

**Information and Public Records Service Team
Committee of the Whole
March 16, 2021**

Enterprise Services

Agenda

- **Overview:**
 - Karen Francois, Deputy County Manager.
 - **Enterprise Services update:**
 - Melinda Donaway, Enterprise Services Manager.
 - Residents First (per-COVID).
 - COVID response.
 - Current Operations.
 - Karen Shea, Information and Public Records (IPR) Administration Director (acting).
 - Foundations.
 - Measurements.
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Key Takeaways

- Residents First Service Delivery work-to-date and actions taken under the Incident Management Team have been operationalized in Enterprise Services.
- Enterprise Services lives in the Information and Public Records service team, but must be and will be an organization-wide and community collaboration.
- Enterprise Services brings the Residents First vision to life, by involving community at every stage and moving navigator services into the community.

Enterprise Services Objective

Dramatically transform how the County delivers services by engaging residents and employees to provide the best possible resident experience and outcomes.

Service Delivery Pre-COVID

- 2019 (completed):
 - Residents First program.
 - Residents First Facilities co-location plan.
 - Saint Paul Opportunity Center.
- 2020 (planned):
 - Integrated service delivery capability.
 - Mobile services team.
 - Residents First Facilities continued planning.
 - Technology policies and strategies.
 - Information and change management process for staff.

COVID Response

- By May 2020:
 - Customer Contact Center (266-8500).
 - Document drop off boxes.
 - General service counters.
 - Website updates.
- August 2020:
 - 5 service centers.
 - 19 staff redeployed.
 - 4 service areas: Social Services, Financial Assistance Services, Workforce Solutions and IPR Property Services.

Transition – 4th Quarter 2020

Oversight: Incident Management Team → IPR Service Team

Additional Services: Virtual (Zoom) connection for the Ramsey County courts and absentee ballot acceptance for Elections

Expanded Navigator Services: Call center and beyond the Service Centers

Staffing: Redeployed staff → regular staff positions

Funding: CARES (2020) → Residents First (2021) → Levy (2022 & beyond)

Enterprise Services Current State

Service centers:

- Downtown (East building).
- Westside* (Plato building).
- Ramsey County libraries (Maplewood, Roseville, Shoreview*).

Navigator services in additional locations:

- Ramsey County shelters: Capitol Ridge, Como, Mary Hall, Bethesda and Luther (coming soon).
- Saint Paul Opportunity Center.

Staffing:

- Management team – in place.
- Navigator and Customer Support Assistants – early April.

*upcoming service change – see [Ramseycounty.us](https://ramseycounty.us) for details

Enterprise Services 2021

Project Team: Project Manager and Organizational Change Management Consultant

Funding: Residents First (2021)

Cross-county Structure:

Current State  Residents First Vision

- Operations Advisory Council (OAC).
- Senior Advisory Council (SAC).

Operations Advisory Council

Mid-level representation from all Service Teams + community

Priorities

- Training (soft and hard skills).
- Current Operations Assessment.
- Role Refinement.
- Service Onboarding/Integration.
- Cross-county collaboration.
- Performance management.

Senior Advisory Council

Senior level representation from all Service Teams + community

Priorities

- Scope & definition.
 - Enterprise services.
 - Service centers.
 - Navigator services.
- Enterprise services roadmap and blueprint .
- Alignment with other County initiatives including Residents First Facilities and Preschool Development Grant.
- Public computer plan.

Guiding Principles

- Deliver services in a manner that is **Resident Centric**:
 - Residents are met with kindness, empathy and knowledge.
 - Residents are engaged throughout planning, implementation and beyond.
 - Residents see a reflection of themselves in their interactions with the County.
- Advance Racial **Equity**:
 - Prioritize residents in underserved communities and with the greatest needs.
 - Continuous engagement with and feedback from community/residents.
- **Remove Barriers** to accessing services:
 - Meet residents where they are, in County buildings and the community.
 - Deliver parity in delivery of services regardless how the resident chooses/is able to connect with the County.
 - Residents are able to communicate with the County in their preferred language.

Guiding Principles

- Improve overall service **Effectiveness**:
 - Complexity of the system is the responsibility of the County, not the resident.
 - Ongoing, enterprise-wide employee skills development and education around service offerings.
- Build a **Culture of Service**:
 - Foster a resident-centric, solutions-focused ethos .
 - Promote a spirit of service with kindness, empathy and respect for all.
 - Engage, support and inspire employees along the journey.

Keys to Success

- Cross-county collaboration.
- Continuous and ongoing community and staff engagement.
- Specific performance measurements.

Residents

Continuous feedback reflects residents.....

- feel valued, respected and seen.
(Resident Centric, Culture of Service)
- from underserved populations and with the greatest needs have the services they require.
(Equity)
- are able to connect with the County where, how and in what language they choose.
(Removing Barriers)
- report fewer unmet needs.
(Effectiveness)

Employees

Employee feedback and performance appraisals reflect employees...

- actively demonstrate a focus on residents' needs and spirit of service.

(Resident Centric, Culture of Service)

- exhibit heightened awareness, recognition and action in addressing inequity and biases.

(Equity)

- have broader knowledge of County service offerings, to more successfully connect residents to services.

(Removing Barriers, Effectiveness)

- take pride in their job and positively represent the organization.

(Culture of Service)

Transformation Indicators

Short Term:

- Enterprise-wide awareness and support of the enterprise services work and vision
- Increased number of residents enrolled in County services
- Connecting with residents in more locations, via more channels and with more successful outcomes

Long Term”

- Embodiment of a ‘culture of service’ by all employees
- Fewer requests for new services, as needs are being met
- Residents view the County as a trusted partner

One County, One Door, Right Door