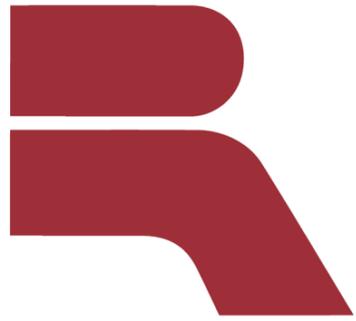


February 10, 2026

# 2026-2027 STRATEGIC PRIORITIES





# RAMSEY COUNTY

## AGENDA

- Strategic planning in Ramsey County
- 2026-2027 strategic priorities
- Timeline and next steps

Presenter: Michael Soto, Director of Policy and Administrative Strategy

# STRATEGIC PLANNING IN RAMSEY COUNTY

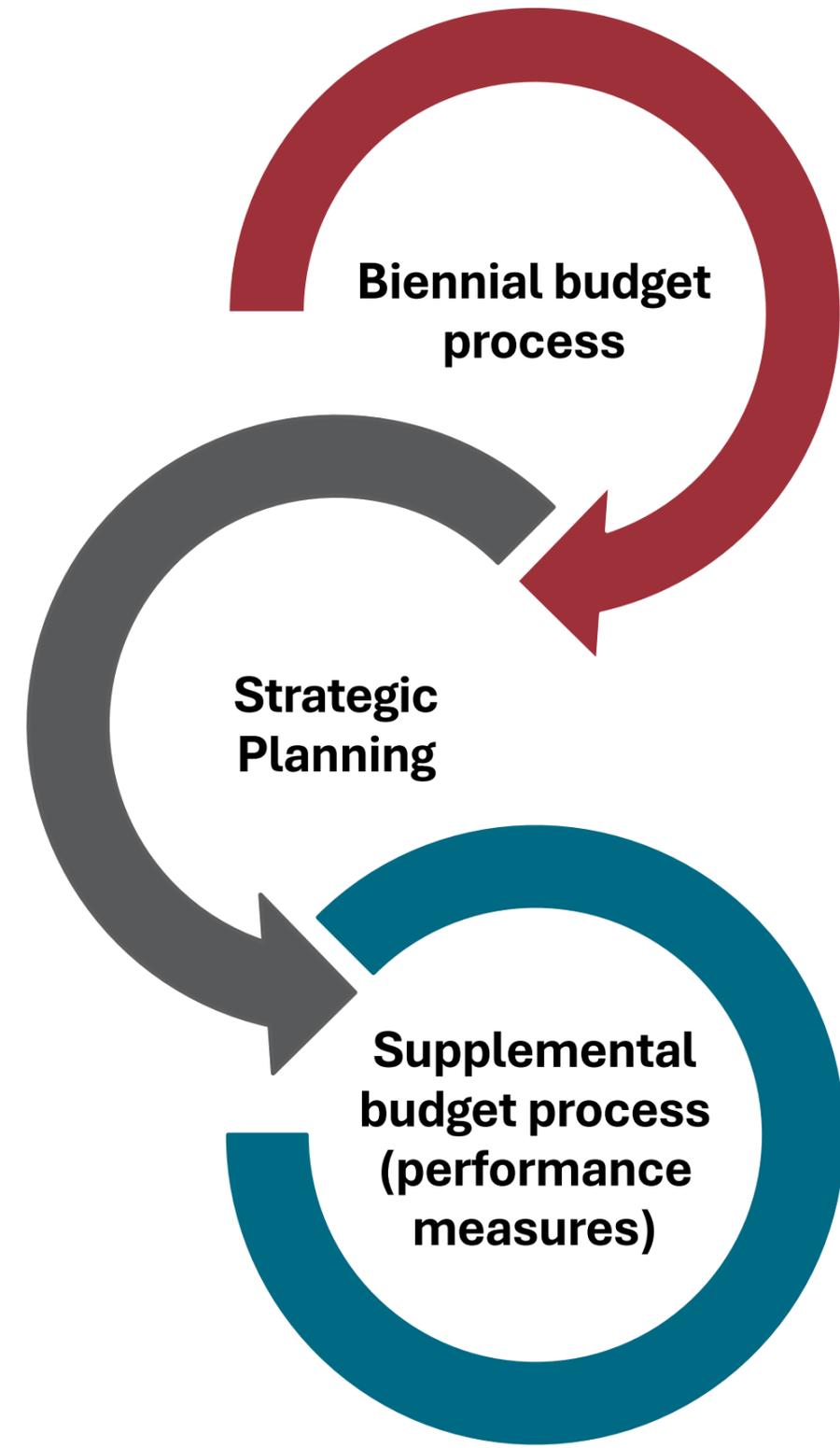
## CYCLE

Strategic planning, budgeting, and performance measurement processes are aligned and occur on one continuous timeline.

24-month plan adopted at the beginning of the new year immediately following the adoption of the county's biennial budget and proceeding the kickoff of the supplemental budget process focusing on organizational performance.

## ONE RAMSEY COUNTY

Strategic priorities guide county work at all levels, highlight intentional and focused county investments, drive innovation and transformation, and enhance collaboration and connection across departments, service teams and with community. Efforts provide cohesion and integration of work throughout the county.



# 2026-27 STRATEGIC PRIORITIES



# STRATEGIC PRIORITY DEVELOPMENT AND OVERSIGHT

INFORMATION FLOW

LEADERSHIP AND RESPONSIBILITIES	
<b>COUNTY BOARD</b>	Reviews and affirms strategic priorities; ensures accountability. Serve as Chairs of Strategic Priorities of the Whole and meet 3x year with sponsors of assigned strategic priority
<b>COUNTY MANAGER</b>	Is accountable to County Board regarding all aspects of strategic plan; assigns executive sponsorship for strategic priorities and provides guidance on priority development; tracks progress and ensures accountability
<b>EXECUTIVE SPONSORS</b>	Serve as champions and strategic drivers of countywide priorities; bring together a cross-departmental leadership team to work collaboratively in partnership with community on identifying goals, executing on actionable strategies and tracking outcomes
<b>STRATEGIC PRIORITY TEAMS</b>	Lead by executive sponsors; comprised of key leaders across departments who work collaboratively to implement strategic priority goals and strategies; present progress through board workshops and written updates
<b>POLICY AND ADMINISTRATIVE STRATEGY</b>	Manages strategic plan and tracks strategic priority funds; leads coordination of strategic priority development; provides technical assistance to executive sponsors and strategic priority teams; coordinates written updates to the county board on progress

# ALIGNING COUNTYWIDE EFFORTS

- Strategic Priorities Meetings:
  - Assigned Commissioner Chair serves as an advisor to the Executive Committee, listening, responding, and providing strategic insight rather than directing day-to-day work.
  - Responsibilities include leading quarterly meetings with Executive Sponsors and offering high-level policy guidance and direction.
- Aligning Countywide Efforts
  - Tie RBA policy and funding decisions to strategic priorities.
  - Highlight strategic priority alignment in workshop introductions.
  - Use RamseyNet to share strategic priority program updates to employees.
  - Align performance metrics and Open Data Portal efforts with priorities when feasible.
  - Include priority-aligned measures through county board workshops (e.g., Workforce Statistics, PACT/CERT spending, ECIP, CEAP)
  - Align all countywide efforts with strategic priorities.

Strategic Priority	Team	Sponsors	Commissioner
<b>Operational Excellence</b>	<ul style="list-style-type: none"> <li>• <u>Policy</u>: Michael Soto</li> <li>• <u>Equity</u>: Angie Guenther</li> </ul>	<ul style="list-style-type: none"> <li>• Ling Becker</li> <li>• Alex Kotze</li> </ul>	Tara Jebens-Singh
<b>Intergenerational Wealth and Economic Justice</b>	<ul style="list-style-type: none"> <li>• <u>Policy</u>: Jenn Hamrick</li> <li>• <u>Equity</u>: Aaronica Jackson &amp; Nicole Beane</li> </ul>	<ul style="list-style-type: none"> <li>• Kari Collins</li> <li>• Karen Francois</li> <li>• Alex Kotze</li> </ul>	Garrison McMurtrey
<b>Justice Transformation</b>	<ul style="list-style-type: none"> <li>• <u>Policy</u>: Lindsay Menard</li> <li>• <u>Equity</u>: Aaronica Jackson and William Moore</li> </ul>	<ul style="list-style-type: none"> <li>• Nadir Abdi</li> <li>• Gloria Reyes</li> </ul>	Kelly Miller
<b>Resident Centered Holistic Supports</b>	<ul style="list-style-type: none"> <li>• <u>Policy</u>: Jenn Hamrick</li> <li>• <u>Equity</u>: Angie Guenther, Nicole Beane, and William Moore</li> </ul>	<ul style="list-style-type: none"> <li>• Nadir Abdi</li> <li>• Karen Francois</li> <li>• Maria Sarabia</li> </ul>	Mary Jo McGuire
<b>Racial and health equity and shared community power</b>	<ul style="list-style-type: none"> <li>• <u>Policy</u>: Lindsay Menard</li> <li>• <u>Equity</u>: Entire team</li> </ul>	<ul style="list-style-type: none"> <li>• Kari Collins,</li> <li>• Gloria Reyes</li> <li>• Maria Sarabia</li> <li>• Racial Equity Leadership Team (RELT)</li> </ul>	Rena Moran



## OPERATIONAL EXCELLENCE

### OVERVIEW

Operational excellence means being good stewards of public dollars while supporting the people who deliver services every day. As we face ongoing state and federal fiscal pressures, Ramsey County is committed to operating as efficiently and effectively as possible — focusing resources on core county services, reducing unnecessary costs, maximizing other funding sources, and making thoughtful, data-informed decisions.

Operational excellence also means investing in our workforce by improving systems, clarifying roles, mitigating risks, and providing the tools and support staff need to succeed. By strengthening how we work internally, we can continue to meet community needs, reduce our reliance on property taxes, and ensure our employees are set up to do their best work now and into the future.

As part of the Strategic Priority efforts include:

- Projects focused on reducing long term county budget pressures
- Advancing Talent Attraction Promotion and Retention efforts
- Optimizing county wide coordination after recent organizational structure changes.
- Ensuring a focus on the future of work as a government entity

## OVERVIEW

We are working to create a resident experience that is effective, efficient, and deeply supportive, one that connects accessible operations service delivery with a commitment to serving the whole person, not just delivering isolated services.

A resident-centered, holistic approach recognizes that people interact with county systems as whole individuals, with rights, needs, histories, and goals that cross program lines. Strengthening this strategic priority means building systems and sustaining standards that protect residents, elevate their voices, and deliver services in ways that honor dignity, promote well-being, and reduce barriers for all communities equally.

Ramsey County is committed to integrating racial and health equity practices by focusing on the communities that experience the greatest disparities, which requires restorative methods, especially for Black/African American and American Indian communities. We continue to partner with people who are most affected by county systems and decisions, recognizing that their lived experience and knowledge are essential to creating better programs and services. We do this by co-designing solutions that reflect community priorities and lived experiences.

## RESIDENT-CENTERED HOLISTIC SUPPORTS



# INTERGENERATIONAL WEALTH AND ECONOMIC JUSTICE



Policies



Programs



Investment



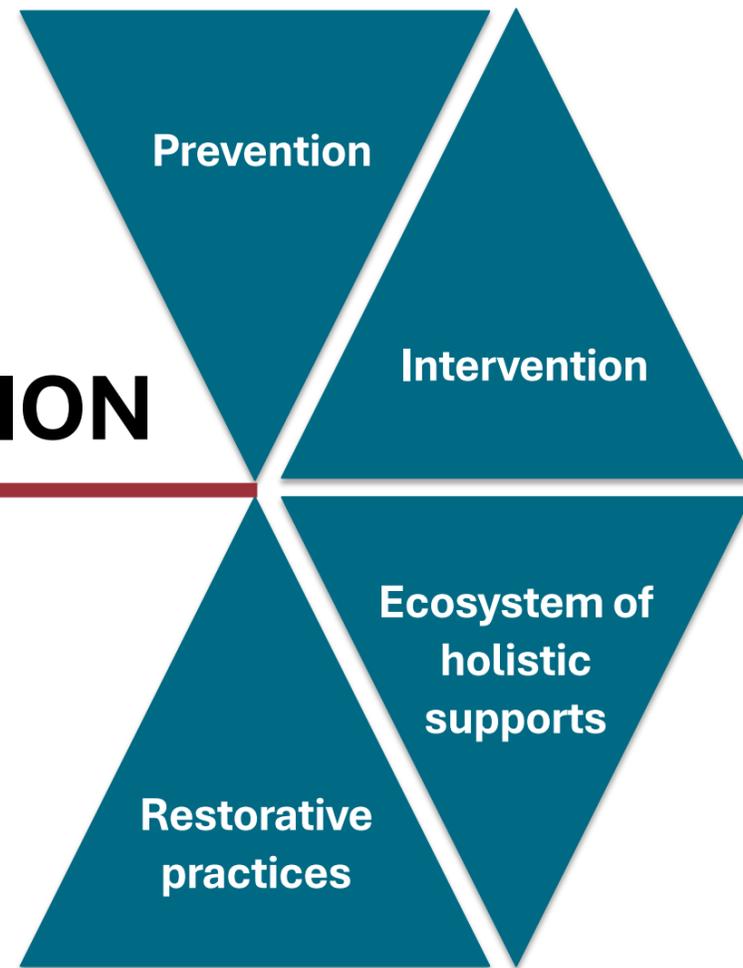
Coordination

## OVERVIEW

Ramsey County is committed to integrating racial equity and to ending racism in systems and institutions that have created unfair disparities for Black/African American, American Indian, and other racially and ethnically diverse communities. These disparities reflect inequities in jobs, pay, business opportunities, and access to affordable housing. Ramsey County will work closely with community members to close racial and ethnic wealth gaps and support financial stability that can be shared across generations. The county will partner with community members to plan, carry out, and improve programs so solutions are shaped by the people most impacted. Together, Ramsey County and community will focus on creating pathways for long-term wealth building.

# JUSTICE TRANSFORMATION

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## OVERVIEW

For many people, contact with the criminal justice system has led to more harm than help. Criminal records are often used in ways that reinforce racism by creating barriers to basic needs like housing, jobs, and support services. These barriers have unfairly affected some communities more than others, especially Black/African American and American Indian communities. Ramsey County recognizes this harm and is committed to repairing it by changing and transforming the justice system that has negatively impacted residents.

Ramsey County will continue to work in partnership with community to create meaningful changes. Together, Ramsey County and community members will transform systems using restorative approaches that focus on healing, accountability, and repair. This work centers racial equity and focuses on the strengths of individuals and families who have been most impacted. The county will use data and community voices to understand where harm and disparities exist and to guide better, fairer solutions.

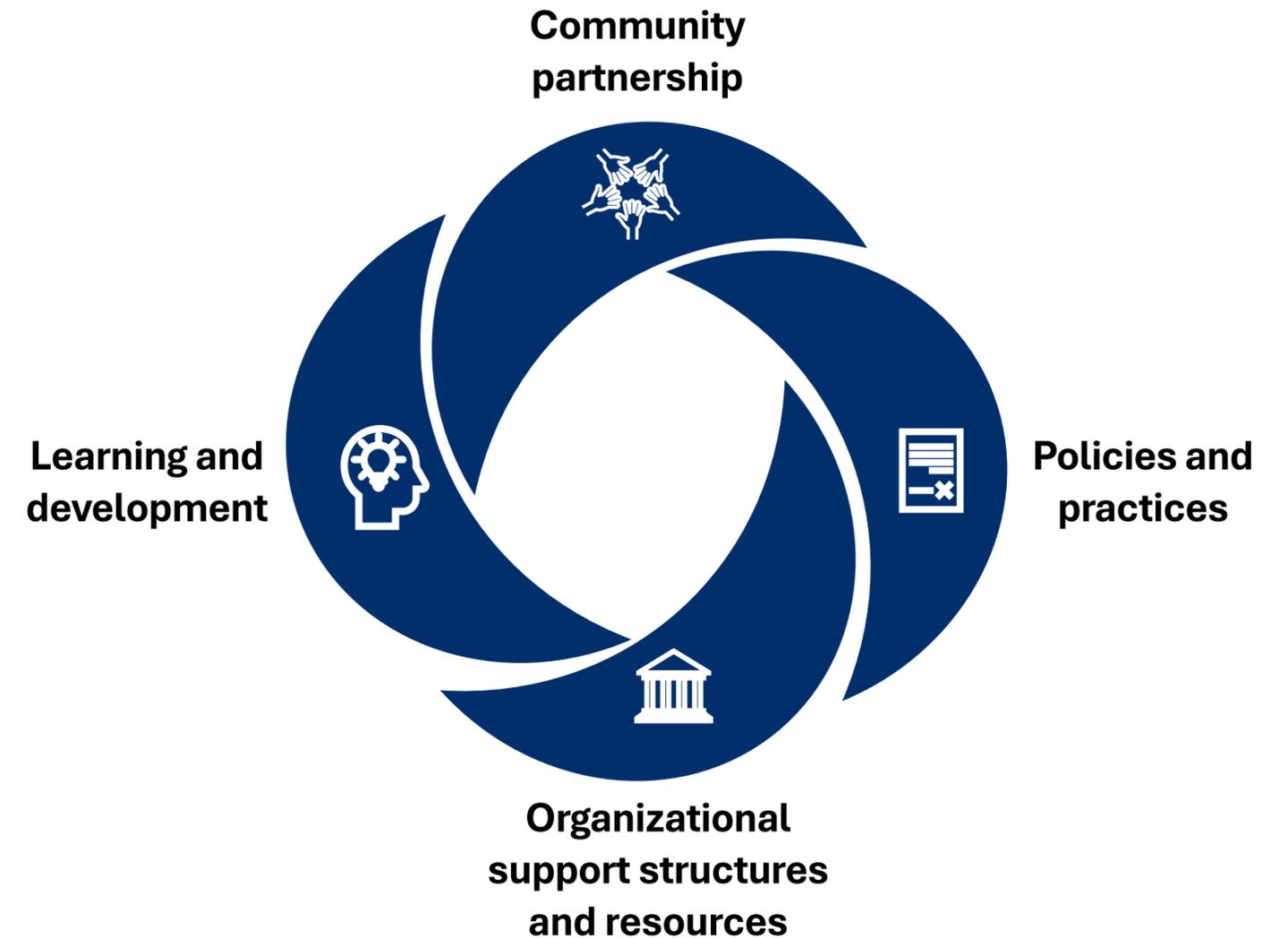
## OVERVIEW

Many people in our county do not have the same chances for good health, education, income, or long-term financial stability. These disparities require restorative methods, especially for Black/African American and American Indian communities. Ramsey County is committed to reducing racial and ethnic-based disparities that affect both our residents and our employees.

Ramsey County will integrate racial equity and shared community power through county tools, policies, and decisions. This means identifying solutions and leveraging data to create fair systems and practices to prevent harm across racial and ethnic groups of people. The county works across departments and service teams to break down long-standing barriers and strengthen how we lead, plan, and make decisions so outcomes are fair for all residents and employees.

Ramsey County continues to partner with people who are most affected by county systems and decisions, recognizing that their lived experience and knowledge are essential to creating better programs and services. By listening, learning, and building solutions together, the county can reduce harm, avoid unintended impacts, and improve outcomes.

# RACIAL AND HEALTH EQUITY AND SHARED COMMUNITY POWER



# TIMELINE OF STRATEGIC PLANNING PROCESS + SUPPLEMENTAL BUDGET





RAMSEY COUNTY