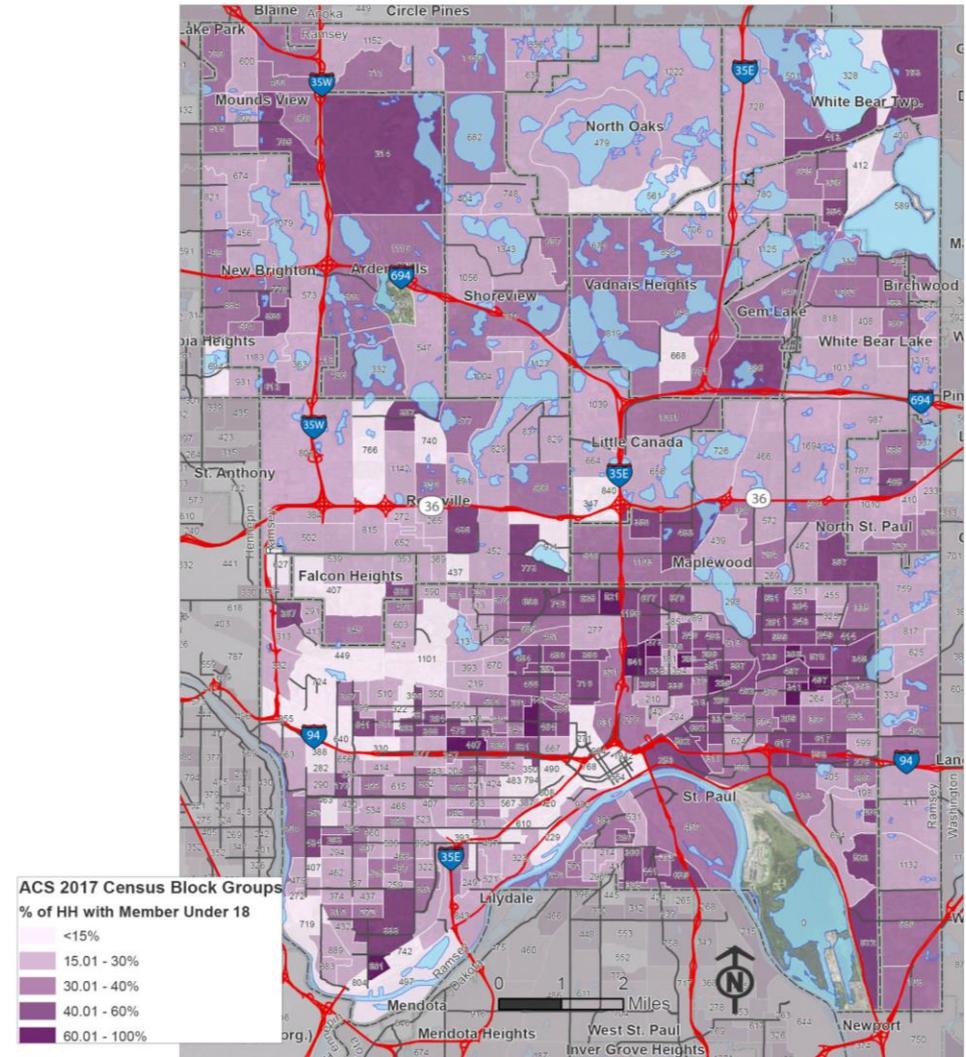
- Total Public Facing Services/Programs: 194
- Residents First Facilities Total Staff Considered: 1,907

AWG #2: Who = Overlapping Resident Characteristics

- Experiencing a disability.
- Homelessness experienced in the last 12 months.
- Households with children under the age of 18.
- Identify as African American or Native American.
- Living in Poverty – Individuals and families.
- Mental Health Concerns.
- Speaking limited English in their household.
- Unemployed/Underemployed.

AWG #2: Who = Overlapping Resident Characteristics EXAMPLE

Households with Children



**Other sample overlapping characteristics found in the appendix.*

Source: US Census, MNGEO
Created by: SHC

AWG #3: How = Access

Physical Access

- Car
- Transit
- Walk
- Bike/ Scooter

Provision Access

- In-Person (at a County Facility or meet residents where they are)
- Online

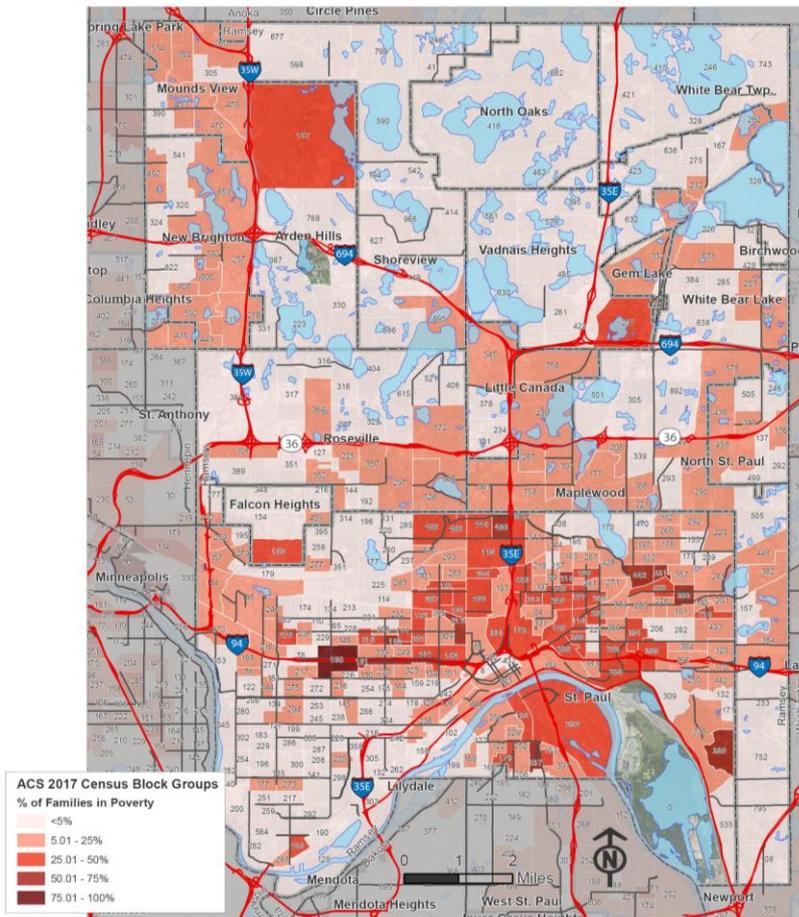
Other Considerations

- Knowledge of Services
- Cultural/Language
- Facility/Staff Availability (hours, etc.)
- Accessibility



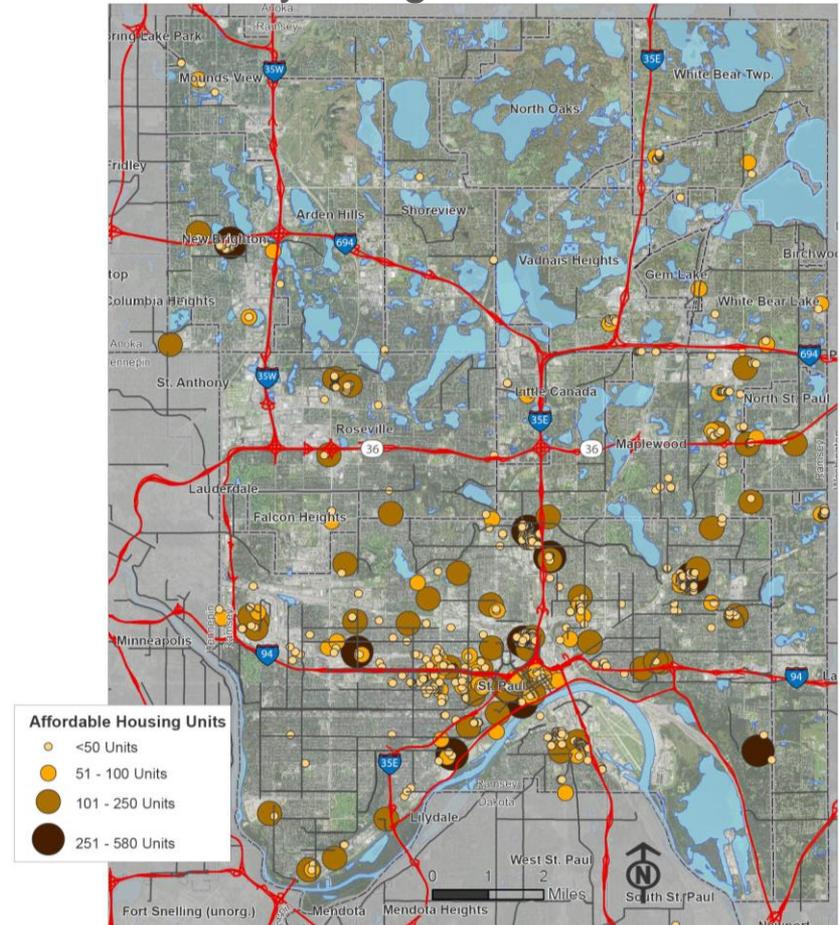
AWG #4: Where = Resident Location Alignment

Percentage of Families in Poverty



Source: US Census, MNGEO
Created by: SHC

Contractually Obligated Affordable Housing



Source: HousingLink, MNGEO
Created by: SHC

AWG #5: Scenarios = Key Findings

- Overlap in resident services, characteristics & locations.
- Transit is important, many drive, adequate parking critical.
- Multiple downtown locations is challenging.
- Downtown is perceived as inaccessible.
- Data privacy creates obstacles.
- Residents repeatedly referred & asked for information.
- Opportunity to coordinate messaging about services & learn about compatible/eligible services.
- Staff have interest in providing services closer to resident location.
- Staff capacity must be considered in any service delivery concept.
- Mobile staff need county home base.

Strategic colocating can benefit residents.



Strategic Colocating = Identification of Core Services

Core Services Are:

- A mix of cross department public-facing services.
- Services that are convenient, consistent and adaptable.
- Focused on the residents that are “most in need” & the “most” residents.
- Benefited by colocating...a “one-stop-shop”.
- At one or multiple county locations.

Core Services Are Not:

- Indicative of importance.
- Comprehensive of all county service offerings.
- Related to specialty facilities.

Core Services – High Level Summary

- FAS Intake and Case Management such as MFIP, DWP, Housing, TEFRA, SNAP, Medical Assistance, etc.
- Child and Teen Check Up.
- MnCHOICES Assessments & Disability Services.
- Unified Team Services such as Property Tax Payment, Appeals, Voter Registration, etc.
- CareerForce / Workforce Solutions Services.

Core Service collocating that Could be Beneficial

- Child Protection and Child Support: Social Services.
- House calls and Environmental Health: Public Health.
- Assessors, Appraisers & Electronic Property Records: IPR.
- “Check-in” or specific probation: Community Corrections.
- Mental Health support (potentially Medical Assistance, assessments, direct therapy, etc.): Social Services.
- Vital Records: Public Health.
- Veterans Services.
- WIC.
- Libraries.

Critical Service Amenities, Features & Support Spaces

- **Workspace for mobile staff**
(Touchdown space with easy access, small collaborative team meeting spaces)
- **Flexible tech space**
(where residents may use video conferencing to connect with incarcerated individuals, have access to interpreters, ask questions about forms, etc.)
- **Space for third-parties/contractors**
(may include Social Security, school district/ECFE, culturally specific non-profits, etc.)
- **Space for safe & private reporting**
(such as Adult & Child Protection)
- **Small meeting rooms**
(shared for meetings like scheduled mental health or probation appointments or walk in to see a family home visiting nurse or other mobile service, space may also be an alternative for residents who want to meet with staff but not in home.)
- **Large meeting rooms**
(educational/training space: licensing, adoption; department programs/classes)

Critical Service Amenities, Features & Support Spaces continued...

- **Staffed Self-Service Area**
(display for county service information, phones, computers, printers)
- **Drop Off Box**
(forms, payments, voting ballots)
- **Accessible** (building, site and hours of operation)
- **Children's waiting area**
- **Security**
- **Ample parking**

AWG Recommendations to Inform Service Delivery Location

- **What:** Facility location decisions should lead with services.
- **Who:** Many services consider needs of families and the community, beyond the individual.
- **How:** Need for staff to meet with residents will continue (technology will not replace).
- **Where:** Service delivery locations should balance the right mix of consistent public-facing services with mobile initiatives.
- **Where:** Resident referrals within the same facility are effective, timely and coordinated.

Bringing it all Together for the County

A Residents First service delivery model must also:

- Outline a future strategy for locating county staff that are not in public facing roles.
- Require the creation of policies and practices that align with the facility strategies.
- Align the county's infrastructure and technology investments with the planned future state.
- Lead to the development of a phased 10-year implementation plan.

The Proposed Vision

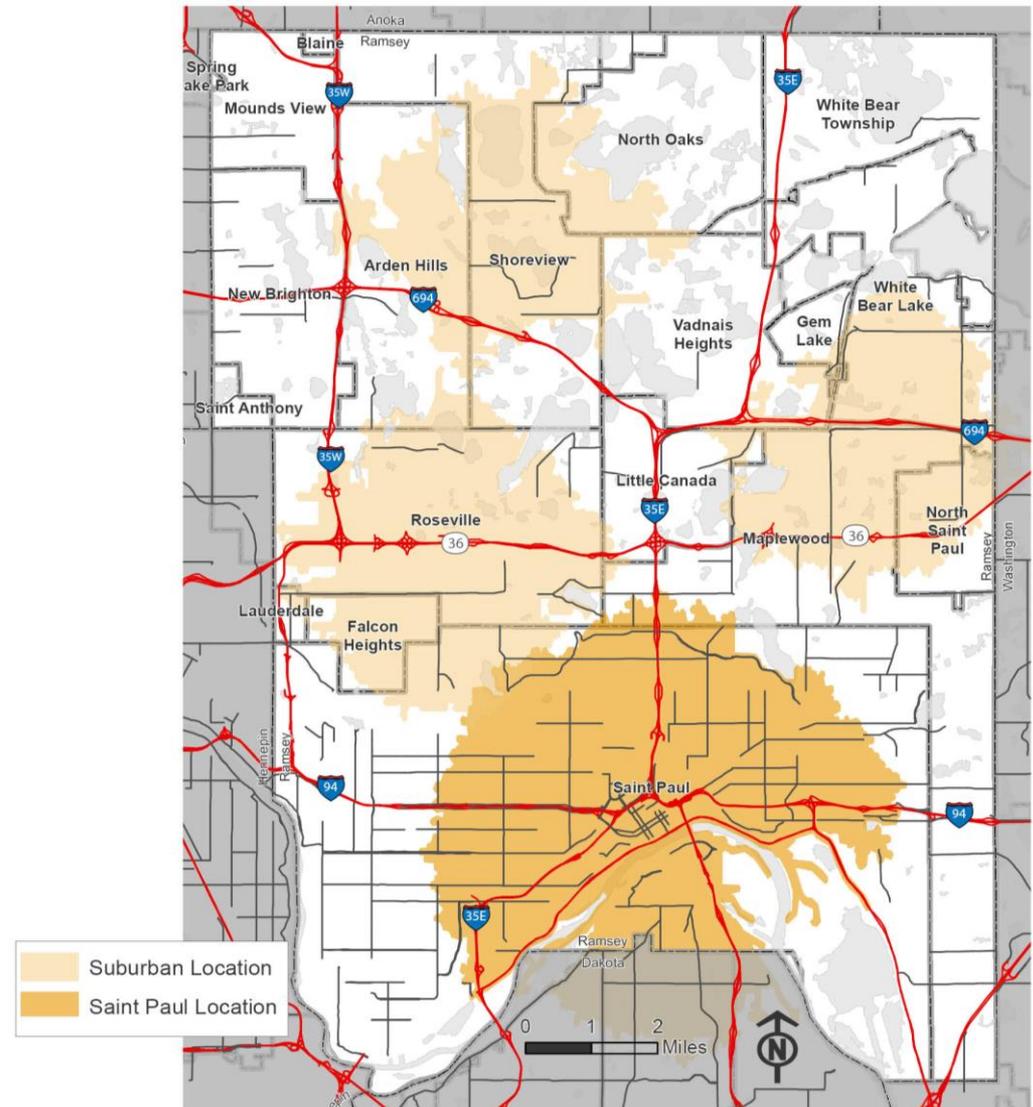
- A Residents First Facilities, with an integrated delivery of the core services, in a place that is easily accessible by transit, vehicles, bikes, and pedestrians.
- Neighborhood locations offering a mix of tailored services that are easily accessible in suburban and Saint Paul locations.
- Mobile service teams bringing services into neighborhoods.
- Leveraging technology for delivery of services, anywhere/anytime.
- Technology and policies promoting opportunities for staff to work from multiple different locations.

Residents First Facilities

Saint Paul location, downtown, for core and other beneficial services, access to transit and affordable parking.

Neighborhood locations with a mix of tailored services, scalable and flexible (urban/suburban existing or new, i.e. SPOC).

Mobile Service Teams with integrated service offerings at partner & community sites.



Source: MNGEO
Created by: SHC

Piecing the Rest Together - Facilities

- The Courthouse, Metro Square and Plato become the integrated administrative anchors for the county.
 - Metro Square, over time, becomes fully county occupied.
 - The Plato building serves a transition role as well.
- Maintain existing clinical and specialty services facilities.
- Vacate the owned East building (398,000 sf).
- Vacate the leased North Saint Paul facility by expiration in November 2021 (20,000 sf).
- Augment a suburban location(s) with touchdown and meeting space for staff use.

Piecing the Rest Together - Support

- Technology that is secure and mobile so that many employees can effectively work in multiple locations in service of residents and the community.
- Policies and procedures that foster an integrated service delivery approach while ensuring privacy and compliance.
- Policies, procedures, and tools that support a mobile workforce and offer schedule flexibility.

The Benefits of this Model

- Dynamic, integrated and adaptable services for residents.
- Aligns facilities with locations that match county and regional investments in transit and provide multi-modal access.
- Creates a mobile team to better serve residents in their community and to ease on-going distrust in governmental institutions.
- Positions Ramsey County as a leader in attracting and retaining top talent to serve residents.
- Can be planned and implemented using a phased approach.

The Challenges of this Model

- Huge culture shift that will be challenging but is critical.
- Engagement with the community and a willingness to adapt as needs change.
- Continued support of the Board in working with staff and the community thru implementation.
- Significant capital outlay to move to the future state.

Next Steps – Phase I (1-2 years)

- Develop the integrated service delivery capability.
- Finalize the requirement for the new resident facing facility.
Conduct a site search.
- Evaluate existing facilities as service delivery locations.
- Evaluate existing suburban facilities for staff touchdown and meeting space, i.e. a Maplewood campus plan.
- Develop a mobile service team plan.
- Begin a process of information management and change management with staff across the county.
- Develop new technology policies and strategies.
- Create a public site that shares the vision and solicits on-going feedback.

Next Steps – Phase II (3-5 years)

- Move forward on the new site, whenever appropriate.
- Finalize plans for service delivery locations.
- Develop the capital plan to deliver on all other related aspects of the vision, facilities and support.
- Develop a communications plan to advise residents of changes to services and service locations.
- Implement the technology and policy changes.
- Implement the mobile service delivery teams.
- Continued engagement with the community and staff.
- Move external tenants out of Metro Square and backfill with administrative staff.

Next Steps – Phase III (5-10 years)

- Full implementation of the vision.
- Continuous feedback from community and staff.

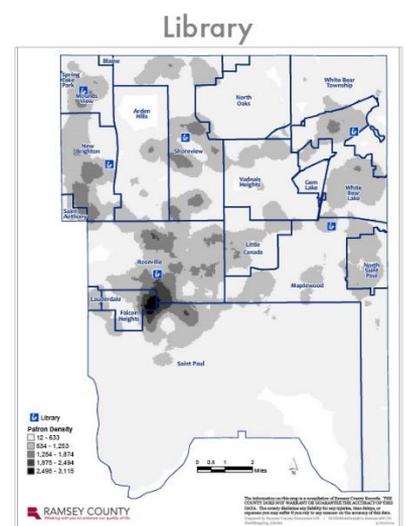
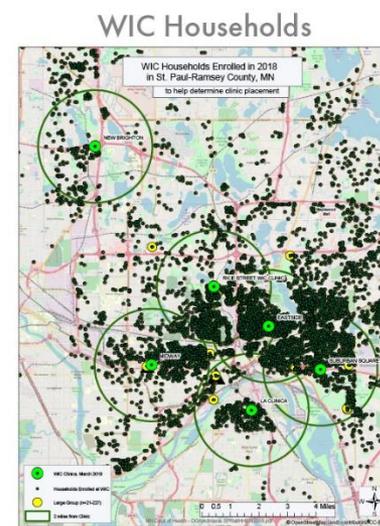
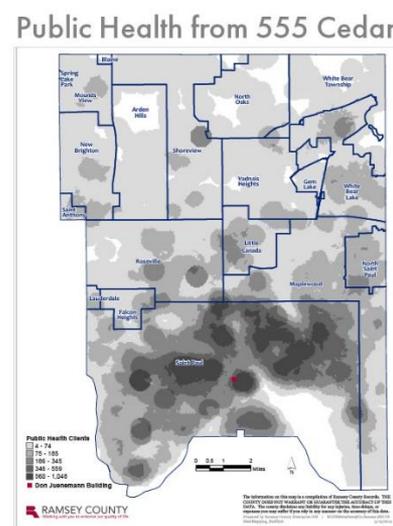
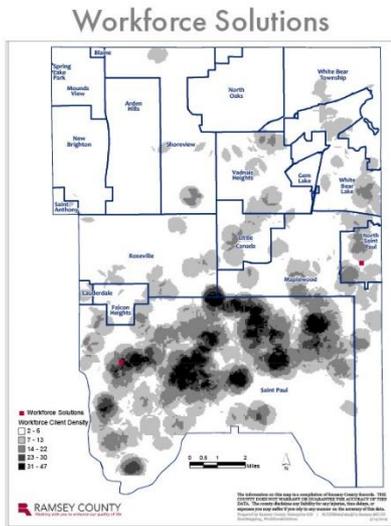
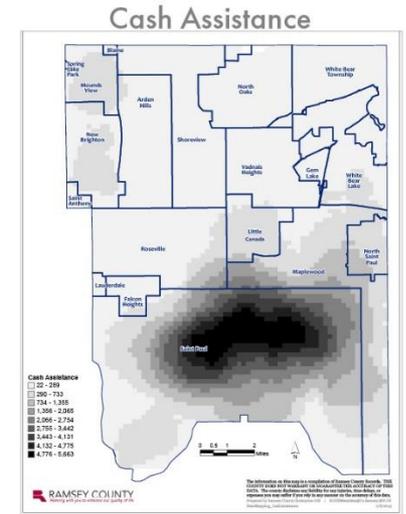
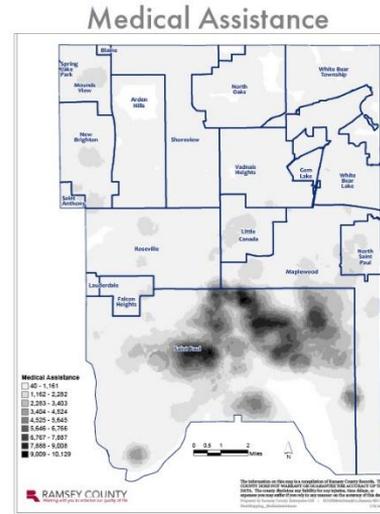
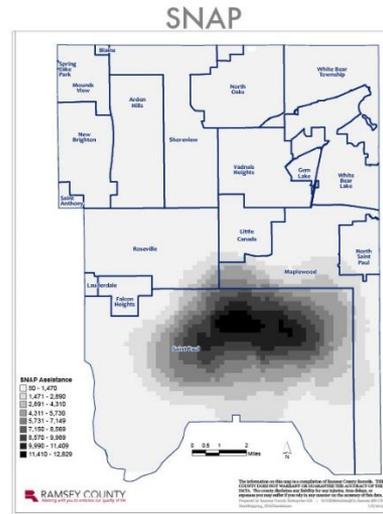
Appendix

Research & Discovery

- Developing comprehensive list of services.
- Understand how services are accessed (where).
- Coordinate census data with resident characteristics to illustrate resident locations & concentrations.
- Use characteristic data to support and/or prioritize draft scenario development.



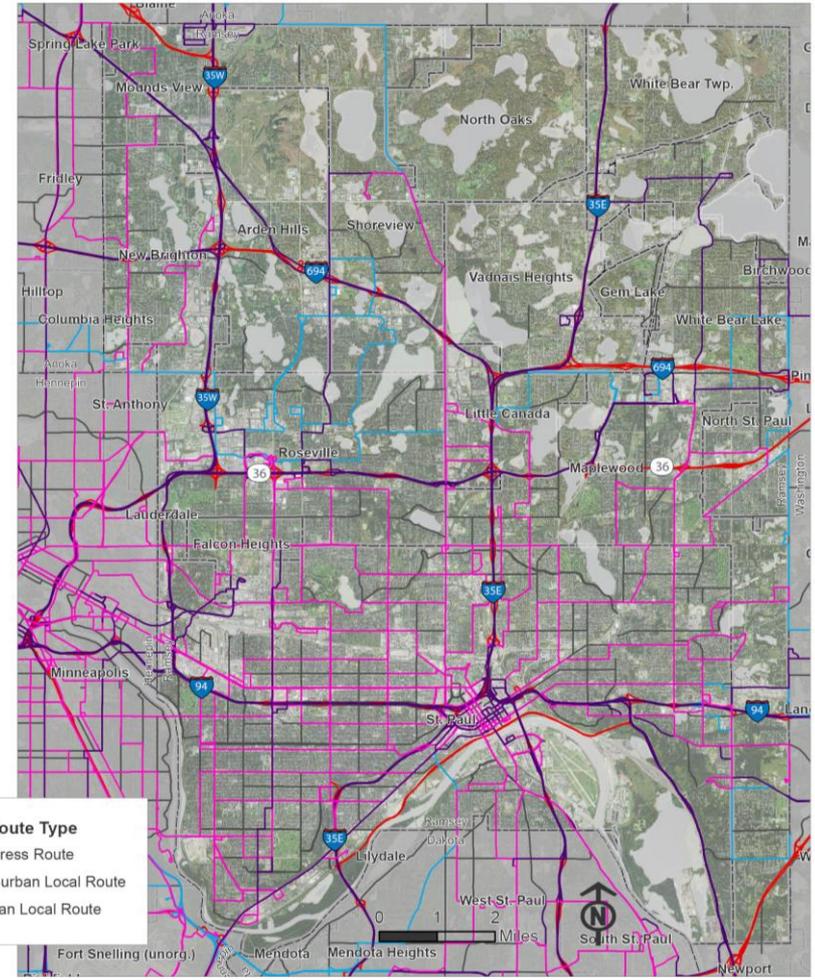
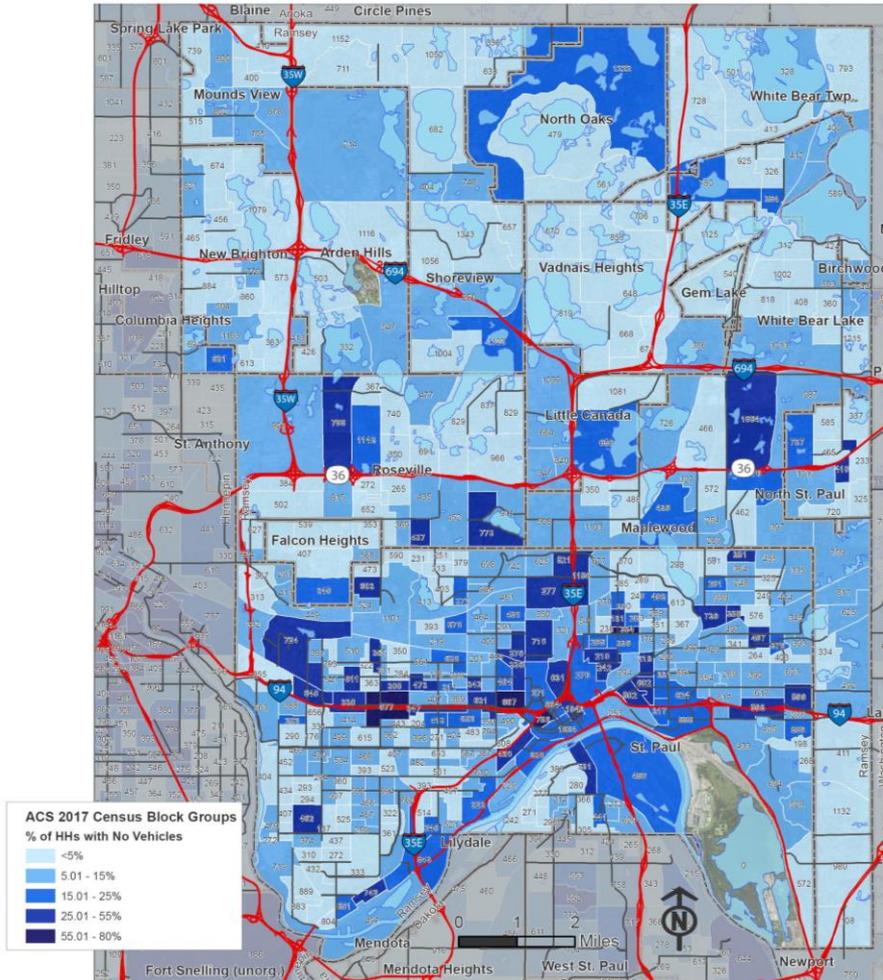
Where: Ramsey County Resident Mapping



Overlapping Resident Characteristics

Households with No Vehicle

Existing Transit System



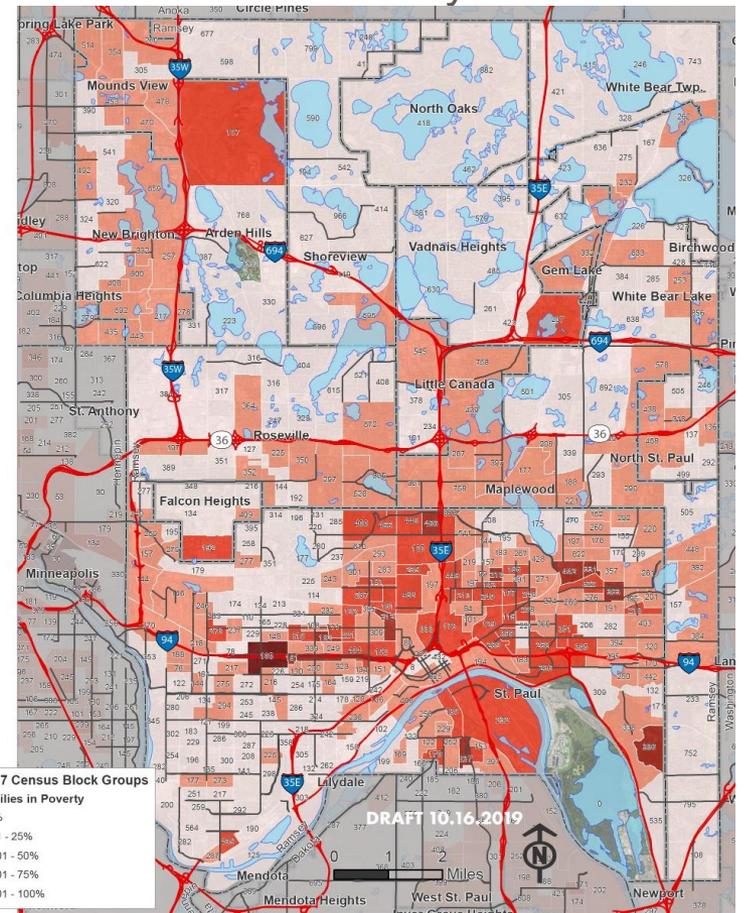
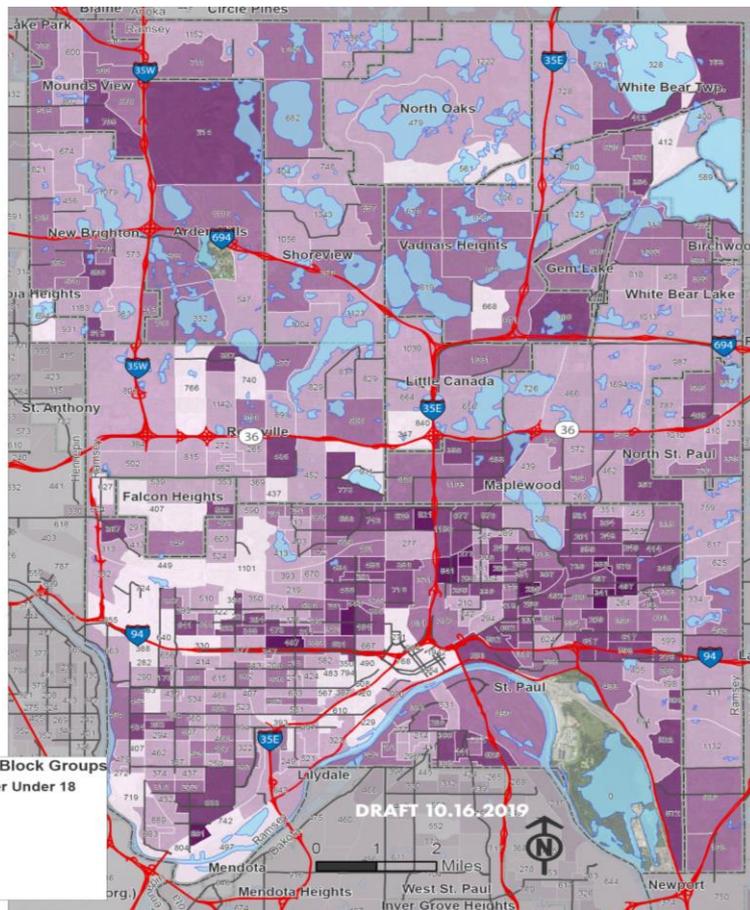
Source: US Census, MNGEO
Created by: SHC

Source: MNGEO, MetroTransit
Created by: SHC

Overlapping Resident Characteristics

Family Households with Children Under the Age of 18

Percentage of Families in Poverty

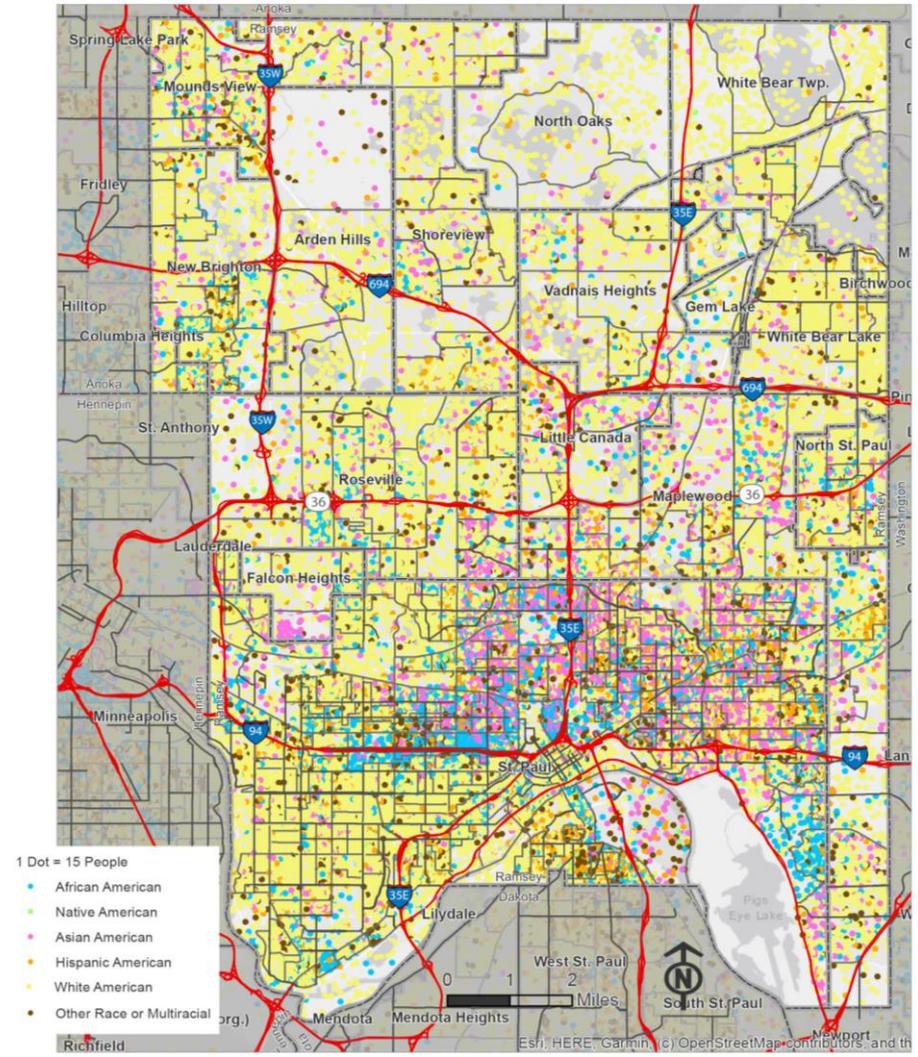


Source: US Census, MNGEO
Created by: SHC

Source: US Census, MNGEO
Created by: SHC

Overlapping Resident Characteristics

Racial/Ethnic Composition

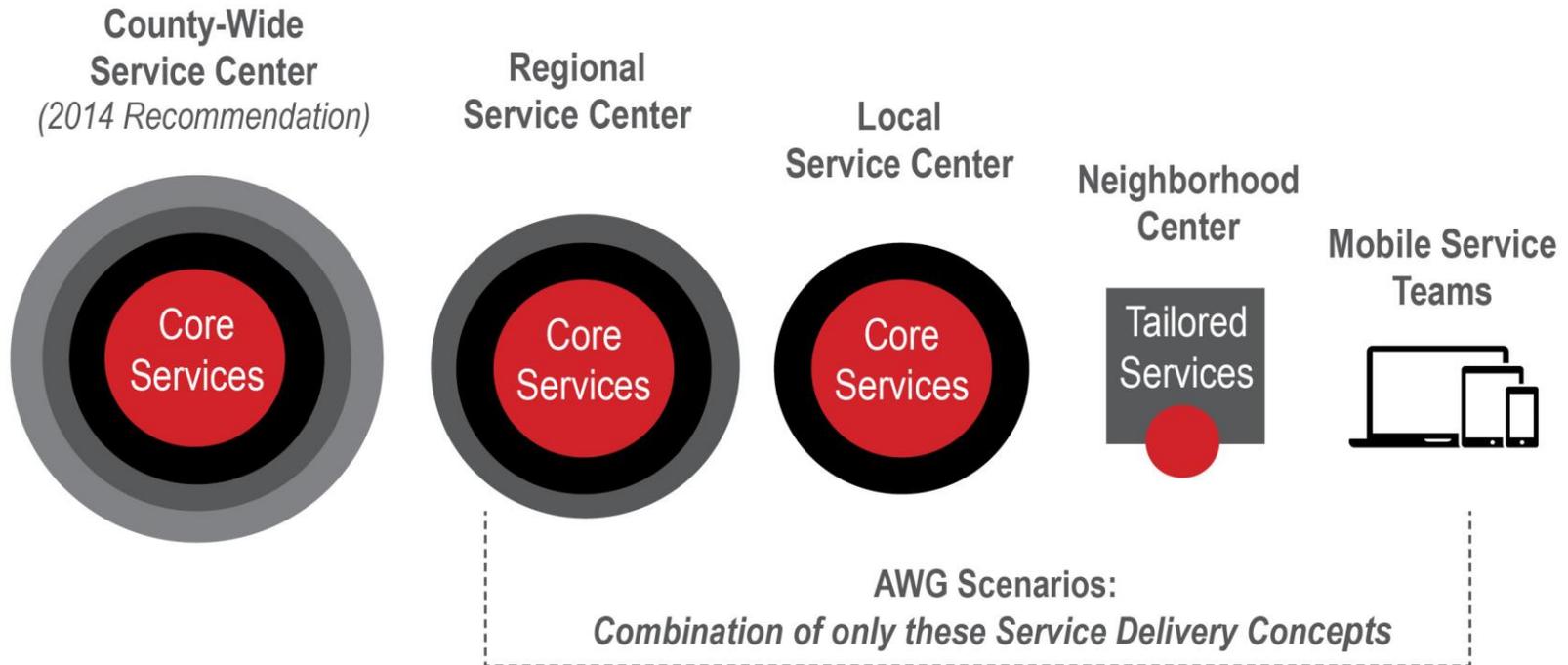


Source: US Census, MNGEO
Created by: SHC

Service Delivery Concepts Development

- AWG Service Delivery Concept – definitions.
- 2014 Strategic Facility Plan concept.
- Advisory Working Group #4 concept.
- Resident Alignment Concept.

AWG Service Delivery Concepts - definitions



*Any/All Service Delivery Concepts Assume Technology Leveraged

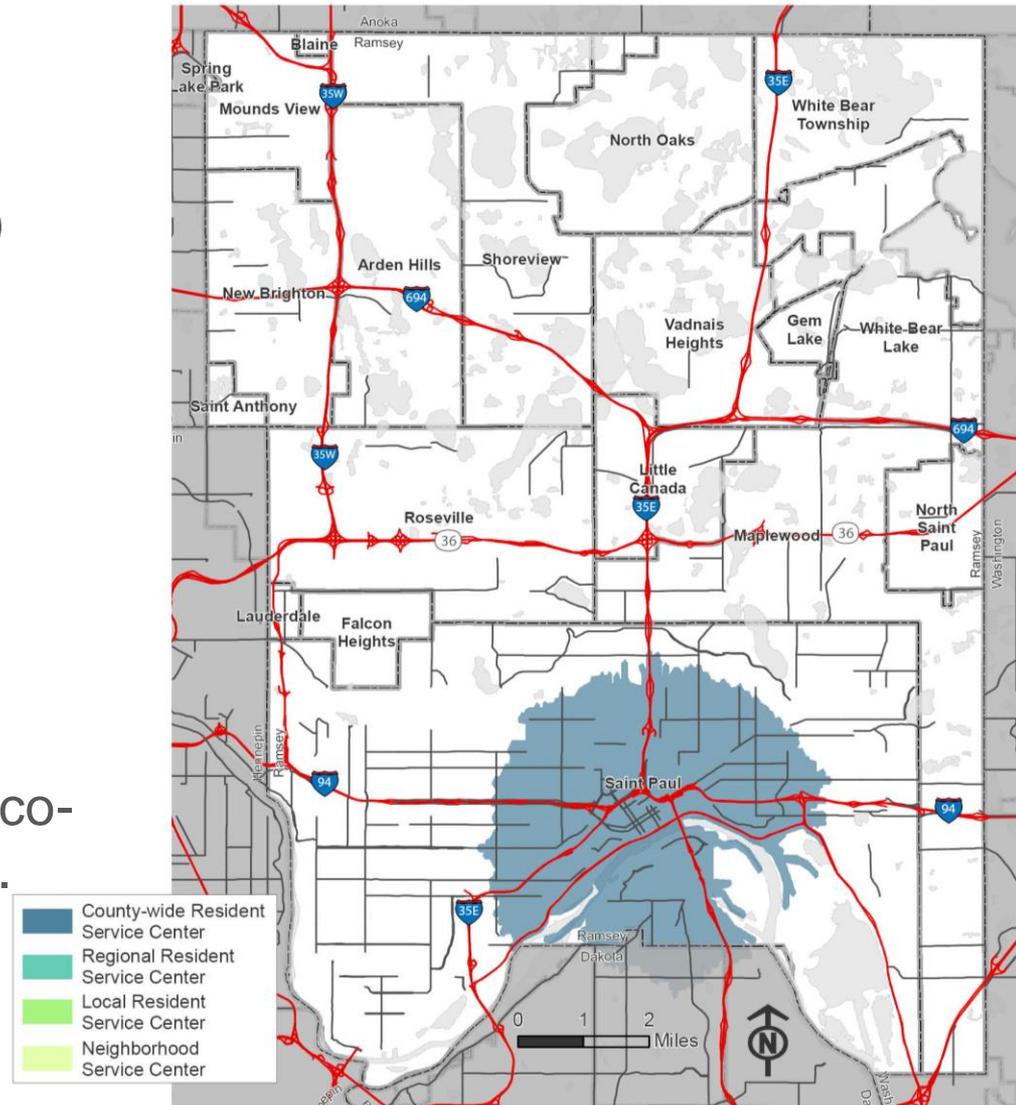
2014 Strategic Facility Plan

County-wide Resident Service Center (Downtown St. Paul Area)

More Comprehensive Service Access.

Public Facing & "back of house" together.

Focus: Department adjacencies, co-location, Economic Development.



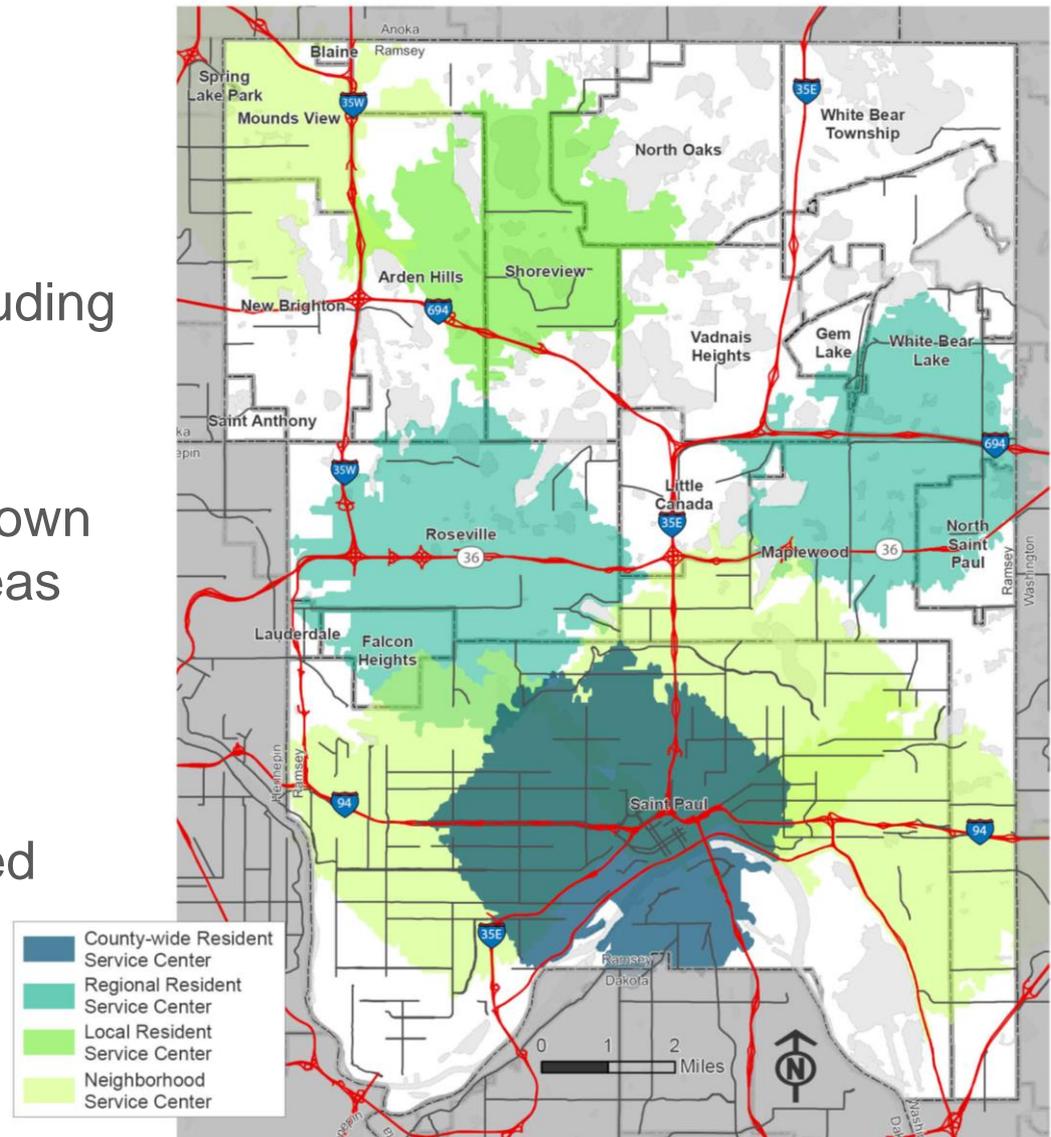
Source: MNGEO
Created by: SHC

Advisory Working Group #4 Concept

Multiple Service Centers, including
a County-wide location.

Focus: Maintain strong downtown
presence, Proximity to the areas
where existing services are
provided.

Note: AWG exercise completed
during meeting #4.



Source: MNGEO
Created by: SHC

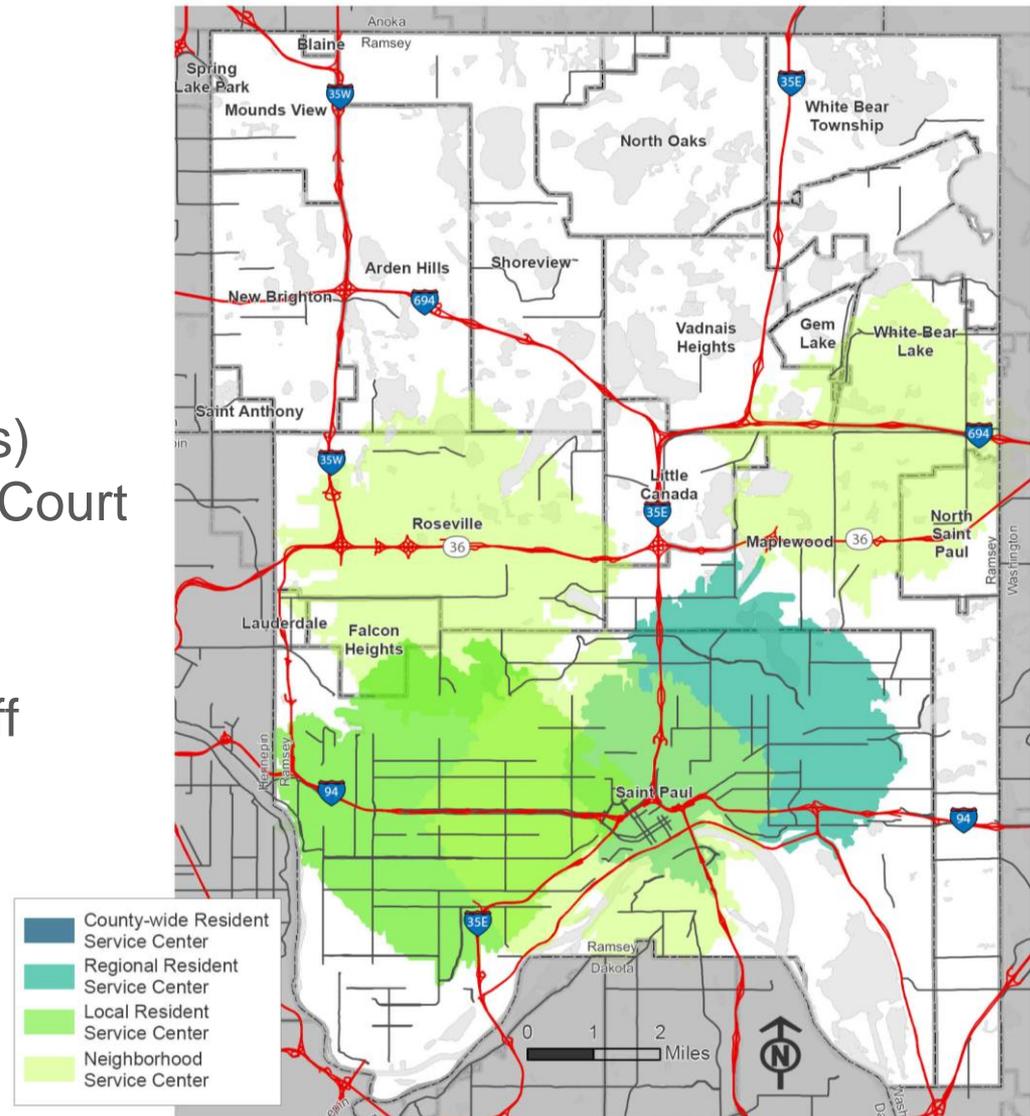
Resident Alignment Concept

Core Service in East & West,
regional location in East.

Downtown Saint Paul location(s)
leverage Opportunity Center & Court
adjacencies.

Initial response: possible to staff
Core Services.

Focus: Demographic/
Socio-Economic Alignment
("the band").



Source: MNGEO, SHC, AWG
Created by: SHC

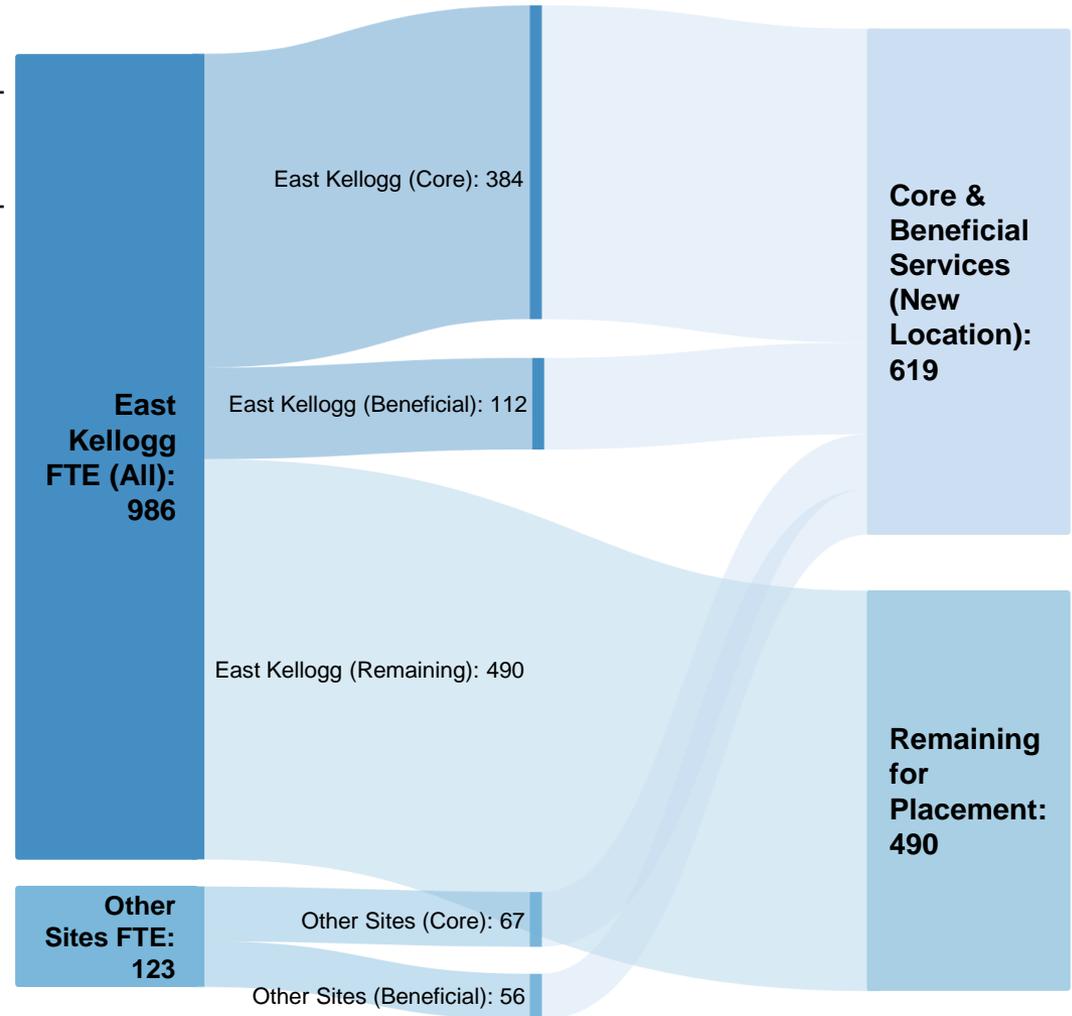
| | Residents First Facilities | | | | Resident Alignment Scenario (AWG Summary) | | | | |
|--------------------------------|----------------------------|----------------|----------------|----------------|---|-------------------------------|--------------------------|----------------|----------------|
| | Downtown Saint Paul Area | Roseville Area | Shoreview Area | Maplewood Area | East Side Saint Paul | West University Corridor Area | Downtown Saint Paul Area | Roseville Area | Maplewood Area |
| <i>Facility Concept Type</i> | Saint Paul | Suburban | Suburban | Suburban | Regional | Local | Neighborhood | Neighborhood | Neighborhood |
| Population | 251,241 | 73,110 | 43,443 | 60,228 | 141,559 | 151,151 | 155,279 | 73,110 | 60,228 |
| Total non-white population | 114,442 | 16,122 | 5,663 | 13,271 | 79,386 | 48,871 | 78,947 | 16,122 | 13,271 |
| Families | 52,974 | 16,947 | 11,658 | 15,136 | 28,645 | 30,419 | 31,138 | 16,947 | 15,136 |
| Households | 94,223 | 31,090 | 16,999 | 23,655 | 48,712 | 60,902 | 56,878 | 31,090 | 23,655 |
| Households w/Children under 18 | 30,715 | 7,387 | 4,704 | 6,898 | 18,071 | 15,552 | 18,522 | 7,387 | 6,898 |
| Population 55+ | 52,689 | 22,868 | 15,845 | 18,805 | 25,322 | 33,378 | 30,355 | 22,868 | 18,805 |
| Families in Poverty | 8,982 | 946 | 264 | 1,042 | 6,425 | 2,979 | 6,048 | 946 | 1,042 |
| Households rec'd Food Stamps | 18,840 | 2,183 | 578 | 2,129 | 12,901 | 8,099 | 12,418 | 2,183 | 2,129 |
| Households with No Vehicle | 14,134 | 2,741 | 834 | 1,896 | 8,728 | 8,263 | 9,815 | 2,741 | 1,896 |
| Affordable Housing Units | 11,138 | 931 | 17 | 1,200 | 6,996 | 5,032 | 8,184 | 931 | 1,200 |
| 30% AMI | 5,212 | 483 | 0 | 92 | 3,409 | 2,095 | 3,974 | 483 | 92 |
| 60% AMI | 4,895 | 246 | 17 | 634 | 3,254 | 2,212 | 3,437 | 246 | 634 |
| 80% AMI | 88 | 0 | 0 | 13 | 0 | 18 | 88 | 0 | 13 |

Source: US Census, SHC

Preliminary Headcount and Space Forecast

| | FTE | Rentable Square Feet (RSF) |
|---------------------|------------|----------------------------|
| Core Services | 451 | 80-90K |
| Beneficial Services | 168 | 30-35K |
| Total | 619 | 110-125K |

- Includes core and beneficial services space needs and amenity spaces
- Further development needed to refine:
 - Critical adjacencies: non-core services but should be located in the same location
 - Employee mobility opportunities
 - Division of groups for more than one location options
 - Specific program requirements
- 490 FTE remaining at East Building to be placed



Source: Wold Architects Study; 2015, Ramsey County HR Data Feed; 11/12/2019, Ramsey County Residents First – Accessible Service Facilities Workplace Standards; 7/31/2019