

**Residents First
Board Workshop**
June 9, 2020

County Board Workshop Goals

- Provide an update on Ramsey County's unified Residents First COVID-19 service delivery strategy
- Obtain the County Board's endorsement of next steps

Agenda

- Introductions
 - Review December 2019 Board Workshop direction
 - Ramsey County's Initial COVID-19 Response
 - Current Service Delivery Approach
 - Why this Approach is the Right Approach
 - Timeline and Next Steps
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**Residents First Facilities
Board Workshop
December 2019**

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.



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.
- Racial Equity will be prioritized
- We will engage community members throughout

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.

Ramsey County COVID 19 Response

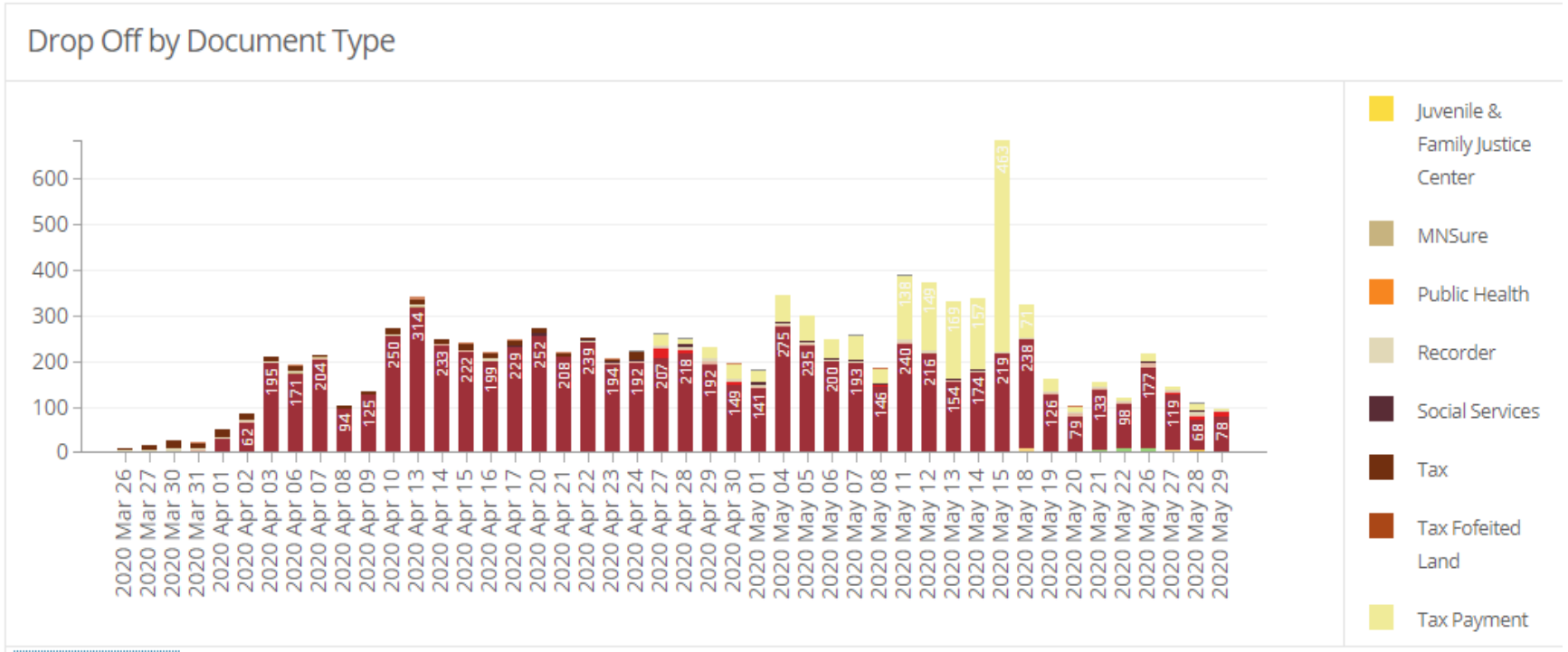
COVID-19 Unified Service Delivery

Grounded in the Residents-First Facility direction

- Established 6 secure document drop off sites
- Created a centralized contact center as a phone based ‘entry’ to the county
- Established ‘walk-up of last resort’ options

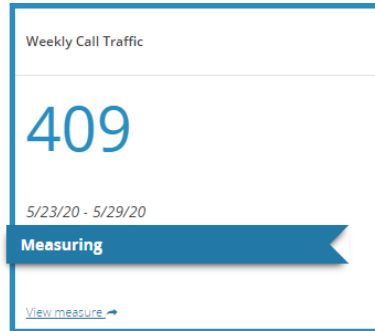
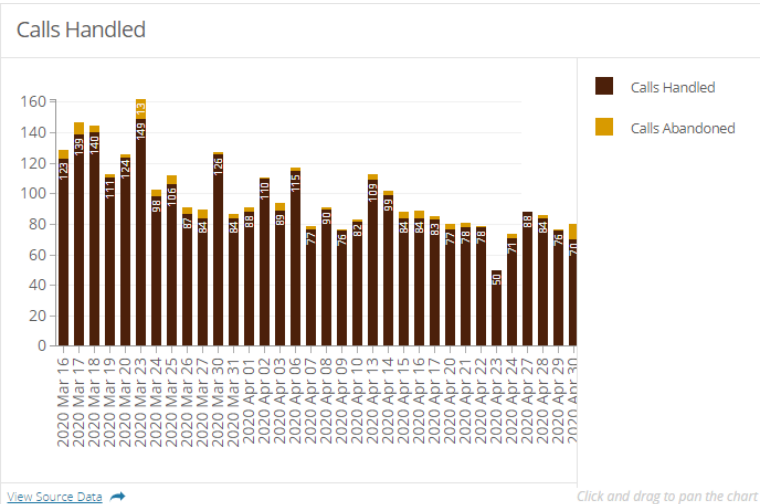
This is the first tangible step of a One County, One Door approach come into being

Drop Box Development

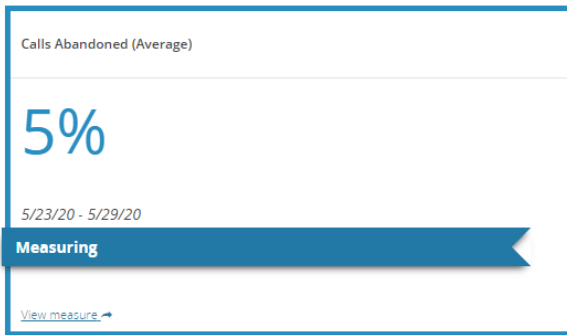
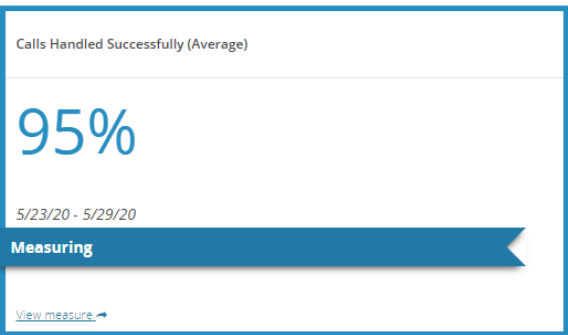


- High usage at Government Center East and Plato
- Little to no usage at Library sites
- Main uses: Financial Assistance & Tax Payments

Customer Contact Center (266-8500)



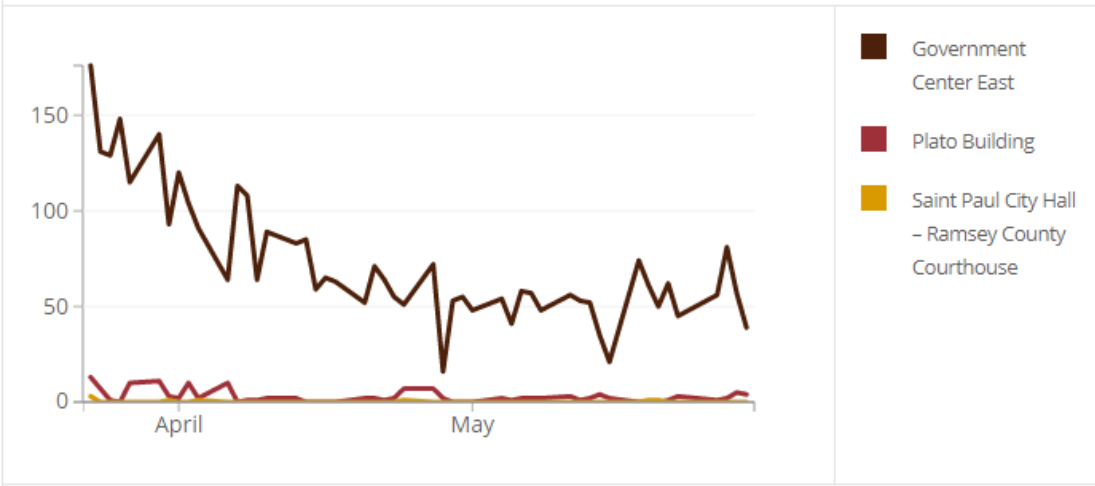
- Not yet seen by residents as the “main door” to the county for phone service



- The county has many call centers not yet accounted for in this data, not a full picture of county calls

Walk-up Experience

Walk Up Interactions by Location



- Government Center East continues to have higher volumes for serving residents
- Courthouse had low utilization – no longer a walk-up site
- Plato has a low volume, but more potential for growth
- Minimal services currently offered at this time at these sites

Weekly Walk Up Interactions

245

Interactions

5/23/20 - 5/29/20

Measuring

[View measure](#) →

Current Service Delivery Approach

Case for Change

- We cannot go back to the way things used to be
- We must continue a county, not a department, based approach. All Ramsey County buildings are county buildings for county purposes
- New budget challenges require us to do things differently, now and into the future
- We must serve the resident where we meet them – ‘one door, right door’

Case for Change (Continued)

- Racial Equity in Service Delivery must be at the forefront of design and service development
- Flexibility from the technology revolution required by COVID has been a positive for staff and must be continued
- We must build a residents first approach which is focused on meeting residents where they are, fully serving the resident's needs, creating flexibility for employees, and ensures we are nimble in order to meet current and future demands of residents

Incident Management Team's Service Delivery Charge in Response to COVID-19

Develop a unified, countywide approach to Ramsey County Service Delivery during the County's COVID response that is aligned to and advances established directions within Residents First: Effective, Efficient, and Accessible Operations.

Characteristics of Service Centers

- Residents are not required to go to multiple locations for county services
- First points of contact are able to guide, direct, assist, support and connect residents on topics that cut across all county services
- Residents are able to access the variety of technology needed to engage in county services (public computers, printers, etc.)
- Residents are able to connect, in a timely and safe fashion, with subject matter experts across the county (virtually or in person) at multiple service centers
- Resources provided meet the critical needs resulting from COVID: Workforce Solutions, Financial Assistance, Social Services, and Property Tax

Approach

- Phase 1
 - Initiating development of County Navigator role/model
 - Creation of Service Centers at 5 Ramsey County locations
 - Plato, Government Center East, Maplewood Library, Roseville Library, Shoreview Library
 - Provision of critical services, face-to-face, at multiple locations
 - Workforce Solutions has a partnership established with WFS related services at St. Paul Public Libraries
- Beyond Phase 1:
 - Expansion of walk-up services to St. Paul neighborhoods
 - Continued enhancement and expansion of County Navigator role and Services offered at Service Centers
 - Staff co-working spaces (suburban and St. Paul)

Service Benefits

- We need to understand the needs of the resident and the multiple touchpoints they might have with the county
- A resident's first interaction should be meaningful, help move them down the path to obtain county services, and help them understand the variety of services which might be appropriate given their unique needs
- This is not a switchboard function, but a meaningful connection that serves the resident's needs
- We must immediately implement and scale as we move into this approach (FAS, WFS, SSD, Property Tax)
- Over time, this can be provided in person, over the phone, mobile app, and virtually. Today is just the beginning.

Initial Service Center Plan

	County Navigator	Service Counter	Resource Center Public Computers	WFS Career Lab	WFS Training Lab
Plato	X	X	X		
Government Center East	X	X	X	X	
Maplewood Library	X		X	X	
Roseville Library	X		X	X	X
Shoreview Library	X		X		
Dayton's Bluff - St. Paul Public Library				X	
Rondo - St. Paul Public Library				X	X
Sun Ray - St. Paul Public Library				X	
North End - St. Paul Public Library				X	

Beyond Phase 1

- Expansion of Service Centers to St. Paul neighborhoods
 - Need to identify gaps in service model and partners and locations to fill those gaps. Community will be key.
- Continued enhancement and expansion of County Navigator role and Service Center offerings
 - Will add additional areas of knowledge to Navigators to broaden their ability to serve residents
 - Will further incorporate county services into the unified Service Center model to continue to expand the variety of services co-located and integrated at these locations
- Staff co-working spaces (suburban and city based options)
 - Will seek solutions to allow staff to return to work with safe and flexible options

Why This Approach is the Right Approach

This Approach Centers on the Resident

- Focuses on resident facing spaces which fully serve the resident's needs, allowing us to provide better service
- Minimizes the number of locations residents need to go to for comprehensive service
- Focuses on services required by the most residents and for those most impacted by COVID-19

This Approach Responds to COVID-19

- Allows for extensive Public Health engagement to ensure the safety of residents and staff are at the forefront in planning these public facing spaces
- Allows us to learn our way in by focusing on key critical face to face services first, while planning for expansion overtime
- Focuses on the county services most needed for those impacted by the repercussions of COVID-19

This Approach Serves the County

- Allows for future reduction of our footprint within buildings
- Allows us to learn our way into the model of integrated services
 - Rolling implementation allows us to learn & adapt as we go
 - Recognizes the large culture change this approach demands of the departments and takes measured steps to support departments and staff as they move into this model of integrated services
 - Allows our IT solutions to be based upon actual experiences working in this way – short and long term IS approaches informed by actual experience
- Creates new ways for the county to operate into the future that reflects flexibility, technology, service delivery and TARP

Timeline and Next Steps

Progress to Date

- Already established (March to current):
 - Drop boxes at 6 locations
 - Customer Contact Center established (266-8500)
 - Walk-up services at Government Center East and Plato

Current Efforts Underway

- April to July:
 - Development of initial phase of County Navigator role
 - Initial areas of focus are Social Services, Financial Assistance, Workforce Solutions, and Property Tax
 - Will integrate the Customer Contact Center staff into this training to increase their function and ability to serve residents
 - Development and launch of 5 Service Centers:
 - Enhancing the 2 current walk-ups to provide a unified and consistent experience for residents
 - Adding 3 additional sites to this model (libraries)
 - Implementing light versions of technology solutions such as appointment scheduling

Next Steps

- Post Service Center launch the focus will be on:
 - Evaluating and learning from resident experiences and engagement at these 5 Service Centers
 - Enhancing the County Navigator role as we learn what residents want, need and are seeking
 - Adding additional areas of knowledge to Navigators and incorporating additional services into Service Centers
 - Developing an approach and launching additional service centers in St. Paul to fill the identified gaps
 - Assessing technology gaps for residents and identifying and executing county solutions to meet these needs
 - Informing the broader Residents First program
 - Capital planning adjustments