

Ramsey County Service Delivery Update Week 5

**Updated Service Delivery Documents Submitted for Approval:
4/18/20**

**County Manager Approved Service Delivery Period:
4/20/20 – 4/27/20**

**Next Submission Date for Updated Service Delivery Documents:
4/25/20**

*Excellent work across
this organization.
THANK YOU!*

Rp T. O'G

Health and Wellness Service Design
County Manager Comments
4/20/20 – 4/27/20

Note: All service redesign documents are approved as submitted unless explicitly modified by the County Manager comments below.

Community Corrections

- The elimination of supervision/probation fees is a huge step forward for Ramsey County and the residents it serves. Excellent work!
- Thank you for the inclusion of the bar charts showing population counts at the RCCF. Helpful to see displayed by week this way.
- Please outline with the Deputy County Manager a specific list of court orders set to expire at the end of the day on May 3. As we look at justice reform work, should we be looking at extensions of those orders or longer-term allowances that these orders provided? In the next week we need to get specific on any requests we might have to shape a better justice system based on the lessons learned over the past month.

Financial Assistance Services

- Thank you for the collaboration to create a common approach to service delivery. I agree with the organization-wide approach and all of the steps outlined here. Please make sure that as conversations and planning continue the following areas are brought in at the appropriate time:
 - Workforce Solutions
 - Community Corrections
 - Public Health (WIC)All three areas have raised walk-up related issues that may be able to be addressed through this process. The Deputy County Manager should be the one to lead those cross-departmental conversations.
- The Deputy County Managers of HWST and S&J need to work together on how to ensure the front deputy is being used effectively in the outer lobby. If this issue cannot be addressed then then county needs to evaluate service models that will more effectively address the issues we are facing.
- Thank you for the clarifications regarding verbal consents serving as signatures. Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Housing

- Please clarify through the DCM the remaining timeline to opening the Boys Totem Town site as a second respite site. I just want to make sure we are aligned across leadership and staff on those timelines.
- Please continue to provide updates on the staffing partnership with Saint Paul and if the issues remain in the weeks ahead.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Health and Wellness Administration

- Thank you for the suggestions about communication and racial equity. Please make sure that you are connecting with Sara Hollie this week to share these thoughts with her as the Racial Equity and Community Engagement Response Team will be focused on issues of communication barriers.
- Please connect with Kari Collins this week to discuss how the county might communicate federal/state/local small business and non-profit resources. There is a lot of work and planning occurring in the Community Based Economic Development department that should align with this.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Public Health

- Should there be alignment between the 266-1300 number and the 266-8500 call center number that is functioning for all of Ramsey County? Want to make sure we operating under a unified approach that is easiest for residents. Please clarify thoughts through the Deputy County Manager.
- Significant concerns between the changing directives from the RCSO that do not follow CDC guidelines for jails and communication to PH staff. It sounds like a plan has been put in place to address these gaps, but please continue providing updates to ensure things are going well.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.
- Request approved for the credit card machine approach. Thank you for the shared approach across Finance, PTRES and Environmental Health.

Social Services

- A huge thank you to staff at Lake Owasso Residence and the Ramsey County Care Center – they are in my thoughts every day and I so appreciate their dedication to the residents that they are serving.
- I am not 100% clear on what has been challenging about the “train the trainers” approach to just in time staffing efforts. Can you please provide additional information through the DCM?
- Please connect with Communications to discuss the suggestions to upload MnChoices forms to the Ramsey County website. This suggestion is a good one that would help residents as we work with them under new service delivery models.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Veterans Services

- Is the department aligning its disaster grant submission with the Finance department to ensure full support throughout this challenging application process? Please clarify with the DCM.
- Please schedule a meeting with the leadership of the Racial Equity and Community Engagement Response Team this week to develop outreach approaches that are tailored specifically to communities of color and ethnic communities. Thank you for raising this important topic.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Economic Growth and Community Investment Service Design
County Manager Comments
4/20/20 – 4/27/20

Note: All service redesign documents are approved as submitted unless explicitly modified by the County Manager comments below.

Community and Economic Development

- Please schedule a meeting with the leadership of the Racial Equity and Community Engagement Response Team to continue evaluating potential racial equity impacts occurring now and/or as we look toward the future.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Libraries

- Please schedule a meeting with the leadership of the Racial Equity and Community Engagement Response Team to continue evaluating potential racial equity impacts occurring now and/or as we look toward the future.
- Please give an update through the DCM regarding drop off services and how that model is working or what challenges exist. Since announcing the creation of the program on previous documents I have not seen any information.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Parks and Recreation

- Please schedule a meeting with the leadership of the Racial Equity and Community Engagement Response Team to continue evaluating potential racial equity impacts occurring now and/or as we look toward the future.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.
- How is the information about the story trails on lesser used trails being advertised? I hope this is being broadly advertised as a drawing point into those lesser used parks so that it isn't just a "gem" uncovered by those that go there, but that this becomes a destination for people because they know in advance that these stories are there. Please provide information through the DCM to this question.

Property Management

- Please schedule a meeting with the leadership of the Racial Equity and Community Engagement Response Team to continue evaluating potential racial equity impacts occurring now and/or as we look toward the future.
- Thank you for the leadership over enhanced cleaning and disinfecting of walk-up centers. This is a good long-term approach for Ramsey County, but please keep providing information on the resources issue here and if this creates strains elsewhere on the department.

Public Works

- Please schedule a meeting with the leadership of the Racial Equity and Community Engagement Response Team to continue evaluating potential racial equity impacts occurring now and/or as we look toward the future.
- I would appreciate additional information regarding fleet pressure. I noticed the need for 9 new vehicles in the RCSO, but are similar needs occurring elsewhere? Please provide an update through the DCM and keep this as a reporting topic for the future so that we may transparently track and adjust resources, as needed.

Workforce Solutions

- It would be useful to transform some of the weekly data about inquiries and volume into bar charts that are similar to walk-up information being provided by Financial Assistance or RCCF data provided by Corrections. The visual will also help with asks for future resources that will surely be needed.
- Please connect with the Deputy County Manager to be a part of the planning and implementation of walk-up sites. The North Saint Paul workforce center may or may not reopen under a future services model. If we can more effectively serve residents under a revised model that builds on learnings and opportunities during this past month, we will move in that direction instead.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Information and Public Records Service Design
County Manager Comments
4/20/20 – 4/27/20

Note: All service redesign documents are approved as submitted unless explicitly modified by the County Manager comments below.

Property Tax, Records and Election Services

- Thank you for the collaboration to create a common approach to service delivery. I agree with the organization-wide approach and all the steps outlined here. Please make sure that as conversations and planning continue the following areas are brought in at the appropriate time:
 - Workforce Solutions
 - Community Corrections
 - Public Health (WIC)

All three areas have raised walk-up related issues that may be able to be addressed through this process. The Deputy County Manager should be the one to lead those cross-departmental conversations

- Request approved for the credit card machine approach. Thank you for the shared approach across Finance, PTRES and Environmental Health.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Information Services

- Thank you for the continued information about the threefold uptick in usage of Microsoft Teams and the opportunities and challenges that presents.
- I struggle to define current IS priorities for technology upgrades and rollouts now that some of our biggest departments have been addressed. Please provide an update on our ongoing approach to prioritization through the DCM so that I may continue to reinforce that message when I get asked about technology rollout plans.

County Assessor

- Great to read about how changes in service may be benefiting residents who struggled with having to appear in person in the past.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Communications and Public Relations

- Please outline through the DCM if there is anything that we can do through the Executive Team daily meetings to ensure that Communications is engaged at the strategic points of planning to avoid challenges later in a process.
- Please schedule a meeting with the Racial Equity and Community Engagement Response Team to develop a plan for future translation and trusted messenger needs. This is clearly a joint effort requiring input from both areas. Please engage the Deputy County Manager, as necessary, to address any points of conflict or to help frame the resource needs associated with this conversation.
- Thank you for your work to develop a proposal for funding of translated materials and for working closely with Public Health staff on video communications that will ensure our messages are being widely shared throughout the community.

Information and Public Records Administration

- Thank you for the volume data of walk-ins. Please align your presentation approach of this information with Financial Assistance Services and the Operations Team in the Incident Management Team structure. I believe they are planning a unified rollout of information, but if that is news to you, please share that disconnect with the DCM.
- Thank you for the collaboration to create a common approach to service delivery. I agree with the organization-wide approach and all the steps outlined here. Please make sure that as conversations and planning continue the following areas are brought in at the appropriate time:
 - Workforce Solutions
 - Community Corrections
 - Public Health (WIC)All three areas have raised walk-up related issues that may be able to be addressed through this process. The Deputy County Manager should be the one to lead those cross-departmental conversations
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Safety and Justice Service Design
County Manager Comments
4/20/20 – 4/27/20

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Sheriff's Office

- The Sheriff's Office is the only department in Ramsey County not submitting service design documentation each week. This means the community cannot transparently understand their efforts around the HELP team, justice systems reform, jail practices, staff safety, etc. Moreover, this means there is no focused conversation being shared regarding racial equity impacts and how to align the work of the Sheriff's Office with the rest of Ramsey County. This continued non-submission is out of alignment with Ramsey County's Vision, Mission and Goals.
- Please schedule a meeting with the leadership of the Racial Equity and Community Engagement Response Team to continue evaluating potential racial equity impacts occurring now and/or as we look toward the future.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Attorney's Office

- Please update on future documents the work happening in the criminal justice reform space that is continuing in spite of the COVID-19 emergency period. How will that work be able to continue? Are the goals changing? What else is needed from partners to ensure success?
- Please schedule a meeting with the leadership of the Racial Equity and Community Engagement Response Team to continue evaluating potential racial equity impacts occurring now and/or as we look toward the future.
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Medical Examiner

- There is region-wide planning occurring regarding morgue space. It would be helpful to have that service planning updated here, to the extent possible.
- Please schedule a meeting with the leadership of the Racial Equity and Community Engagement Response Team to continue evaluating potential racial equity impacts occurring now and/or as we look toward the future.

- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Emergency Management and Homeland Security

- How many calls a week does EMHS receive regarding storms? Like other departments, tracking call volumes is important as we assess workload and needs. Finally, is there an opportunity to utilize 651.266.8500 for calls coming into Ramsey County as this is the call center?
- Please outline to the Deputy County Manager any specific areas in which ongoing waivers and approaches to service should continue past the end of the day on May 3. In the next week we need to get specific on any requests we might have to shape a better service delivery system.

Emergency Communications Center

- Please schedule a meeting with the leadership of the Racial Equity and Community Engagement Response Team to continue evaluating potential racial equity impacts occurring now and/or as we look toward the future.
- Please provide a full status update to the DCM regarding the conversation about the possibility of reallocating prior ECC employees that currently work in the County. I would like an update on this process and what is needed to get to a final plan.

Strategic Team Design
County Manager Comments
4/20/20 – 4/27/20

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County Manager's Office

- Is a project-based approach the best way to go for work if staff are being asked to engage in seven day a week, around the clock activities? Please make sure that we are thoughtful about using shifts and handoffs to manage overload and burnout, if necessary.
- What is the projected delay to the document management system? Can you please clarify the modified timeline?
- Thank you for the excellent work and leadership over housing, food and essential services. These are enormous projects that are very important to the community at this moment in time.

Finance

- I look forward to future approaches to addressing EPTS spend and how we will be able to do that work using the Compliance and Oversight Team alongside the Controllers. Thank you for the collaborative approach.
- Roles and process definition with the Compliance and Oversight Team will be important in ensuring an effective, efficient and aligned response to the COVID-19 emergency, so thank you for taking the time to plan and organize accordingly.
- Do you have timelines for the remaining laptop needs for your department? Is there anything you need from me to get to clarity around prioritization and projected timelines? I know this has been a recurring topic.

Human Resources

- Do you need additional resources to manage and implement LMS during the COVID-19 emergency period? If so, please put together a request so that we may address it.
- Thank you for exploring options to further support front-line staff who are serving residents in more unpredictable environments in which social distancing can be more difficult and the potential for virus transmission is greater. Continuing to support staff as they serve the community and keep services available is important to Ramsey County, and I thank the department for leading these exploratory efforts.
- I am interested in hearing more about what is meant by "all employee information sharing such as a Ramsey County Employee App." Have conversations yet occurred with Communications to

identify who is being missed and the best way to ensure connections can be made? See comments from Communications below and my responses above – the most important thing is ensuring that we are working together from the outset on important projects like the one suggested here.

WEEKLY SERVICE DELIVERY CHECK-IN COUNTY WIDE THEMES

Reoccurring Themes

1. SERVICE DELIVERY

- No significant service delivery changes as department operations are beginning to stabilize under the new service delivery models.
- Caseloads, particularly in Workforce Solutions and Financial Assistance Services continue to increase.
- Seeing continued racial disparities in unemployment and access to resources (at-home technology, etc.) for ease of program participation.
- Departments in HWST and EGCI are working to keep up with and implement policy, rule and program changes coming from the state level.
- Continuing to make needed adjustments to adhere to social distancing and other Public Health guidelines for staff and visitor safety (i.e. layout/design changes). There is still concern over the availability of PPEs.
- Cross-department and service team partnerships have increased to share staff capacity, create consistency in service delivery at active county buildings, make operations improvements and more.

2. STAFFING AND RESOURCE NEEDS

- Continuing to seek and apply for funding opportunities to support increasing caseloads and overall costs during Covid-19.
- Interpretation and translation needs are increasing as departments seek to share information (via print and video methods) with communities in different languages.
- As department demand for internal resources (i.e. administrative, technology, HR, communications) and resident demand for county services (i.e. program and benefits enrollment) increase, departments continue working to enhance staff capacity to meet these growing needs.

3. TELECOMMUTING AND IS QUESTIONS

- As departments shift to using Microsoft Teams, some are experiencing glitches.
- Staff are starting to utilize zoom meetings with clients to provide remote "face to face" interaction. Would like an alternative IS platform for engaging with youth virtually in a similar way.
- Access to printing, faxing and copying is a challenge for staff while working off-site and county program participants as well.
- Cybersecurity concerns are exacerbated by the pandemic while a significantly larger staff population is accessing the county systems remotely.
- Some departments need assistance with enabling approved staff to access county folders remotely.
- Some departments seek secure video-conferencing capabilities with strong security measures for hosting a large number of clients and community partners.
- Remote training for new information systems and new staff is a challenge. There's a need for a remote learning infrastructure to support training curricula (or more awareness of existing infrastructure).
- For client services, applications being run through Net Motion are extremely slow at certain points in the day. Access to share drives through Net Motion are also sometimes bogged down.

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Community Corrections

1. Describe how service delivery went this week. What has been working well?

Department

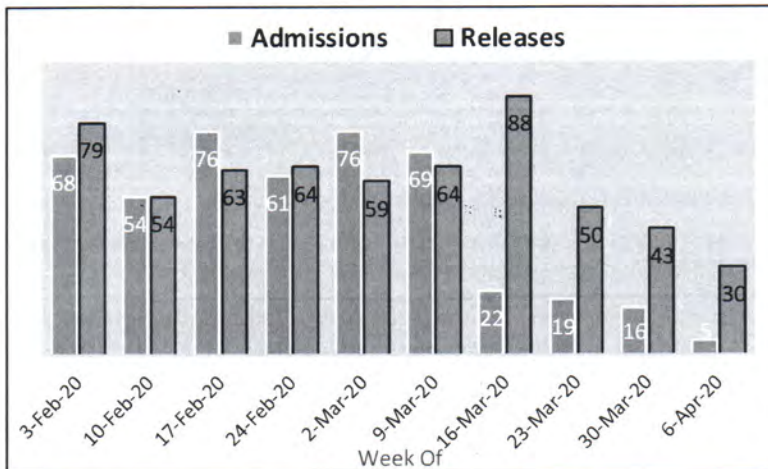
- Board of Commissioners approved Request for Board Action to eliminate Supervision/Probation Fees for Adult clients !

RCCF

- In partnership with Criminal justice partners, minimizing client population:

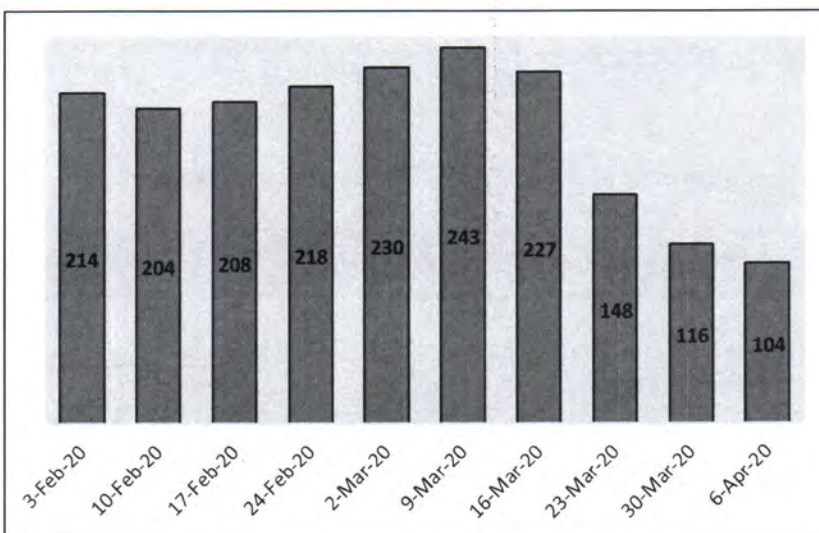
Admissions and Releases

RCCF Weekly Admissions and Releases (Includes Males and Females)



Daily Population (In-Facility)

RCCF Daily Population - In-Facility (Includes Males and Females)



- Limiting staff movement throughout the facility, any movement must be purposeful and related to a person's job duties. Job duties modified so staff remain in one area of building.

WEEKLY SERVICE DELIVERY CHECK-IN

- Cafeteria no longer serving buffet style; only pre-prepared meals in individual containers.
- Received 100 face shields, enough for every Correctional Officer in the facility
- Communicating well with staff and residents regarding operational changes.

Juvenile Detention Facility

- Collaborating with Juvenile Probation to review cases of each youth in custody on a daily basis
- Working to facilitate online capabilities in multiple formats, i.e. video visiting (Facetime, Google Duo), VoIP, Zoom, Microsoft Teams
- On-going work with County Attorneys, Public Defenders, Private Attorneys, Providers and Assessors to provide virtual contact visits in lieu of face-to-face meetings
- SPPS distance learning has started – residents given school packets, math teacher providing video links daily, staff engaging with residents

Adult Probation

- All Probation Service Center (PSC) orientations are being done virtually on an individual basis
- Collaborating with other criminal justice partners on video options for court hearings.
- Branch office locations remain open with reduced staff presence in the event of a client needing immediate assistance. Signage has been updated to reflect modified service delivery including probation officer contact numbers.
- Continuing to work with Pre-trial Vendor, other County departments, and the Courts, to ensure that appropriate levels of service are maintained within the community to minimize confinement while assuring public safety.
- Agents are adapting well to using virtual platforms and connecting with clients via technology.
- ISR agents continuing to use social distancing and other safety precautions while working within MN DOC policy.
- Agents continuing to use alternative methods to conduct field contacts and complete transfer investigations

Juvenile Probation

- Service delivery is continuing at both juvenile locations. Agents continue to complete community contacts with clients designated EJJ and assessed at high risk, using recommended safety protocols

Administrative Services

- Community Cog Skills Facilitators continue to develop and enhance alternative client engagement processes

2. What has been challenging or concerning as you implement new service delivery approaches?**Department**

- Working with Staff to adjust to the modified operations. There continues to be concern regarding the availability of PPEs. There has been progress in obtaining PPEs and as they become more available, we will distribute as necessary.
- Continuing to work with Labor representatives to address safety concerns around DOC client transports and field contacts
- Helping staff feel more comfortable in using remote access capabilities from home

Adult Probation.

- Department leadership is working with the DOC to improve communication regarding early inmate release criteria and

WEEKLY SERVICE DELIVERY CHECK-IN

policy change considerations

- As incarcerated clients are released early to the community, available stable housing could be a barrier for releasees.
- Additional releasees could have significant medical need that may need to be addressed locally services. Corrections leadership will be working with Social Services to address these needs
- Adult Services will be operating under a modified violations grid until May 4th. As this timeline has been extended, there could be adult clients that may need a more comprehensive response

Juvenile Probation

- Leadership is working with other departments to address how to obtain client signatures on forms/documents
- Leadership is working with other departments to address security concerns with the sharing of confidential information and performing clinical assessments via email and virtual platforms

RCCF and Juvenile Detention Center

- Received a shipment of surgical masks, but not enough for all the staff in the facility.
- Significant concern regarding lack of N95 masks. In the event of a confirmed COVID case in the building, the masks will be needed, particularly for staff working in designated isolation and quarantine areas

Juvenile Detention Center

- Work to reduce resident population is on a case-by-case basis. Necessary to ensure safe placement, process difficult at times
- Distance learning through SPPS difficult due to no teachers on-site, pods not equipped with wi-fi for on-line streaming

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.**Department**

- The Chief Judge issued an extension of the duration of the COVID -19 Emergency Administrative orders to midnight May 3rd. These orders relate to delegating authority to RCCF to release some clients to EHM, to delaying turn in dates, suspending Sentence to Service, and restricting visitation at the Juvenile Detention Center.

Adult Probation

- In response to the Governor's extension of the "Stay at Home Order" to May 4th, and in collaboration with the Chief Judge, Supervision Guidelines were updated and sent out to staff. Most Field contacts will continue to be virtual except for ISR and SR clients. Public Safety concerns will determine the occurrence of drug testing. These guidelines will expire on May 4
- As we monitor any additional early releases from Minnesota DOC, we will closely review release plans and available community resources on a case by case basis, as well as staff for additional coverage

Juvenile Probation

- In response to the Governor's extension of the "Stay at Home Order" to midnight on May 3rd, and in collaboration with the Chief Judge, Supervision Guidelines were updated and sent out to staff. These guidelines will expire on May 4

Administrative Services

- Working with IS to access, larger capacity, secure video-conferencing to host multiple clients simultaneously for extended

WEEKLY SERVICE DELIVERY CHECK-IN

periods of time, with confidentiality for groups

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

Department

- As we continue to work through our redesign service model, we will monitor clients to ensure equitable access to appropriate and available services in the community

Adult Probation

- Under the redesigned model, the change in supervision has reduced barriers for client childcare needs and transportation
- The department has eliminated the collection of supervision fees. Research has shown that fines and fees have disparate impacts on communities of color.
- As clients are released early from the DOC and the RCCF, extra resources should be in place to allow the client to experience immediate, and long-term success. As the current situation develops, clients in poverty will need continued support with basic needs
- Current unemployment rates will likely lead to clients experiencing issues finding gainful employment. Modified conditions of probation/supervised release should reflect this new reality

Juvenile Probation

- Low income residents continue to need assistance with food, utility bills, accommodations etc. during this time.
- Recent data was released identifying the disproportionate impact of COVID-19 on the African American communities, impacting many of the clients we serve in Community Corrections

Juvenile Detention Facility

- Distance learning currently offered at JDC from the SPPS is incommensurate with the individualized education program (IEP) or educational levels for youth and is inadequate for their needs. Leadership is working with SPPS to address these concerns

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

Department

- Continue to have a significant need for PPE's, hand sanitizers and disinfectant cleaners
- Continue to explore alternative forms of client transportation with adequate social distancing or other appropriate safety protocols

Adult and Juvenile Probation

- Access resources to assist and support families in maintaining safe and stable housing.

Juvenile Detention Facility

- Working with IS to add wi-fi capabilities in resident living units
- SPPS will need to provide technology supports for JDC learners to enable them to participate in the education programming offered in lieu of in person classes
- Potentially redeploying staff to assist with distance learning in lieu of SPPS staff support

WEEKLY SERVICE DELIVERY CHECK-IN

- Facilitating and speeding up DHS clearance for on-board new staff

Administrative Services

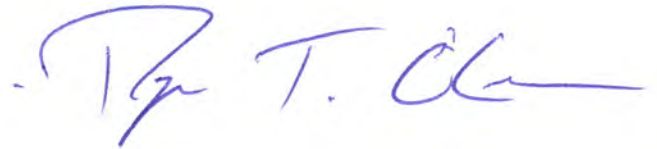
- The department is reaching out to the DOC and Community Corrections agencies across the state to collaborate and share resources to assure that adequate training is available for probation and correctional officers.

Deputy County Manager Comments

- A significant accomplishment this week was the Ramsey County Board's approval to eliminate Probation and Supervision Fees. Thanks to leaders and staff in Community Corrections for their work in this transformational justice system change!
- Connect with the Incident Management Team Logistics Unit to assist with needed supplies.
- Continue to work with the MN DOC regarding inmate releases to the community and press for local resource assistance.
- Continue to partner with the St. Paul Public Schools (SPPS) to address educational gaps for juveniles in our care.

County Manager Comments

Please see attached memo for comments. Thank you.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

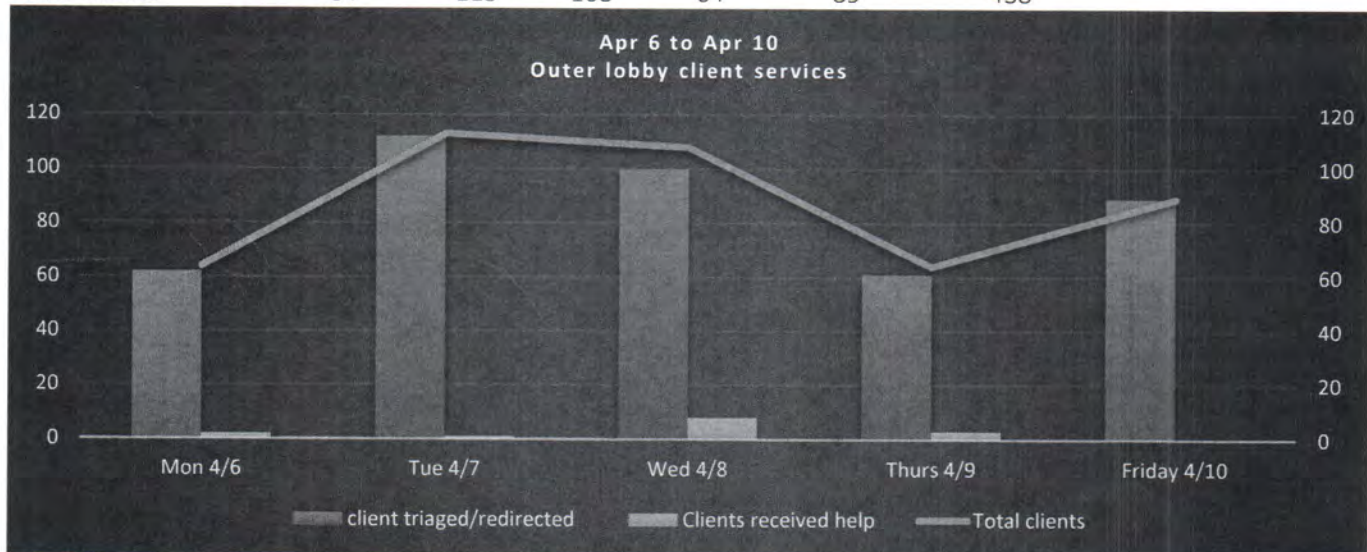
Financial Assistance Services

1. Describe how service delivery went this week. What has been working well?

- All public assistance services are fully accessible through phone, mail drop off, and online without interruption.
- We continue to operate with modified services to minimize in-person contacts. The limited outer lobby walk-up services continue to be available to help meet many of residents' essential service needs without barrier.
- Data collected from last week shows that we served 438 clients from Monday through Friday and 424 were redirected. 14 (3.1%) needed to come into the outer lobby to get additional assistance from the staff behind the front desk.

Outer lobby client service

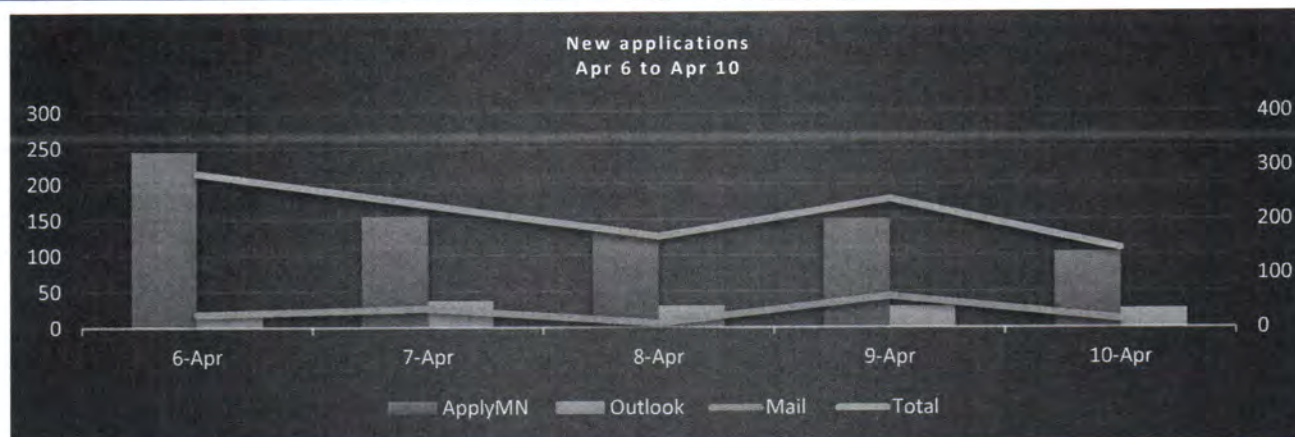
Day	Mon 4/6	Tue 4/7	Wed 4/8	Thurs 4/9	Friday 4/10	total
client triaged/redirected	62	112	100	61	89	424
Clients received help	2	1	8	3	0	14
Total clients	64	113	108	64	89	438



- As the trend of walk-up clients has been fluctuating up and down, the trend of volume of weekly new applications received by the agency has been going up.

Date	ApplyMN	Outlook	Mail	Total	Weekly
6-Apr	245	17	24	286	
7-Apr	155	37	35	227	
8-Apr	131	30	8	169	
9-Apr	151	29	58	238	
10-Apr	105	26	16	147	1067

WEEKLY SERVICE DELIVERY CHECK-IN



- Due to an increase in new applications, we will see an increase in the number of case management cases. We continue to evaluate the workload trends and are shifting resources to the areas of most need. i.e., Intake
- To increase access to essential benefits, the Department of Human Services has waived and/or modified many program policies and procedures. In addition, now most programs are not requiring the applicant's handwritten signature; a verbal application and signature are being accepted.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Most public assistance program rules have been rapidly changing. As a result, we continue to send out updated information to staff, which creates some confusion about implementing the changes.
- Outer lobby setting does not fully support social distancing.
- We continue to take additional measures to ensure social distancing and staying at least 6 feet away from others while receiving/delivering the essential services. We are also working with IMT Operations to address this issue.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- We are collaborating with other service team leaders to create a common approach to service delivery that will:
 1. Improve the experience for those who come in for urgent requests – create a “more welcoming environment, even during COVID-19”
 2. Increase staff and resident safety through layout/design changes – Atrium approach currently is not supporting social distancing.
 3. Formalize and begin to scope Navigator role in this space – responsibilities, content/knowledge, and role.
- We will be proceeding with the plan approved by the Operations team that includes the following needs:
 1. Traffic flow adjustments – signs, stanchions, floor markers to ensure social distancing.
 2. Application/material display for easy access to forms at any walk-in location.
 3. Plexiglass partition for Navigator desk and counters for resident/employee safety

WEEKLY SERVICE DELIVERY CHECK-IN

- Deputies stationed in the East Building are needed to facilitate proper social distancing and crowd control in the outer lobby when residents approach so that staff working in the lobby can properly assist clients.
- 4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?
 - We continue to monitor and evaluate our redesigned service delivery model and detect any potential aspect that might have an impact on racial equity.
- 5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?
 - We continue to work collaboratively with the Public Health and HWAD teams to address our unmet needs such as getting appropriate personal protective equipment.
 - We need more active participation from deputies in the outer lobby so staff can help clients 1:1 without distraction.

Deputy County Manager Comments

- I support the efforts to improve the resident experience in the East Building. Continue to work with the IMT Operations team to implement recommendations. Concerns regarding the staffing and location of deputies is being coordinated by the Operations team in conjunction with Property Management.
- Continue to adjust staffing as necessary to address the increased volume of cases.
- ! • Continue to discuss how adjusting the service delivery methodology during this crisis can be used to move towards an enhanced sustainable future delivery model. Consider technology needs and improvements, community partners, and physical space needs. Enlist the assistance of HWAD and other internal partners.

County Manager Comments

Please see comments in attached memo. Thank you.

- R. T. Clark

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Housing

1. Describe how service delivery went this week. What has been working well?

- Clients seem to be doing very well in hotel settings so far. Very few behavioral issues or evictions.
- Families in family shelter are adjusting to online learning and we are learning which school districts are better prepared to assist families than others.
- Productive conversation with Archdiocese and Property Management to move Project Home shelter to St. Mark's to allow for individual rooms.
- We tested our first residents at Mary Hall for COVID-19!

2. What has been challenging or concerning as you implement new service delivery approaches?

- A new remote staff supervisor has been brought on to supervise shelter assistants from a far. Yay! There is a big learning curve, and this has remained very time consuming for Max and Public Health staff.
- STP Parks and Rec staff have started working at the hotel programs, but this also comes with new challenges and need for additional training
- Communication and process issues between Mary Hall, Shelters and the hotel program regarding referrals and intake.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- We are creating an adult hotel waitlist and priority list in anticipation of greatly expanded capacity.
- We are making edits to our Housing Support (GRH) provider application to right size to current FAS and HWAD capacity.
- MDH has new PPE guidelines for shelter staff in contact with symptomatic residents. We will adjust accordingly.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- Need to follow-up with DCM and HR on PEPEL access for shelter assistants
- I would like to track hotel evictions and shelter expulsions by race, if possible.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- None

Deputy County Manager Comments

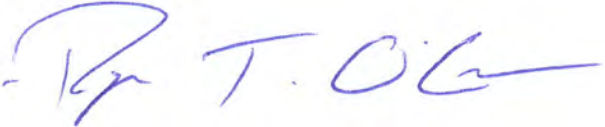
- Follow-up has occurred regarding benefits for temporary shelter assistants.
- Appreciate the assignment of a remote supervisor for shelter assistants by Community Corrections. As this resource becomes more acclimated to the operations, assistance and direction from Max and PH staff should be reduced.

WEEKLY SERVICE DELIVERY CHECK-IN

- This area remains a large focus for Ramsey County. Continue to monitor and adjust to the need for additional leadership and staffing resources.

County Manager Comments

Please see comments in attached memo. Thank you.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Health and Wellness Administration

1. Describe how service delivery went this week. What has been working well?

- Things are going well. Regular check-ins and remote unit meetings are an important way to stay connected and monitor productivity.
- Nearly all planners and evaluators have been re-deployed or are spending the majority of their time on IMT projects.
- The childcare referral project for staff stabilized has launched and policy, communication, and payment procedures are underway.

2. What has been challenging or concerning as you implement new service delivery approaches?

- As staff settle in to remote working they are requesting changes to their set ups, creating re-work for BSS and IS.
- Increased data requests due to COVID. OMA already had vacancies and most evaluators have been re-deployed which makes it difficult to respond to requests quickly.
- Communication between IMT and staff supervisors can be challenging. Daily situation report and regular check-in with staff and IMT leads is helpful.
- Remote training for new information systems and new staff is a challenge. We don't have remote learning infrastructure and our curricula are not set up for remote learning.
- Using MS Teams when working with Citrix is not going smoothly.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- Some RFPs will need to be postponed which may result in extensions or modifications to current contracts or a stop in planning service delivery of non-essential services. Other planned RFPs are being changed to be more COVID specific (for example, some mental health related RFPs).
- Planners are assisting with COVID-specific grant applications for housing, shelter, prevention, and mental health.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- The majority of MFIP and DWP applicants are people of color, as are participants in the Child Care Assistance Program. As the availability of child care itself is changing. Early childhood programs such as ECFE, Head Start, and school-based services have moved online, the county should consider how to communicate these resources and options to families

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- There is a need for some technical staff to work onsite and they need access to disinfectant solutions to able to clean shared technology equipment and training areas.
- Would like to understand better how to best share federal/state/local small business and non-profit resources and loans, etc. with community partners in contracted and MOU agreements.
- Would be good to have tips on working remotely for all staff.
- Routine communication with contracted providers on a weekly basis.

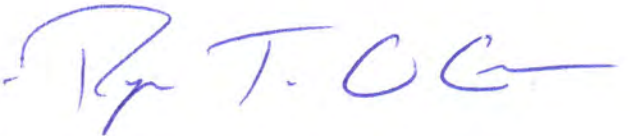
WEEKLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- Continue to encourage remote check-ins/meetings as a way for staff to stay connected to their teams.
- Connect with property management or IMT Logistics to access necessary cleaning supplies for shared equipment and training areas.
- Tips for working remotely have been shared by HR. Continue to monitor and share updated information with staff.
- Connect with IMT Finance team regarding your inquiry related to sharing information about resources with contracted vendors and partners. Work collaboratively on a communication solution.

County Manager Comments

Please see attached memo for comments. Thank you.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Public Health

1. Describe how service delivery went this week. What has been working well?

Correctional Health – Service went well, plans are now in place for housing when cases are confirmed. More people released from custody at all sites, able to space people out better in the facilities.

Health Protection – Net Motion and Microsoft Teams are working well!

Admin – RBA preparation underway for approval for several updated fees, and new fees for telehealth services.

HouseCalls – Call volume from community/clients increased for rent and utility requests, and a couple sanitation referrals from St. Paul DSI; working with EH on dumpster delivery for sanitation cases. Working well to have clients take pictures in home and share for sanitation progress/clean-up rather than staff entering homes.

Vital Records – Fewer requests for urgent marriage licenses and able to respond to calls received. Mail request processing going well.

Healthy Communities –

- Good systems in place, Net Motion is working well majority of the time.
- Staff are reporting positive feedback (by community) about C&TC and COVID information telephonic outreach.
- Gathering information and talking with partners has been seamless from home.

Clinical Services –

- We are beginning to implement a version of an Office of Civil Rights approved platform for telemedicine in the Sexual Health and Tuberculosis programs. Legal and IS have been involved.
- SOS is vetting the same video-telehealth platform as above to be used in conducting visits with survivors; this needs to meet standards put out by VAWA and VOCA.
- We have seen a volume uptick in Sexual Health this week. Syringe Services continues to provide oral HIV testing and needles for exchange.

WIC –

- Curbside service for eWIC cards 35-40 total; Medical formula pick-ups 2 total; No request to complete appts onsite out of the 1830 clients served. Mailed ~100 new/replacement eWIC cards last week to participants unable to use curbside service.
- Staff continuing to answer our 266-1300 phone line from 8-6:30pm M-TH and 8-4:30pm on Fridays. On average we are serving ~300 more new clients per week.
- Breastfeeding Peer Program continues to offer/provide individual breastfeeding support for expecting and breastfeeding women. Provided information to Family Health on how to refer to the Peer Breastfeeding Support Program to provide an extra level of support to residents even as hospitals and clinic support groups are suspended.

WEEKLY SERVICE DELIVERY CHECK-IN

- During our WIC contacts, staff are checking in with families and having nice conversations beyond typical WIC topics which we are realizing is a nice benefit to families during this period of isolation.
- Staff are going the extra mile see what families are doing to keep kids busy at home and provide ideas and resources if needed.
- Continue to keep staff apprised on new and continuing resources.
- Connected with City of St Paul to include WIC as a resource in their weekly COVID19.gov update. Ramsey County's update will also list WIC as a resource.

Environmental Health –

- Communications with city recycling coordinators regarding COVID-19 effects on solid waste and recycling services: all cities have canceled, or postponed April and May clean up events, White Bear Lake and White Bear Township agreed to Republic Services suspension of yard waste and bulky items.
- Development of agreements for services has been moved up, such as contracts for the Science Museum of Minnesota, Kitty Anderson Youth and Science Center STEM Justice interns and training; Finalizing school technical assistance contract with EcoConsilium; drafting RFP for municipal recycling Technical Assistance Project for release in July; preparing to launch the Business Pollution Prevention through an R&E contract with Environmental Initiative.
- Yard waste sites are experiencing heavy use by the public; social distancing signs installed at all sites on mobile sign frames, the public maintains social distancing while using the sites.
- Household Hazardous Waste; site operations continuing, and looking at the 3-year average participation there is almost no variability between pre-COVID-19 participation and current participation; 582 households participating last week (578 previous week).
- Pool license fee statements were sent on 4/9/20, with a payment plan being offered due to financial hardships, and because pools are closed by executive order.
- Created and finalized self-assessment documents for remote inspection activities.
- Special projects including a plan review tool development; planning discussion forums for municipal partners, staff training curriculum development, and clean indoor air ordinance program updates.
- Food truck operator survey for emergency food service completed and shared with IMT food team.
- Storm shelter spot checks at Manufactured Home Parks is taking place this week.
- Worked directly with Communications on all communication updates and environmental impacts due to COVID 19, related to messaging on Solid Waste Operations, including Yard Waste, Household Hazardous Waste, Food Scraps, medicine collection, etc.
- Work on lead and healthy homes continues, with contact of all homeowners and occupants of scheduled April lead hazard control projects to discuss the current situation and plans moving forward, conducting exterior environmental investigations on all elevated blood lead levels above 5 ug/dL, and virtual healthy homes assessments with product delivery to front steps.

Family Health –

- Nurses are becoming more comfortable in using various platforms (phone, Zoom, FaceTime, and Microsoft Teams) to conduct telehealth visits and becoming more creative in how they deliver telehealth visits with meaningful content.
- Supervisors and staff are checking in daily and working with nurses to conduct more telehealth visits that adhere to model and payer standards.

WEEKLY SERVICE DELIVERY CHECK-IN

- Staff are connecting more frequently with families-weekly rather than bi-weekly visits and responding to calls from clients after hours when they are experiencing hospital discharge within 24 hours or less.
- Clinical assessments being made skillfully on virtual visits including referring a mom to provider resulting in an immediate hospitalization and both mom and baby with initial birth complications but improving now.
- Tool and resources being developed to help clients prepare for possible earlier discharge after delivery and for other changes in their expected birth/postpartum experience.
- Deliveries of pack N play (for safe sleep) and Plan B, and other supplies going well as needed (without direct client contact, teaching by phone or virtual visits).
- Small PHN work groups meeting separately to develop new assessments and intervention strategies (one for Motivational Interviewing ideas for teaching about COVID and social distancing, and one for early PPNB teaching/assessment ideas)
- Clients are continuing to be engaged and appreciative of services.
- WFS and PH continue to collaborate across programs to support teen parents on MFIP.
- Evidence based models have provided significant adaptations and support for program implementation, including providing national consultation.
- MDH Home Visiting Division continues to provide clear and flexible direction.
- Staff continuing to share current, accurate COVID-19 and Minnesota Stay at Home information with families.
- Currently in the process of working with interpreting agencies to better understand their video conferencing platforms in hope to utilize their services for virtual visits with non-English speaking families.
- Identifying resources to support nurses with increased case management needs of clients (especially related to unemployment application process, and other more unfamiliar case management processes).

2. What has been challenging or concerning as you implement new service delivery approaches?

Correctional Health

- Changing directives from Sheriff's department regarding isolation and directives that do not follow CDC guidelines for jails/ no communication only emails to our staff sent out without leadership from public health notified.
- Sheriff's department directives for PPE for their staff differs from our staff's directives which follow CDC guidelines for usage when supply is short. Staff have a difficult time understanding why they do things differently.

Health Protection - Electronic fax of patient records – working with IS for a solution.

Healthy Communities –

- Applications run through Net Motion are reported to be extremely slow at certain points in the day.
- Access to share drives through Net Motion are also sometimes bogged down.
- C&TC specific: CATCH3 seems to run faster on Citrix for some users.
- Staff who can engage non-English speaking communities are feeling overwhelmed. Burnout.
- Older adults in Frogtown (ethnically diverse) don't have technology (e.g. iPads) to address isolation by connecting with others virtually.

Clinical Services - Volume of calls for advocates in SOS has decreased. Concerns that there will be an influx of need from victims/survivors upon lifting the EO.

WEEKLY SERVICE DELIVERY CHECK-IN

WIC –

- Working with IS and county attorney to use sharethisfile.com account. County IS has prepared a draft account for WIC for participants to securely upload eligibility documents. Awaiting vendor response.
- Anticipate a challenge to serve an increasing caseload and meet MDH hiring/training guidelines during this time. This is not an issue we expect the county to provide a solution but want leadership to be aware. We have reached out to recruiting contacts for potential applicants.
- No current referral process to connect families to WIC when applying to resources such as SNAP or unemployment benefits for the first time. However, plan to connect with Financial Service and Workforce Solutions within the week to discuss referring applicants to WIC.

Environmental Health –

- Inability to attend Skype for Business meeting hosted by outside entities.
- Electronic and on-line payment of fees; RC IS is working on this issue.

Family Health –

- There is an increased need for supervisor support to staff. It's challenging to address staff concerns and needs in a timely manner.
- As clinics and hospitals reduce visits and stays, clinical concerns have increased about the assessment of health status of pregnant women and of infant jaundice and weight gain when normal PHN physical assessments are so limited virtually.
- Reduced new referrals of families who may need our services more than ever.
- Although a several week delay in assessment and delivery of services to infants and young children with positive screening for developmental delays is not problematic, a service delay of several months will be.
- Interpreters continue to be needed for face to face virtual visits through usual interpreter agencies rather than Language Line only (breastfeeding needs and case management facilitation).
- Reduced space for parenting teens <19 at Life Haven, the only shelter available for teen parents. The reduction in beds is planned to account for quarantine options that may be needed.
- Staff fatigue, information overload, still challenges with keeping up with changing resources and guidelines.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

Joint request from Environmental Health, the County Treasurer and Finance-

- At the end of March, Environmental Health sent out 1,900 invoices for hazardous waste generator licenses. Additional license invoices for other purposes will be issued in subsequent months. We are hearing from these businesses that their checkbooks are locked up in their closed businesses or that the staff that signed checks have been furloughed. They are asking for credit card options to make payments of EH invoices. Long term this will be handled by ECRM. For the short term, we are requesting authorization to: 1) install an analog phone line and purchase a credit card machine to allow businesses to pay by phone and 2) work with US Bank and our current banking services agreement to provide an on-line payment portal similar to that used for property tax payments that will allow businesses to make payments to EH on-line as an e-check, debit or credit card payment. These options can be implemented quickly and at relatively low cost. The intent is to pass along the fees associated with these payments to the payor. We are also looking at this as an option for other departments that may have a similar Covid-19 related need to accept e-payments when they have not in the past.

WEEKLY SERVICE DELIVERY CHECK-IN

Family Health –

- The potential reassignment of staff to Public Health Essential Services requires reassignment of families to other staff; will need to assure that the primary staff carefully connect families with the new staff during the transfer process.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

Correctional Health - Have not had difficulty getting care to patients in the facilities.

Healthy Communities - Staff who can engage non-English speaking communities are feeling overwhelmed. Burnout.

Older adults in Frogtown (ethnically diverse) don't have technology (e.g. iPads) to address isolation by connecting with others virtually.

WIC –

- Unable to conduct outreach that reminds community programs and providers about WIC programs. Individuals accessing these services are a part of the vulnerable groups that could benefit from WIC services.
- WIC food transactions are not approved for online grocery delivery or pick-up requiring WIC participants to physically go into the store for purchases. This exacerbates disparities that already exists within the WIC population.

Family Health –

- Currently in the process of working with interpreting agencies to better understand their video conferencing platforms in hope to utilize their services for virtual visits with non-English speaking families. Interpreters needed especially for virtual visits to support early breastfeeding, to assist with heightened case management needs and for emotional support of families with greatly increased stress. Significant equity issue as other clients have the benefit of virtual visits.
- Increased fear, concern, and lack of trust in the community that they will receive equitable services. Desire for masks and no source of supply. (access to cloth masks for clients and their families).
- Higher risk for COVID-19 when living in crowded homes or apartment buildings.
- Grief and loss of expected birth plans/experiences, Impact of structural racism and historical trauma, concerns about impact of greatly increased stress on birth outcomes. PHNs working harder than ever to provide ongoing support, assessment and information to clients prenatal and postpartum, related to pandemic-related systems changes they might experience with labor/delivery and health care follow-up.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

Correctional Health – Weekly communication meeting with Sheriff's office set up beginning 4/15 to discuss their changing directives, so that public health is aware.

Health Protection – Working with IS to access electronic faxing so that coworkers can share information rapidly with healthcare providers.

WEEKLY SERVICE DELIVERY CHECK-IN

Environmental Health – Continued regular communication from leadership.

Clinical Services/SOS –

- Perpetrators have taken or destroyed the phones of some of our SOS victims/survivors who have followed up with Sexual Health services. We have a request to Logistics within PH-ICS to provide temporary phones with uploaded minutes in order to create access to our services for these clients.

WIC –

- Working to obtain access to MN-Its for all staff.
- Working with Co. Atty and IS, waiting for vending response on use of sharethisfile.com.
- Communications Team to place electronic ROI on the Ramsey County WIC site.

Family Health –

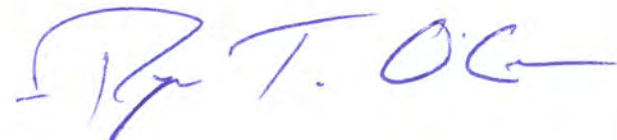
- Continue to work on provider and system to support virtual visits with non-English speaking families.
- Access to information from the MN Discrimination Help line or Ramsey County efforts to assure that we are addressing expressed concerns within our practice scope.
- Considering need for scales for clinical assessment and teaching of clients, due to earlier discharge postpartum and less frequent availability of clinic appointments (to assess for prenatal complications and monitor infant weight when concerns related to preterm birth, breastfeeding challenges or other needs).
- Availability of cloth masks more broadly for clients and families, and for staff for personal use (with understanding PPE will be provided to staff if needed for work assignments), all in alignment with MDH and CDC guidelines.

Deputy County Manager Comments

- Continue to work collaboratively with the Sheriff's Office. Weekly communication meetings should assist.
- Continue to provide ongoing support to all staff as they experience fatigue and burnout due to COVID-19. Reach out to HR for assistance as necessary.
- Great work across the department during this unprecedented pandemic. My sincere gratitude to staff and leaders!

County Manager Comments

Please see attached memo for comments. Thank you!



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Social Services

1. Describe how service delivery went this week. What has been working well?

Care Center & Lake Owasso

- Staffing remains remarkably strong.

CP Intake

- Smoother delivery of services: Needing timelines and processing cases; getting cases scanned, ready for redaction and moved to requested party/court/CLC/RCAO; CADS/supports to families, including a rotation schedule that enables staff to avoid unnecessary face to face visits; and State approval for technical alterations in some face to face visits.
- Redetermination investigations increased: A total of 7 reviewed for March/April compared to 3 for January/February.
- Staff have face masks and sanitizer for federally mandated face to face victim timeline meetings; support from CFS Director has been strong, consistent and appreciated across the department.

Family Support

- The State has updated guidance for family childcare licensing that has eliminated some barriers for workers.
- Video conferencing with youth is going well; some interact more with staff than they did with face to face contact.

Crisis

- Adult crisis had more calls from residents who have supports in other areas where there currently are no face to face visits.
- Staff are feeling safe with masks and hand sanitizer.
- Mental Health First Aid staffing is stable.

MnCHOICES

- Fax to Email has been established for each team to help streamline communications.

Detox

- Received an order of PPE including masks and hand sanitizer.

Adult Support

- Prepetition screenings increased to a normal level of requests, but adult case management intake referrals continue to be down.

2. What has been challenging or concerning as you implement new service delivery approaches?

Care Center

- Supply purchasing needed not only due to COVID-19, but due to turnover in two key positions.
- Train the trainers for "just in time" staffing.

WEEKLY SERVICE DELIVERY CHECK-IN

CP Intake

- Assisting with the mental health of clients is ongoing for staff and is trying at times.
- Frontline staff have some PPE, but concerns remain about continued availability for staff and children who must be seen face to face to determine safety.
- Managers, supervisors and other staff working to support staff who become sick.

CP Case Management

- High-risk cases are coming in, but some services that could assist in mitigating safety risks are lacking due to COVID. Balancing that has been difficult for staff at times.
- Disrupted placements are an ongoing issue as there are fewer options for family placements, shelters, etc. due to COVID concerns and potential exposures.

Family Support

- Staff have been challenged by changes to service delivery: Compliance has always been face to face in licensing, and it is challenging for staff to not continue those visits, but they are encouraged to view this as an opportunity to teach/educate rather than issue a correction order. Also, automatic extensions are being given now, but licensors are encouraged to complete required paperwork even if not needed now in order to expedite the process when we are back in business.
- MDH has not been clear about whether licensors are to report COVID; unclear what the notifying requirements are and whose role it is. We are working on a protocol.
- Staff note that the drop off boxes are helpful to community, but mail seems to be delayed, perhaps because there is no case number or identifying information on envelopes to assist with routing.
- Changes continue to occur with SSIS reporting so staff must correct work and enter new codes.

Crisis

- Children's Crisis had calls from two families with COVID in the home. One of the calls was resolved with family support and the other is currently in process.

MnCHOICES

- It is difficult to explain forms to residents on the phone when they cannot see the document. It would be helpful to have MnCHOICES documents available on the Ramsey County website for reference.
- Printing and mailing documents to residents, providers.

Detox

- Rule 25 assessments are approved for telehealth; but some vendors believe a barrier exists in getting client signatures on required paperwork as required by 42 CFR Part 2 privacy rules.

Lake Owasso

- It is challenging to keep residents busy and happy without engaging in off-campus activities or seeing family. There are more staff scheduled during day shifts while residents remain home to increase engagement in activities, and on nice days, residents are getting outside as much as possible.

WEEKLY SERVICE DELIVERY CHECK-IN

- Concerning: Having residents home 24 hours/day is increasing staffing and supply costs.

Adult Support

- St Peter Hospital is not allowing voluntary returns for clients on commitment who need additional support - causes additional concern about safety.
- Adult Protection investigations and Case Management staff are trying to contact clients who do not have phones. Generally, if attempts to contact are made but are not successful, the case is closed. Now it is difficult to know whether to continue attempts because clients may not be opening the door due to COVID fears or honor their right to not answer the door or respond to our letters.
- Providing resources to help clients with food while being mindful of risk due to physical health needs - clients with EBT cards can't use grocery delivery.
- Adjusting to changes in how we document in SSIS. Learning new billing codes in SSIS for COVID-19.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- Care Center needs to complete set up of COVID-19 unit.
- Childcare Licensing will need to do capacity variances, consider 60-90 day limits that can extend if needed; DHS is Ok with this plan and with use of discretion.
- Family Support is working on a protocol for tracking "confirmed" cases of COVID to report to Public Health.
- Developing a formalized relationship with a Public Health liaison who is available for consultation when the potential for COVID is present in homes. A protocol has been developed.
- MnCHOICES requests that documents and brochures that explain services and signature forms that residents need to sign be uploaded to the Ramsey County website.
- Adult Protection is realizing that police may not be willing to do welfare checks and is preparing to fill the void. This may increase the need for PPE.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- Child Protection Intake has seen fewer cases and reports but continues to see disproportionality with a greater number of African American and American Indian children reported.
- Ongoing concerns about delayed permanency for children adversely affects African American and American Indian children and families who are overrepresented in the system. Courts are not moving very quickly to find creative solutions to address these issues (such as ITV hearings, phone hearings, etc.)
- Ongoing concerns about parenting time/supervised visitation that also adversely affects African American and American Indian families who are overrepresented in the system. Most are not happening face to face given concerns from families and foster parents, especially during stay at home order.
- Staff are working to get unemployment insurance for youth in the Extended Foster Care and the Successful Transitions into Adulthood for Youth programs who have lost jobs. Most have worked in low paying jobs such as fast food, janitorial and other areas that have been hit hard. Historical racism, intergenerational poverty, and lack of education are all entwined here.

WEEKLY SERVICE DELIVERY CHECK-IN

- MnCHOICES assessors are reporting more non-returned calls when they leave a voicemail with Language Line for a non-English speaker, which may delay assessment or at times jeopardize continuation of services.
5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?
- Mostly tech needs to get COVID Unit up and running at the Care Center. There is no firm date set but timeframes will need to be established by early next week.
 - Public Health Liaison and I-pads in for Crisis staff.
 - Upload MnCHOICES documents to the Ramsey County website. Include brochures/links that explain services and each signature form that residents need to sign.
 - Access to ongoing supplies for COVID-19 protection efforts for all areas that serve clients face to face, and particularly disposable masks at Lake Owasso.
 - IS has been helpful in troubleshooting and providing interim solutions, but the need for laptops for all CP Case Management workers continues.

Deputy County Manager Comments

- Work with Communications to upload MnCHOICES documents as described above.
- Continue to work through technology equipment needs. Escalate to DCM for prioritization, if necessary.
- Continue to provide ongoing support to staff as they experience fatigue and burnout due to COVID-19. Reach out to HR for assistance as necessary.

County Manager Comments

Please see comments in attached memo. Thank you!



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Veterans Services

1. Describe how service delivery went this week. What has been working well?

- Refinements made to distribution of requests for assistance with applying for COVID Disaster grants and COVID Special Needs has improved how work is distributed to staff.
- Staff has adapted to working remotely and report productivity levels are holding even with high demand created by COVID crisis.
- Staggered staffing in office has provided needed support with mail processing and distribution, fax processing and other functions.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Facilitation, support and problem-solving technology issues related to MDVA COVID Disaster grant submission process has created confusion and frustration for those we serve.
- Social isolation has left staff feeling lonely for co-workers and clients.
- Staff act as a resource to one another and work together to answer questions and problem solve. They report this is a significant disadvantage of working remotely.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- Service delivery adapted slightly to accommodate incoming requests for financial assistance.
- Outreach and education about availability of MDVA COVID Disaster continues.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- Veterans Services has requested follow-up and assistance from Ramsey County Racial Equity Coordinators to develop outreach to Ramsey County individuals and communities of color. Information about work initiated by the department in this area prior to the COVID-19 crisis was provided as a starting point for this work.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- Veterans Services would like to offer the people we serve the option to meet virtually with our staff if they would prefer and have access to the technology needed to do so. We have scheduled a training with IS and will share this training opportunity with our partners on the HWST.

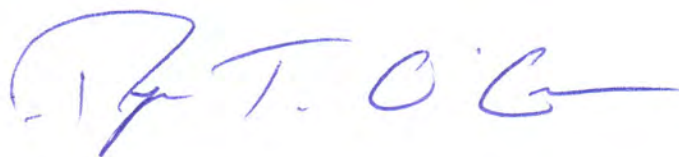
Deputy County Manager Comments

- I support offering to meet virtually with veterans who have access to the necessary technology. Thank you for following up with IS regarding staff training and sharing this information with our HWST leaders.

WEEKLY SERVICE DELIVERY CHECK-IN

County Manager Comments

Please see attached memo for comments. Thank you!



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Community & Economic Development

1. Describe how service delivery went this week. What has been working well?

- Same as last week.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Same as last week.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- Same as last week.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- Same as last week.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

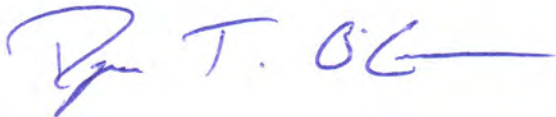
- Same as last week.

Deputy County Manager Comments

- Approved with no additional comments.

County Manager Comments

~~Approved~~ Thank you.
Please see attached memo.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Library

1. Describe how service delivery went this week. What has been working well?

- Delivery of physical and virtual resources and services.

2. What has been challenging or concerning as you implement new service delivery approaches?

- No change from previous week.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- No modifications.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- Nothing new from previous week.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- Nothing new.

Deputy County Manager Comments

- Approved with no additional comments.

County Manager Comments

Please see attached comments in memo. Thank you.

 T. O'Brien

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Parks & Recreation

1. Describe how service delivery went this week. What has been working well?

- Tamarack Nature Center offered online learning this past week which has been well received. Parks also partnered with Libraries on installing story trails on lesser used trails to disperse user traffic and provide educational programming.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Challenging to anticipate future service offerings as new developments in the Public Health sphere take place daily.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- Per the Governor's Executive Order 20-33 golf courses will be opened beginning Saturday, April 18, as Parks & Recreation is able to implement modifications listed within this Executive Order including socially distancing guidelines, at each course.
- Parks and Recreation will open and maintain all golf courses in accordance with the terms of this Executive Order.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- No new impacts to report this week.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

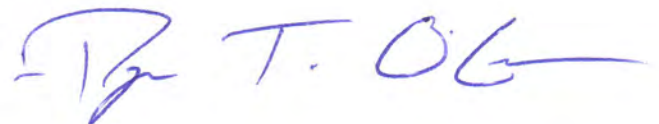
- No new requests this week.

Deputy County Manager Comments

- No comments.

County Manager Comments

Please see attached memo. Thank you.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Property Management

1. Describe how service delivery went this week. What has been working well?

- Mostly business as usual.
- Suburban Courts put into unoccupied mode for heating/cooling.
- Mary Hall operational.

2. What has been challenging or concerning as you implement new service delivery approaches?

- There are about 20% of employees accessing Metro Square, Plato, and the East Building making it impossible to reduce building operations or cleaning frequency.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- No significant changes.
- Intending to offer that custodial staff do the enhanced cleaning/disinfecting of walk-up centers at Plato and East Building rather than department staff.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- No change.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- None.

Deputy County Manager Comments

- Approved with no additional comments.

County Manager Comments

Please see attached memo for comments. Thank you.

T. OG

WEEKLY SERVICE DELIVERY CHECK-IN**DEPARTMENT****Public Works****1. Describe how service delivery went this week. What has been working well?**

- No change from last week.

2. What has been challenging or concerning as you implement new service delivery approaches?

- We highlighted this in the first weekly service check-in and are just highlighting it again. As other departments change their service delivery models to better serve residents or to follow the health guidelines of social distancing, there is an increased pressure on fleet to provide additional vehicles, different kinds of vehicles, or different protective health measures based on the new needs under the new service delivery models. Fleet is managing these requests as best as they can now.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- No change from last week.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- No change from last week.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- No change from last week.

Deputy County Manager Comments

- Approved with no additional comments.

County Manager Comments

Please see attached memo for comments. Thank you.

R. T. O. G.

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Workforce Solutions

1. Describe how service delivery went this week. What has been working well?

- We've worked on accessing technology for our existing participants. Counselors reached out to all enrolled participants to inquire about their access to cell phone/landline, computer, and wi-fi to best determine each person/family service needs during telework. This was done by phone or email, and by regular mail if initial contact methods were not successful. In the first 3 weeks, approximately 75% of participants have engaged back. Overall, in our family programs, approximately 45% have access to a computer at home and 95% have a cell phone or land line. In our Youth program, 40% have access to a computer at home, and 100% have a cell phone or land line. In our Dislocated Worker Program, 99% have access to a computer, 99% have access to a cell phone or landline. Note these are CURRENT participants. Those coming to us as a result of COVID-19 may have different technology access. We continue to be challenged in reaching all participants for a variety of reasons such as homelessness, no current phone or general non-engagement.
- Our Career Lab continues to receive service inquiries daily. In the past 2 weeks, 45% of the inquiries are questions about Unemployment, 31% are for universal career services (1:1 phone assistance for resume development, job leads, or referral into a program), 10% are enrolled program participants, and 14% for general resources or computer/copy/fax access. DEED has over the past week shared additional resources so we can provide more thorough answers regarding unemployment insurance.
- Staff have basic telework tools and resources and teams are working cohesively. Supervisors do weekly check ins with everyone, and staff within teams are supporting each other.
- Supervisors are receiving state level program guidance needed where program modifications or waivers are needed.
- Staff are starting zoom meetings with clients to provide a remote "face to face" interaction. In the weeks ahead we will monitor the success and responsiveness from our participants. We've written a solid policy in light of some privacy concerns.
- While programs have received a high volume of policy changes from state level, managers are able to keep supervisors and staff apprised of the changes and provide support to staff with how to implement the changes.
- While printing, faxing, copying is a challenge, staff stop in the office when needed to catch up on these needs.
- Had 1:1 phone calls with each of our MFIP community based vendors to do a more personal check in but also to make an appreciative inquiry as to whether any would be open to additional funding to serve more caseloads in the coming weeks.
- More headway on new Ramsey County job board with partnership meeting with all the chambers and economic development organizations this past week.
- While many youth work experiences were suspended, we have created a COVID-19 work experience policy to allow for some flexibility for continuing, lengthening and starting some work experiences.
- All the workforce directors in the state as well as many of our contracted providers submitted a series of waiver requests to DEED on Monday.
- Diversionary Work Program (DWP) team has been retrained. Per DHS guidance, have started the process of transferring DWP cases to MFIP and will have DWP completely changed over to MFIP by May 1.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Not able to reach all participants, however this is also the case during non-pandemic model, and it's not uncommon for a participant to not engage within a month. Staff continue to reach out.

WEEKLY SERVICE DELIVERY CHECK-IN

- Need a "facetime" platform for youth under the age of 18. We recognized quickly that Zoom would not work for those under 18.
 - Participant access to printing, copying, faxing. Most critical program documents have a back-up method, but not all.
 - MS Teams glitches.
 - MFIP cases are at max capacity. Implementing a triage model internally and working with external vendors on taking more cases. Needs to be monitored in the coming weeks. MFIP family services are complex.
 - Need to determine what would trigger us to re-open the North Saint Paul offices to the public. We'd need to consider what public health measures should be taken. Want to have parity with other county bldgs and also need to be cognizant of what DEED is doing at the CareerForce Saint Paul.
3. **What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.**
- None.
4. **What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?**
- 12% of the white labor force in Minnesota has applied for unemployment about 26% of the people of color in the Minnesota workforce have sought unemployment benefits. Unable to get county data at this time but here is what we know about the Twin Cities metro region. Unemployment Insurance applicants by race: Asian (6.95), Black (9.95), Hispanic (6.1%), More than one race (3.2%), Non Hispanic White (68.4%), No answer (4.7%).
 - Our existing program participants are predominantly people of color. From our initial check ins we see that over half of our participants do not have reliable access to a computer at home. While we can connect with them via phone, this limits the workforce programming and training services that they can access virtually.
5. **What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?**
- Nothing new. Continuing to work with Communications so that we can provide quick, concise info to those that need it and be able to triage as demand will increase after Stay at Home order is lifted or modified and also in the weeks to come when furloughed employees do not return to work and unemployment insurance benefits decline.

Deputy County Manager Comments

- The points about timing of and preparation for future re-openings of buildings to the public are applicable to multiple county buildings and will be coordinated through the Incident Command Structure and Property Management.
- Initial planning is underway for improving resident access to computers.

County Manager Comments

Please see comments in attached memo. Thank you.

T. O'Connell

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

County Assessor

1. Describe how service delivery went this week. What has been working well?

- Appraisers are working open books with taxpayers using virtual reviews, seems to be working very smoothly.
- Appraisers are continuing work on petitions, settled petitions disposition reports are emailed to support for finalization.
- Team touchpoint meetings have been working well, weekly management meetings and supervisors meeting regularly with their staff to work out any issues and to keep connected.
- Service acknowledgement and waiver of personal service has been widely adopted by the attorneys filing petitions and is working smoothly.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Many pro se petitioners are still confused with the service and filing process and require more personal attention and information. Will write up additional instructions to help staff help customers efficiently.
- We still receive walk-ins from pro se who have paper petitions hand stamped that need to be scanned and emailed to staff.
- We are currently working on changing our service deliveries for paper abatements to make them fully electronic.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- No significant changes will be needed.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- Have not seen or heard of any racial equity impacts to staff.
- Have not seen specific negative racial equity impacts to residents from our service delivery changes. In fact, the change may have benefited some residents that have been unable to appear in person to open book meeting's in the past or have been unable to be at home for interior inspections from our appraisers. With virtual open book and virtual reviews, it opens the time frame that a resident can address the interior inspection and it removed the need to travel to downtown which can be a burden to some vulnerable residents.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- We could increase stay at home compliance by allowing staff to scan into network folders remotely, will work with IS to see if can be accomplish.

Deputy County Manager Comments

- Reviewed and approved.

WEEKLY SERVICE DELIVERY CHECK-IN

County Manager Comments

Please see comments in attached memo. Thank you.

-Tye T. Cline

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Communications & Public Relations

1. Describe how service delivery went this week. What has been working well?

- The CPR team continues to all work remotely. Our professions are a good fit for this approach, although each team member and their families have individual adjustments to make to balance home needs, priorities and schedules. On balance, it is going very well and we are regularly checking in on this.
- Adaption of MS Teams both for remote regular meetings of all sizes and levels of formality continues. CPR is also expanding use of MS Teams among our staff to manage project tracking, collaboration and access to department resources. We look forward to further adaptation of MS Teams in other departments for additional collaboration.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Balancing priorities between regular demands of departments and the COVID-19 response is a challenge. Although we are balancing prioritization in real time with our capacity and remain very busy, we expect that department partners continue to engage us at the strategic points of planning as opposed to engaging our input and expertise when a project has moved to execution. When that is not happening, it often accounts for frustration between departments; counterproductive situations and inefficient work time; or missed opportunities to share, promote and educate on an issue or topic as broadly as we are able to do.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- None planned in the next week.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- This past week, we reformatted the translated materials and resources that we have been compiling at ramseycounty.us/coronavirus since developing that new area of the web site into a dedicated area. This should make these more accessible for residents, businesses and partners. We have also been promoting this new resource as well as additions to the Community Resources section.
- We have begun working with the Community Engagement function in Public Health to develop a series of videos specifically addressing spring and summertime social activities in among specific communities and considerations and guidance during the pandemic. Community has brought forward these questions and issues with Public Health staff and we are working to address them directly and provide timely education through this customized video series.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- We are developing a proposal for funding of translated materials for those areas that do not have existing staff resources and intend to bring that forward in the days ahead per the County Manager's request.

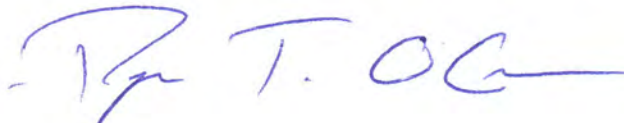
Deputy County Manager Comments

- Reviewed and approved.

WEEKLY SERVICE DELIVERY CHECK-IN

County Manager Comments

Please see comments in attached memo. Thank you.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

IPR Administration

1. Describe how service delivery went this week. What has been working well?

- The Plato building continues to see low volumes of walk-in customers:
 Week of 3.23.2020 – 30
 Week of 3.30.2020 – 28
 Week of 4.6.2020 – 14
- Call volumes remained steady for the Unified Team during the week of 4/6:
 Week of 3.23.2020 – 1,468
 Week of 3.30.2020 – 2,036
 Week of 4.6.2020 – 1,572
- The Unified Team has done a nice job of maintaining a current status on the processing of all documents we are receiving by mail and drop box – Recordable Documents, Tax Payments, Homestead Applications.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Servicing customers has gone well the past several weeks, but as we approach early May, we anticipate the volume of walk-ins to increase as the May 15th property tax due date approaches. Historically, this volume increases significantly, especially during the week leading up to May 15th.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- We are collaborating with Elections and East building service leaders and have created a common approach to service delivery that will:
 - Improve the experience for those who come in for urgent requests – create a “more welcoming environment, even during COVID-19”
 - Increase staff and resident safety through layout/design changes – Atrium approach currently is not supporting social distancing.
 - Formalize and begin to scope Navigator role in this space – responsibilities, content/knowledge, role
- We will be proceeding with the plan approved by the Operations team that includes the following needs:
 - Traffic flow adjustments – signs, stanchions, floor markers, automated doors to ensure social distancing.
 - Application/material display for easy access to forms at any walk-in location.
 - Plexiglass partition for Navigator desk and counters for resident/employee safety.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- We are monitoring the impact of our service delivery, but have not seen any racial equity impacts.

WEEKLY SERVICE DELIVERY CHECK-IN

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- As we move towards a revised service approach, using our service counters, we may need some additional assistance getting messages to our employees about safety practices and the use of PPEs.

Deputy County Manager Comments

- Reviewed and approved.

County Manager Comments

Please see attached memo for comments. Thank you.

-R T. OC

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Information Services

1. Describe how service delivery went this week. What has been working well?

- Our IS triage process, where we aggregate service redesign requests, assess the needs, and define solutions that can be rapidly deployed has continued to be an effective approach to solving for the significant demand that comes each week.
- Over the past month, we have seen a tripling of use of our core virtual workforce collaboration tool, Microsoft Teams.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Staff capacity to keep up with the operational support of the organization as it operates in a new model, learning new technologies and processes. We continue to operate in a command center structure to ensure allocation of resources to get in front of this support demand.
- Cybersecurity concerns are exacerbated by the pandemic, as cyber criminals take advantage of fear and as we have a significantly larger staff population accessing the county systems remotely. To help mitigate, we have scaled up deployment of multi-factor authentication, are working with Department of Homeland Security local representative, and placed additional emphasis on phishing campaigns.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- No significant changes this week.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- The IS Geographic Information Services team has been supporting the IMT food distribution initiative, collecting and organizing GIS data to help to serve those most vulnerable.
- IS Management team reviewed our internal COVID-19 support model, staff off-hours support rotation, and team member onsite work requirements, testing for any unintentional equity impacts. None discovered via this exercise, but will continue to review as we move forward.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- None

Deputy County Manager Comments

- Reviewed and approved.

County Manager Comments

Please see memo for attached comments. Thank you.

- R. T. O'G

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Property Tax & Election Services

1. Describe how service delivery went this week. What has been working well?

- Examiner of Titles: Directives, Certifications and advice have been working smooth via electronic means.
- Elections: Phone calls are being appropriately routed to employees working from home and in-person activity is limited as people are taking advantage of drop-boxes and online services.
- Tax Accounting: Going well, no changes from last week.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Examiner of Titles: Court work has not resumed as we are not able to schedule hearings (per direction from the Chief Judge)
- Elections: Mental health for staff who are feeling isolated while working from home. Working with OCM to mitigate.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- This is a joint request from Environmental Health, the County Treasurer and Finance. At the end of March, Environmental Health sent out 1,900 invoices for hazardous waste generator licenses. Additional licenses invoices for other purposes will be issued in subsequent months. We are hearing from these businesses that their checkbooks are locked up in their closed businesses or that the staff that signed the checks have been furloughed. They are asking for credit card options to pay EH invoices.

Requesting authorization to: 1) install an analog phone line and purchase a credit card machine to allow businesses to pay by phone and 2) work with US Bank and our current banking services agreement to provide an online payment portal similar to that used for property tax payments that will allow businesses to make payments to EH online as an e-check, debit, or credit card payment.

These options can be implemented quickly and at relatively low cost. The intent is to pass along the fees associated with these payments to the payor. We are also looking at this as an option for other departments that may have a similar COVID-19 related need to accept e-payments when they have not in the past.

This is a short term COVID related fix that will be ultimately addressed in the Enterprise Cashiering and Receipting Management (ECRM) work already underway.

- Elections, the Unified Team, and East Building Service leaders are collaborating to create a common approach to service delivery that will:
 1. Improve the experience for those who come in for urgent requests – create a “more welcoming environment, even during COVID-19”
 2. Increase staff and resident safety through layout/design changes – Atrium approach currently is not supporting social distancing
 3. Formalize and begin to scope Navigator role in this space – responsibilities, content/knowledge, role

We will be proceeding with the plan approved by the Operations team that includes the following needs:

1. Traffic flow adjustments – signs, stanchions, floor markers to ensure social distancing
2. Application/material display for easy access to forms at any walk-in location
3. Plexiglass partition for Navigator desk and counters for resident/employee safety

WEEKLY SERVICE DELIVERY CHECK-IN

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- None

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- None

Deputy County Manager Comments

- Reviewed and approved.

County Manager Comments

Please see attached memo for comments. Thank you.

- Ryan T. Olson

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Emergency Communications Center

1. Describe how service delivery went this week. What has been working well?

- 9-1-1 and non-emergency call center functions were business as usual

2. What has been challenging or concerning as you implement new service delivery approaches?

- No significant challenges or concerns

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- No known service delivery modifications

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- No known racial equity impacts

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- No new or additional support or resources identified

Updates from prior week:

- Work rapidly continues with Metro PSAP Consolidation plan with approval from MESB Executive Board
- Brief email discussion with HR reference possibility to reallocate prior ECC employees that currently work in County
- In process of on-boarding one temporary employee who once worked in the ECC

Deputy County Manager Comments

- Approved

County Manager Comments

Please see attached memo for comments. Thank you.

T. OG

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Emergency Management & Homeland Security

1. Describe how service delivery went this week. What has been working well?

- Our systems are functioning well
- Most difficult task is taking time to do the "regular" emergency management duties as opposed to completely concentrating on crisis mode issues

2. What has been challenging or concerning as you implement new service delivery approaches?

- Our service delivery assumes the need for routinely functioning in remote/austere conditions

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- As we head into severe summer storms awareness, there are a lot of calls from the public

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- None at this time due to our operations
- We are concentrating on efforts to ensure that our most vulnerable populations are served with information delivery

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- None at this time

Deputy County Manager Comments

- Approved

County Manager Comments

Please see attached memo for comments. Thank you.

-R. T. O'G

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Medical Examiner

1. Describe how service delivery went this week. What has been working well?

- No changes. Everything is working well.

2. What has been challenging or concerning as you implement new service delivery approaches?

- No changes to service delivery.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- No service delivery modifications.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- No changes.


5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

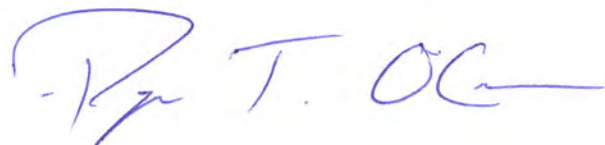
- No new or additional supports are resource are needed at this time.

Deputy County Manager Comments

- Approved.

County Manager Comments

 Please see attached memo for comments. Thank you.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **County Attorney's Office**

1. Describe how service delivery went this week. What has been working well?

- No changes from last week.

2. What has been challenging or concerning as you implement new service delivery approaches?

- No changes from last week.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- No modifications are presently anticipated.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- No change from first report.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

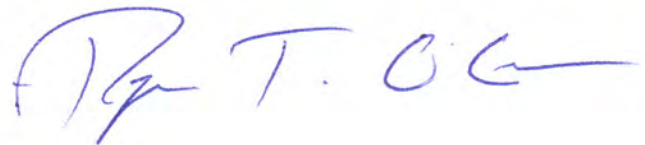
- No changes from last week.

Deputy County Manager Comments

- Approved.

County Manager Comments

Please see comments in attached memo. Thank you



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

County Manager's Office

1. Describe how service delivery went this week. What has been working well?

Policy and Planning

- All Policy & Planning and Planning Functional Team (PFT) members work and collaborate remotely. Work that can be done within the Policy team continues to move forward without interruption, such as Census and immigration wraparound services.
- PFT members are embedded in the two IMT priority areas of housing and food security & basic needs work to uplift our racial equity work. PFT members continue to step up and lead when needed.
- The new coverage schedule created more staffing overlap, providing better project transitions from one shift to the next. PFT team members work M-F with policy analysts on call during the weekend and this adjustment is working well.

CM Admin

- Walk-ins, phone calls and drop box mail continue to be light. Here are the numbers for the past 2 weeks:

SERVICE	Mon 3/30	Tue 3/31	Wed 4/1	Thu 4/2	Fri 4/3	TOTAL
Walk-ins	0	1	0	0	0	1
Drop box mail	1	1	1	1	3	7 – Courts

SERVICE	Mon 4/6	Tue 4/7	Wed 4/8	Thu 4/9	Fri 4/10	TOTAL
Walk-ins	0	0	0	0	0	0
Drop box mail	0	0	2	0	2 + 3 mail	3 – Courts, 4 – City

- Administrative staff are being flexible and accommodating to address needs and adapt to changing priorities as they arise.
- Providing additional administrative support to the Planning Functional Team – Food/Basic Needs Core Team.
- Having each administrative support member working remotely one day/week has been productive and has reduced some of the risk of exposure to the pandemic.
- Managing virtual County Board meetings, short turnaround Requests for Board Action, and alternatives to securing board signatures is working well.

2. What has been challenging or concerning as you implement new service delivery approaches?

Policy and Planning

- PFT members continue to stay busy and tapped. As we are moving more towards a project-based approach, we are finding that many members must log in for daily meetings regardless of their shift schedule. Days are becoming busy with back-to-back remote meetings and team members are working well into the evening.

WEEKLY SERVICE DELIVERY CHECK-IN

CM Admin

- The additional administrative support provided to the Food/Basic Needs Core Team is requiring most of an administrative staff member's time. Although walk-ins and phone calls have been light, back-up receptionist coverage is now leaner, requiring a shift in responsibilities to manage these duties, which is affected even greater by each staff member having a day to work remotely during week. This would become more difficult if a staff member becomes ill or is absent for any length of time.
- The office is running out of disinfectant spray/wipes to clean public surfaces. As staff comes in and out of the office, the need to disinfect regularly becomes greater.
- The delay in implementing the new board document management system carries with it increasing technical risks to the County. Making incremental progress where it's feasible. The availability of project, Information Services and City staff, as well as configuration decisions and determining the most viable timing and methods for virtual training of staff are all considerations.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

Policy and Planning

- Policy and Planning team members are being deployed back into the Safety and Justice world (CJCC, Bail reform, TST, and Burns Institute) as well as the two new work groups, Racial Equity & Community Engagement and Compliance & Oversight, reporting to the County Manager. PFT members continue to adjust and adapt with the changing needs of IMT. With these changes, there will be staff changes to lead the community engagement subcommittees within the Housing and Food & Basic Needs workgroups. PFT members continue to step up and lead when needed and it is easy for us to ask for staff redeployment, resources and expertise in other areas from the county to backfill when needed.

CM Admin

- Adjusting receptionist coverage in the absence of the lead receptionist, who is now assisting the Food/Basic Needs core team, is being implemented.
- Planning for better signage, traffic management for social distancing and adding to the information available to residents is underway in anticipation of a future increase in walk-in traffic.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

Policy and Planning

- The new Racial Equity and Community Engagement Response Team led by our racial and health equity administrators will clearly have racial and ethnic equity impact in the forefront in both service delivery across the organization as well as the planning work of the IMT. The collaborative lens, talent and expertise of the team with focused strategies and action-based workplan will be integral in this critical work and in how we serve and respond to our community and staff during this pandemic.
- Policy & Planning and PFT members continue to ensure that racial equity remains at the forefront in all that the county does, in areas such as service delivery redesign, planning and implementation. Team members are dedicating significant

WEEKLY SERVICE DELIVERY CHECK-IN

time to examining the racial equity impacts on access to food and basics as well as housing.

CM Admin

- With in-office service delivery, the racial equity impacts are unknown, with very few in-person contacts with residents, and no information known about those calling in and/or using the drop box for mail.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

Policy and Planning

- Clarity from HR on TARP work as it relates to themes 3 and 4 and countywide guidance and consistency on backfilling or hiring new positions.

CM Admin

- Disinfectant and sanitizer requests are being placed into Public Health's centralized process.

Deputy County Manager Comments

County Manager Comments

Please see attached memo for comments. Thank you.

- T. O. G.

WEEKLY SERVICE DELIVERY CHECK-IN**DEPARTMENT** **Finance****1. Describe how service delivery went this week. What has been working well?**

- Reviewed the Heading Home Alliance application, which was submitted and awarded!
- Submitted the RC application to the US Treasury for local government aide.
- Worked with Logistics on a process, request, order and delivery process for PPE.
- Added Renee Vought as a Finance Chief and rotated Dushani off to work on high priority items.
- Continued to work with Controllers on updating the Fiscal Resiliency work.
- Set up Cub accounts at three stores to help PH.
- Worked with Operations to create a form and formalize the process for child care payment for employees.
- Created a revenue tracker and process for revenue/grant reporting and tracking.
- Submitted two Finance Reports to leadership.
- Completed tax deferral memo for RBA.
- Tested virtual sealed bid/proposal opening software and it was successful.
- Revenues in process: Pohlard Foundation (Housing), Telehealth (Correctional Health and SSD), MDH \$150M (Healthcare)
- Property tax memo is being routed for input and final comments
- Procurement worked with Operations on a request for hotels/housing for homeless people
- Procurement continuing to handle all emergency and regular procurements to date
- Electronic signatures are now being accepted for most grant agreements

2. What has been challenging or concerning as you implement new service delivery approaches?

- Workload has been challenging but still manageable.
- Some finance IS projects are being put on hold like the Expense Module.

Continued from prior weeks:

- Concerned we are not capturing all EPTS spend (Ex. Sheriff Help Team) – will work with the new Oversight Team to help with this and also the Controllers.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- Will work on defining roles and process with the new Compliance Oversight Team.

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- We continue to process all our checks and payments within normal guidelines so individuals and businesses should not be impacted.
- We have had two all staff GoTo meetings and that has been good for engagement and connection.

WEEKLY SERVICE DELIVERY CHECK-IN

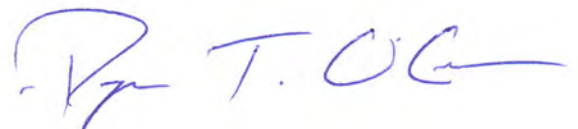
5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- A new laptop has been requested for Steve Kuhn to address challenges with his current set up which uses his home computer.
- New laptops have been requested for Travis Johnson and Matt Soler, new employees.

Deputy County Manager Comments

County Manager Comments

Please see attached memo for comments. Thank you.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Human Resources

1. Describe how service delivery went this week. What has been working well?

- Delivery of services continues to go well.
- Continuation of training through LMS and using technology tools.
- Person-to-person consultative work and support services continues through remote ways.

2. What has been challenging or concerning as you implement new service delivery approaches?

- Difficult to stay on top of normal day-to-day operations while conducting COVID response and staying abreast of complex changes at the federal and state level.
- Increased need for instructional and curriculum design for e-learning in LMS.
- Preparing for remote delivery of NEO on May 13; need to determine method for CM/Board Welcome.

3. What service delivery modifications (if any) will you need to make for next week and why? Please note, significant changes will need to be approved by the county manager.

- Exploring options to support front-line staff
- Electronic notice for insurance plan and flex reimbursement account changes

4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?

- Recognition of an equity impact on people with disabilities in accessing services or remote work; ensure we provide accommodations and notice to individuals that they are entitled to reasonable accommodations pursuant to the ADA (i.e. closed captioning).

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?

- Solutions for ensuring broad all employee information sharing such as a Ramsey County Employee App.

Deputy County Manager Comments

County Manager Comments

Please see comments in attached memo. Thank you.

- R. T. O'G