

## Weekly Service Delivery Design Summary for the week of March 22<sup>nd</sup> – 28<sup>th</sup>

### Main themes across departments and service teams:

- Many services moved online and by phone, resulting in a reduction in number of walk-ins this week.
- Staff are adjusting to working remotely. Some doing well, learning curve for others.
- Staff who do have to come into the workplace are minimizing person-to-person contact.
- Challenges:
  - Getting electronic signatures and consent for services that require live signatures.
  - Lack of technology tools and equipment –communicate which departments are prioritized and timeline on technology applications.
  - Ensuring that clients have basic needs met.

These countywide themes will be managed by the Incident Management Team this week.

### Economic Growth and Community Investment

- Community and Economic Development
  - Updates: Overall, the service design has allowed CED to work remotely yet still respond increasing volume of businesses and residents inquiring about COVID related business resources.
    - Play a major role in directing residents inquiries
    - CED has set up a highly functional group meeting forum to support idea sharing during a rapidly changing environment.
  - Challenges:
    - There is a need to have a greater outreach to cultural associations who may be seeing large volumes of unemployment and for language interpretation for business owners.
    - Concerns about project/program advancement pre-pandemic arise frequently.
  - Modifications for next week: None for this week.
  - Additional Support: None for this week.
- Library
  - Updates: The Library now offer phone registration of temporary accounts that provide access to physical materials and all library e-resources (e-books, e-audiobooks, online homework help, online job help, databases, learning platforms). We piloted Facebook Live story time.
    - Increase in e-book circulation, and we reallocated collections funds to increase purchases of e-collections.
    - Patrons are grateful when calling to arrange curbside pickup or receive other types of assistance.
    - Staff members are glad to be resuming phone, email, and other virtual contact with patrons and receiving appreciative comments from patrons.
    - Managers are working with staff, whether they are working from home or onsite, to take advantage of racial equity training opportunities at this time, including timely trainings dealing with COVID-19-related xenophobia and racial bias.
  - Challenges:
    - The essential concern is operating safely; we adhere to MDH and St. Paul-Ramsey County Public Health recommendations.
    - Staff are concerned with the status of library operations, leave options, or their assignments.
  - Modifications for this week: None for this week.
  - Additional Support:

- IT support is needed to enable work from home.
- Parks and Recreation
  - Updates:
    - Service delivery went well. Lots of people out using park facilities. More residents calling in instead of walking up. A lot of interest around when golf will be opening. Could be used as a hub for residents to receive aid.
    - Reception staff who are working on online and phone reservations and coordination right now so they could be utilized to provide additional support for residents seeking services.
    - Good representation of racial diversity of park users.
    - Team members stepping up and leading in major emergency management functions for the county with logistics, operations, homeless shelter set up, property management.
  - Challenges:
    - Some issues with IT services. Working on resolving those.
    - The lag time with having to submit modified service delivery recommendations and getting approval back. If governor hadn't issued Executive Order we would have put a lot of people at risk of exposure and getting sick while we waited for approval.
  - Modifications for this week:
    - Need to figure out an operational model for opening golf courses even if we can't open club houses. The loss of revenue if we are completely shut down is substantial.
  - Additional Support:
    - Need help from Policy Staff help with developing a plan to keep the golf course open but adhering to social distancing standards.
- Property Management
  - Update:
    - No resident facility services. Very light public traffic in buildings.
    - Regular communications using conference calls with those that are telecommuting.
  - Challenges:
    - Lack of clarity between departments on the service redesign model and necessary approvals for revisions.
    - Can employees come in to the office as needed or will any buildings be completely closed to employees?
  - Modifications for this week: None.
  - Additional Support:
    - Final IS tools will hopefully be deployed today/tomorrow. Requested clarity on the use of PEPEL - if a person who is at high-risk chooses to use their 80 hours of PEPEL can they then come back to work or are they out, using sick and other leaves, for the duration of the event and what determines when they do return to work?
- Public Works
  - Updates:
    - All staff are adjusting to the new way of doing business. We have not seen significant changes in interactions with residents because of our changes.
  - Challenges:



- Making sure everyone has the capability to work from home if their job allows it. Then for those that still need to come into work, setting up the work environment to follow health guidelines.
  - Modifications for this week: None.
  - Additional Support: None.
- Workforce Solutions
  - Updates:
    - The physical doors are closed for walk ins. Our calls are primarily looking for unemployment insurance support. For our existing residents on our programs, there is a deep gratitude that staff is working and connecting with them. Many are trying to sort out what they need so having a trusted someone who has a relationship with them to talk to is critical at this time.
    - Many of the our training programs have been halted and postponed. Most of our youth work experiences have been postponed or cancelled with a few rare exceptions. In addition, we are not starting any new work experiences at this time. All of this impacts youth of color in Ramsey County disproportionately.
    - Leadership team of our myself and managers have a .5 hour check in call daily to problem shoot. Each of the supervisors and managers are in close contact and our front line staff are coming in once a week. Staff have been extremely grateful for the flexibility.
  - Challenges:
    - The most challenging was working through the redesign itself. We are client facing service so we don't want to minimize the importance of that work. We will need to continue to work on being innovative to keep residents engage in work related activities. We are having conversations on how to do this with our state partners, with our community colleges, and generating ideas from staff.
    - There has been guidance to no longer enroll residents in the Diversionary Work Program (DWP) and to move folks directly into MFIP. This will take retraining of our current DWP staff very quickly by April 15.
  - Modifications for this week:
    - Looking at centralizing more processes in order to limit even more the amount of office time we are going to require of staff. This should be of no impact to residents but will deepen our telework model further.
  - Additional Support: None.

**County Manager Comments:**

*See attached page.*

**Economic Growth and Community Investment Service Design**  
**County Manager Comments**  
**3/22-3/28**

**Community and Economic Development**

- Language interpretation needs are coming up across multiple areas as a high priority need. CED needs to be a part of a county-focused working group that will begin this week within the Communications function of the Incident Management Team to holistically address language barrier issues across Ramsey County's services.

**Library**

- I don't understand what it means to read that, "staff are concerned with the status of library operations." Please elaborate in follow-up this week with the Deputy County Manager. For leave options, staff should consult HR guidance and work with department leadership as needed.
- Per last week's service delivery documents, the Library should develop a library material services model that serves homebound residents who cannot otherwise access library services. Please produce a draft of a proposal for next week's service delivery modification document that outlines how the Library can ensure it is serving those who are homebound without access to the internet.
- What does working from home look like for Library staff? Please elaborate in follow-up this week with the Deputy County Manager.

**Parks and Recreation**

- What service redesigns lagged last week due to the service delivery modification process? Please elaborate in follow-up this week with the Deputy County Manager. Looking forward, any redesign that needs to occur in real-time to ensure continued compliance with health and safety guidelines should take place immediately. Communication into the Incident Management Team can ensure a timely response outside of the weekly service redesign changes.

**Property Management**

- Ramsey County should evaluate fully closing buildings so long as employees who may not have adequate opportunities to work offsite continue to be offered availability of workspaces somewhere. Additionally, any possible building closures should be aligned with technology implementations rolling out from Information Services; please coordinate and plan any such moves accordingly.
- Questions regarding PEPEL leave should be directed to HR staff after consulting the PEPEL FAQ on the For Employees section of the Ramsey County website related to COVID-19.

**Public Works**

- No comments

**Workforce Solutions**

- Is there an opportunity through the retraining of staff by 4/15 to develop a model that can be used to train other county staff who may need to be reallocated into WFS programs in the weeks ahead to meet resident demand? Please elaborate in follow-up this week with the Deputy County Manager.

All plans approved. Please follow-up with responses to questions above.

R. T. O'G

## Information and Public Records

- IPR Admin
  - Updates: Minimal walk-ins (max 13 this week), drop-box being utilized, clients are understanding and patient – have option to speak with staff one-on-one, success in telecommuting
  - Challenges: Managing staff concerns and tension
  - Modifications for next week: Working on plans to handle cash payments
  - Additional supports: No staff have had remote access before, technically challenged and slow moving on providing those supports
- County Assessor
  - Updates: Slow phone activity, have adjusted well to online
  - Challenges: Managing staff concerns and providing necessary resources to them (i.e. childcare, caring for elderly, spouse laid off, etc.)
  - Modifications for next week: Streamlined online process for acceptance service for tax court petition being served to County assessor, County Auditor and County Attorney
  - Additional supports: None
- Information Services
  - Updates: trying to minimize in-person contact, all staff were easily transitioned to online, Microsoft Teams is great in collaboration
  - Challenges: Lack of expertise and supplies to maintain clean environment
  - Modifications for next week: Holding off on drop zone technology delivery model
  - Additional supports: professional cleaning of technology and building
- Property Tax, Records and Election Services
  - Updates: Normal number of phone calls, barely any walk-ins, working with SOS and monitoring Federal actions on election procedures for Fall, high electronic filing and drop boxes / mail are working well, resilient and engaged work teams
  - Challenges: Adopting processes that are more manual - monitoring this closely, some staff do not have necessary technology / connections in the work queue yet
  - Modifications for next week: None
- Communications and Public Relations
  - Updates:
    - Anecdotally, increased visits to our web site which was significantly reformatted during this period. Will have more numbers for next update.
    - Staff had a very good experience this week. We were able to troubleshoot our own issues for the most part and stay out of ISS way.
  - Challenges: None.
  - Modifications for next week: None.
  - Additional Support: Will need staff help to support a structure for more remote video / livestream capability. This has been raised through ICS.

**County Manager Comments:**

*See attached memo.*



\*for County Assessor Comments \*



## OFFICE OF THE RAMSEY COUNTY ATTORNEY

JOHN J. CHOI, COUNTY ATTORNEY

### SERVICE OF TAX PETITIONS DURING 2020 PANDEMIC EMERGENCY

*adopted March 27, 2020 (revised 3/27/2020 at 1:30pm)*

Pursuant to Governor Walz's Emergency Executive Orders related to the COVID-19 pandemic, and the Ramsey County Board of Commissioners March 17, 2020 declaration of emergency, a new service plan has been adopted to protect the health of residents and staff and minimize person-to-person contact.<sup>1</sup> The new service plan limits hours of operation of the Plato Building and directs stakeholders to utilize email, telephone and drop-off boxes for most needs.

In accordance with this new service plan, the Ramsey County has adopted the following procedures to facilitate alternative service of petitions for the objection to real property taxes under Minn. Stat. § 278.01 ("Tax Petitions"). The alternative service will replace personal service of the petitions.

#### ALTERNATIVE SERVICE PROCEDURES

**SINGLE POINT OF SERVICE:** The County Assessor will now accept service of tax petitions for **all** Chapter 278 statutory service recipients (Attorney, Auditor/Treasurer, Assessor). Only a single copy of the tax petition will be required.<sup>2</sup>

**EMAIL ALTERNATIVE SERVICE (PREFERRED):** Email a completed tax petition (*ie.* Minn. Tax Court Form 7) and required documentation as a PDF to [tax.petitions@co.ramsey.mn.us](mailto:tax.petitions@co.ramsey.mn.us). Send only one (1) petition (and its attachments) per email. Put the Petitioner Name and Tax Payable year in the Subject Line. You will maintain the original in your office.

- You will receive an automated reply that the email was received. This reply is *not* an admission of service but is meant to provide you some assurance that the email was received.
- County staff will email, within one business day to the email address on the petition, an Acknowledgement and Waiver of Personal Service. This form will replace the admission of service procedure currently used.<sup>3</sup>

**MAIL ALTERNATIVE SERVICE:** Mail a completed tax petition (*ie.* Minn. Tax Court Form 7) and required documentation to:

PROPERTY TAX PETITIONS PO Box 64097 Saint Paul, MN 55164-0097	(for non-US Mail) PROPERTY TAX PETITIONS 90 Plato Blvd W. St Paul, MN 55107-2004
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- County staff will email (if an email is provided) or mail, within five business days, an Acknowledgement and Waiver of Personal Service. This form will replace the admission of service procedure currently used.

**WALK-UP/IN-PERSON SERVICE/DROP-OFF BOX (Not Preferred):** The Plato Building is currently (as of March 27, 2020) open for limited walk-up service, and can accept personal service of tax petitions. However, during the pandemic, to protect the health of all involved, please utilize the alternative service options instead. In-person service may be further restricted depending on future orders.

**The Drop-off Box at Plato Building IS NOT acceptable alternative service.**

<sup>1</sup> View new service plans at <https://www.ramseycounty.us/content/new-service-plan-begins-march-23-response-coronavirus-pandemic>.

<sup>2</sup> As provided by Minn. Stat. § 278.01, subd. 1(b).

<sup>3</sup> "Proof of Service" as provided in Minn. Stat. § 278.01, subd. 1(c).

#### CIVIL DIVISION

121 7th Place E., Suite 4500 | Saint Paul, MN 55101  
651-266-3222 | Fax: 651-266-3032 | [ramseycountyattorney.org](http://ramseycountyattorney.org)

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**RAMSEY COUNTY**



**Information and Public Records Service Design**  
**County Manager Comments**  
**3/22-3/28**

**IPR Administration**

- Walk-ins were minimal in part because the site remains viewed through the lens of Plato-specific functions. Numbers were far higher (approximately 10 times higher) at the Ramsey County East Building. Please ensure that multiple connections are happening weekly across sites to build out a model in which the Plato walk-in site mirrors the options and service delivery model at Ramsey County East. Operations within the Incident Management Team should be overseeing this work to transition to countywide consistency at walk-in sites.
- Please continue to provide updates into the Incident Management Team through Operations regarding the status of accepting cash payments.

**County Assessor**

- Please update the walk-up/in-person language in the attached memo to reflect that there are three identical walk-up sites in Ramsey County. The Plato building is only one of three possible sites and the language in the memo needs to reflect that reality. See IPR Administration comments for additional context.

**Information Services**

- Not clear what "drop zone technology delivery model" means. Please elaborate this week through follow-up via the Deputy County Manager.
- The issue of appropriate cleaning standards for technology and buildings is an issue that impacts all Ramsey County properties, but please elaborate this week through follow-up via the Deputy County Manager how this is unique within Information Services. Are there specific public health guidelines that are not being followed that need to immediately be addressed? If so that information needs to be shared so that it may get to Property Management.

**Property Tax, Records and Election Services**

- Walk-ins were minimal in part because the site remains viewed through the lens of Plato-specific functions. Numbers were far higher (approximately 10 times higher) at the Ramsey County East Building. Please ensure that multiple connections are happening weekly across sites to build out a model in which the Plato walk-in site mirrors the options and service delivery model at Ramsey County East. Operations within the Incident Management Team should be overseeing this work to transition to countywide consistency at walk-in sites.

#### Communications

- Is there an initial number of requested staff needed to support a structure for more remote video/livestream capability? Please bring any additional specificity into the Incident Management Team.

All plans approved. Please follow-up on comments above.

Ryan T. O'Connell

## Safety and Justice Service Team

- County Attorney's Office
  - Updates: Gone well, phone calls work good, and they are working with IS on video conferencing.
  - Challenges: None.
  - Modifications: Continued alignment with State Court Administration and Second Judicial District.
  - Additional supports: Clarity from Property Management on enhanced cleaning of the courtrooms since they are the greatest risk.
- Emergency Communications
  - Updates: Technology solutions working well to enhance and to support daily conference calls with teams
  - Challenges:
    - Turnaround time to get information from other departments. Working with DCM to help leverage responses needed.
    - Keeping up with daily work that still need to occur
    - Supporting staff as department adjusts to working in new environment
  - Modifications for next week: PSAPs in the metro region are working on development of a Pandemic Metro PSAP Consolidation Plan. This plan would pool PSAP employees into 2 metro operations so the region could keep 911 operations whole should staffing levels become critical. Development of this high-level draft plan is important and hopefully we won't need it, but would be available should it be necessary.
  - Additional supports: None
- Medical Examiner's Office:
  - Updates: No major updates. Communication within department going well
  - Challenges: Preventing fear of misinformation amongst staff
  - Modifications for next week: None
  - Additional supports: None
- Emergency Management and Homeland Security –have not submitted
- Ramsey County Sheriff's Office –have not submitted

### County Manager Comments:

*See attached memo.*



**Safety and Justice Service Design**  
**County Manager Comments**  
**3/22-3/28**

**County Attorney's Office**

- The issue of enhanced cleaning of courtrooms will be raised in the Incident Management Team as part of a broader conversation about clarity on cleaning and enhanced cleaning this week. More information will be shared with departments and the public moving forward.

**Emergency Communications**

- Please elaborate on the issue of "turnaround time to get information from other departments." What information is not getting back to Emergency Communications fast enough? Please share additional context via the Deputy County Manager.

**Medical Examiner's Office**

- No comments

**Emergency Management and Homeland Security**

- It is expected that EMHS will fill out a form beginning next week or the County Manager will work with the Deputy County Manager to reassign tasks away from the department so that it has enough time to comply with this departmental requirement that is consistent across the entire organization and ensures transparency and coordination during the COVID-19 response. Documentation is of the utmost importance during an emergency response.

**Ramsey County Sheriff's Office**

- As a critical function during this COVID-19 response, it is important to 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 RCSO follow the same documentation procedures being requested of all other Ramsey County departments, while recognizing the unique decision-making authority that the Sheriff holds in the implementation of service design changes.

*All plans approved. Please follow-up on  
comments above.*

*R. T. O'G*

## Strategic Team

- County Manager (Administration, Chief Clerk, and Policy and Planning)
  - Updates: Few staff in the office, one day with high number of calls, majority of staff are online except admin staff who need to handle reception duties and on-site, IMF Planning Team has started and are working closely with other admins part of IMT
  - Challenges:
    - Admin staff having to be in office (concerns with risk of COVID-19)
    - Impact of the sudden change in schedules (A / B shift)
    - Overtime for staff exceeding 80 hours or not meeting 80 hours
    - Technological capability for the Board Office since many admin do not have laptops and are working on their phones
    - Minor concerns on drop box at the courthouse, working with Maggie Dreon
    - No real back-up for Chief Clerk role, compromising mental and physical health to carry on functions
  - Modifications for next week: Improving admin knowledge to assist walk-ins, trying to have staff work more remotely - tough since some admin do not have laptops but currently needed in office sometime and bringing a monitor back and forth is not ideal, possibly a shift in admin staff based on demands (unknown)
  - Additional supports: technology for the board office, more access to information to support admin who are responding to resident crisis issues calling / coming in (staff are not ready to assist: homeless, domestic abuse, food, etc.) - Policy and Planning staff have jumped in to support, more disinfectant supplies
- Finance
  - Updates: Going well, all staff are remote, and some come in to print or process checks, staying with regular business hours, have regular check-ins and daily emails
  - Challenges: Quantity of work for purchases and requests far outside normal guidelines – working through these together
  - Modifications for next week: Continue as is, looking into off-site check printing option and virtual bid openings
  - Additional supports: None
- Human Resources
  - Updates: Applicants are connecting with HR via phone and email. Interviews conducted using video technology. Leveraging technology to do daily work.
  - Challenges:
    - Learning curve for using new technology tools to work remotely.
    - Pace of work rapidly evolving and changing information around COVID-19
  - Modification for next week: Need to reinforce our internal mail processing
  - Additional support: Working with IS to resolve a few IS-related issues.

### County Manager Comments:

*See attached memo.*

**Strategic Team Service Design**  
**County Manager Comments**  
**3/22-3/28**

**County Manager's Office**

- Admin staff need to support the Incident Management Team in the office and therefore, following safe public health protocols, are an essential part of the County's COVID-19 response. The Incident Management Team will continue to evaluate cleaning information and enhanced cleaning sites across the County to ensure effective and meaningful information is being shared with staff and residents.
- Please formally name a back-up for the Chief Clerk role in the next Service Delivery Redesign form. The required workload and need for sustainability requires this formal designation of a back-up beginning next week.

**Finance**

- Please continue to track expenses with the regular report to the County Manager and Incident Management Team; spending is a concern but less of one at the moment than an effective public health and community-wide response.

**Human Resources**

- Please outline plans for hiring during this emergency to ensure maximal organizational flexibility while also ensuring that long-term goals regarding equity, inclusion and access are not compromised. An outline of a strategic approach is requested in the next update to service delivery documentation.
- Please continue developing and publishing information about employee-focused policies and guidance that position Ramsey County as a caring and flexible employer on the front lines of the COVID-19 response.
- Please clarify what it means to "need to reinforce our internal mail processing" this week.

*All plans approved. Please follow-up on  
comments above.*

*R. T. O'G*



## Health and Wellness

- HWAD
  - Updates: Overall, this week went smoothly. HR guidance and various technology tools have been very helpful.
    - Supervisors/managers having more frequent check-ins with teams and individual employees.
    - Many staff lack equipment to telecommute and are asking when equipment will be available.
    - Many contracted vendors provide services to people that are disproportionately people of color. We are working on an analysis of how vendors are being impacted and their ability to continue to provide services –to be done next week.
  - Challenges:
    - Getting equipment and tools for staff to work remotely. Staff who telecommute have questions on how to use remote communications tool and these are addressed.
    - Staff concerns about being physically in workplace is an overall concern.
    - Monitoring productivity of telecommuters can be difficult, but we are working on ways to track performance and have clear communication about expectations.
  - Modifications for next week: We need to start sending and accepting foster care invoices electronically
  - Additional supports:
    - We cannot execute the contract for transportation to Mary Hall and Boys Totem Town for people experiencing homelessness who need quarantine without Personal Protective Equipment (PPE) for both the driver and the person being transported. This includes a respirator or surgical mask, nitrile gloves, eye protection, paper bags, disinfectant solution and spray, trash liner, and paper towels. Many of these items are unavailable.
    - We need technology equipment deployed so workers can work remotely.
    - Planning for and operationalizing child care for employees will need continued monitoring and support so we can go live next week.
    - FedEx will not deliver to the East Building which is delaying delivery of cell phones and other supplies, like phone cards for clients. We think we have resolved this.
- Community Corrections
  - Updates: Service delivery went well by all reports. All of our locations remain closed to walk-up access. Communication between department leadership and staff is going well.
    - Adult field supervision unit: submitted schedules that allow staff to rotate working in the office to provide service, answer phones, and meet court obligations.
    - Support staff are fielding 40 – 60 calls a day and probation staff have cellphones to answer calls while out of the office.
    - Juvenile Supervision clients and their families have reported positively with changes including increased use of EHM.
    - The Ramsey County Correctional Facility received a Court order providing us Delegated EHM Authority. This has allowed us to put more people on to EHM with offenses that previously would not qualify and/or individuals that have been deemed medically vulnerable by our Medical Services.

- We also continue to request early releases from the Court for clients that have 10 days or less to serve. Most of those requests are approved, but some are denied. At this time, RCCF has released over 100 people since 3/16/20.
  - The RCCF is working to properly space clients that remain in the facility, They have had to restrict movement to minimize the spread of germs.
- Challenges:
  - Amount of information coming in and is overwhelming
  - Plans and processes have had to be fluid which can be unsettling for staff.
  - Communicating process changes with Juvenile Bench has been challenging but juvenile probation feels confident that will be remedied.
  - Reducing residents at Juvenile Detention Facility has been challenging This needs to be done on an individual, case-by-case basis.
  - Alternatives to detention have been increasingly difficult to find if EHM and home are not an option. Even so, the population number has remained relatively low
  - In general, staff are concerned about how long we will be operating in crisis mode.
- Modifications for next week:
  - We need to develop a longer-term plan for how we interact with our clients. A large part of what Corrections does is develop relationships with our clients and provide them support for their personal change. The current service delivery model has seemingly reduced our role to monitoring for public safety, which is good for the community in the short-term but leaves some of the community's most vulnerable with less than what they need.
  - Juvenile Probation may need prepare for out of home placement facilities to release more residents.
  - Juvenile Detention Center will begin looking at video proceedings in anticipation of courts working remotely.
- Additional supports:
  - Need more updated laptops
  - For facilities, we need N95 masks to provide our staff that are working with inmates in isolation for possible COVID. They have been ordered, but supply is limited.
- Financial Assistance Services
  - Updates: Main lobby remains closed, only 8 people inside spaces at a time, high encouragement of phone calls and emailing, over 80% of residents using drop box and/or looking for paper applications because unaware of online applications with less than 10% needing to speak to workers, few questions from staff –technology assistance has been provided and successful
  - Challenges: Waiting on further clarifications from DHS on programming and document processing, staffing in the outer lobby because of fear of risk
  - Modifications for next week: Evaluate effectiveness of model and increase telephonic services, shift to more remote staff
  - Additional supports: Phone capacity to assist call center for staff who are remote
- Housing
  - Updates: Slight reduction in services due to loss of contact / follow-up, families being called faster than normal for shelter, running smoothly with phone calls and avoiding in-person contact
  - Challenges: Not being able to have clients sign intake forms – have to go in (big concern)



- Modifications for next week: Working on savings plan (120 days), policy regarding COVID-19 safety that may change daily operations regarding cases in the shelter  
Additional supports: None – management stepped up to provide necessary supports
- Public Health
  - Updates: Staff adjusting well, reduction in phone calls and walk-ins, except high volumes in WIC with phone appointments longer because of lots of inquiries, difficulty supporting clients receive resources (I.e. food stamps, diapers, formula, etc.) due to supplies in backlog
  - Challenges: Non-English speaking, Asian and undocumented clients are vulnerable- challenging to have an interpreter set up, telehealth shift is stressful because of concerns on personal safety, whether to address urgent marriage licenses because majority of other counties are not providing this service, loss of staff in partner agencies, staff feeling unsafe, lack of preparation for anticipated process changes, delay in supplies for Family Health and WIC
  - Modifications for next week: Masks will be used in Correctional Health – needs better direction, and Admin/VR will monitor volume of request for urgent marriage licenses, WIC working with IS to find a way to submit private information safely  
Additional supports: Intermittent staff in case of sickness, additional technology applications (I.e. WebEx, Zoom, Skype, Teams, etc.), laptops, monitors for remote staff, materials interpreted in necessary languages, addressing client basic needs and cell phones
- Social Services
  - Updates: Decrease in walk-ins and phone activity, some staff do not want to make contact while others are eager to meet the challenge, many residents reporting need for basic needs – currently met through deliveries or trips to grocery store
  - Challenges:
    - Some staff do not have technology to work remotely
    - Trying to serve low income communities and homeless with no internet/email and non-English speakers, noted a decrease in under-served clients (Hmong, African American, Somali)
    - CHIPS court hearings have been suspended – delayed reunification efforts impacting over-represented African American and American Indian families
    - Staff inquiring when technology will be available to work remotely and issues with NetMotion, training modules and other online applications - Adult Crisis does not allow staff to work remotely
    - Staff requesting pre-stamped and pre-addressed envelopes for residents to return forms, informed consent and release of signatures, etc.
    - Not enough placement options for mental health and/or chemical dependency services
    - Communication – information is not reaching all staff at the same time
  - Modifications for next week: video chat options for residents in Lake Owasso and Adult Stabilization, MNChoices changing faxing processes and allow verbal consent
  - Additional supports: More laptops and technology so staff can work remotely, PPE for those who are required in-person contact, central communication about policy changes
- Veteran Services
  - Updates: Working well, flexible staff, few walk-ins and timely services, currently making last adjustments to ensure staff are able to work remotely



- Challenges: Adapting to changes with partners
- Modifications for next week: Open to having all staff work remotely if recommended by leadership
- Additional supports: None

**County Manager Comments:**

*Please see attached memo.*

**Health and Wellness Service Design**  
**County Manager Comments**  
**3/22-3/28**

**Health and Wellness Administration**

- Departments with the most significant hurdles and front-facing delivery needs have been prioritized for available technology; the Incident Management Team will continue to share updates across the organization regarding timelines for technology implementation that supports all departments.
- The PPE request regarding transportation to homeless respite sites will be shared at the Incident Management Team meeting today. Obtaining PPE for staff in front-line, service delivery roles remains a challenge but one that is the top priority of all involved in the COVID-19 response.
- Child care options have almost been finalized and will be announced hopefully during this week. Thank you for raising this important issue that impacts many of our employees who are essential to the County's COVID-19 response.

**Community Corrections**

- While Corrections locations are closed to walk-up, please communicate via the Deputy County Manager if there are any specific walk-up services that need to be available at the three sites of last resort for walk-up that are currently available in Ramsey County. Those sites are intended to serve all service needs and therefore should be considered for Corrections needs as well, if that is required.
- Please elaborate via the Deputy County Manager this week on the plans to further reduce residents at the Juvenile Detention Center.
- Please work with staff to move out of a model of "crisis operations" and one in which we collectively recognize that our current service delivery models are likely going to be with us for months to come. We need to refine them each week to ensure they are equitable, accessible and sustainable in service to our community.

**Financial Assistance Services**

- Please continue to provide updates via the Deputy County Manager regarding interactions with DHS and the need for additional agency clarifications.
- Staffing the outer lobby as a walk-up site of last resort is an essential service as defined by the federal, state and local government. Every public health precaution will be taken to ensure the safety of staff and residents, and it is expected that staff will rotate into a periodic shift as required. Please require all staff at all levels to participate in the rotation, and please outline a rotation plan in next week's Service Delivery form to ensure a sustainable and equitable model can be implemented as soon as possible.

- Please clarify “phone capacity to assist call center” with the Deputy County Manager this week. Is this effort aligned with the County’s call center that has been created to accept calls or is this separate?

#### **Housing**

- Please clarify the client intake forms issue with the Deputy County Manager this week so that it may be evaluated and hopefully addressed immediately.
- The development of a sustainable youth homelessness supports model is a priority for this week – the solution is hopefully one in which Saint Paul Parks and Recreation will be able to play a significant role due to their current capacity.

#### **Public Health**

- Please continue to share information regarding the lack of resources available to WIC clients to ensure this is prioritized as needed through the Incident Management Team
- Interpreter services and improvements in service delivery for non-english speakers is a priority of this week’s countywide efforts. Please stay tuned for additional information.
- Please provide a recommendation by no later than next week’s service delivery redesign form regarding the urgent marriage licenses issue.
- Please continue to refine PPE requirements and guidelines for Correctional Health staff and all Public Health staff in alignment with prevailing public health guidelines.

#### **Social Services**

- Interpreter services and improvements in service delivery for non-english speakers is a priority of this week’s countywide efforts. Please stay tuned for additional information.
- Departments with the most significant hurdles and front-facing delivery needs have been prioritized for available technology; the Incident Management Team will continue to share updates across the organization regarding timelines for technology implementation that supports all departments.
- Obtaining PPE for staff in front-line, service delivery roles remains a challenge but one that is the top priority of all involved in the COVID-19 response. We will continue to provide updates on availability in real-time.
- The department should develop a plan to provide pre-stamped and pre-addressed envelopes to improve service delivery. Please finish a concept no later than to be included in next week’s service delivery redesign forms.



- Please clarify how information can be more effectively shared across the department; the County Manager and Communications are doing all possible to share all information on the Ramsey County webpage dedicated to COVID-19, but we are always seeking ideas for improvement that ensure timely and effective messages reach all employees.

#### **Veterans Services**

- Are all walk-ins being considered a part of the three walk-in sites of last resort available in Ramsey County? Please communicate via the Deputy County Manager if there are any specific walk-up services that need to be available at the three sites of last resort for walk-up that are currently available in Ramsey County. Those sites are intended to serve all service needs and therefore should be considered for Veterans Services needs as well, if that is required.
- All staff are approved to work remotely if it is possible to do so under the currently approved service delivery redesign plans. Implement immediately.
- Please note that volunteer services may need to assume a larger countywide role in the coming weeks to manage the availability of talent and resources to responds across the community to COVID-19. Stay tuned for the possibility of additional information coming from the Incident Management Team in the coming days.

All plans approved. Please follow-up on  
comments above.

R. T. O'G