

**Ramsey County Service Delivery Update Week 4**

**Updated Service Delivery Documents Submitted for Approval:  
4/11/20**

**County Manager Approved Service Delivery Period:  
4/13/20 – 4/20/20**

**Next Submission Date for Updated Service Delivery Documents:  
4/18/20**

*Review  
Completed.*

*-T.OC*

**Health and Wellness Service Design**  
**County Manager Comments**  
**4/13/20 – 4/20/20**

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

**Community Corrections**

- Are walk-ins still occurring at all field office locations? Is there a way to consolidate to county walk-in sites and partner with Corrections staff to ensure adequate coverage? Or is this something that needs to stay where it is in the community. I am supportive of consolidating locations if there are plans to provide walk-up service and ensure it is reaching those most in need. Please communicate thoughts through the Deputy County Manager.
- Please develop a plan by which the decreases in population at the RCCF can become sustainable for after the COVID-19 response. Please begin to share initial thoughts through the Deputy County Manager.
- The Minnesota Department of Corrections should provide funding that supports the release of individuals from state incarceration. Please develop a strategy to push at the agency and legislative levels to ensure this occurs.
- Thank you for the detailed comments and topics for future communication.

**Financial Assistance Services**

- Thank you for the excellent weekly data about walk-up service delivery. It is helpful in telling our story as an organization and the people we are working hard to serve throughout the emergency period.
- How does the volume of paper applications impact individual workload for employees compared to face to face visits that were a larger share of workload in the past? Please share any thoughts through the Deputy County Manager.
- I am supportive of lobby redesign efforts that are consistent across the East Building and Plato; please coordinate immediately implementable actions and do not wait for weekly service forms to propose. Please propose immediately to ensure we can continue making progress for staff and residents in real-time.

**Housing**

- Please have the Deputy County Manager connect with HR to discuss benefit availability and workers compensation availability for temporary workers. I received communication last week that suggests that all temporary workers do have access to benefits via the ACA, PEPEL leave

and workers compensation in the event of COVID or non-COVID issues that may arise. Clarity is needed to ensure all staff are adequately protected.

- Thank you for the significant efforts to create additional shelter capacity during this emergency. You are helping hundreds have a safer place to sleep at night.

#### **Health and Wellness Administration**

- Thank you for continuing to move ahead with electronic health records implementation. That was wonderful to read!
- The suggestions for future information sharing with the organization will prove helpful.

#### **Public Health**

- Please continue to share WIC caseload data (by week, if possible, or at least by month) so that we may monitor progress, trends and resource needs moving forward.
- What will it require to have all staff trained in MN-its? Please clarify through the Deputy County Manager so that we may remove the bottleneck.
- Please meet with Financial Assistance Services and Workforce Solutions to develop and propose in future service documents a COVID-19 response to ensuring someone showing up as unemployed is being connected to financial supports and WIC.
- Thank you for suggestions regarding future communication topics.

#### **Social Services**

- Please clarify what is needed so that Financial Assistance Services staff can accept verbal consent on MA applications. I am looking for updates and ways to make progress on future service delivery documents.
- Please continue providing specific updates regarding the County's congregate care settings due to the significant risks associated with COVID-19 in those settings for residents and staff.
- Thank you for all the work across a large, complex department to manage through change and support staff and the community. It is appreciated.
- Thank you for suggestions regarding future communication topics.

#### **Veterans Services**

- I would prefer not to wait for additional resources to reach out to communities of color through targeted outreach. Please develop, in partnership with the Health and Racial Equity Administrators, a plan of outreach that Ramsey County can then look to implement. I look forward to future updates in the service delivery documentation.

- Thank you for suggestions regarding future communication topics.

**Economic Growth and Community Investment Service Design  
County Manager Comments  
4/13/20 – 4/20/20**

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

**Community and Economic Development**

- I will stay tuned for future updates regarding the potential need for Board approval to adjust CDBG funding for a micro enterprise fund.
- Please continue to think through how we can level the playing field in applications for small business funding and support wherever possible. Ramsey County wants to support those efforts to ensure equity and inclusivity in access, so please continue to propose specific service design ideas (with the Center for Economic Inclusion, for example) in future documentation if possible.
- Thank you for suggestions regarding future communication topics.

**Libraries**

- Please clarify with the Deputy County Manager that the industry recommendation for three-day quarantine for materials is consistent with Public Health guidance. I believe it is but want us to continue to apply the public health lens to our approaches to COVID-19 mitigation strategies.
- Thank you for the update regarding a soft launch of returned materials. This is an important issue to eventually address; it just wasn't as important at the outset as getting materials in the hands of those needing them so it made sense to wait until a more appropriate time.
- As initial planning begins to occur for future reopening (when deemed appropriate by the Governor), I encourage staff to first think about how to open so that computers can become accessible for those without them at home, with maybe the potential use of study rooms which can provide safe spaces within the library. These steps should probably occur before more broad openings to the public. This phased approach ensures we are able to expand and contract offerings as COVID-19 unknown impacts continue in the months ahead.

**Parks and Recreation**

- I agree with recommended approaches as they relate to the waterpark and beaches.
- Thank you for applying a consistent approach to social distancing across all park programs to ensure that equity and inclusivity remain at the heart of the service delivery approach.

- Thank you for suggestions regarding future communication topics.

#### **Property Management**

- No additional comments this week. Thank you.

#### **Public Works**

- No additional comments this week. Thank you.

#### **Workforce Solutions**

- Please continue to specify in the service design documents programs that would be helpful in linking employers with essential services to workers looking for employment opportunities.
- Please clarify through the Deputy County Manager what website is requiring a completely revamped approach. Is this work yet planned or does it need to become a priority?
- Thank you for suggestions regarding future communication topics.

**Information and Public Records Service Design**  
**County Manager Comments**  
**4/13/20 – 4/20/20**

*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 considering the need to maintain staff cohesion during a time of increased isolation. This is a real challenge faced by many departments, and we all need to do what we can to mitigate the impact.
- Thank you for suggestions regarding future communication topics.

**Information Services**

- Thank you for using the service delivery documentation as a guide to help the department prioritize and define needs across the organization's departments.
- I will reference to the Community Engagement and Racial Equity Team that GIS should be considered as a resource that could add value to the organization's work.
- Please continue to share information in the service design documentation regarding how the department can adapt and change to further mitigate the risks outline with the build and delivery team.

**County Assessor**

- Does the department need any additional support in transition from paper processes to virtual, or is this something that can continue to occur without outside assistance? Please let the Deputy County Manager know if there are barriers requiring broader county attention.
- Thank you for suggestions regarding future communication topics.

**Communications and Public Relations**

- Please take the lead in developing a request for Ramsey County regarding expanded translation support services so that I may be able to evaluate and approve a future resource request. Hopefully this is something that can be included in future service delivery documentation so

that we can remove the resource barrier. Please partner with the racial equity and community engagement team to develop a plan.

- Thank you for suggestions regarding future communication topics.

#### **Information and Public Records Administration**

- I am supportive of lobby redesign efforts that are consistent across the East Building and Plato; please coordinate immediately implementable actions and do not wait for weekly service forms to propose. Please propose immediately to ensure we can continue making progress for staff and residents in real-time.
- Please continue to provide call and walk in data; the FAS charts are helpful to see and might be a useful tool to copy for IPR Administration as a weekly reporting standard.
- Thank you for suggestions regarding future communication topics.

**Safety and Justice Service Design**  
**County Manager Comments**  
**4/13/20 – 4/20/20**

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

**Sheriff's Office**

- No form submitted.
- As a critical function during the COVID-19 response, it is important that Ramsey County document and share information with the public about service delivery changes and coordination across the organization on a weekly basis. It is requested that the department follow the same documentation procedures being requested of all other departments, while recognizing the unique decision-making authority that the Sheriff holds as an elected official.

**Attorney's Office**

- No additional comments this week. Thank you.

**Medical Examiner**

- No additional comments this week. Thank you.

**Emergency Management and Homeland Security**

- Do we have summer storm emergency management plans in place that reduce the need for congregate settings as part of the response? Assuming we do not, please communicate through the Deputy County Manager what we can do to shore up this part of our storm planning to the fullest extent possible.

**Emergency Communications Center**

- Please continue to provide updates in the service delivery documentation regarding opportunities to hire temporary employees with experience working in the Emergency Communications Center.
- Thank you for suggestions regarding future communications topics.



**Strategic Team Design**  
**County Manager Comments**  
**4/13/20 – 4/20/20**

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**County Manager's Office**

- Please provide call and walk in data; even if the information shows very light usage it is helpful to track as we move ahead. The FAS charts are helpful to see and might be a useful tool to copy for the County Manager's Office as a weekly reporting standard.
- Thank you for the plan to ensure continuity across the Chief Clerk function.
- Thank you for suggestions regarding future communication topics.

**Finance**

- I remain concerned about all of the EPTS spend and the concern that carried over from the previous week. Do we have an approach to addressing this issue? Could the Compliance and Oversight Team help in this space?
- Thank you to the department for its financial reports, procurement response and budget planning. These are huge efforts during an emergency that have been important to the current and future functioning of the organization.
- Thank you for suggestions regarding future communication topics.

**Human Resources**

- I look forward to seeing additional communication on employee reimbursement accounts. This will be useful across the organization.
- I signed off on referenced portions of the FFCRA for Ramsey County per the recommendation provided by the department and in consideration of the other employee supports Ramsey County has put in place to support workers during the COVID-19 emergency period. Thank you.
- Thank you for suggestions regarding future communication topics.

*Share with Incident Management Team*

## WEEKLY SERVICE DELIVERY CHECK-IN COUNTY WIDE THEMES

### Reoccurring Themes

*- RTU*

#### 1. SERVICE DELIVERY

- Need to expand communication channels to reach residents and business community about programs and services. This is especially important for those least able to access/navigate systems.
- Departments are developing new plans to evolve service delivery to residents and small businesses, including more collaboration and expanded online programming.
- Remote and email communications are improving.

#### 2. STAFFING AND RESOURCE NEEDS

- Need to ensure approved staff have needed technology (including printing and scanning) to work remotely.
- Funding for translation services may be necessary.
- Need more explicit instructions/guidance around electronic signatures.
- Continuing need for PPE, hand sanitizer, cleaning supplies, etc.
- Need to continue to address staff concerns about providing in-person services; need standardized guidelines for safety.

#### • CHALLENGES

- Many paper-driven and/or hands-on processes continue to present challenges, provide opportunity to implement changes.
- How to better support the employees who are on the "front lines" of providing services to residents.
- *Racial Equity Responses need additional thought → we know COVID will have impacts.*

#### 3. TELECOMMUTING AND IS QUESTIONS

- Aside from technology-related challenges and needs mentioned above, departments seem to be doing well.

#### 4. RESPONSES TO ADDITIONAL QUESTION OF THE WEEK

- Countywide budget impact of the COVID-19 crisis response; economic impact of the pandemic on local business
- What we can do reduce or report xenophobia, especially with our Asian community.
- How other departments are being innovative with service delivery; short videos interviewing staff on how their work/direct services are being done differently, as well as their personal experiences—how their families are managing, how their children are doing with home-schooling, etc. A blog with stories?
- Personnel issues—TARP update, continued assurances that furloughs and layoffs are not in the works.
- Mental health resources for employees, many of whom are experiencing anxiety, loneliness.
- More health and hygiene information; how to clean workspace

## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### Community Corrections

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

##### Department

- The collaboration with Public Health has gone very well; their guidance and support have been critical to the efforts to keep staff and clients safe
- The department continues to work with IS to equip all approved to staff for remote work capability

##### Adult Probation

- Collaborating with other criminal justice partners to explore video options for court hearings
- Support staff continue to be deployed at each location to ensure client access by telephone and walk-in.
- 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 technology platforms.
- Clients and families are responding well to the changes.
- Continuing to provide (reduced) staff presence at all office locations, all agents available to connect with clients via technology platforms.
- Intensive Supervision Agents continue to use social distancing and other safety precautions while contacting clients

##### Juvenile Probation

- Service delivery is continuing at both juvenile locations. Agents continue to complete community contacts with clients designated EJJ, clients assessed at high risk or extra high risk on the risk assessment tool. Agents do not enter homes.

##### RCCF

- Leadership has worked together to focus has been on minimizing client population and client movement within the facility
- Transitioning to focus on staff movement and work locations to optimize safety

##### Juvenile Detention Center

- Collaborating with Probation, Public Defenders, County Attorney and presiding juvenile court judge to review the cases of each youth in custody daily.

##### Administrative Services

- The Staff Development Unit has converted annual assessment training to remote access for all probation officers
- The transition of Community Cog Skills groups to 1:1 video sessions has gone very well. The number of sessions has increased significantly. To date there have been 154 sessions/interactions with 48 unique clients.

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

##### Department

- The lack of PPEs and cleaning supplies continues to be a concern, particularly at the facilities. Continue to work Public Health and Logistics Team to address this concern
- Continue to work on confidentiality protections as we work with clients remotely
- Helping staff with access issues as they work remotely
- Continue to work with Labor Unions to ensure staff safety while maintaining service delivery redesign



## WEEKLY SERVICE DELIVERY CHECK-IN

- The Minnesota DOC is planning the early release of some incarcerated clients to the community. The department has not received additional information including the number of clients that may be released

### Adult Probation

- Developing longer term strategies for drug testing and Sentence to Service opportunities.
- As the COVID-19 crisis evolves, some community members may express public safety concerns. The changes the criminal justice system and the Corrections Department have made to supervision practices including reduced court hearings, minimal face to face visits, and limiting requests for violation hearings primarily for serious offenses, are meant to be short term.
- As the pandemic continues, we will need to re-evaluate the utilization of resources that require all branch offices to remain open; limited walk up services are available at Spruce Tree and Minnehaha branch offices

### Juvenile Probation

- Developing an effective process for obtaining signatures on forms/documents

### Juvenile Detention Center

- Moving court-ordered youth (serious offenders) to alternative facilities is currently very limited due to COVID concerns statewide

## 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.

### Adult Probation

- Ongoing review will be needed regarding protocols for responding to violations/misconduct. Certain cases may need further review and additional communications with the court and other justice system partners.
- We will need to update office signage and communications with clients and the public as conditions evolve.
- As DOC continues to release more clients from state correctional facilities into the community, the department and the County will need to respond with adequate resources to manage these cases (numbers are yet to be determined).

### Juvenile Probation

- Client contact standards will continue to evolve as we prioritize staff and client safety.

### RCCF and Juvenile Detention Center

- The RCCF lobby is open to the public so residents can place funds into client accounts. Discontinuing this service will have adverse race equity impacts. The facility has begun tracking the lobby traffic to then develop strategies for sanitation and ensuring social distancing
- The Juvenile Detention Center will increase programming aimed at reducing stress for residents
- Per Public Health recommendations, the facilities will add a second daily temperature check of all residents in custody

### Administrative Services

- Community Cognitive Skills facilitators are seeking access to secure larger capacity video-conferencing to host multiple clients simultaneously for extended periods of time
- Investigating how to set up video conferencing platforms for training, document development, team meetings, remote court etc.

## 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?



## WEEKLY SERVICE DELIVERY CHECK-IN

### Adult and Juvenile Probation

- Under the redesigned model, some barriers have been reduced for clients including childcare needs, transportation costs and lowered risk of infection.
- The department has suspended the collection of Adult supervision fees which will reduce the disparate adverse impacts of fees on communities of color. By suspending fees, the department is reducing economic burdens on vulnerable populations including justice involved citizens. This topic will be further reviewed by the County Board on April 14th
- As pandemic continues, clients in poverty will need continued support with basic needs.

### Administrative Services

- We continue to assess the availability of technology needs and barriers for our most vulnerable clients, particularly those at risk to reoffend

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

### Department

- Technology for staff who have been approved for remote work but are not equipped
- Continue to have a significant need for PPEs, hand sanitizers and disinfectant cleaners
- Additional safety concerns and protocols are being reviewed related to agents transporting clients in county vehicles
- The department will need support in addressing labor union concerns that continue to surface as our redesign operations evolve

### Juvenile Probation

- Safe and stable housing resources continue to be needed to support assist and support youth and families in our community

### Juvenile Detention Center

- Implementation of distance learning for residents has been challenging. JDC staff will continue to work with Saint Paul Public Schools and county resources including technology support to assist with the transition

### Administrative Services

- Reviewing platforms that will provide secure larger capacity video-conferencing for extended periods of time
- Additional Hotspots needed for staff to gain internet access

## Additional Question for This Week

## 6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

- More information about what other departments are doing in response to the COVID-19 crisis.
- Additional information on the PEPEL codes
- The Public Health information, including the update from Dr. Ogawa was very helpful. More medical information re: masks (pros and cons) and the spread of COVID in MN would be useful
- High level guides for remote work supports and tools (MS Teams, Zoom etc)
- Additional information needs to be shared with community providers about securing stable and safe housing or shelter for clients as well as the status of current county shelter facilities
- County staff need clarification regarding redeployment needs, opportunities and expectations

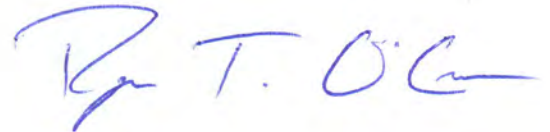
**WEEKLY SERVICE DELIVERY CHECK-IN**

**Deputy County Manager Comments**

- Continue to work collaboratively with HR labor relations and unions to address staff safety concerns.
- Support the suspension of adult probation and supervision fees recommended to be approved at the board on 4/14/2020.
- Monitor state DOC changes and their effects on Ramsey County.

**County Manager Comments**

Thank you- Comments in attached memo.





## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

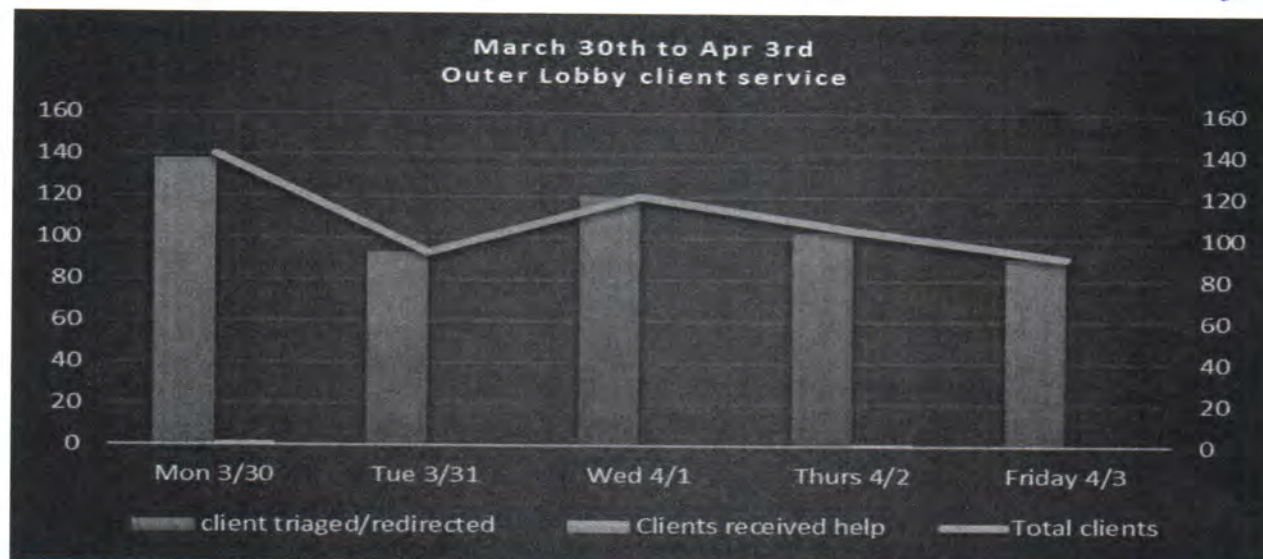
### Financial Assistance Services

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

- Our essential service delivery for our most vulnerable and at-risk population went very smooth as we continued to provide services throughout the COVID-19 outbreak while trying to protect the health and safety of residents and staff. Tracking of residents seen last week continued trending down. Data collected from last week shows that we served 548 clients from Monday through Friday and 545 were redirected. Only 3 (0.55%) needed to come into the outer lobby to get additional assistance from the staff behind the front desk. *Amazing!*

#### Outer lobby client service

Day	Mon 3/30	Tue 3/31	Wed 4/1	Thurs	Friday 4/3	Total
client triaged/redirected	138	93	120	103	91	545
Clients received help	2	0	0	1	0	3
Total clients	140	93	120	104	91	548

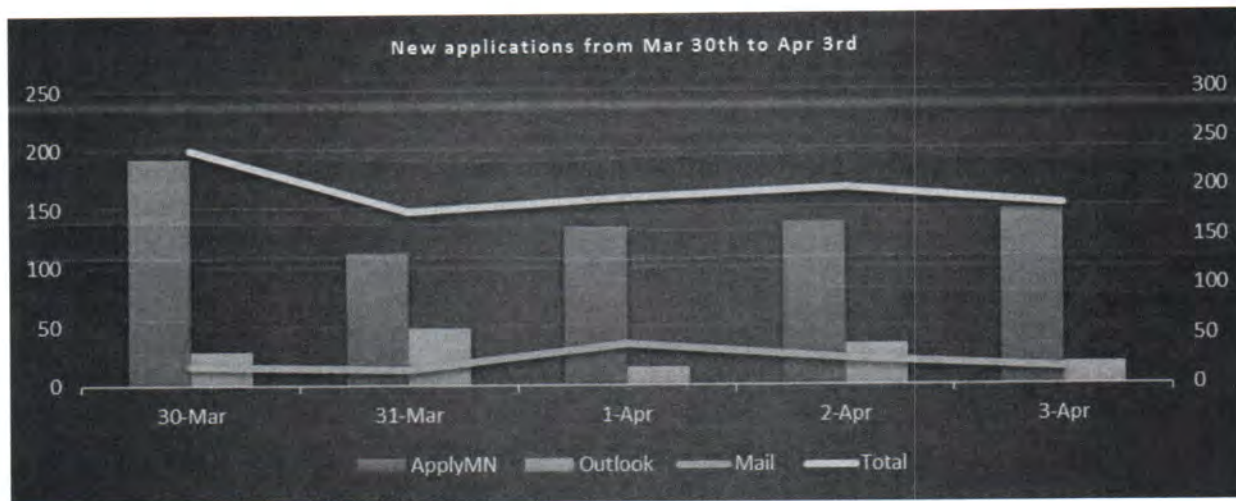


- As we shifted our lobby applications to mail-in applications, the trend of volume of new applications received by the agency has gone up significantly. Before COVID 19 operation redesign approach, the weekly average of FAS Intake applications was 600. The for past 2 weeks, we have seen a significant increase in the number of new applications. There were 989 new applications received the week of March 30<sup>th</sup> to April 3<sup>rd</sup>.

Date	ApplyMN	Outlook	Mail	Total	Weekly
30-Mar	192	28	19	240	
31-Mar	112	48	16	176	
1-Apr	134	15	41	190	
2-Apr	138	35	27	200	
3-Apr	148	18	17	183	989



## WEEKLY SERVICE DELIVERY CHECK-IN



What has been working well include:

- Adjusting lobby hours to 8:00-4:30.
- Majority of staff continue to conduct business operations remotely by communicating with clients via phone or email.
- Triaging/screening out clients who don't need to be in the building and encouraging them to contact their financial workers to report case changes.
- Better signage and communication to inform clients to drop off their applications and other paperwork in the curbside red drop off box.
- Taking advantage of program policy changes and the Governor's temporary authority to change administrative and regulatory requirement for most programs.

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

- Balancing the need to deliver the essential services and staff concerns to interact with clients at the outer lobby.
- Not having adequate safety equipment.
- Despite social distancing measures, we continue to see people who are not practicing it as recommended.

### 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.

- Continue to evaluate the current model, lobby traffic, call center capacity/wait time, and volume of applications.
- Ramsey County Burial Assistance policy states Burial Assistance must be requested within 30 days of the death of the decedent in order to be considered. Given COVID-19, we are temporarily waiving this requirement.

### 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 the impact of our service delivery model might have on our clients and particularly those already at the high risk for health and other disparities.



WEEKLY SERVICE DELIVERY CHECK-IN

- The department has started meeting with Workforce Solutions to sustain essential services and supports for mutual clients who might be impacted by this pandemic.
5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?
- Reaching out public health for guidance to ensure the safety for all.

Additional Question for This Week

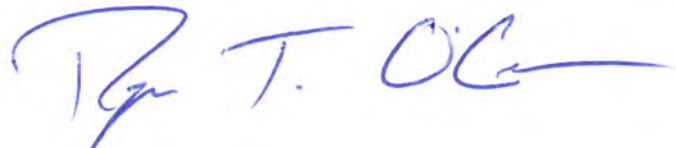
6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?
- None.

Deputy County Manager Comments

- Continue to address staff concerns regarding in person service delivery at the East Building by working collaboratively with the IMT Operations group. Implement physical safety recommendations that are consistent across Ramsey County walk-up sites.
- Redirecting walk-in traffic to the drop boxes has been greatly successful. Consider how to reinforce that message with the community beyond the COVID-19 pandemic. Are there alternative communication messages and platforms that could be used to reassure residents that their needs will be met without having to physically visit the East Building?
- Waiving the internal timeline policy regarding burials is a positive action.

County Manager Comments

Thank you. Comments in attached memo.



## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT Housing

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

- Mary Hall Operations continue to go relatively well.
- Family Shelter waitlist continues to operate at relatively normal service levels
- Melinda Donaway, Keith Lattimore and Molly O'Rourke are now supporting homeless operations. Elizabeth and Josh Olson with Maria W are now supporting IMT homeless planning.
- Team effort to do reimbursement

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

- Payroll/HR/IS workflow continues to be very time consuming. Plans are being developed to find someone who is accountable for this
- Operations at Intercontinental continue to be somewhat troublesome. High cost, hard to staff, questions regarding laundry and food. Intake process will shift to housing-public health and away from Catholic charities this week.
- Dynamics with community around camping, Boys totem Town, donation drives, unsheltered youth remain somewhat rocky.

#### 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.

- Create new intake/referral process in collaboration with Public Health to create better flow between shelters, Mary Hall and hotels.
- Laundry and food service changes are expected at Intercontinental

#### 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 shelter assistants are a racially and ethnically diverse group of temps. They lack health insurance through their positions but work with symptomatic residents. I would like to reopen the conversation around benefits for them due to their essential worker status.

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

- Purchasing of required items for Mary Hall and other support functions continues through dedicated fund.
- Working across HWST to define role and locate "supervisors" for shelter assistant role

### Additional Question for This Week

#### 6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

- None.



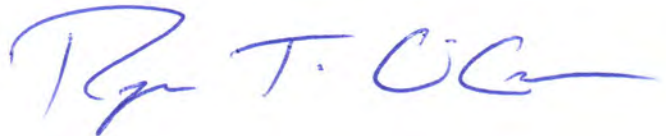
**WEEKLY SERVICE DELIVERY CHECK-IN**

**Deputy County Manager Comments**

- The build out of the Homeless Team branches under the current incident management team is a positive step in addressing and providing for the ongoing needs of this population.
- Continue to work to identify supervisors for the temporary staff.
- Support the idea of revisiting health insurance for the workers who are on the front lines providing vital services to the homeless.

**County Manager Comments**

Thank you. Comments in attached memo.



## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### Health and Wellness Administration

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

- Internal redeployment of staff within our workgroups. For example, staff from Records Analysis were redeployed to Support Services/Purchasing and the Mail Room. This is working well and has increased capacity where it is needed.
- Everyone who can work remotely is doing so. There are a few positions still required to be on-site due to the nature of their jobs. We are staggering schedules whenever possible to reduce contact and maximize social distancing.
- Successfully working through COVID-related requests to change business processes and adapt technology to meet new needs.
- IS and Business and Functional Support Services have been excellent partners.
- Communication is working well. Learning Microsoft Teams and how to chat, share documents, and facilitate discussions remotely.
- Electronic Health Records (EHR) will be going live 4/20 at Mental Health Center on schedule. !

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

- Headsets for use with Jabber are on back order and not available.
- Providing remote training and remote support to new EHR users. Remote training and support is difficult when people are experiencing significant change and users are frustrated. Harder to address resistance and fear related to a new IT system when you can't physically be with people.
- Planned onsite training next week for new FAS employees. Technology staff who must work on site are concerned about how to stay safe with new employee training.
- As the incident command structure evolves the need to define roles and responsibilities between those on the incident command structure and subject matter experts within the operations organization.

#### 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?

- None.

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

- Microsoft Teams functionality has limitations that need to be resolved for people who are not working on county computers. We will escalate this issue with IS.

### Additional Question for This Week



WEEKLY SERVICE DELIVERY CHECK-IN

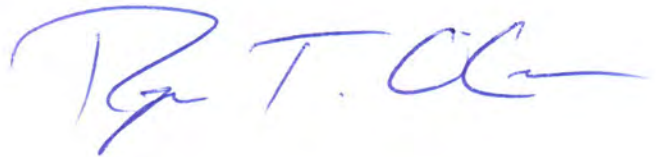
6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?
- A statement regarding denouncing racist attacks on Asian people.
  - Will disaster relief be extended to contracted providers?

Deputy County Manager Comments

- Implementation of the new EHR system at the Mental Health Center on April 20<sup>th</sup> is significant as we continue to address concerns regarding the pandemic. Continue to monitor the staff concerns regarding training and adjust as necessary/able in this new remote environment. Rely on organizational change managers to assist with the culture.
- Continue to address staff concerns regarding on-site work related to training and make adjustments as able.

County Manager Comments

Thank you. Comments in attached memo.



## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### Public Health

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

##### WIC

- Curbside service for eWIC cards 23 total; Medical formula picks up 4 total; No request to complete appts onsite out of the 1364 clients served. Mailed ~90 new/replacement eWIC cards last week to participants unable to use curbside service.
- Well established Peer Breastfeeding program has always primarily serviced as a phone and texting breastfeeding support service. It continues to operate and serve all incoming referrals.
- Accessibility of formula at stores continues to improve and going well as stores' stock stabilizes.

##### Clinical Services

- Syringe Services was able to begin syringe exchange with clients at Mary Hall. Due to the inability to maintain safe distancing practices in the community, the team had to pause some of our outreach services; however, we continue to look for ways to partner within Ramsey County as well as externally, while maintaining safety recommendations.
- Syringe services began using Oraquick this week – a HIV test that uses saliva instead of blood - enabling testing to maintain distancing practices and continuing the testing we need to do to respond to the concurrent HIV outbreak in people who use intravenous drugs.
- TB and Sexual Health continue to screen individuals for the need for a person to person visit. We see volume varying from day to day. We provide "drive-up" medications and treatments to clients when appropriate.

##### SOS

- SOS staff has been able to adequately adjust to working primarily from home. Not doing any face to face services, with a limited exception based on individual cases. Working with all our hospitals (4) and law enforcement partners (9) to facilitate referrals and release of information quickly and efficiently. The reality is, however, nothing replaces person to person care. A virtual option would be the next best thing.

##### Healthy Communities

- Child and Teen Check-up (CTC) introductory calls are being made and referral follow-ups are being completed.
- CTC mailing of introductory letters are sent out on time.
- Technology to support staff (netmotion, MS teams, Zoom) are working to support all Healthy Community staff stay engaged with their work and each other for support.

##### Environmental Health

- Yard waste, HHW and organics collection sites all operated as usual, with heavy use by residents
- Solid & Hazardous Waste Compliance Program continues to work directly with licensed hazardous waste generators, sending out license renewal fee statements to all 1900 businesses and, due to Covid 19, offering a payment plan option allowing businesses to be considered licensed.
- Community Environmental Health continued to work on self-assessment documents for remote inspection activities in lieu of face-to-face inspections and conducting plan review for new facilities. Several special projects are underway to improve CEH services in the long run.
- SW programs communicated with city recycling coordinators regarding COVID-19 effects on solid waste and recycling services, and proposed service changes by a major waste hauling company, tracked changes in recycling markets as the



## WEEKLY SERVICE DELIVERY CHECK-IN

pandemic proceed, submitted several mandated reports to MPCA, continued activities with R&E in BizRecycling and launched the new Business Pollution Prevention grant program

- Staff appreciate updates from County Manager, Medical Director, and Environmental Health Director
- Staff are sharing skills between themselves (e.g. learning how to set up meeting in MS Teams and tips to facilitating WebEx meetings)
- Developed non face-to-face community engagement strategies for HHW program evaluation, including a mailer to current participants that includes a link to survey on website, or the option to contact 633-EASY to do survey over the phone, and working with Zan, Assoc. (county contract) to transition to online listening sessions and presentations.

### Family Health

- Virtual home visiting is continuing with more frequent visits to clients than previous, addressing many concerns about prenatal health, labor/delivery plans and support, newborn care and breastfeeding.
- The MFIP changes have been very beneficial to teen parents receiving cash grants.

### Administration

- Looking to streamline and consolidate work where possible to consider re-assignment opportunities of staff to assist with COVID related service needs.
- HouseCalls – Down to 1/5 staff this week due to various absences. Triaging calls.
- Vital Records service model working well.
- Staff appreciating the efficiency of on-line meetings and regular service and operation discussions.
- Remote work going well.

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

### WIC

- Staff continue to be busy. We are looking at hiring and having overtime clinic to meet client needs.
- Weekly review of caseload shows significant increase from the previous month at that same time.
- With the new influx of new families, we are needing to verify MA participation more often. With just a few staff with access to MN-Its there is a bottle neck effect occurring when serving families. We would benefit from all WIC staff gaining access to MN-Its.
- There are families that may qualify for WIC due to new unemployment status, but there is no automatic referral process to connect families to WIC when applying to resources such as SNAP or unemployment benefits for the first time.

### Clinical Services

- We are closer to using telemedicine, although have not yet implemented in the clinical or SOS spheres.

### SOS

- Working with Communications to address the barrier of not having a dedicated SOS program social media presence. SOS is relying on people to call us. We would, however, serve a broader community with social media options. As a state leader in sexual violence services, we want to provide real-time leadership and communicate clearly to the public, such as services related to SOS and health, feedback from the community about effectiveness of what we are currently doing and solicit ideas about moving forward with our services. We want to see a response to the spike in sexual

## WEEKLY SERVICE DELIVERY CHECK-IN

violence rates by creating a safe space for people to access. Social media is the space where we can effectively work with our partner programs/agencies (MCRC, SANEs, LE, statewide coalitions, OJP) to provide important updates. Social media is the space where we can reach the community that doesn't have the privilege, opportunity or safety net around them to use overt government sites.

### Environmental Health

- Changes at other metro/regional yard waste, organics and household hazardous waste facilities having potential impact to county services, for example, food scraps management, with messages generated from the other facilities being short-notice and in flux, causing confusion and requiring county message creation to be flexible and immediate.
- Increase in materials received at county YW and HHW sites due to closure in services in surrounding counties (yard waste, in particular)
- Employee Right-To-Know training for yard waste monitors has to be one-on-one using paper, which limits the content and Q/A.
- Compliance programs are unable to conduct compliance inspections in the field which is the most effective and efficient means of assessing compliance; also unable to schedule face to face meetings with members of the regulated community when there are compliance issues.
- It has been challenging to reach some business representatives due to business temporary or permanent closings.
- Businesses are challenged to make payments by check and seek to pay by credit card. EH elevated this as a Tier 1 IS issue and IS responded quickly and is work on a credit card solution. This is needed for HW generator and CEH licensing.

### Family Health

- Keeping up with changing resources and decreased availability of prenatal, postpartum and breastfeeding support from clinics, shorter hospital stays (as short as 12 hours) with fewer follow-up resources for managing postpartum and early newborn health safely, nurses trying to assess on virtual visits but with many challenges when follow-up needed. Nurses are responding to after hours, weekend, and evening calls from discharged clients with significant, appropriate questions.
- Above concerns are more difficult for non-English speaking clients with newborns. The only contracted phone service interpreter (Language Line) is unable to use video technology. The interpreters who previously provided HV services and had relationships with the clients are unable to be used because their current contract does not include video conferencing. Thus, it is a contract problem that is causing diminished effectiveness and assistance for families.
- More domestic violence and mental health concerns expressed by clients with increased isolation and anxiety.
- Increased case management to better support non-English speaking families connect with necessary community resources (i.e. online applications and forms including difficulty completing Unemployment Forms and being unable to speak with anyone)

### Administration

- Looking for telehealth resources that work well for clients, and ideally support use of smart phone app.

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.**

### WIC

- Waiting on approval from the county attorney to use sharethisfile.com account. County IS has prepared a draft account



## WEEKLY SERVICE DELIVERY CHECK-IN

for WIC for participants to securely upload eligibility documents.

- Plan to request electronic PDF fillable ROI to be placed on the Ramsey County WIC website in order to resume critical referrals
- Working on capacity for video consult needs around breastfeeding within our Breastfeeding Peer Program. Because Baby Cafés are closed and other community breastfeeding support programs have been suspended, this will be a good way to provide free breastfeeding consultations for Ramsey County families.
- Planning to pilot working remotely. Will have 1 staff work remotely starting week of 4.13.2020 to provide feedback of how this could work for staff that need to be home.

### Family Health

- Delivery of diapers and formula to Family Health clients most in need, additional small supply received this week
- Development of teaching and physical assessment strategies for early hospital discharge for postpartum/newborn care especially for those hospitalized 24 hours or less after delivery to prevent complications and refer to needed care. Many of these teen and young parents have very limited supports or resources. Explore ways to assess infant weight gain and jaundice when clinic access is reduced.
- Nurses to incorporate item (i.e. Pac N Play, safety gate, activities handouts) drop-off to complete their telephonic/virtual visit

### 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?

#### WIC

- Because participants trust our WIC staff, who reflect the diverse community of the county, they often turn to our staff beyond general WIC services. In turn, staff possibly feeling over utilized by Ramsey County, family, and their community to share information.
- There are groups that have an increased need for WIC services and may qualify. However, within some of these groups/communities there is a fear of participating in government programs and therefore we may not be reaching them

### Healthy Communities

- As part of CTC calls, staff are providing additional support to families who have questions about additional resources (food shelf, safety precaution for covid19, RC website).

### Family Health

- Clients least able to speak for themselves (non-English speakers) have less access to video home visits because only approved interpreters are through Language Line and no video technology options (However previously used Language Banc and Arch interpreters do have access to video technology), higher needs with shorter hospital stays after delivery, and less access/availability of hospital and clinic follow-up resources
- Concerns about disparities of higher risk pregnancies and poorer birth outcomes for African American and American Indian women. Concerns expressed that they may not be getting the hospital or clinic care they expected or were present before the pandemic and not trusting that the "systems" will protect them. As the national data identifies higher death rates among African American men, there is deepening concern locally. Undocumented families are not eligible for community funds or unemployment and they are more likely to be employed by businesses with greater layoffs or reduction in hours.

### WEEKLY SERVICE DELIVERY CHECK-IN

- Family homelessness and limited shelter space with higher incidence for non-English speakers, African American, and American Indian families.

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

##### WIC

- Access to MN-Its for all staff
- Approval of sharethisfile.com
- Placement of electronic ROI on the Ramsey County WIC site.

##### Admin

- Working with IS to secure appropriate tools in a timely manner to provide telehealth services to clients.

##### SOS

- SOS is determined to find a virtual option for service provision and is working with RC Communications to do more with the RC social media to meet the needs of the population affected by sexual violence.

##### Environmental Health

- Electronic payment of license fees by credit card on-line. IS is working on a solution with EH, as a result of elevating this to a Tier 1 issue.

##### Family Health

- DocuSign for families to sign consents-has been requested with Jerine Rosato -they are exploring Adobe product similar
- Continued exploration of resources for hard to find supplies for clients in greatest need, ell as thermometers, baby scales.
- Explore video conferencing definition as this is a part of our In-person interpreting Contract. Will see if having an interpreter joining via a virtual platform visits be considered as video conferencing per Contract. Will contact Language Banc and Arch for a clarity on this definition.
- Continued planning for reassignment of staff utilizing a process that assures the right person is doing the right work and the processes used help staff to feel appreciated and supported when doing work that is evolving and essential while assuring that current clients continue to be well served.

### Additional Question for This Week

#### 6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

##### WIC

- No topics at this time; on information overload. Currently receiving a lot of information with limited time for processing before receiving additional or updated information.

##### Family Health

- Brief description of the County's collaboration with community partners and services, other departments, and other



**WEEKLY SERVICE DELIVERY CHECK-IN**

counties and health departments.

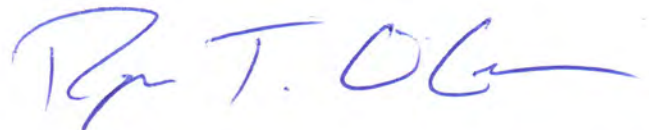
- Continue to have Dr Ogawa share more information about the PH data, trends, and research.
- More clear information about re-assignment of staff and how decisions are being made

**Deputy County Manager Comments**

- Support exploration of video interpreter options for purposes of providing programmatic services to residents.
- Continue to explore additional technology solutions that enhance the service delivery quality during this pandemic.

**County Manager Comments**

Thank you. Comments in attached memo.



## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### Social Services

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

- Child Care Licensing staff have increased visibility and an increased sense of pride in their work.
- Prepetition Screening is collaborating with hospital staff, social workers and unit coordinators to set up interviews with facilities not allowing face to face patient contact.
- The Diversion Team in child protection is moving ahead and is in the process of hiring staff.
- Adult Support has converted several documents to online signature format that can be emailed out to other professionals electronically and securely.
- Redeployment of staff and "just in time training" has gone well at Care Center.
- Rotating staff on/off site is working well at the Mental Health Center.
- Facilities that provide direct care to residents are screening all who enter the building and cleaning throughout shifts.
- Remote work and the use of technology for meetings and conferences is going well.
- Teamwork and willingness of staff to help peers and clients continues.
- Check-ins from the Division Director have been well received and assisted with morale.

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

##### Services

- More staff, providers, foster parents/shelters, and clients are reporting symptoms, direct exposure to COVID or a positive test; has changed how and who can respond when face to face services are needed.
- Aging and Disability Services is waiting for clarification on whether verbal or electronic signatures are acceptable, MnCHOICES is waiting for verbal consent permission to complete assessments, and Family Support is waiting for further direction on variances.
- Family Support: Licensing visits cannot occur, and the process is delayed. Also, an adoption that was scheduled for late March was delayed, yet other court districts have been able to do this (have contacted RAO for support to influence process).
- Mental Health Center: Lack of resources for clients because community services are closed, or because clients have been exposed to COVID.

##### Technology

- Zoom is not accessible to all residents, and phone assessments are difficult for older residents or those who are hard of hearing.
- There are conflicting reports regarding online security of technology and data privacy related to virtual platforms such as Zoom.

##### Supplies and equipment

- Some staff who go into homes or work face to face with residents do not have PPE, and the perception of staff is that they are at risk. (Need to have PH come in to explain to staff how they can keep themselves safe.)
- Supply orders are cancelled, or shipment dates pushed back.

##### Staff

- It has taken time for staff to adjust to social distancing guidelines.
- Staff have anxiety.



## WEEKLY SERVICE DELIVERY CHECK-IN

- Learning "new models" during time of stress/change takes extra effort, and remote work does not allow for peer to peer interaction/learning.
- Crisis: Training for Nextgen begins this week.
- Mental Health Center: Although staff continue to have questions/concerns about being present in clinic when work could be done remotely, schedules have been adjusted so only the minimum number of staff required to provide services are working in the clinic.

### 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: Long term care residents with COVID-19 may have mild symptoms and not require transfer to a hospital. We are setting up a COVID Unit as recommended by the CDC to limit healthcare worker exposure and conserve PPE. MDH is requiring all skilled nursing homes to prepare to accept patients from hospitals that are overwhelmed with patients. Only patients who are recovering from COVID and are no longer contagious will be moved from hospitals to isolation units in skilled nursing homes.
- Family Support: Working with communications to have some training online for new families entering foster care.
- Crisis staff will wear face masks when available and alternative coverings when masks are not available; Lake Owasso direct care staff are wearing masks for "source control" per MDH guidelines.
- Crisis received headsets and will implement jabber for staff who can work remote taking calls.
- MnCHOICES needs FAS to accept verbal consent on MA applications that are required for programs/services so staff can open waivers and programs.
- Adult Mental Health Case Management has converted documents to an electronic format allowing for signature on a signature pad; all case managers will have access in the next week or so.

### 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?

- Family Support does not have forms available in a variety of languages.
- Residents do not have access to information because they do not have technological tools or internet access. In some program areas, data requirements are much more extensive than internet access.
- MnCHOICES assessments by phone take longer when interpreters are needed, and without observation, important information may be missed and affect the accuracy of the assessment. Prepetition Screenings also reports a greater potential for error by phone for residents not fluent in English.
- There is limited access to health care for immigrant families, families in poverty, homeless families, and an overall lack of resources/services/ and housing options. Residents in zip codes 55104, 55106, 55119 received the most food boxes for children because they were unable to get to district drop off sites, and they had the most CADS were delivered.
- New reports from cities across US indicate that African American populations are being affected by the virus disproportionately- higher rate of positive test, higher fatality rate. Given this information and the fact that African American families are over-reported in CP and Child Welfare services, what is our responsibility to deliver services while still limiting in-person contact for families and our staff?
- A staff person who identifies as South East Asian observed another South East Asian person being targeted and called disparaging names as they walked through the mall; racism related to COVID that staff should be mindful of when interacting with clients.



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?

- Care Center: Resources for COVID Unit, approvals needed to meet forecasted deadlines.
- We continue to assess the need for PPE for staff who have face to face contact with residents on or off site.
- We need to provide direction on cleaning vehicles for staff who are transporting residents.
- DocuSign/verbal consent for required signatures.

Additional Question for This Week

6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

- How often are we in communication with the governor and/or other state leadership, and how is this assisting in our decision-making process for our services?
- How are we communicating and collaborating with neighboring counties on how they are providing services?
- How to best protect yourself as an employee and your families depending on your exposure.
- Changes in CDC guidelines when delivering services in a congregate setting.
- How to address staff questions about hazard pay related to working during the crisis.

Deputy County Manager Comments

- Continue to work with Public Health to address staff safety concerns. A video training could perhaps be developed and communicated broadly across the organization.
- Escalate concerns regarding procedural barriers that may delay the opening of the COVID unit at the Care Center as required by the CDC.
- Continue to address technology needs with the appropriate business partners.

County Manager Comments

Thank you. Comments in attached memo.



## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### Veterans Services

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

- Immediate significant increase requests coming in for assistance with accessing MDVA COVID-Disaster grant funding available effective Monday April 6<sup>th</sup>.
- Re-design of services is working well
- Staff working remotely and on a rotation in the office
- Calls and email requests for services were answered promptly

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

- Supporting Homeless Outreach staff in serving as part of overall Ramsey County Homeless response team continues to provide some challenges. PPE and other protective gear needed by staff have been provided by community partners to date but supplies are running low.
- PPE supplies, food, water distribution to people living in encampments is an on-going focus for Director in collaboration with community partners.
- Staff have not had major concerns or issues of any kind
- Staff continue to report all systems go and working very smoothly.
- Staggered staffing in office has provided needed support with mail processing and distribution, fax processing and other functions.

#### 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 funds launched Monday and will continue to implement staged marketing coordinated with Communications team.
- Further adaptations to existing service delivery design will be made as 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?

- As additional resources become available targeted outreach to communities of color will ensure that veterans and their families are informed about assistance and benefits that could help.

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

- Access to PPE for staff serving unsheltered homeless is a priority. Response from system and leaders has been very helpful in understanding how distribution of these supplies is being prioritized and managed.



WEEKLY SERVICE DELIVERY CHECK-IN

Additional Question for This Week

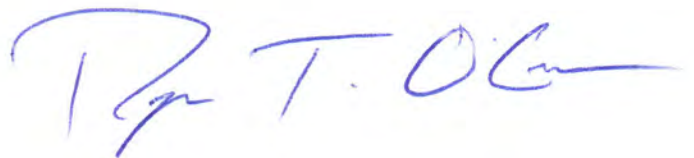
6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?
- High level information about the response structure that Ramsey has in place which engages leaders from the top down in dealing directly with COVID response would have value.
  - There is a lot of conflicting information about where Minnesota is at in terms of how long the crisis will go on. If that could continue to be included in Ryan's update including specifics of where that information originates it would help to dispel some of the misinformation being circulated
  - I think there continues to be concern about the possibility of layoffs so keeping that topic on the radar.
  - I think continuing to encourage people to educate themselves on Ramseynet COVID page. Communications has done a really great job with keeping up to date information and answers there and it really is a great tool! Kudos to Communications, HR and the other strategic partners.

Deputy County Manager Comments

- Continue to monitor the rapid increase in assistance requests due to the enhanced funding. Consider identifying tasks that other resources could assist with that would allow the Veterans Services staff to focus on programmatic needs.

County Manager Comments

Thank you. Comments in attached memo.





## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### Community & Economic Development

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

- We are continuing to assist businesses with resource navigation to the best of our ability, however the programs change by the day causing frustration by small businesses and employers.
- We get more inquiries now asking about programs by name versus asking about what programs exist.

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

- Significant concern pertaining to access of program funds exist. Most programs are first-come first-serve benefitting English speaking business owners and those with business infrastructure/staff that can navigate the bureaucracy. Small businesses and ESL owners
- CED considering new microenterprise grants through HUD funding to serve small businesses that exist in low-income census tracts, or that service low-income populations.

#### 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.

- In the event of micro enterprise fund opportunity, CED would need Board approval to adjust CDBG fund allocations as early as May 5 and staff would pivot to administering grant requests. Staff capacity in CED would change to accommodate the interim program.
- DEED informed us that roughly 50% of businesses in Ramsey County have 0-5 employees. They encouraged the creation of local funding sources as the state funds are over-subscribed.

#### 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 competition for scarce business resources will exacerbate the disparity between who gets quick access to funds and who doesn't.
- CED will be designing new program offerings with the help of partners agencies such as the Center for Economic Inclusion to ensure CED is not contributing to uneven resource distribution.

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

- We need a communication channel specific to the business community. WFS and I have begun to identify content from partner organizations/webinars, etc., that should be pushed out through our social media channels, however, the business community is searching by the hour for the latest information and often that can be found through our social media channels. CED staff and WFS push out as much as we can through personal Twitter and LinkedIn channels, however, a dedicated social media presence would be helpful.
- CED will be hosting its first live webinar in partnership with Open To Business and with the help of CTV. Communications has been looped in, and I would imagine more webinars will be needed to understand program variation.



WEEKLY SERVICE DELIVERY CHECK-IN

Additional Question for This Week

6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

Deputy County Manager Comments

- Approved with no additional comments.

County Manager Comments

Thank you. Comments in attached memo.

*R. T. Olson*



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

- Meeting the demand for curbside materials and electronic resources.
- Updating exterior signage.
- Expanding the offerings of virtual programming.
- Maintaining daily communications with staff across the system.

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

- We continue to talk about the latest information on safe workplace practices.
- We are challenged to effectively plan for the future given unknowns about the duration of social distancing requirements or crowd size limitations. We also need to prepare before we could safely reopen to the public. Concerns include safe program delivery strategies, modifications needed at service desks, rearrangement of furnishings, the need for interior signage related to social distancing and room capacity, and other tactics.
- In a reopened environment, we will see a dramatic increase in returned materials. The industry recommendation is to quarantine library returns for three days. Managing a high volume of returns and integrating the quarantine process will be a significant challenge that will stress staff workloads and building capacity.

**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 planning a soft launch for accepting returned materials next week at curbside locations during business hours. We will continue to promote a public message that returns are not required at this time and due dates have been extended. However, we are aware of public demand for this and we need to receive some returns in order to balance our collection and fulfill existing requests. We also need to mitigate what would be an unmanageable deluge of returns if we wait longer to accept them. We have developed procedures to quarantine the materials for the recommended three-day period.
- The Library will have begun its Home Delivery program.

**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 develop diverse collections, programs, and resources to meet the needs of our racially and ethnically diverse communities.

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

- None.

**Additional Question for This Week****6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?**

**WEEKLY SERVICE DELIVERY CHECK-IN**

**Deputy County Manager Comments**

- The points here about preparation for reopening buildings to the public are applicable to multiple county buildings and will be coordinated through the Incident Command Structure and Property Management.

**County Manager Comments**

*Thank you. Comments in attached memo.*

*Pat T. O'G*



## WEEKLY SERVICE DELIVERY CHECK-IN

## DEPARTMENT

## Parks &amp; Recreation

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

- Parks and trails continue to be a source of refuge for residents as many are utilizing parks facilities to enhance their health and well-being. Social distancing recommendations have been posted at parks and trails and the public seems receptive to compliance.

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

- No new challenges to report this 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.

- Until current social distancing restrictions are lifted Parks recommends that the Battle Creek Waterworks facility remain closed for the summer season. This facility requires significant time and energy to operationalize from a maintenance standpoint as well as staff recruiting, hiring, and training prior to the summer season. There is not a way to adequately adhere to social distance restrictions within the waterpark facility.
- Parks & Recreation also operates five beaches with lifeguard services and three beaches without lifeguard services. Until current social distancing restrictions are lifted Parks recommends that all beaches remain closed. Since hiring lifeguards would typically be hired during this time Parks will suspend the hiring of lifeguards. If restrictions are lifted during the summer season Parks could hire already trained seasonal lifeguards and strategically open beach locations based on volume and need, and risk mitigation.
- With the extension of the Governor's "Stay at Home" order through May 4th Park rental facilities will be closed through May 4th.

## 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?

- With reduction or elimination of lifeguard services for the season racial diverse lifeguards would be impacted through loss of employment.

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

- No new items to report this week.

## Additional Question for This Week

## 6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

- I would like to learn more about the Countywide budget impact that is being realized through the COVID-19 crisis.

**WEEKLY SERVICE DELIVERY CHECK-IN**

**Deputy County Manager Comments**

- I concur with not hiring lifeguards at this time; it is impossible to see how that role could be performed in a socially distant manner. I recommend deferring any recommendations regarding un-guarded beaches until further into the spring and then in consultation with Public Health.

**County Manager Comments**

*Thank you. Comments in attached memo.*

*R. T. O'G*



## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### Property Management

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

- Current services going well.

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

- Evaluating workloads and staffing with the lighter traffic levels while still providing enhanced cleaning.

#### 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.

#### 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?

- No additional staff resources needed, we have been able to cover for staff taking PEPEL.
- Holding out for a few additional laptops as IS has inventory.

### Additional Question for This Week

#### 6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

- Staff is very appreciative of the FAQs and the other print/video messages. No information gaps were identified by staff.

### Deputy County Manager Comments

- Approved with no additional comments.

### County Manager Comments

*Thank you. No additional comments.*

*T. O'G*



**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?**

- No change 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 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.

**Additional Question for This Week****6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?**

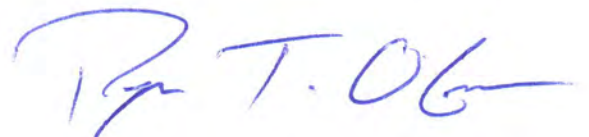
- Employees calling in sick today or saying they are not feeling good while at work and needing to leave has a new meaning with the COVID19 pandemic. Is it just a stomach ache, a head cold, etc. and not related to COVID19 or is it early signs of COVID19? Supervisors aren't supposed to ask about their ailment so they can be put in a tough spot when these employees come back to work. Can we provide clearer guidance for supervisors on what they can and can't ask while the COVID19 pandemic is occurring?

**Deputy County Manager Comments**

- Approved with no additional comments.

**County Manager Comments**

Thank you. No additional comments.





## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### Workforce Solutions

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

- Department and team communications is going well.
- We have base technology in place but looking for areas to continue to improve and optimize.
- We have comparable service offerings in place and our framework allows for adaptability and continued change as needed and have started to operationalize and improve processes.
- We've connected with most clients.
- Appreciate IS continuing to reach out and ensure we have what we need.
- Launching video conferencing with frontline staff to do face to face meetings if so desired. Working through technology on that and ensuring good policies and procedures.
- Modifying training programs that have been in progress to a virtual format.
- Executed WIB committee and a full board meeting virtually.
- Connection meeting with FAS leadership to discuss shared challenges and also initiate additional collaboration.

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

- Connecting with clients who are not following up. Continuing our ongoing engagement efforts
- Clients access to basic technology falls on a continuum from no access at all to some access but unreliable to relatively good access – need to keep evolving and adapting to meet all needs
- Services that require a Face to Face interaction (support services (gas card, bus card, etc) for person experiencing homelessness, unstable household, or unable to receive General mail delivery options). We feel these are few and far between after working on the General mail delivery as a good solution.
- We launched with sufficient technology to get to a general work from home model but this doesn't fully address on going issues of access to printing and scanning and some technology needs such as full access to LaserFiche
- Need to ensure we have communication channels that reach our residents and businesses. Sometimes these messages can get "drowned out" by other county messages that are for a wide array of audiences.
- Need work contracts through procurement to add to online and customized offerings through training partners so we have viable resources to engage residents in.
- Still working with our other state counterparts and getting guidance on waivers, etc from DEED/DOL and DHS.

#### 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.

- Launching more digital resources both on our own and in partnership with other counties workforce programs in the region.
- Working more closely with employers who have needs for essential workers and getting the word out.



## 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?**

- Concerns for residents who lack access to technology.
- We put a high value of having a diverse front line staff that supports our racially diverse residents who need our services. We continue to work on technology to be able to have face to face interactions as a source of support for those that find it helpful.

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

- Get more time in the communications airways to share about programs and resources
- Would like to completely revamp website as a first stop for many who are coming to the county for workforce services. This would help more residents get info quickly to self-serve themselves if they can and help us triage demand in the coming weeks and months. This will be a critical piece of work to manage some flow of work for staff and meet needs of residents.
- Building out a Ramsey County Job Board on the economic development portal to hopefully launch early May. This was in motion prior to COVID, and efforts are being accelerated. This is being done with our county business partners (chambers and economic development organizations). Would be looking for our own social media handles to share job related information. This would allow us to tag businesses and those organizations as connecting jobseekers and employers will be more critical than ever.

### Additional Question for This Week

**6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?**

- While info has been posted about masks, I think staff would appreciate even more communications about masks and gloves from the feedback I have received.
- Topics to include information about mindfulness and mental health for self and family to counter the other social media and other media noise.
- When I reached out to staff, many indicated how appreciative they were of thorough county leadership and department communications.

### Deputy County Manager Comments

- Resident access to technology is an issue we need to address on a county-wide basis.

### County Manager Comments

*Thank you. Comments in attached memo.*



## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### County Assessor

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

- Telecommuting is going very smoothly. Normal operations are all functioning for the appraisal staff.
- We fully deployed the revised Tax Petition electronic acknowledgement of service and it is going well. All acknowledgments going out with 24 hours of receipt.
- Open book was this Monday and Tuesday. Monday was our late night. The unified team had 2 employees stay late on phones to ensure any taxpayers calling after 4:30 received prompt service.
- Monday calls were 229 and Tuesday 147 calls for the Assessors. There were also 5 walk-ins who were instructed and serviced how to complete their open book appeal by phone. Appraiser have completed 142 open books and have over 500 in process.

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

- The challenge remains in managing the paper flow and transitioning formerly paper heavy processes into electronic processes.
- Separation of staff can cause anxiety and uncertainty. We try to overcome that with frequent virtual meetings.

#### 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 foreseen.

#### 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 noted at this time.

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

- There are some staff who do not have access to home computers, it would be great if there were office laptops they could utilize.

### Additional Question for This Week

#### 6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

WEEKLY SERVICE DELIVERY CHECK-IN

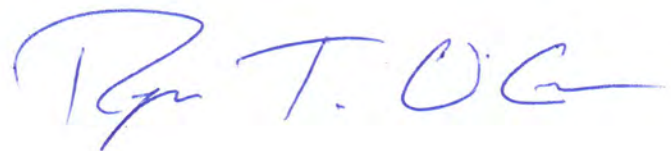
- I think continued assurances that furloughs and layoffs are not in the works. Assurances that positions are secure.
- Is there specific modeling data the County is relying on to assist with these decisions?

Deputy County Manager Comments

- Approved.

County Manager Comments

Thank you. Comments in attached memo.





## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### Communications & Public Relations

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

- Remote work continues to go well for our team. We are meeting both regularly in large and small groups and adjusting to the new cadence to do our work efficiently.
- We continue to refine content and integrated campaigns to best reflect the current information around COVID-19 and its impacts and we refine structures for best representing the information.
- Support for video projects continues to expand at a manageable pace and scope.

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

- Because Communications and GR have roles through IMT and also continue supporting everyday work, managing priorities and processes between COVID-specific work and regular service of departments has been an ongoing challenge.
- Supporting communications of new service delivery approaches has been relatively smooth when they have been well-defined.

#### 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.

- Nothing monumental. Work continues in an iterative manner to adjust with circumstances.

#### 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 finding the need to engage translation resources beyond existing staff in some areas.

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

- An understanding of where we can acquire funding for translating materials via contract when necessary. CPR does not have standing funding for these needs, departments generally do not either.

### Additional Question for This Week

#### 6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

- Suggestion - How does the IMT work? How is it different than our regular operations? How do I consider the IMT structure in terms of doing my job and what is expected of me?

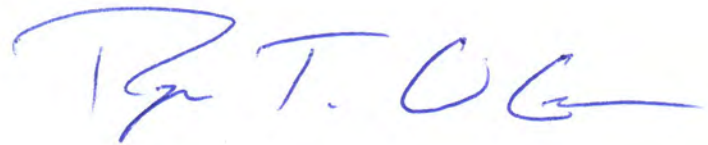
WEEKLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- Approved.

County Manager Comments

Thank you. Comments in attached memo.





## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

### Information Services

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

- Utilizing each department's Service Redesign approved forms as a guide for planned changes has helped IS define and implement technology solutions in support of those changes.
- Service Redesign solutions we've implemented with one department are often applicable across multiple departments.
- Leaders around the county have reported success when using our collaboration platform as part of creating a productive virtual team working environment.

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

- IS specific service redesign allows for the majority of the staff to work remote, while the team that builds and delivers laptops continues to work in an environment where we receive, unbox, build out and re-package hundreds of components and boxes. This volume of contact is concerning and we are looking to further mitigate this risk.
- With regard to supporting the service redesign across all departments, the primary challenge comes as each department learns and adjusts their service delivery model, which ripples into revised technology needs. While we are happy to bring additional technology solutions to bear, it is a race to keep pace.

#### 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?

- No change from last week's submission

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

- We believe that our Geographic Information Services (GIS) solutions can add additional value in community engagement and race equity initiatives and now have a GIS team member participating in the Planning food distribution workgroup.
- Additional cleaning supplies for our technology build workspace.

### Additional Question for This Week

WEEKLY SERVICE DELIVERY CHECK-IN

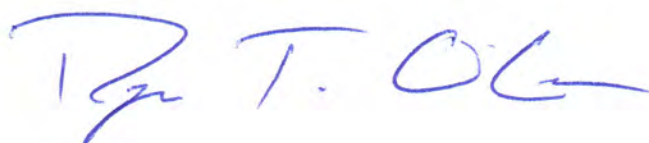
6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

Deputy County Manager Comments

- Approved.

County Manager Comments

Thank you comments in attached memo.





## 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 seeking service – 10 or less per day.
- Call volumes have increased greatly the past 2 weeks – the Unified Team fielded 1,468 calls the week of 3/23 and 2,036 calls the week of 3/30 – Volumes are very comparable to 2019 - Much of this increase is due to the mailing of tax statements and value notices.
- Resource Room remains closed and we are not hearing any concerns from customers. We have received a few calls looking for help with some document research, but the requests are very minimal.

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

- Front-line staff continue feeling nervous about face-to-face interactions with customers, without appropriate protection.
- We recognize that the Plato conference room cannot be used to meet with customers for the long-term.

#### 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.

- IPR Administration will be collaborating with the East building service leaders, along with the Operations section of the IMT, to develop a plan for improvements to our services and physical locations that are common across the Plato building and the East building.
- No other change requests

#### 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

#### 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

### Additional Question for This Week

#### 6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

- Property Tax options for May 15th.

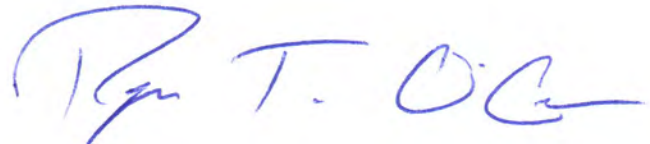
WEEKLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- Approved.

County Manager Comments

Thank you. Comments in attached memo.





## 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); maintaining cohesion among staff as service delivery changes.

#### 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?

- None

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

- None

### Additional Question for This Week

#### 6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

- Examiner of Titles: Remote conferencing capability.
- Elections: Mental health resources for employees (some employees have expressed anxiety about constantly working from home in isolation).

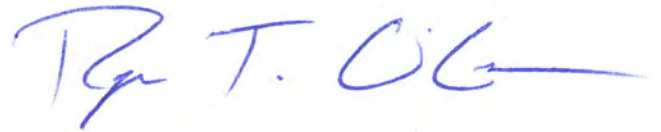
WEEKLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- Approved.

County Manager Comments

Thank you. Comments in attached memo.





**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 previous week.

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

- No changes 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 known modifications presently 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?

- No impacts noted.

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

- No changes from previous week.

**Additional Question for This Week**

6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

**Deputy County Manager Comments**

- Approved with no additional comments.

**County Manager Comments**

*Thank you. No additional comments.*

*Reg T. O. G.*



**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
- Employee temperature checks started April 7, 2020
- Manager drop-in sessions with employees (at a safe distance) on April 7 & 9, 2020

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

- Keeping a good supply chain for disinfecting products/Clorox wipes/hand sanitizer to keep employees healthy and at work

**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?**

- We continue to research options to hire temporary employees that at one time worked in the communications center
- Pandemic Metro PSAP Consolidation plan on agenda 04/08/20 for MESB Executive Board

**Additional Question for This Week**

**6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?**

- Continue stressing the importance of self-protection and social distancing
- A video demonstrating proper ways to clean desk space

**Deputy County Manager Comments**

- Approved with no additional comments.

**County Manager Comments**

*Thank you. Comments in attached memo.*

*R. T. O'G*



**WEEKLY SERVICE DELIVERY CHECK-IN**

**DEPARTMENT**

**Emergency Management & Homeland Security**

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

- Remote/telework – no problems
- On-line meetings and telephone systems – no problems. Video conf use on regular basis has proved valuable during this
- EMHS is often required to work remote from office in austere situations. That practice proved valuable.

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

- More than usual amounts of coordination by email. Like all we are used to in-person free flow of a meeting environment

**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 required at this time.

**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 impacts. EMHS services are provided to all residents and public and private partners.
- Not typically an outward facing, customer service centric department, so we are not seeing any negative impacts

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

- We did hire a new employee and the onboarding process will be much more difficult We will need support for ASPEN training in a remote environment – most likely in May when the employee starts.

**Additional Question for This Week**

**6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?**

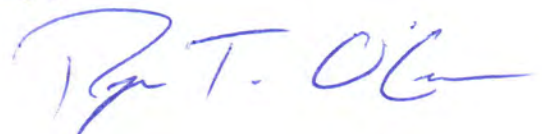
- We will be looking to get word out about severe summer storm awareness. Despite the current crisis, natural hazards are undiminished.

**Deputy County Manager Comments**

- Approved with no additional comments.

**County Manager Comments**

Thank you. Comments in attached memo.





**WEEKLY SERVICE DELIVERY CHECK-IN**

**DEPARTMENT**      **Medical Examiner**

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

- No recent changes. All is going well.

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

- No new service delivery changes.

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 for 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?

- No changes have been made.

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

- No additional supports or resources needed at this time.

**Additional Question for This Week**

6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?

**Deputy County Manager Comments**

- Approved with no additional comments.

**County Manager Comments**

*Thank you. No additional comments.*

*Ben T. O'G*



**WEEKLY SERVICE DELIVERY CHECK-IN****DEPARTMENT****County Manager's Office****1. Describe how service delivery went this week. What has been working well?**

- All Policy & Planning and Planning Functional Team (PFT) staff continue to work and collaborate remotely.
- This is the first week of our new coverage schedule where Planning Functional Team (PFT) coverage schedule reflects the IMT coverage schedule of 7am to 7pm, with AM and PM shifts. This shift will cover Mondays through Fridays, with the policy analysts providing weekend coverage.
- PFT members continue to make process improvements as projects transition from one shift to the next, clearly delineating roles and responsibilities in a highly fluid environment, ensuring clear communication as events move quickly. The two RHEAs are embedded in the two IMT priority areas of homelessness and food security and basic needs work to uplift our racial equity work.
- ADMIN: Service delivery has been smooth with all procedures in place; admin team has been flexible and accommodating in meeting needs.
- Phone calls and walk-ins have been light; drop box use is light, with most documents directed to Courts.
- Office coverage has been smooth with going back to normal business hours, Monday through Friday.
- Allowing onsite staff to have a day to work remotely each week has been appreciated and has reduced some risk of exposure to the pandemic.

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

- The Policy team is still finding a balanced and workable schedule that allows for better transition and balance alongside other PFT members to meet priority needs and issues from IMT.
- ADMIN: No significant challenges in office administration. Working on assuring greater security of virtual County Board meetings.
- Researching and coordinating the headset options for the Commissioners' devices to use during County Board and other virtual meetings to improve audio functions.
- Determining alternatives to pen/ink county board signatures on paper documents when 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.**

- No change in service delivery for this week. The Policy team continues to work on finding a balanced and workable schedule that allows for better transition and balance alongside other PFT members to meet priority needs and issues from IMT.
- ADMIN: Identifying and timely use of alternatives to the pen/ink signatures for county board signatures.
- Providing additional administrative support to Planning Functional Team.
- Implementing new security measures for virtual county board meetings.



**WEEKLY SERVICE DELIVERY CHECK-IN**

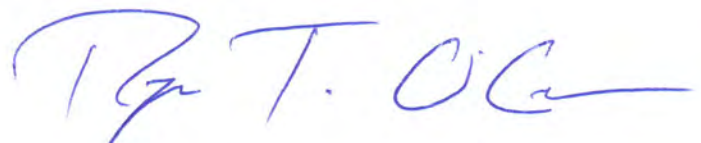
4. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department's service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?
- Policy & Planning and PFT members continue 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 time to examining the racial equity impacts on access to food and basic needs. In addition, PFT members continue to ensure that there is a balance and equity in staffing schedule and distribution of work load.
  - ADMIN: It is unclear if racial equity is being impacted by the availability and use of services being provided.
  - Limited availability of alternative child care and the need to attend to online school needs is directly impacting staff with young children.
5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?
- A continuity and back-up plan for the role of the Chief Clerk is in place, in the event of an absence during this emergency. The Deputy Clerk, who works closely with the Chief Clerk, is the primary back-up with a depth of experience in maintaining the key aspects of the Chief Clerk function. Training is underway with a third staff member to become a secondary back-up.

**Additional Question for This Week**

6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?
- We would like some messages about what we can do reduce or report xenophobia, especially with our Asian community.
  - Short videos interviewing staff that provide direct services on what they are seeing in working with residents and describing how their work/ direct services are being done differently. This adds a personal touch to the county's efforts; helps employees learn about/make connections with each other, especially with those across the county's array of services, and is another way to uplift and acknowledge the work that frontline staff are doing every day.

**Deputy County Manager Comments****County Manager Comments**

Thank you. Comments in attached memo.





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

- Renegotiated food contract with the Intercontinental through the end of April
- Submitted report on vacant FTEs to HR and Ryan
- Submitted two Finance Reports to leadership
- Sent out Contract Guidance to SMT and Procurement leads
- Shared resource information with St. Paul and SPPS
- Reviewing tax deferment options considering cash flow
- Virtual sealed bid/proposal opening software will be tested Thursday
- Procurement continuing to handle all emergency and regular procurements to date

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

- Some people not following purchasing guidelines and not going through Procurement. Working with DCMs and purchasing leads on this.
- Some finance IS projects are being put on hold like the Expense Module.
- Continued from last week: Concerned we are not capturing all EPTS spend (Ex. Sheriff Help Team)

**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?**

- We continue to process all our checks and payments within normal guidelines so individuals and businesses should not be impacted.
- We have our first all staff GoTo Meeting on Friday.

**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.

**Additional Question for This Week****6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?**

- Addressing the length of this situation and how this could be a new normal for the County would be helpful. Overall the

**WEEKLY SERVICE DELIVERY CHECK-IN**

messages are helpful and relevant. The PH information is always useful to staff.

Deputy County Manager Comments

County Manager Comments

*Thank you. Comments in attached memo.*

*R. T. Olson*



**WEEKLY SERVICE DELIVERY CHECK-IN**

**DEPARTMENT**      **Human Resources**

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

- Seems to be going well; staff have really stepped up and regular calls with teams keep us connected.
- Starting to get back to some things that were put on hold.

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

- As an organization, how to better support the employees who are on the "front lines" of providing services to residents.
- As we continue in our remote operations, we are finding additional processes that are driven by paper or a hands-on process, provides opportunity to implement changes.
- Identified ability to obtain electronic signatures via Adobe Reader or Pro DC; but need more detailed instructions for staff regarding how to do that; understand who has access to these tools and convert forms that need signatures to PDF where possible.

**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.**

- Decision on exempting certain workers as emergency and health care workers from the emergency paid sick leave and the emergency family medical leave expansion act provisions of the Families First Coronavirus Response Act (FFCRA).
- Recommend we delay and reschedule the May 12 annual employee/retiree recognition event.
- Working on developing communications to employees regarding permissible changes to reimbursement accounts.
- Develop and streamline communications regarding HR changes or enhancements to benefits and FAQ information.

**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?**

- As we are learning about the disproportionate impacts across the nation on communities of color, HR is remaining cognizant of equity principles in the work we do to support the county.

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

- Need to identify and tap into expertise across the county in developing e-learning curriculum.
- More explicit instructions/guidance around electronic signatures.

**Additional Question for This Week**

**6. As we plan future video/print messages to share information and updates across the organization, what topics would be most useful to your department? What do you want to learn or know more about?**

- Updates on prioritization of TARP work
- Recognize the human experience: hearing from employees at all levels of the organization about how they are supporting

## Strategic Team

Week 4: April 5 - April 11



### WEEKLY SERVICE DELIVERY CHECK-IN

their colleagues or families through this time; adjusting to teleworking or delivering services differently, or homeschooling children while trying to balance work; would like to hear the challenges and the triumphs; recognize that not everything is great, but also let's be okay with this. Maybe this is done through a blog or stories from employees or customers or about how we serve customers.

- Interested in learning from other departments directly about their innovative approaches to service delivery
- Interested in understanding the economic impact on businesses in Ramsey County to anticipate future needs.

#### Deputy County Manager Comments

#### County Manager Comments

Thank you. Comments in attached memo.

*[Signature]*  
T. O'Connell