

WEEKLY SERVICE DELIVERY CHECK-IN COUNTY WIDE THEMES

Reoccurring Themes

1. SERVICE DELIVERY

- Broad improvement and adaptation to remote delivery of services, with some continuing challenges
- Minimal walk-ins, most redirected to drop box, overall use of drop box increased
- Language barriers are creating challenges in communication and access to services
- Community and vendor engagement approaches are focused on mail, phone, and internet-based communications
- Supports for some unsheltered residents are in place, with plans to continue services

2. STAFFING AND RESOURCE NEEDS

- Reallocation of staff would critically impact some departments with specialized staff; other departments would be able to adjust, reprioritizing and redistributing tasks.
- Public-facing staff continue to experience anxiety about protecting their health.
- Funding for and training in developing video-based projects should be considered as alternative to in-person programming and training
- Social distancing in the workplace may require additional equipment or vehicles
- Adequate safety and cleaning equipment are in short supply
- It has been challenging to track and interpret changes in federal, state, and local requirements or opportunities

3. TELECOMMUTING AND IS QUESTIONS

- Remote meetings are working well.
- Some departments require additional equipment (e.g., headsets) in order to work remotely at optimum efficiency. Paper-based records and processes still pose a challenge for some departments working remotely.
- Access to the internet and internet speed is a barrier to telecommuting for some staff
- ACD functionality on home phones would improve productivity
- Cybersecurity threats are increasing and needs to be addressed

Well summarized. Present this summary
to the Incident Management Team
on Tuesday, April 7.
-RTO

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **Community Corrections**

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

Department

- Approximately 90% of staff approved to work remotely have been equipped successfully.
- Daily leadership meetings have been successful in updating staff on rapidly changing environment

RCCF

- Using Delegated Authority Court Orders to reduce population and therefore infection risk to staff and residents
- In partnership with Public Health, have increased safety precautions for staff and residents: Staff will wear face shields when completing mouth checks during medication administration and new admits will be quarantined 14 days before going into general population.

Adult and Juvenile Probation

- 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
- Agents have been effective in communicating changes to supervision procedures
- 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
- New Electronic Home Monitoring (EHM) protocols for youth implemented and working well.
- Youth continue to participate in community-based programming via virtual platforms
- Maintaining contact with community providers and partners
- Individualized funding streams for youth and families continue to support programming on virtual platforms and other essential needs

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

Department

- Although most approved staff are equipped to work remotely, finding technology solutions for the remaining employees will be a challenge. In particular, employees with no internet access and/or with special software and hardware needs. We are partnering with Information Services to find flexible and creative solutions
- Maintaining confidential Criminal Justice Information System (CJIS) information will continue to be essential under remote working conditions
- Some staff have reported increased frustration and anxiety over the current COVID-19 crisis. We are continuing to refer staff to EAP and their healthcare providers for support
- Staff report confusion about how to use COVID-19/PEPEL codes. We are working with Human Resources to communicate the ongoing changes

RCCF and Juvenile Detention Center (JDC)

WEEKLY SERVICE DELIVERY CHECK-IN

- We have partnered with Public Health to implement changes to reduce the risk of infection to staff and residents, but the lack of Personal Protective Equipment (PPE) and adequate cleaning supplies will continue to be a challenge. Most supplies are backordered, and priority is given to healthcare facilities such as hospitals

Adult Probation

- As the crisis situation 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 evaluate the utilization of resources that require all branch offices to remain open

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 Detention Center

- New admits will be quarantined for 24 hours
- Staff receiving new admits will wear masks
- Distance Learning schooling with SPPS will start next week; there may be challenges as the residents and staff adjust

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?

Adult 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 supervision fees. Research has shown that fines and fees have disparate impacts on communities of color. By suspending fees, the department is reducing economic burdens on vulnerable populations including justice involved residents

Juvenile Probation

- Juveniles and their families will need continued support with basic needs, particularly families in poverty

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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.
- We continue to have significant need hand sanitizers and disinfectant cleaners.

Juvenile Probation

- Continue to use individualized service funds to provide service and goods for families in need including assistance with rent payments, utility payments, food, clothing and other essential services

JDC

- Will be establishing space and technology for potential Court hearings via video.
- This technology could potentially be used for mental health evaluations and other professional services

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

RCCF and JDC

- These are 24/7 facilities that will need to maintain adequate staffing levels for safety, security and ongoing infection mitigation
- Population has been reduced in both facilities; however, additional referrals could be coming in from the Minnesota DOC
- The department will need to be prepared to redeploy staff into these facilities as the pandemic impacts increase

Adult and Juvenile Probation

- To maintain adequate supervision in the community, public safety and effectively monitor court -ordered conditions, the department needs to maintain current levels of probation agents
- If the department is asked to redeploy 10 % of staff, we would initially focus on support and administrative services staff. Redeployment would likely result in suspending programming and alternative interventions for the immediate future.
- Further analysis would be required based on critical services to clients and the courts and specific skill level in other areas of the county. Adjustments to internal staffing would also need to be considered if significant number of staff become ill.

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7. How many employees does 10% represent within your department?

Approximately 50 full time staff

8. What other important considerations would you like to highlight?

- As the Minnesota 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. The number of new clients returned to the community is yet to be determined.
- Halfway houses are continuing to limit, or halt admissions and shelter facilities are full or refusing new referrals. This will become a significant resource challenge for the department.
- As juvenile placement facilities suspend new referrals or close operations, finding additional community-based support services will become necessary.
- Any significant service changes within our facilities or with probation supervision will need to be communicated to the Courts and may require further approval.

Deputy County Manager Comments

- Continue to work collaboratively with the appropriate county departments to address your unmet needs.
- Service needs related to housing newly released clients to the community have been elevated to the IMT for inclusion in a coordinated comprehensive plan to address housing/homelessness.
- Continue to monitor and plan for the release of State DOC clients to local supervision.

County Manager Comments

Please see attached memo. Thank you!

R. T. O'G

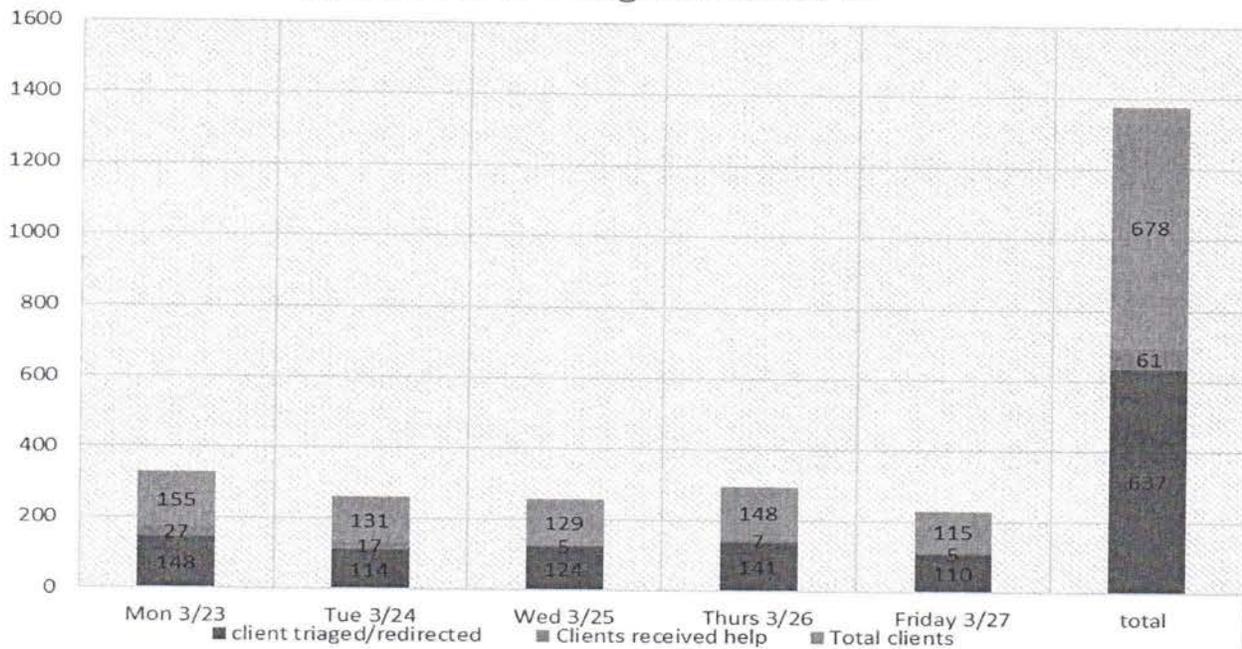
WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Financial Assistance Services

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

- We continue to carry on the essential service delivery under our **redesigned model**. For the period of Thursday, March 26 through Wednesday, April 1st, tracking of residents seen in our "limited/emergency" lobby services continue trending down slightly, but the overall volume of applications received in the agency is trending up significantly. Many clients seen in the lobby are here to drop off and/or pick up documents, applications or forms. Several clients have been redirected to call their worker, or FAS call Center or METS Contact Center. Last week we served 678 clients and 637 were redirected. Only 61 (8.9%) were allowed into the lobby to work on their issues with the staff behind the front desk.

**E. Building Outer Lobby Client service
March 23rd through March 27th**



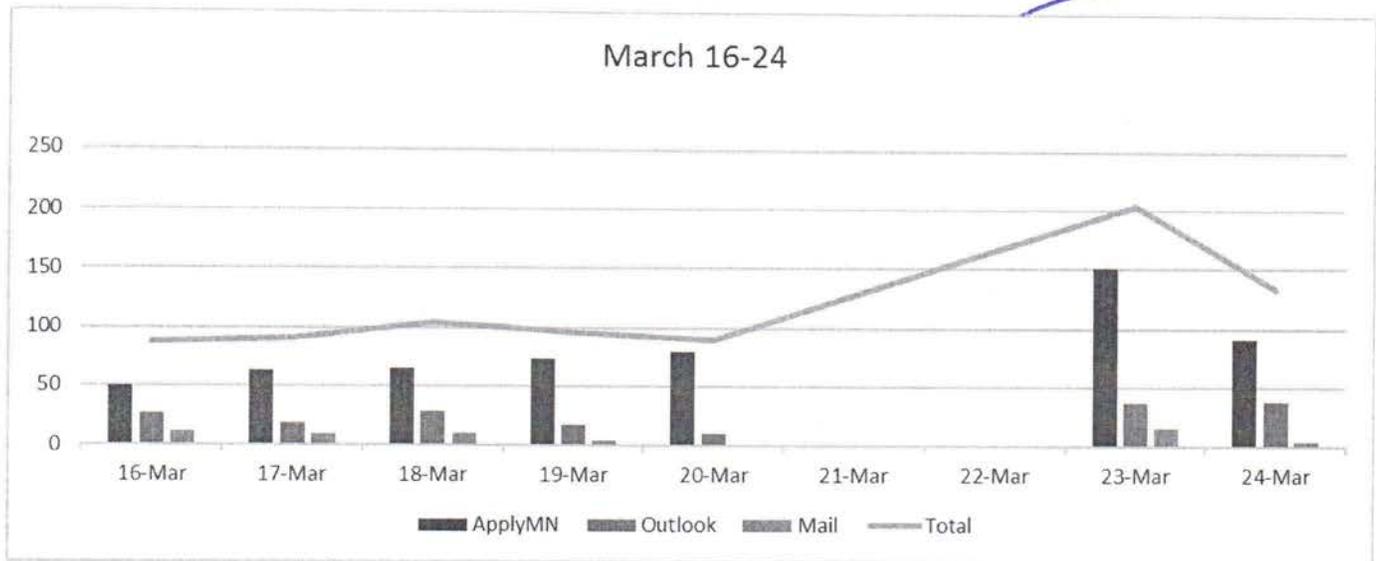
Here is total number of clients we served from Thursday, March 26th to Tuesday, March 31st

- Thursday, March 26th: total = 148. That's 95% just needing to drop off documents or pick-up forms. Only 5% needed to come to the lobby and speak with the staff behind the front desk to resolve their urgent issues.
- Friday, March 27th: total = 115. Out of this, 4% needed to enter to the lobby. 96% were redirected.
- Monday, March 30th: total = 140. 99% just need to drop off documents and looking for pick up a right form to apply for benefits; 1% needed to speak with their worker because they couldn't figure out what is going on with their case.
- Tuesday, March 31st: total = 93. 100% needed to drop of documents and pick up a form. No one came into the lobby as their issues had been resolved by the greeters.

The trend of volume of new applications received by the agency has gone up.

WEEKLY SERVICE DELIVERY CHECK-IN

Amazing work!



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

Having adequate frontline staff participation to cover the outer lobby has been an ongoing challenge. Majority of staff have expressed concerns several concerns, including:

- the space between the entrance doors of the East Building that is used to triage clients is too small and is not consistent with the social distancing guidelines from the CDC
- adequate safety equipment is not being provided (masks)
- all services can be handled via phone right now and we are putting staff at undue risk by providing face to face service
- most other counties have closed their buildings and we are getting clients coming to our building from other counties

To address the staffing challenge, a rotation schedule is being developed that requires all staff at all levels to periodically cover staffing at the outer lobby. Selection will include telecommuters and non-telecommuters with a balance from across sections. The rotation schedule will start the week of Monday, April 6th, with each section within FASD being responsible for staffing the lobby that week. This approach will be reviewed and possibly tweaked in May. Lastly, requiring staff to work in this environment is difficult. Offering hazardous pay or another type of compensation may help with getting more volunteers.

In order to alleviate the stressful endeavor of the Call Center staff and respond client calls in a timely manner, we have revisited the staffing model for FAS Call Center. We looked at several staffing models and decided to shift Cash Call Center staff to the main FAS call center (6-4444). Staff with Cisco Finesse equipment can assist the call center from their home but if they don't have the equipment, they will be required to come into the call center.

WEEKLY SERVICE DELIVERY CHECK-IN

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.
 - Move forward with a telephonic application process for cash programs as DHS approved to waive the requirement for an applicant's signature and complete the application for the applicant while on the phone. However, this waiver doesn't apply to the Supplemental Nutrition Assistance Program (SNAP), Child Care Assistance Program, and Medical Assistance.
 - We have started talking about some creative ideas to balance the service delivery and the safety for all. These ideas that have been put out include drive up service, ring doorbell with video, video intercom or renting some bank drive thru space for clients who need that physical interaction.
 - With any or all of these modifications, the Department could continue to provide essential services to our residents while reducing staff anxiety and frustration with direct face-to-face contact in the current environment.

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?
 - Work from home seems to be working successfully. But there is a recognition some flexibility may need to be made regarding work hours and expectations during this time. Some staff have children at home who are not in a childcare program, for a variety of reasons, and some children are at home doing distance learning. It is natural to expect children may need assistance during the day and we want to support workers in providing their children with that support. Because of this perceived challenge, some staff who are set up to work from home choose to work in the office. To mitigate this barrier, we want to engage Human Resources in a conversation about how we can allow workers with children at home to divide their workday into 2 or 2.5 blocks of time throughout the day. It may be merely, having the worker develop a weekly schedule and report it to their supervisor so there is adequate unit coverage. But, would provide these workers with support and acknowledgement that management is aware that their telecommuting experience is different, and we want to provide them with some flexibility. Staff report a slight drop in productivity as they adjust to working with a single monitor or other small adjustments. Overall, we have identified no race inequity impacts to date. The few employees that are working in office have chosen to be here.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?
 - In order to ensure maximum safety for everyone, have public health evaluate lobby set up to ensure worker safety.
 - We have gloves available but staff who work at the lobby are asking for masks. We would like to have these available if staff choose to wear it.

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Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- N/A

7. How many employees does 10% represent within your department?

- N/A

8. What other important considerations would you like to highlight?

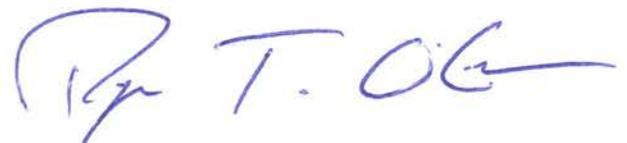
- N/A

Deputy County Manager Comments

- Partner with HR to address flexible scheduling needs of financial workers who are telecommuting.
- Continue to work with IS regarding call center needs. Can different/additional technology be procured to address the need for staff to come into the office to answer call center calls?
- Monitor changes to lobby flow and recommend adjustments as necessary. As the new rotational schedule is implemented, support staff who are fearful of serving residents in the East Building. Work collaboratively with Public Health regarding evolving guidelines from the CDC for usage of PPE.

County Manager Comments

See attached memo. Thank you!



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **Housing**

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

- Family Shelter Waitlist modifications are going well.
- Family Service Center started to accept families again.
- Management of Housing Support providers and Heading Home Ramsey providers is going well.

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

- HR-Payroll-New Employee workflow continues to be a challenge with the dozens of new shelter assistants that were hired for Mary Hall.
- The delegation of roles and responsibilities at Mary Hall, but a draft plan is now in place.
- Staffing of the hotel program at Intercontinental is a challenge and creates a hierarchy of work amongst shelter staff.

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.

- I am not sure at this moment. There is the creation of a new IMT structure for homelessness and that is unclear. That will direct more of the work.

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?

- Homelessness has huge racial disparities. We are investing a lot of money in this area to ensure that people have a roof over their head during the crisis. The next step will be to provide essential wraparound services. IMT Homelessness-Planning area will be point on this and connect back into Social Services.

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

- Consistent support from Human Resources.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- My workforce consists of the family shelter teams and approximately 30 shelter assistants. This is a rapidly expanding service area that is hiring new people every week. I anticipate that we would be more likely to receive re-deployed staff than be re-deploying these newly hired staff.

Agree.

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7. How many employees does 10% represent within your department?

- 4

8. What other important considerations would you like to highlight?

- None

Deputy County Manager Comments

- The housing and homelessness areas need focused attention. Developing the appropriate IMT structure to support this highly critical need during the pandemic is paramount.
- Short-term experienced supervisors could be utilized for overseeing the large number of temporary staff recently hired. This need may be appropriately met by redeploying supervisors from across the organization.
- Expanding Summit security access across the HWST payroll staff to address unmet needs in specific departments/areas should be considered. Continue to tap into HR for support as necessary.

County Manager Comments

Please see attached memo.

Thanks!

R. T. O'Connell

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Health and Wellness Administration

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

- Overall things have been going well.
- Business Systems Support has made progress on receipt of and follow-up with IS on staff prioritization for telecommuting equipment, establishment of drop off and pick up areas for new printer toner requests for telecommuters, i-phone mobile receipt and set up, set up of COVID-19 SharePoint sites and development of forms for child care services for staff.
- The childcare services for staff was launched and is going well. This was a big accomplishment.
- Three employees from Records Management/Data Analysis have been re-deployed to help Support Services and the Scan Center where there are vacancies.

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

- It is still unclear who is the primary decision-making lead for childcare for staff as we move forward from planning to operations.
- Many staff are unsure if they will have future unmet childcare needs.
- We are working through issues with getting contracts reviewed and signed. Developing and implementing contracts quickly.
- Continued staff support and communication in a rapidly changing environment where people are experiencing anxiety. Consistent and clear communication to prevent rumors.
- We need to plan for communication of business support resources like St Paul Bridge Funds, Ramsey County Economic Development, and SBA Disaster recovery, for our vendors, particularly SBE, SBME, SBWE organizations.
- Research and Evaluation is trying to figure out how to expedite data systems access to cross-train and ensure multiple people have access to data bases. Requesting access from DHS can take months. Internal forms and need for specialized software.

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.

- Electronic Health Records Capability Team is modifying training plans to be conducted remotely. Printing and mailing training materials in advance to ensure no technology problems prevent people from participating.
- The largest outstanding question regarding staff childcare is whether it can include caregivers outside of the resources currently supported and developed, like the schools, YMCA, and Ramsey County licensed family care. Can staff be reimbursed for the care of their choosing?
- Changing the way gift cards for clients are distributed to minimize face-to-face contact. Currently we are using certified mail to get the cards out to ensure accountability, but this approach excludes those without a reliable address.
- We need to create a mechanism to send and receive foster care invoices electronically to streamline the invoice process.

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

- In some service areas, a disproportionate number of clients who identify as people of color receive services from a

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contracted vendor rather than from internal staff. Planning is collecting and analyzing overall contracted vendor responses to a survey about their ability to provide services and a report will be completed that analyzes how services are being altered for agencies that service disproportionately people of color.

- Gift card distribution and streamlining of foster care invoices impact people of color disproportionately.

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

- Gift card distribution has been elevated to the OPS team.
- Additional staff to support technology needs of telecommuters.
- Tools to monitor remote worker productivity.
- We have requested a HR Generalist to serve on the COVID staff childcare assistance team.
- Telecommuters need to print and scan documents at their homes using personal equipment. A secure solution is needed.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- We have already had nearly 10% of our workforce re-allocated, particularly administrative, evaluation, and planning staff into incident command projects for COVID response. We expect 100% of evaluators and planners will be re-allocated.
- We reviewed our essential services and what minimum staffing is necessary to provide these.
- We have re-allocated internally within our existing work to expand our capacity to support other departments.

7. How many employees does 10% represent within your department?

- 14

8. What other important considerations would you like to highlight?

- HWAD has re-allocated staff to the IMT/COVID response teams and internally to continue our support of Social Services and Financial Assistance Services.

Deputy County Manager Comments

- HWAD has stepped up and assisted with COVID-19 response in significant ways. Staff members have also been appropriately redeployed to other areas within the division. Continue to review internal service priorities and adjust as needed.
- The electronic foster care submission of invoices is complicated and challenging. This area could use assistance in resolving.

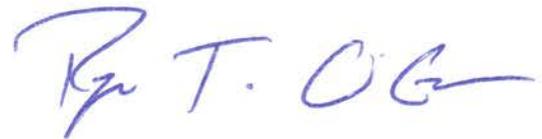
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Current contracted support vendors through the EPMO may need to be redeployed to address.

- As the roll-out of childcare moves from planning to operations, ensure that the appropriate decision-making level is engaged to triage questions and concerns.

County Manager Comments

Thank you for the redeployment that has already occurred. See attached memo.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT PUBLIC HEALTH

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

- **Vital Records** - Heavy volume of mail to process for birth/death/notary/credentials working well via mail. RC did one true critical marriage license application for a proven hospice patient married in the care setting.
- **HouseCalls** – call volume significantly less than this time last year.
- **Clinical Services** - Teams are working well together to ensure that clients get seen in a timely and safe way. Clients have adapted and are encouraged by the methods we are using to prevent exposure to the person and the individual serving them.
- **Correctional Health** - Service delivery went well, able to keep up regardless of adjustments to facility operations. Screenings for new admits and temperature checks for all residents is helping to ID the need further assessment.
- PPE requirements for correctional staff as well as health staff have been communicated and updated utilizing the most up to date CDC guidelines for health care workers and correctional officers. Community Corrections has taken the advice and implemented the guidelines recommended. (*addresses Co. Mgr comment from last period). Sheriff's department has received the guidelines however makes their own recommendations to their staff including street officers as well as corrections officers.
- **Family Health** -
 - Virtual visits have resulted in PHN assessments that prevented negative maternal and infant outcomes and appropriate hospitalization.
 - Text visits provided information on new unemployment rules and suicide prevention resources to a client who did not answer the phone but communicated her suicidal thoughts via text. Client reported positive outcomes.
 - Quarantined pregnant teen did not have a thermometer and thought she had a fever. Thermometer delivered and teen ok.
 - MFIP rule changes have been exceptional for families.
 - The use of Language Line for telephonic visits has been supportive and met the needs of the clients.
 - Telephonic visits are longer than expected, and more frequent interval allowing for teaching opportunities
- **WIC** –
 - Phone appts going well; state waiver in place to skip ht/wt/Hgb measures. Clients are concerned for their safety and appreciative not to have to come into clinic for services
 - Curbside service for new or replacement eWIC cards 40-50/wk total across all clinics. Medical formula pick ups ~2/wk total across all clinics.
 - Clients without a phone and mailing address, offered to complete appt onsite- only 2 last week out of the 1,739 clients served.
 - Mailing ~100 new/replacement eWIC cards/week to participants unable to use curbside service.
 - MDH State WIC office working on expanding allowable egg sizes and types of milk. Stores reporting better ability to maintain stock on shelves.
- **Environmental Health** – All EH programs have adjusted well to service delivery and have adapted to new roles associated with the pandemic, whether in incident command or altering service delivery to fit the situation (which is outlined in the approved service delivery approaches).

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

- **Vital Records** - Ramsey County public info has indicated to call for marriage license issuance for urgent needs. Last week received numerous calls & emails requesting immediate marriage license issuance services. Fewer requests this week. Staff are needing to sort out urgency level and determine validity of requests. No other MN county is currently providing marriage license service.
- **Correctional Health** - Movement within the Sheriff's department for residents is very limited. Nursing staff is having to go to the living units to assess patients in need. The facility is on a weekend schedule, locked down after 7pm with limited movement to medical clinic during the day.
- **Clinical Services** - Trying to initiate secure telemedicine platforms *quickly* to better engage clients. Also working through the billing aspects related to these types of visits.
- **Family Health** –
 - The inability to utilize the same interpreters with whom clients are familiar due to contracting limitations. Reduced communication from clients with unfamiliar interpreters.
 - Clients being uncomfortable with the virtual technology and/or potentially running out of phone minutes.
 - Developing procedures to assure compliance with grant, evidence-based program, charting and billing requirements resulting in need for increased communication with staff.
 - Increased client stress, anxiety, depression and domestic violence in the community and new ways to address them.
 - During virtual visits & meetings, internet network connections have been unstable-even while using cell phone hotspot.
 - Nurses working from home which may blur professional boundary (i.e. client asking to see nurse's children during virtual visits).
 - Assisting non-English speaking clients to fill out paperwork has been a challenge.
 - We are obtaining verbal consent and follow up by mailing out paper consent for service. Timeline for obtaining paper consent has changed.
 - Overall cost of providing services may go up (postal cost, interpreting cost since PMAP is not covering for Language Line)
- **WIC** –
 - Large volume of phone calls continues. Calls from clients unable to get ahold of their own county WIC program, therefore providing services via phone to WIC participants across the state of MN regardless of county residency.
 - Appts taking longer for larger families, greater workload, easy to fall behind in call schedule.
 - Staff's personal response/anxiety to COVID-19 related to working in clinic and not being able to work remotely seems to be increasing.
 - Slow/delayed medical formula deliveries

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.

- **Vital Records**- Recommendation to publicize that no marriage license applications will be processed at this time. Truly urgent needs can still be addressed. This will put RC consistent with other MN counties, and reduce the call volume spent negotiating with customers working to justify their urgent need. (*addresses Co. Mgr comment from last period)
- **Environmental Health** - Source Separated Organics composting sites, which take 13-15 tons per week of residential organics

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from the county's organics drop-off sites are likely closing within the week. If that happens PH will have to suspend or reduce service. Options are being analyzed, and communications being prepared for those options. Department requests authority to change service if required.

- **Family Health –**
 - More frequent contact with families to address shortened maternity hospital stays, limited support individuals allowed, and limited assistance with breastfeeding. Development of creative virtual breastfeeding teaching techniques.
 - More frequent reaching out to families to address anxiety issues and referrals.
 - Reach out to WIC, clinics and hospitals to encourage referrals of families based on virtual visiting availability, specifically for prenatal teaching, early breastfeeding and parenting support.
 - Work with Ramsey County and DHS procurement to allow for use of previously used interpreting services.
 - Working with DHS to expand Telemedicine to include telephonic visits by public health nurses.
 - Currently, Ramsey County is covering for Language Line cost of usage. Work with DHS and/or PMAP to cover for Language Line interpreting for telephonic visits.
- **WIC –**
 - MDH applying for additional USDA waivers to reduce client barriers making it easier for families to receive services remotely. We plan to continue adapting our services as MDH receives additional approval of waivers.
 - Needing approval for sharethisfile.com account. County IS has prepared a draft account for WIC for participants to securely upload eligibility documents.
 - In the event staff work remotely, we have requisitioned laptops from MDH that will need to be joined to the county. Will need jabber and NetMotion on laptops.

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

- **Correctional Health -** The ability for patients to come to medical in the ADC, takes more time to go to each living unit to assess needs, delivery is not as quick or accessible to the residents.
- **Family Health –**
 - Teen client unable to enroll in Virtual Clinic visit without a credit card and had to go to ER for newborn concerns.
 - Clients sharing less with nurse on language line visit than with familiar local community interpreters.
 - Asian clients reluctant to go to grocery stores for fear that others will attack them.
 - Concerns for increased maternal and infant health risks for African American clients.
 - Some Hmong staff reporting the negative experiences they are having in the community.
 - Community groups that focus on racial equity being difficult to conduct virtually.
 - Absence of family shelter beds and telephone calls either not answered, or not working.
 - Increased need for breastfeeding consultation; some clients are finding it hard to locate infant formula and have had an increase in requests for breastfeeding consultation.
 - Mental health- clients losing face-to-face treatment options, more consideration needed on how to best utilize cultural healers to increase treatment options for clients via telehealth/telecommunication with an allocation of reimbursement funding for the services of those healers.
 - Families misunderstanding what Shelter-in-Place means. Nurses providing accurate COVID information to non-English

WEEKLY SERVICE DELIVERY CHECK-IN

clients.

- As we consider the stigma against Asians in our community, it would be ideal to consider how we will best use our Asian staff in our COVID Response activities to the public (i.e. Asian staff can be in more supportive role instead of frontline work).
- **WIC –**
 - Staff have been provided with a list of resources for mental/ food resources and breastfeeding and COVID 19 information to support families.
 - Current service delivery positively impacts our vulnerable residents because other programs such as workforce development are able to refer families to WIC and families can get connected by phone.
 - Potentially families that have the eWIC card and benefits but unable to get to the store and do not have someone trusted (and able) to make their WIC purchase.
 - By offering phone services, we are reducing exposure for minority groups and high-risk communities such as infants, high medical needs children, and pregnant women. Our staff also reflect and are a part of these minority communities.

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

- **Correctional Health** - Staff: Intermittent nurses to continue health care needs of the residents in the event that health staff are ill. Equipment: Thermoscanners to reduce COVID airborne possibility. PPE: More gowns, masks and face shield to protect when testing possible positive patients
- **Admin & Clinical Services** - Timely IS support needed to approve or provide secure telemedicine platforms to better engage clients. Request has been made.
- **Family Health –**
 - Facilitate encrypted email referrals as community referral sources are working remote and unable to fax referrals.
 - Access to diapers to distribute to our clients in greatest need due to lack of availability, planning underway to address this.
 - Access to small supply of thermometers for clients who may be quarantined or at highest risk for exposure as a community intervention.
 - Access to interpreters from home visiting contractors (Language Banc/Arch) to work with nurses on virtual visits (far less costly than language line and reduces layoffs of interpreters.)
 - Ability to be reimbursed via the health plans for virtual family home visiting visits
- **WIC –**
 - We anticipate using electronic ROI (fillable PDF) to resume direct critical referrals for participants. Completed form to be uploaded by participants via the sharethisfile.com once up and running well. IT staff have already completed this request.
 - Working with IS to use of Jabber via WIC laptops in the event staff will need to work remotely.
- **Health Protection –** tutorial for Microsoft Teams.

WEEKLY SERVICE DELIVERY CHECK-IN

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

N/A

7. How many employees does 10% represent within your department?

N/A

8. What other important considerations would you like to highlight?

N/A

Deputy County Manager Comments

- Supportive of aligning with other counties in Minnesota to stop issuing marriage licenses. However, continue to triage for immediate needs and issue in those circumstances.
- Continue to work collaboratively with IS to address technology needs.
- It's commendable that PH saved a life this week by fluidly adjusting service delivery (through text) to the needs of a suicidal resident.

County Manager Comments

Thank you for all of the amazing work happening in Public Health. Please see attached memo for additional comments.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Social Services

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

- Protocols for screening staff and residents/clients in facilities with direct care for symptoms of COVID-19 and new protocols to continue services in different ways across the department are working well.
- Staff are dedicated and doing a great job to serve residents face to face and virtually. More staff are working remotely, and efforts to secure the equipment/technology for all who need it are ongoing.
- Increasing communication using staff meetings and daily check-ins with supervisors both in facilities where staff are present and with those working remotely has been helpful.

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

- Several youth with complex needs are at high risk of being displaced from home, foster care, group homes and residential settings. We need an alternative to the Children's Hospital shelter contract.
- Staff who are not able to work remotely have safety concerns, and those who provide services face to face in facilities and in the field lack PPE. There is a shortage of wipes and hand sanitizer across the department, and inventory of cleaning supplies is low in some facilities.
- Adjusting to technology has been challenging for some staff. Others are still waiting for remote capabilities.
- Not having verbal consent authorization for required signature forms is challenging – need DHS authorization.
- Mailings needs – We have a temporary plan in place and are working on a print to mail option for a long-term solution.
- Lake Owasso - Keeping residents busy and happy without being able to engage in off-campus activities or being able to see family is challenging.

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 continuing to add staff and have additional equipment/technology needs.
- We are preparing to fill gaps within Intake/Investigations so that we have a First Responder Team to make the contacts required by law.
- The language line is not working well. A service delivery modification is needed to authorize staff who speak other languages and know the work to receive phones, regardless of position, or be reimbursed for personal phone use in order to provide interpreter services.
- Contracts need to be amended to allow for virtual service for clients.
- Detox – Walk ups and law enforcement drop offs are being considered first as they are usually clients who are homeless with less access to services and/or resources.
- Lake Owasso - It would be wise to implement MDH recommendations for staff to wear masks at work for "source control" to reduce the risk of asymptomatic staff spreading COVID-19 to residents. In some areas where widespread testing is being done, up to 50% of positives show no symptoms, so "source control" in group living situations makes sense. We have no supply of disposable surgical masks (the type recommended for source control) so will work out a plan for use of re-useable, individually issued cloth masks.
- Lake Owasso – Have additional staffing during the day to ensure residents are supervised and have activities to stay busy.

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?

- Care Center- Low income populations and particularly those on MA do not have equal access to daycare opportunities and to some extent rely on other family members when accessible.
- MHC - Walk-in clients are more frequently people of color. We need to ensure the community is aware we continue to be open for service.
- Language issues with interpreters and phone screenings / use of language line and coordinating language line across all service areas.
- Families of color are overrepresented in the child welfare/child protection system, and they are disparately impacted as families we serve need additional cash and food because COVID-19 has directly affected their weekly income.
- Childcare licensing workers are assisting to find culturally responsive providers for childcare COVID team. Thirty to forty racial/ethnic/and non-English speaking providers have been identified for this project.

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

- Department-wide needs include wipes, hand sanitizer, masks. Cleaning supplies are also needed in some facilities.
- Laptops and cell phones are needed, including phones for Adult Crisis with call center abilities.
- Phone card process needed. Would like authorization to have case aides schedule no touch deliveries at homes. Phone cards could be dropped off with postage-paid envelopes, and recipients would have to return the signed document or be denied additional cards in the future. Postage needed for envelopes.
- Need complete fax-to-email set up in Disabilities for the case management units, the guardians and the social services appeals specialists.
- Assistance to develop an alternative to the Children's Hospital shelter contract for youth at high risk of being displaced from home, foster care, group homes and residential settings.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- N/A

7. How many employees does 10% represent within your department?

- N/A

8. What other important considerations would you like to highlight?

- N/A

WEEKLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- I support the concept of utilizing staff who speak languages other than English being utilized as interpreters since the programmatic knowledge is beneficial. Please consider equity issues as part of this solution.
- The phone card issuance process should be implemented in conjunction with HWAD and IMT Ops or Logistics.
- Continue to address lack of PPE and supplies with the IMT Logistics team.
- Please work with HWAD and IS to solve the fax to email issue.
- The shelter contract alternatives may be addressed through HWAD and IMT Finance.

County Manager Comments

Please see attached for final thoughts.

Thank you!

Tom T. C. G.

WEEKLY SERVICE DELIVERY CHECK-IN

Veterans Services

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

- Re-design of services is working well
- Staff worked 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?

- Staff have not had major concerns or issues of any kind

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.

- Additional funding for veterans whose income has been interrupted due COVID-19 and veterans experiencing crisis as a result of COVID 19 has been made available by the Minnesota Department of Veterans Affairs.
- Veterans Services will be a primary partner in processes identified for accessing these funds.
- Specific eligibility criteria and processes for accessing funds will be provided in meeting with the federal, state and local partners in the next two days
- Once additional information is available Veterans Services will begin promoting the availability of these funds and serving veterans requesting assistance.
- 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?

- Adaptations to the system may require additional supports and resources but at this time we continue to have the capacity to serve people efficiently.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- With only 7 staff directly serving veterans it would be difficult.

WEEKLY SERVICE DELIVERY CHECK-IN

7. How many employees does 10% represent within your department?

- .75 FTE

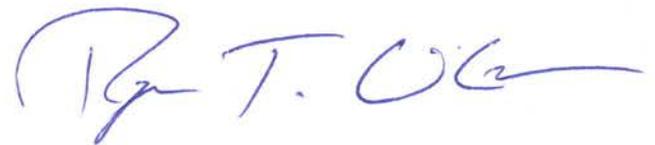
8. What other important considerations would you like to highlight?

Deputy County Manager Comments

- Volunteer Services coordinator is assuming a larger county-wide role.
- Veterans Services Director is taking on a major role in addressing the coordinated housing/homelessness issues. Pay attention to the need to elevate a staff person to play a more significant leadership role relating to Veterans Services.

County Manager Comments

Please see attached memo. Thank you!



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Community & Economic Development

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

- CED is satisfactorily meeting with community partners and consultants via Team Meetings and Zoom
- CED has been able to quickly work in real time to update business resource information that updates daily.
- Webinars on federal program changes and additions have worked well for program admin staff.

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

- CED is actively working to post interpretation services and contact information to business resource advisors that can help business owners and employees apply for aid.
- Open To Business advisor, Noah Her, is overloaded with Technical Assistance requests. CED exploring how best to help with the complexities of the federal/state programs with partners at the East Team.
- CED funding at this time is limited to HUD-restricted federal funding; the lack of flexible funding to deliver targeted business relief is concerning.

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 will continue to operate our service delivery model as-is for purposes of 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?

- Significant equity issues are occurring as small business owners with language barriers try to navigate the various programs. These funds are often first come-first served resulting in disparities of funding, information, and assistance.
- Concerns around access of programming are growing between what is offered in St. Paul and suburban Ramsey County. Small ethnic businesses that exist in suburban Ramsey County don't have access to the St. Paul Bridge Funding program and suburban communities don't typically have funds to the scale St. Paul has to create such a program.

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

- We will continue to see pressure on the county to create relief programs county-wide, and for suburban Ramsey County.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

WEEKLY SERVICE DELIVERY CHECK-IN

- We are a small department of five. The Deputy Director has been brought into the Incident Command structure. We are all at capacity with economic recovery efforts, which we see as an arm to EOC efforts.

7. How many employees does 10% represent within your department?

- There are five of us = .5 FTE

8. What other important considerations would you like to highlight?

- CED is tirelessly trying to innovate creative solutions to lessen the economic impact of COVID-19. The East Team coalition, and suburban ED partners have all been critical to understanding the needs of the business community during this fragile time.

Deputy County Manager Comments

- Translation needs are being coordinated with county-wide efforts.

County Manager Comments

Please see attached memo.

Thank you!

R. T. O'G

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **Library**

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

- Achieved an uptick in curbside materials pickup at regional libraries and a rise in e-book and e-audiobook circulation.
- Resolved challenges related to fulfilling holds requests and contacting patrons with holds at non-regional libraries.
- Delivered expanded children’s programming online.
- Introduced new resources (Ancestry database from home and Kanopy streaming video and more) that vendors have made available during this time.
- Expanded opportunities for over the phone account registration for all metro residents.
- Promoted new opportunities effectively online and via social media.

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

- We continue to talk about and refer staff to the latest information on hygiene and safe practices in the workplace.
- A big challenge for us is effectively planning for the future given unknowns about the duration of social distancing requirements or crowd size limitations. The Library typically coordinates programs well in advance, many of which attract large audiences. We are shifting now to develop alternative learning programs and activities that will be accessible and safe for residents under continued limited circumstances.

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.

- Introduce a contactless Home Delivery program serving residents experiencing barriers to current services. Home Delivery will be made available to people who are residents of suburban Ramsey County and meet one of the following requirements: an individual over the age of 60; an individual who is self-quarantining due to COVID-19; or an individual with a health, transportation, or disability barrier that precludes them from utilizing curbside pickup service.
- Residents may request Home Delivery by phone. Library outreach staff will manage the Home Delivery program, determine eligibility, track participation, and fulfill specific title requests or select materials based on stated preferences. Delivery is to a doorstep with phone call notification. Patrons are eligible to receive up to fifteen items per month. Items will have extended due dates so as to not accrue fines at this time. Staff will deliver materials 2-3 times per week, following social distancing recommendations with one staff member per vehicle. Staff have also outlined the costs and issues associated with using Media Mail or courier services. At this time, those are not preferred options.

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?

- Libraries have fielded questions from vulnerable residents who need access to government forms such as SNAP applications, tax forms, or other resources. In response, we are offering to print out documents for curbside pickup. We are preparing to promote this particular service.

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?

- None

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- The Library would strive to continue to deliver the portfolio of services we currently offer, but we would need to reduce service hours at the regional libraries where phone/email/curbside services are delivered. I anticipate that requests would be filled more slowly as well.
- A good number of library staff are performing essential back-of-house processes necessary to support the library under any service delivery model. We need to maintain staff ordering, receiving, cataloging, transferring, and shelving items in order to fulfill requests. In addition, other administrative personnel are essential to supporting the library under any service model.

7. How many employees does 10% represent within your department?

- 10 FTE

8. What other important considerations would you like to highlight?

- To give some context to our current capacity—due to some staff currently taking leave, we have scheduled intermittent staff to cover current service needs.

Deputy County Manager Comments

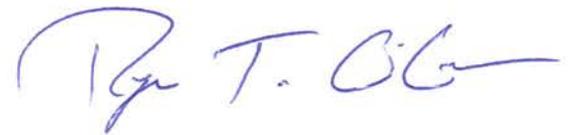
- The Library is actively exploring where staff may be freed up for redeployment without impacting core services to residents.

WEEKLY SERVICE DELIVERY CHECK-IN

County Manager Comments

Please see attached memo for comments.

Thank you!



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Parks and Recreation

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

- Residents are appreciative of the ability to use parks and trails.
- Staff are adjusting to working remotely and modifying services such as creating online learning at Tamarack Nature Center.

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

- Parks is experiencing significant negative budget implications as park facilities, arenas, Tamarack Nature Center, and Golf Courses are closed, customers are receiving refunds and are canceling future events.

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.

- Park is aware golf operations are being carefully weighed by the Governor's office. Parks is monitoring any changes from the Governor's office that will impact golf services.
- The closure of playgrounds has been instituted per the recommendation of Public Health.

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

- No additional impacts this week.

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

- No additional needs at this time.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- Three managerial staff have been redeployed to support the incident management team to lead operations and logistics efforts. The Director of Arena and Golf Operations is currently vacant so we are backfilling that position internally. Future executive orders from regarding arenas, golf courses, facilitated programming will significantly drive Park's staff needs and what we have available to redeploy.

WEEKLY SERVICE DELIVERY CHECK-IN

7. How many employees does 10% represent within your department?

- Parks has just over 90 FTE so 9 employees would represent 10% and we currently have redeployed 3FTE.

8. What other important considerations would you like to highlight?

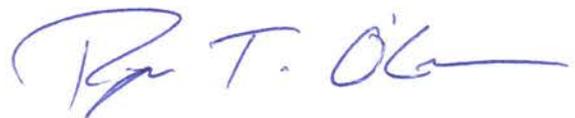
- I have noted previously that the Parks Administration building could be used as another walk-up service location for the suburban area to provide residents with services.

Deputy County Manager Comments

- No comments.

County Manager Comments

Please see attached memo. Thank you!



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **Property Management**

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

- Greater understanding of the redesign services has allowed the department to adjust our services and staffing between buildings.
- Drop box procedures and responsibilities developed by Operations.

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

- Reallocating custodial resources based on building usage and demands for high traffic high touch cleaning.
- Implementing a plan for managing the Mary Hall building with existing staff and contractors; limited PPE.
- Employees thinking that Property Management cleans individual's work surfaces, department furniture, office equipment and electronics; none of these are custodial duties. Our resources are focused on the high traffic high touch common areas and lesser frequent tasks such as vacuuming floors are being done even less frequently

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.

- Staffing reallocation based on highest needs will continue.
- Based on building usage this week we will look to recommend "closing" of some buildings or at least some floors to reduce cleaning requirements. This would be beneficial if this level of activity is the expected level beyond 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?

- Custodial staff has more racial diversity than the department overall. Custodial staff can't work from home and by the nature of their work they are at a higher risk of exposure to COVID-19.

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

- Some additional laptops to allow more work from home; we are lower priority than many others and is understood.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Medical Examiner's Office, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- For the management team, we are already supporting many COVID-19 initiatives in one way or another and expect this

WEEKLY SERVICE DELIVERY CHECK-IN

work through the Operations and Logistics teams to continue. Any full-time assignment of management would impact our ability to operate the buildings that are open.

- Our building maintenance and custodial staffs are all required to maintain and keep buildings safe. If we can close a significant building, or if we did close East or Metro Square or the Courts floors at CHCH, we would have ability to reallocate these resources and their respective managers.

7. How many employees does 10% represent within your department?

- 7 employees

8. What other important considerations would you like to highlight?

- Our ability to reallocate resources is directly tied to the number of buildings that stay completely operational, and the number of new buildings that we have a role in operating such as Mary Hall and BTT.

Deputy County Manager Comments

- Property Management has updated cleaning FAQs to address both employee concerns and confusion. Cleaning messages will benefit from reinforcement by all department heads.

County Manager Comments

Please see attached memo for comments.

Thank you!

Ryan T. O'G

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Public Works

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

- Staff continue to adjust to the new way of working remotely or through social distancing if they are coming into work to perform work (i.e. maintenance, mechanics, etc.).

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

- As other departments change their service delivery models to better serve residents or to follow the health guidelines of social distancing, there is an increased pressure on fleet to provide additional vehicles or different kinds of vehicles based on the new needs under the new service delivery models.
- Community engagement efforts will mainly be virtual or via hard copy mailings. This limits our ability to connect with residents personally and into more racially diverse communities that prefer one-on-one type contact. We are brainstorming ideas and ways to be more creative and collaborative with our community engagement efforts.

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?

- As we have learned over the last several years, it is more effective to engage racially diverse communities if you do engagement where they gather. As mentioned above, with community engagement efforts needing to be virtual or through mailings, this presents a challenge to connect with these communities. We are exploring ways to continue to connect and provide meaningful community engagement for projects.

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

- We may be utilizing the Community Engagement consultant list to assist in implementing community engagement plans/activities for our different projects.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Medical Examiner's Office, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- We would focus our remaining staffing resources on our highest priority needs, assuming that employees can perform that

WEEKLY SERVICE DELIVERY CHECK-IN

work.

- We would possibly delay project construction start dates.

7. How many employees does 10% represent within your department?

- 14 employees

8. What other important considerations would you like to highlight?

- Public Works currently has 5 employees actively working in the Logistics Section Team as part of the Incident Management Team and then others within PW are brought in to assist with specific tasks. Also, one of our admin assistants has been reassigned to support the county manager's office.

Deputy County Manager Comments

- Public Works is actively exploring where additional staff may be freed up for redeployment without impacting project construction start dates.

County Manager Comments

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Workforce Solutions

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

- Staff able to telework and work in staggered shifts in the office both NSP and East Bldg
- Connecting with counselors regarding: *How are you connecting with residents/clients? Are you finding that many are responding via text, email, or phone calls? How many of your clients still have technology needs (phone, computer, WIFI)? What are the other needs are you seeing arise? If we are still teleworking in 2 months, what else would you all need to deliver services effectively?*
- Continue to work though technology issues to get staff fully operational
- Collaborating with other counties on ways to connect employers with essential worker needs with prospective jobseekers. Standing up new regional group that will meet to develop virtual services including job fairs and other ways to connect employers and jobseekers
- Directors and managers continue to do daily .5 hour call end of every day to do immediate troubleshooting and continuous improvement efforts
- Engaged Workforce Innovation Board with virtual meetings and encouraged by strong community support at this time

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

- Trying to figure out additional technology capability issues in order to allow staff access of Laserfiche and Maxis.
- Attempting to figure out ways to meet increasing MFIP employment services demands as we look forward, evaluating our grant budget and contracted obligations
- Developing training and transition plan for Diversionary Work Program (DWP) team to begin to provide MFIP services by April 15th
- Continuing to work on developing virtual and remote training opportunities. We've been in conversation with community partners including community colleges as also our community ABE programs.
- We are working through cohorts that were part way through training programs and how to quickly shift them into a virtual platform recognizing access to technology issues and other barriers that may hinder completion. We are working through these on a program by program basis.
- Figuring out how to best support our vendors and community-based organizations and pass along needed guidance from state funding agencies as we get more information. Hosting meeting of our vendors to answer their concerns and ensuring continuity of services for residents. We've inventoried all our contracted providers and their service delivery plans to residents.
- System wide issue of how to administer/proctor Test for Adult Basic Education (TABE) diagnostic test with no in-person services. The TABE (or similar) is used to determine a person's skill levels and aptitude and is required for program enrollment. This is most impacting for our youth/young adult program. We are working with different partners who all need to find a solution.
- Trying to sort out the state and federal legislative impacts

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.

WEEKLY SERVICE DELIVERY CHECK-IN

- Worked with IS to ensure all counselors can utilize Zoom app to do face to face tele-meetings with residents!! This will be a significant improvement for residents! We are working on new staff policy about use of this new tool.
- Modified new procedures for centralized mailing of support services to residents in order to minimize staff time required in the office.

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?

- Trying to figure how to create non-contact pick up location for vulnerable residents who either don't have a physical address for things to be mailed to or who may have concerns about receiving items to their residence.
- Since the majority of our program participants are from communities of color, all service improvements in our redesign impact racial equity significantly. In our original redesigned service model, we were relying on speaking with our residents on the phone, however, phone calls limit our ability to assess participants' health, safety, and situation. Additionally, as many in our community are struggling with social isolation, it is key that we remain in regular contact with those we serve, and the most effective way to do this is through video conferencing. Quick implementation of using Zoom app platform to have face to face contact next week will be reassuring for residents who have existing relationships with counselors. Thank you, IS!

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

- Need a solution for how to get documents and forms that are mailed back into the county to staff who are working remotely and staggered schedules in a timely manner. Have reached out to Operations on this need.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- Not applicable

7. How many employees does 10% represent within your department?

- Not applicable

8. What other important considerations would you like to highlight?

- Not applicable

WEEKLY SERVICE DELIVERY CHECK-IN

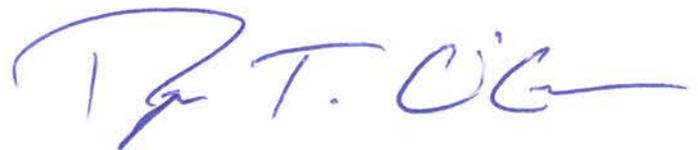
Deputy County Manager Comments

- There is much overlap between the DWP and MFIP environments today; the training plan cited here would not be extensible to staff redeployed from outside this space.
- Multiple issues and solutions identified in this document may or should be considered county-wide; recommend review by Incident Command teams to ensure full coordination.

County Manager Comments

Great to see some of the big moves forward this week. Please see the attached memo for additional comments.

Thank You.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **Property Tax and Elections Services**

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

- Remote access has worked well for staff.
- For Certifications and Directives, the electronic approval process is working well.
- In the Examiner of Title's Office telephone and in-person contact has been below normal levels. Meeting with customers while maintaining social distancing will be challenging as this frequently involves close review of documents and surveys.
- Court work is largely on hold with all hearings cancelled through 4/22 and no new hearings being scheduled. Development of remote hearing plans is continuing.

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

- Work orders still in queue for staff to be set-up with remote access.

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.

- Examiner of Titles hopes to implement a method for conducting staff meetings remotely, including video, as telephone conferences are sub-optimal.

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?

- Elections is supplying access to translation services for voters.

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

- Microphones and headsets for staff, whose computers do not feature microphones, to better communicate with staff working remote; or, guidance on using smartphones or other technology to accomplish this.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- Tax would not be able to deliver adequate services if any staff time were reallocated.
- Elections would be able to function as normal until June 1, 2020 (when election activities begin) if staff time were reallocated.
- Examiner of Titles, for the near term (4 to 12 weeks), would be able to handle staff time reallocation (.1 to .5 FTE) as they are not conducting or scheduling any hearings. Longer term, Examiner of Titles would be required to cease work on certain

WEEKLY SERVICE DELIVERY CHECK-IN

projects that are less time sensitive, including recording staff training, county right of way title clean up, and the elimination of combined abstract and Torrens parcels through the CPT process. If the work load increased at all, Examiner of Titles would not be able to meet customer needs.

7. How many employees does 10% represent within your department?

- 2.5 FTE

8. What other important considerations would you like to highlight?

- Tax is currently operating at a reduced staffing level (1 retirement this week plus 1 employee on leave).
- Elections is between major events; however, elections activities will begin ramping up in June. Any reallocated FTE would need to return to elections activities beginning June 1, 2020.
- Examiner of Titles staff is currently working remote. If they can be of assistance and continue to work remotely, they could temporarily reallocate a portion of an FTE.

Deputy County Manager Comments

- I have reviewed and approved the above.

County Manager Comments

Please see attached memo for comments.

Thank you.

Ryan T. O'Connell

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **Information Services**

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

- We have deployed various solutions to help accelerate the “work from home” transition, based on specific need.
- Our command center and service redesign triage process have helped us capture and prioritize requests.
- We have received a great outpouring of thanks and appreciation for the speed and partnership in helping staff in various departments as they race to implement their service redesign.

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

- As the covid-19 situation rapidly evolves, it drives new requirements and requests as each department adjusts, driving additional spikes in demand especially for remote work options.
- As the county rapidly adopts collaboration tools, we, along with the rest of the county are now seeing a growing cybersecurity threat especially with Zoom. This will be a critical issue to address near 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.

- Modifying how we deliver laptops and small formfactor PCs to incorporate social distancing. Pre-packaging technology solutions; providing additional instructions to allow self-setup; and remote support during first use, rather than in-person.

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?

- Concerned that lack of internet access and speed will have an outsized impact in the communities where the need is the highest. While we provide technology to county staff working from home, many staff also have no or limited internet access.
- Deploying air cards (short supply all across the country) provides a quick source of internet, although not as robust as standard in-home solutions such as cable provider.
- Cable providers are adjusting their operating model to assist with low income customers and we could as one potential approach we could partner with them to accelerate adoption.

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.

WEEKLY SERVICE DELIVERY CHECK-IN

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- We would not reengage in major project initiatives (TGC approved) in order to continue our narrowed focus to systems operations, security, service redesign solutions and support.
- We would focus on maintaining primary and backup resources within IS for all critical functions, as we are often no more than two or three people deep considering the wide range of technology currently supported.
- Our reallocation would come from areas that may delay delivery of new services rather than add risk to the operation and security of the systems and infrastructure.

7. How many employees does 10% represent within your department?

- With a current staff of 72, our 10% would equate to 7 staff.
- We would allocate from application development/support (4), IS Liaison (1), Infrastructure (1), Security (1), Admin (1)

8. What other important considerations would you like to highlight?

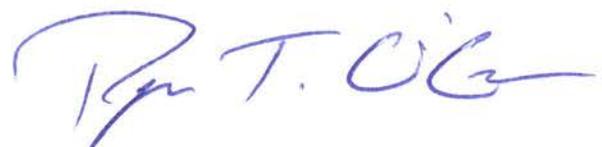
- Nothing at this time.

Deputy County Manager Comments

- I have reviewed and approve this update.

County Manager Comments

Thank you for all your efforts to modernize the operation under challenging timelines. Additional 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?

- Delivery went very well, appraisers started using Jabber successfully. Calls have been very heavy but are being addressed efficiently while the appraisers work remotely. Open book meetings are being scheduled.
- Working through the process of electronic service for tax petitions went very well, collaboration between the assessor's, county attorney and the unified team went smoothly.
- Most everyone has the ability to work remotely as of this week.
- The appraisers will be managing the open book meetings electronically. Where residents didn't feel comfortable sending in photos, we set up a face time walk through the property live with the appraiser. Very innovative.

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

- Remote work still has a few hiccups for some areas. Scanning needs to be done in the office. We are unable to forward ACD line calls to personal lines, so one person in mapping is in and monitoring messages.
- Some staff have high anxiety over their safety if they need to come into the office.
- Paper continues, there is still a need to manage paper files and distribute the 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.

- Open book meetings are next Monday and Tuesday. The unified team has been notified and they will staff phones until 7:00pm on the first day. ACD line will need to be modified for Monday, so calls are not automatically shut off.

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?

- There are areas of the community that are traditionally underserved and do not have the technology available to meet the requirements of virtual meetings. Staff has gone above and beyond making sure their needs are met, including giving out personal cell phone numbers, allowing innovative ways to review the property and personally serving residents.
- Have not seen racial equity impacts for the staff in the department.

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

- Additional technical support that would allow even more functions to be accomplished remotely. Would require additional support, technology from IS perhaps. Thinking of remotely scanning documents into a county network drive.
- Ability to move the ACD function to home phones would be very beneficial.

WEEKLY SERVICE DELIVERY CHECK-IN

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- Because this is one of the busiest times of the year with phone calls and appeals, it would be very difficult to accomplish the required reviews if we were to lose 5 additional staff as we are already down 4 that we are currently trying to hire.
- I would have to reallocate resources from Land Records and TFL.

7. How many employees does 10% represent within your department?

- 5 FTE

8. What other important considerations would you like to highlight?

- Due to the COVID-19 crisis the economic down turn will affect the County with a significant increase of tax court petitions.
- The Assessor office has a statutory requirement to value and classify all properties in the county every year.
- The Assessor Department is required by law to review 1/5 of properties every year. We have one of the highest appraisers assigned parcel counts in the state.

Deputy County Manager Comments

- I have reviewed and approve this update.

County Manager Comments

Please see attached memo for comments.

Thank you.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Communications & Public Relations

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

- No issues with full team working remotely. We have successfully held daily leadership meetings, weekly all-staff meetings.
- We've successfully completed our first five-deep rotation on PIO desk.
- Morale is good. We have been able to stay out of IS's way as they help other departments.

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

- Managing expectations of departments with competing priorities.
- Suggesting alternatives to in-person programming and training where departments do not have funding or are unwilling to fund video-based projects at this time.

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 significant.

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?

- We are in the process of identifying networks of individuals across departments to serve as collaborators on video programming capabilities. Should we run into resources constraints, we may need to escalate.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- For Communications, we presume that increases in workload in departments we serve such as Public Health, FAS, Social Services and Workforce Solutions will require commensurate communications support. As a result, we will shift resources to meet the needs of these departments from other department resources.
- For Government Relations, we expect demand over-capacity to continue well into April presuming the legislative session resumes to take up bonding and/or other matters.

WEEKLY SERVICE DELIVERY CHECK-IN

7. How many employees does 10% represent within your department?

- Communications – 1.6
- Government Relations – 0.2

8. What other important considerations would you like to highlight?

- We are currently filling a vacancy in the Communications Associate position that primarily serves Workforce Solutions.
- Our Public Health-oriented communicators (3 FTE) are currently especially in demand through both county EOC and PH JIC.

Deputy County Manager Comments

- I have reviewed and approve this update.

County Manager Comments

Please see attached memo for comments.

Thank you,

Rgn T. O'Connell

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT IPR Administration

1. Describe how service delivery went this week. What has been working well?
 - There continues to be minimal walk-in service requests at the Plato building – Monday 11, Tuesday 3
 - There is an increased usage of the Plato dropbox.
 - Most walk-ins have been redirected to the dropbox.

2. What has been challenging or concerning as you implement new service delivery approaches?
 - Ongoing safety concern of our employees having to interact with the public.
 - Using the Plato conference room to meet with customers is not likely a long-term solution.

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 needed at this time – we have been serving residents effectively so far.

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 getting many calls from taxpayers asking if property taxes will be deferred or other potential payment options. However, we do not know the demographics of these callers to know who this will impact most.
 - As we continue to roll out the option to work remotely, we have a handful of staff, some of whom are people of color, who do not have internet access at home and are technically challenged, making it difficult to make this an option for all.

5. What new or additional supports and resources are you hoping to access to implement your department's service delivery vision?
 - Because the conference room is not a long-term solution for serving walk-ins we want to work with the IMT Ops section to look at the feasibility of installing windows or plexi-glass at the service counters, so we can eventually use that area again to service our customers.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?
 - Keep the Passport service closed (1 FTE). This does impact revenue we get from Passports.
 - Keep the Resource Room closed and continue providing RecordEASE free of charge, eliminates the need for an employee to provide service in the room (1 FTE). This does impact revenue that we get from RecordEASE subscriptions and use.
 - 1 employee from Administration that has been assisting Elections the past 2 months but will no longer be needed with potential Elections voting changes (Admin duties had already been reallocated). This Management Analyst resource is

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT IPR Administration – Controller Group

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

- Service delivery is business as usual, the IPR Controller team had no service delivery changes and continues to have none.

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

- N/A

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 changes are 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?

- N/A

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

- N/A

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- If 10% of resources were allocated work would have to be distributed to the remainder of the team.

7. How many employees does 10% represent within your department?

- 10% of my team is ½ of an FTE (.50).

8. What other important considerations would you like to highlight?

- Separation of duties is a large concern with a small team. Not all duties can be transferred to other FTEs. If an employee who receipts in checks is reallocated, I cannot give these duties to an employee who bills. The ASPEN ERP team will not allow an employee to have access to both invoicing and receipting.

WEEKLY SERVICE DELIVERY CHECK-IN

- available for reallocation immediately (1 FTE).
- Open/Sort mail and scanning of documents could be absorbed by other Unified Team members or Administrative staff but may slow our ability to process tax payments when the volume increases in May when 1st half property taxes are due (2 FTE).
- 1 leader in Administration, which would require added responsibilities and oversight to another leader within the department (1 FTE).
- Not intended for reallocation but the IPR Contract Administrator and Contract Manager could assist other departments with contracting needs if necessary.
- Also not intended for reallocation but we also have an administrative staff that could allocate some time to helping another department with vouchers or other potential administrative assistance.

7. How many employees does 10% represent within your department?

- 6

8. What other important considerations would you like to highlight?

- Please note we have already reallocated 1 Unified Team employee to the County's Customer Contact Center.

Deputy County Manager Comments

- I have reviewed and approve this update.

County Manager Comments

Please see attached memo for comments.

Thank you.

Ryan T. O'Connell

WEEKLY SERVICE DELIVERY CHECK-IN

- **Cash flow** is important, especially in these times. By reducing the staff in the Controller group the receipting of checks and wires will slow. Recommendation from the GFOA is to process checks and wires within 24 hours. We receipt in money for the **Entire County** not just the IPR service team.

Deputy County Manager Comments

- I have reviewed and approve this update.

County Manager Comments

IPR Admin comments consolidated into one section of attached memo.

SITUATIONAL REPORT OF WEEKLY SERVICE DELIVERY

ELECTED OFFICE: Sheriff's Office

The Sheriff's Office is a large complex service provider, which operates 24 hours a day, 7 days a week, 365 days a year. As an essential and critical function of county government providing emergency services, all services and functions remain operational with modifications.

Public facing service delivery for the week

- All service delivery modifications are posted online at ramseycounty.us/covid-19-info/coronavirus-impacts-county-services. Newest updates will take place on Friday (* indicates new change).
- The current status of services include:
 - All law enforcement and public safety services remain operational.
 - Staff are responding to 9-1-1 and non-emergency calls.
 - The Adult Detention Center remains operational. COVID-19 mitigation procedures are in effect. Service changes include:
 - No on-site video visitation.
 - Remote visitation is available and fees have been reduced to \$2 for 20 minutes. Visitors are limited to two visits per week due to limited video visitation stations. Remote visitation is available seven days a week from 12:30-2:30 p.m.
 - Professional visitors are now non-contact and limited to weekday time day hours. No professional visitors on evening or weekends.
 - Contact family visiting is postponed.
 - *Fingerprinting is open Monday through Friday from 8-11 am and from 1:30-3:45 pm for Ramsey County residents only (ID required).
 - *All summons bookings have been rescheduled. Courts are not issuing new orders for booking.
 - *Clearance letters are still being processed.
 - *Gun permit services:
 - Receipt of permit to carry applications are temporarily suspended during the Stay at Home. Renewals and data changes are still being processed.
 - Permit to purchases will continue to be processed at the Patrol Station in Arden Hills
 - Bail/bond is being accepted.
 - Court-ordered evictions are suspended in accordance with the Governor's Executive Order.
 - Community engagement and community outreach events are postponed.
 - All public tours of Sheriff's Office facilities are postponed.
- The Sheriff's Office will be launching a webpage to list our COVID-19 mitigation efforts.

Internal facing services for the week

- The Adult Detention Center has put in place a series of COVID-19 mitigation procedures. These are detailed in the attached memo.
- The Public Safety Services Division (patrol) has also enacted mitigation procedures. These are documented and will be posted on the website by Saturday this week.

SITUATIONAL REPORT OF WEEKLY SERVICE DELIVERY

- The Sheriff's Office is working with Courts to reduce the number of required transports. Required transports take place with COVID-19 mitigation procedures (masks, distancing as much as possible, limited contact with other people, etc.).
- The ADC is working with Courts to implement online video court appearances.

Staffing

- Staffing in the Adult Detention Center remains within acceptable levels. While there has been a reduction in the jail population, staffing demands remain high due to social distancing and COVID-19 mitigation procedures in effect. Staffing levels have also been effected due to medical and daycare issues. Inmates must still be classified and housed accordingly.
- Staffing on patrol in the seven Contract Communities remain okay, but we are starting to experience more situations were employees must be quarantined for a certain amount of time until COVID-19 is ruled out. For example, yesterday three deputies responded to medical where CPR was required. Two of the deputies are now quarantined until COVID-19 is ruled out by the Medical Examiner.
- We are limited by the number of staff who can work at remote locations, given the complex nature of the Sheriff's Office. Select positions have been able to work offsite, but deputies and correctional officer must report.
- We anticipate staff will have more and more contact with COVID-19 has more cases are reported. This will have an effect on staffing levels and personnel costs.

Racial equity impacts for staff and residents, particularly those most vulnerable and impacted by COVID-19 crisis.

- The Sheriff's Office continues to ensure all services are provided through a racial equity lens. This is especially true for jail population reduction efforts.
- The Help Team is working on creating multi-language resources so that communication can take place with non-English speakers.
- The Community Outreach Division remains in touch with community members and staff to ensure racial equity.

Issues or challenges

- There is a limited amount of commuter equipment available for staff who have been identified with the ability to work offsite. Presently, there is a shortage of computer monitors and laptops.
- Keeping up clerical functions of tracking and reporting COVID-19 activity remains very demanding. Additional resources would be helpful.
- We are learning more and more there are residents who are in need of services that traditional are not provided by law enforcement. The Sheriff's Office is able to meet these needs through the Help Team so far.

Collaboration with county departments

- The Sheriff's Office is working with county communications to ensure all service impacts and changes are posted online in a timely manner.
- The Sheriff's Office is working with county communications on key messages. Most recently, these include:
 - Stay at Home Order

SITUATIONAL REPORT OF WEEKLY SERVICE DELIVERY

- Severe weather sirens (so residents did not think the standard test was related to the coronavirus/COVID-19 pandemic or Governor Walz's Stay at Home executive order)
- The Sheriff's Office is working with County Board Chair's office, the County Attorney's Office, and county safety and justice departments on communicating joint efforts during COVID-19 to reduce the population at the ADC and RCCF.
- The Sheriff's Office is attending several COVID-19 meetings and workgroups and our office remains supportive of county efforts.

Attachments & Links

Attachments:

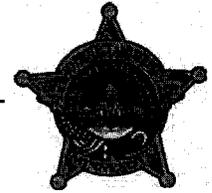
- Memorandum from Sheriff Bob Fletcher to County Board Chair Toni Carter: Adult Detention Center and COVID-19 Mitigation Procedures
- Press Release: Sheriff's Office Forms COVID "Help Team"

Links:

- KSTP: Ramsey County Sheriff's Office launches COVID-19 'Help Team'
- WCCO: Coronavirus In Minnesota: Ramsey Co. Sheriff Develops COVID-19 'Help Team'
- TwinCities.com/Pioneer Press: Ramsey County sheriff's office launches 'Help Team' for coronavirus victims
- Help Team website: ramseycounty.us/helpteam

Please see comments on attached memo.
Thank you for the continued work to
serve the community.

T. O. G.



Memorandum

Date: Tuesday, March 31, 2020

To: Toni Carter
Ramsey County Board Chair

From: Bob Fletcher
Ramsey County Sheriff

Copy: Ramsey County Manager and Staff

Reference: Adult Detention Center and COVID-19 Mitigation Procedures

Introduction

This memorandum outlines COVID-19 mitigation procedures for the Ramsey County Adult Detention Center (ADC). The Sheriff's Office has been taking proactive steps for several weeks to maintain a safe and healthy environment for staff and inmates.

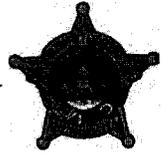
The Sheriff's Office currently has the capacity to safely house inmates for whom release is not appropriate. Please be assured the Sheriff's Office is taking the following mitigation and safety measures in the ADC. The goals of these measures is to protect staff and those in-custody.

Population Reduction Efforts

- Working with criminal justice partners—including the County Attorney's Office, Judges, public defenders, Saint Paul City Attorney's Office, and Community Corrections Department—to release or not admit low-level offenders.
- Identifying inmates in high-risk category and determine the safest housing options, which could include recommending release to home if prosecution and the court agree.
- The Chief Judge issued an order so that inmates can be released on electronic home monitoring.
- The Chief Judge issued a second order so that inmates can be released under the statutory authority of the elected Sheriff and the elected County Attorney. This order aligns with current bail reform efforts that are underway.
- The population was 393 inmates on March 16, 2020; on March 23, 2020, the population was 248 inmates.
- The population today is 194 inmates.

Limiting Introduction of Virus into ADC by New Inmates

- Virus screening for all cooperative inmates before entry into secure perimeter.
- Uncooperative inmates will be presumed infected and place in holding room until willing to comply with screening.
- All inmates wear a surgical mask prior to entering the detention facility and throughout booking process to provide protection until they are either released or placed in the housing.
- Staff interacting with inmates who screen positive for virus must wear a standard N95 mask.



- Newly received inmates are placed in a receiving and orientation unit for up to three days for observation and assessment before being introduced to the general population.

Limiting Introduction of Virus into ADC by Professionals and Visitors

- Screening for EVERYONE entering secure perimeter.
- Persons may be refused admittance if:
 - Body temperature exceeds 99 degrees.
 - International travel in last two months.
 - Has flu or flu-like symptoms, or has been in contact with anyone with symptoms.
- No personal contact visits, professional or otherwise.

Increased Sanitization

- Doubled janitorial staff in each cell unit. After each small group has recreation time outside of individual cells, the janitor sanitizes the entire cell block before the next small group is released.
- Additional staff assigned to sanitize common areas in the ADC daily.
- Increased cleaning/sanitizing by Public Health nursing staff.

Other Safety Precautions

- Daily symptom screenings of every inmate.
- All Correctional Officers wear N95 mask while interacting with inmates closer than 6 feet.
- Separation and lock-down of persons of concern.
- Entire cell block cleared and available to house those with symptoms.

Additional Updates

The Sheriff's Office will continue to provide updates as necessary. If you have any questions, please let me know.



RAMSEY COUNTY
SHERIFF
Bob Fletcher, Sheriff

Press Release

FOR IMMEDIATE RELEASE: April 1, 2020

Sheriff's Office Forms COVID "Help Team"

Sheriff's Office Help Team will assist those in the community who are most at risk and vulnerable during this time

Saint Paul, Minnesota: Today, the Ramsey County Sheriff's Office announced the formation of the COVID "Help Team." For the duration of the COVID-19 pandemic the Help Team will assist those in the community who are most at risk and vulnerable during this time. The Help Team serves anyone in need in Ramsey County who requires assistance or support as a result of the COVID-19 pandemic.

"Coronavirus has affected all of us," said Sheriff Bob Fletcher. "Times like this can bring a lot of uncertainty and leave people wondering where to turn for help. Our Help Team will help fill that void."

The Help Team, led by Undersheriff Bill Finney and Inspector Chy Nou Lee, is made up of 15 deputy and civilian employees, who will respond to needs that are not typically seen as police calls for service. In addition to helping individuals, they will support the efforts of government and community organizations.

Some functions performed by the Help Team include the pick-up and delivery of prescription medication, pre-paid food, and groceries; delivery of food, medication, and other essentials that have been donated; coordination of the collection of donated items based on current community needs; and, provide referrals, including social services, financial assistance, medical assistance, mental health, and others.

People will be able to call, text, or email for assistance from 8:00 am to 8:00 pm Monday through Friday, and from 10:00 am to 4:00 pm on Saturday and Sunday. The phone number 651-448-3874 (call or text) and the email address is HelpTeam@co.ramsey.mn.us. Please note this is not a replacement to 9-1-1; always call 9-1-1 for emergencies or when immediate law enforcement services are needed.

The Help Team supplements the services already provided by Ramsey County, which remains open and continues to provide services. Please visit www.ramseycounty.us/coronavirus for more information.

For more information, please contact Roy Magnuson (651-403-9738, roy.magnuson@co.ramsey.mn.us).

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WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Ramsey County Attorney's Office

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

- No change from last report.

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

- No change from last report.

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 report.

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 report

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 report.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Medical Examiner's Office, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- As an office with numerous statutory requirements that drive our delivery of services that is led by an independently elected official, we need more details as to where and what the reallocation needs are before we can assess the impact on our ability to deliver services.

7. How many employees does 10% represent within your department?

- Approximately 35.

WEEKLY SERVICE DELIVERY CHECK-IN

8. What other important considerations would you like to highlight?

- None

Deputy County Manager Comments

- I'm fine with their responses to the first set of questions. Their response to #6 is unclear, but they may feel they need to know more about the type of employee/classification level (e.g. clerical, technology, legal) that would be pulled out of the department before they can assess impact. We may want to consider refining the question next week to say the department would be able to specify themselves which of their employees could be redeployed.

County Manager Comments

Please see comments in attached memo.

Thank you,

Ryan T. O'Connell

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Medical Examiner

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

- Service delivery went well
- No changes

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

- No new delivery approaches

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

- No modifications

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

- No redesigned services

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

- Nothing needed at this time

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Medical Examiner's Office, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

N/A

7. How many employees does 10% represent within your department?

N/A

8. What other important considerations would you like to highlight?

N/A

WEEKLY SERVICE DELIVERY CHECK-IN

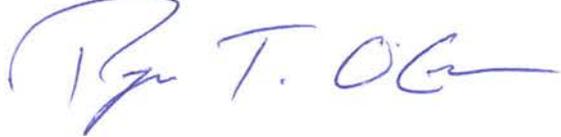
Deputy County Manager Comments

- This has my approval.

County Manager Comments

No comments from me this week.

Thank you!



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Emergency Management & Homeland Security

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

- Our plans for remote/COOP operations are working as designed.

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

- Mobile Incident Command Center deployment will be difficult given social distancing. We have placed cleaning materials and the few masks that we have in the vehicle for PD/Negotiator/FD use
- Grant management is difficult however we have extended an offer to a qualified emergency manager to fill this role.

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. All staff have tested all systems for remote work and/or are working remotely
- Critical response staff have been authorized to take marked vehicles home in case of response need.

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 so far.

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

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Medical Examiner's Office, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

N/A

7. How many employees does 10% represent within your department?

N/A

WEEKLY SERVICE DELIVERY CHECK-IN

8. What other important considerations would you like to highlight?

N/A

Deputy County Manager Comments

- I approve.

County Manager Comments

Please see comments in attached memo.

Thank you!



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **Emergency Communications Center**

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

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

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

- Conducting interviews via phone vs in person since all in-person citizens events were postponed
- The need to be flexible and quickly update employees on consistent and daily changes to responders change in protocol

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?

- Disinfecting products/Clorox wipes/hand sanitizer to keep employees healthy and at work
- Possibly the need of County employees that worked at the ECC and transferred to return if we see a significant reduction in workforce due to illness. It would take us some time to get them technically and operationally up to speed.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Medical Examiner's Office, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

N/A

7. How many employees does 10% represent within your department?

N/A

WEEKLY SERVICE DELIVERY CHECK-IN

8. What other important considerations would you like to highlight?

N/A

Deputy County Manager Comments

- I give DCM approval to this update.

County Manager Comments

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 staff are working remotely. The Planning Functional Team (PFT) was stood up to support Chief Planners and IMT leadership. All team members have been assigned to the PFT, where they spend a majority of their time on COVID-19 response. PFT members are working with an agile and flexible mindset, knowing that projects and needs will change at any given time from IMT leadership as the county responds to the needs of the community.
- We added Sara Hollie to the PFT team to uplift our racial equity work to leverage the two RHEA in the organization to the IMT's priority areas right now. Prince with homelessness and Sara with food security and basic needs work.
- 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.
- ADMIN: Coverage of the office is in place: handling phone calls, walk-in service, picking up documents from drop box is being provided. Walk-in and phone traffic has been very light; most of the documents from drop box have been for Courts. Received calls on Monday requesting assistance over the phone with filling out online unemployment claims, which staff handled.
- Board meeting with all Commissioners calling in remotely worked very well.

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

- Policy & Planning team members are definitely working above and beyond a 40-hour work week. The long hours are difficult and with the new shift schedule, the P&P team needs to find a workable schedule that allows for better transition and balance alongside other PFT members to meet priority needs and issues from IMT.
- ADMIN: The process for distributing the drop box documents to Courts and City was finalized Wed pm; there has been mixed communications about the frequency of the courier service for interoffice documents.
- Our ability to cover the schedule relied on an admin person from another department. On Tue she called to say she was not comfortable being in the office due to underlying conditions and with higher risk of exposure. We had to quickly adjust schedules starting the following day.
- The past weekend, there were no requests for admin staff assistance (except requests for Janet, which couldn't be delegated). While staff can do other work, the purpose for weekend coverage has not been realized, especially when no one else has been in the office.
- A significant amount of time starting last week and through this week has been devoted to figuring out needs of the County Board office staff to be able to work remotely and coordinating with IS to meet the needs. 3 secretaries, 1 commissioner assistant, and 1 commissioner were all needing tech support to be able to function remotely.
- A new issue with the Board meetings going completely virtual beginning April 7, is the suggestion by City OTC staff to have commissioners equipped with headsets and boom microphones for these meetings that can work with their various devices to add clarity to the audio of these meetings. There has been little availability of IS staff to help our admin staff figure out definitively what will work for the commissioners' devices and meet the needs of the audio for the virtual meetings/live streaming/archived videos.
- There is a learning curve for Commissioners and Chief Clerk/staff in adapting to the details and nuances of a virtual means of carrying out business while maintaining a quality meeting experience for commissioners and those accessing the meetings via video/audio.
- Staff continue to feel a level of concern about heightened risk of exposure to COVID-19 since we need to be onsite to cover the office from M-F, 8 – 4:30 for walk-ins, phone calls, and other staff who periodically come in the office. The other requests

WEEKLY SERVICE DELIVERY CHECK-IN

for admin support are greatest during regular business hours.

- The Board Document Management system implementation project, with staff training in May and go-live in June, as been 'de-prioritized' by Information Services because of COVID-19 and is being slowed down/delayed indefinitely. This increases the risk to the County by relying on the current system, which has had instability issues and has required an increase in work-arounds as more staff are moving to Windows 10 computers and MS Office 2016, which are not compatible with the current system.

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

- Policy & Planning: As IMT leadership shifted to a 7am-7pm schedule, PFT will need to adapt their coverage schedule to reflect the IMT schedule. The Policy and Planning team needs to find a workable schedule that allows for better transition and balance alongside other PFT members to meet priority needs and issues from IMT.
- ADMIN: Since after business hours and weekend hours have yield virtually no requests for admin support, and in light of being an additional FTE short, staff will go back to regular 8 – 4:30 shifts, Monday – Friday when on-site coverage is needed most and we have 4 people to cover this. The AA4 Admin Support team will field any admin requests during the hours outside of normal business hours. Maggie and Janet will evaluate the impact next week and adjust the schedule adjustment if needed.
- To try to accommodate the ability for staff to reduce exposure from being onsite, the schedule will allow each staff member to work one day remotely. In effect, this cuts down exposure 20% for each admin staff. The impact will be re-evaluated next week to ensure we meet the business needs.

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: As COVID-19 response continues, 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.
- PFT members continue to ensure that there is a balance and equity in staffing schedule and distribution of work load.
- ADMIN: There have been very few walk-ins, phone call traffic has been light most of this week, and the drop box documents have still been light. It is difficult to see how or if the County Manager's Office being open is addressing any racial equity impact. In general—so far—the County Manager's Office isn't being utilized by residents to any degree.

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

- ADMIN: More direct IS support for resolving the virtual meeting needs (including headsets) of the County Board would help.
- CM Office staff don't have the knowledge to address walk-ins presenting with domestic abuse, housing/shelter and food issues. The need hasn't arisen yet, but residents with these issues have come to the CM Office in the past, when Policy/Planning staff had the knowledge and skills to assist individuals.

WEEKLY SERVICE DELIVERY CHECK-IN

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Medical Examiner's Office, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?
- Policy & Planning continues to be nimble, agile and flexible in how our team adapts to the changing needs as the county responds to this pandemic. All Policy & Planning team members are currently assigned to the Planning Functional Team (PFT), where they spend a majority of their time on COVID-19 response. Regular projects that involve other department staff have taken a backseat in many cases. Work that can be done within the Policy team continues to move forward without interruption, such as Census and immigration wraparound services.
 - ADMIN: The Admin Team already devoted 2 FTEs to the Planning Functional Team; these 2 positions were part-time assistance to Policy/Planning and to the CM Admin Team. With the loss of the added individual from another department this week, further reallocating would minimize back-up/overlap support in covering the CM Office business hours.

7. How many employees does 10% represent within your department?

- Policy & Planning: Currently that would be .6 FTE.
- ADMIN: Currently that would be .4 FTE.

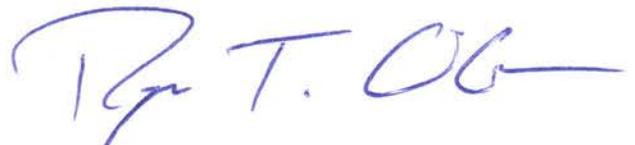
8. What other important considerations would you like to highlight?

- Policy & Planning has one temporary vacant FTE and one vacant FTE. Hiring process for the Racial and Health Equity Administrator position has been paused as leadership shifted their focus to COVID-19 response.
- Policy & Planning team is 100% working on COVID-19 related work to support IMT and deep their skills critical. While we can redeploy 0.6% if asked to do so, it would be difficult given the criticality, transition and adjustment of this work as we work 7 days a week across two shifts.
- ADMIN: We have 1 vacant FTE; hiring process has been paused as the Admin leadership has devoted vast majority of time to COVID-19 response.

Deputy County Manager Comments

Please see attached memo for additional comments.

Thank you.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Finance

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

- Executed some key contracts such as the Intercontinental for rooms and food and the overnight medical coverage for Mary Hall
- Submitted two Finance Reports to leadership
- Worked with Operations and CAO to finalize contract guidance for internal staff – will be published 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 use of p-cards that is not good practice. We are trying to address this on a case by case basis.
- Continued attempts by fraudulent vendors to try and get business with the County
- 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.

- We are testing a virtual sealed bid/proposal opening software and alternate bid/proposal opening processes this week and if that goes well we will continue to roll that out.

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 of our checks and payments within normal guidelines so individuals and businesses should not be impacted.
- All staff are working remotely and we are focusing on communication and looking for ways to better connect in the virtual world.

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

- Provide Steve Kuhn with a county laptop when possible. He has some challenges with his current set up which uses his home computer.

Additional Questions for This Week

The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?

- We have a specialized skill set within Finance and we believe a good approach for all involved would be to partner with the Service Team finance areas and redeploy our staff/work in partnership to help them get all of their financial related tasks

WEEKLY SERVICE DELIVERY CHECK-IN

done. This hopefully would help address needs within hardest hit service areas and leverage the skills of the office. We believe we have close to 10% worth of hours that can likely be redeployed for this (may be more people for portions of their time).

- Please note that we currently have a number of people from the Finance team redeployed – Cheryl is working in the CM office, Emily is helping with the Housing work and will be helping with the new IMT, Mike and Tom are doing significant amounts of work to support H&W finance team and Jennifer is supporting some housing work also.
- We have a number of vacancies in our payroll area and we could not spare staff there without having consequences.

7. How many employees does 10% represent within your department?

- 4 employees

8. What other important considerations would you like to highlight?

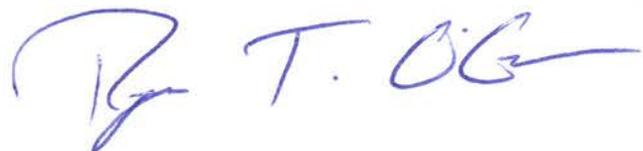
- Finance will be a partner and redeploy staff as needed. We are already partnering in new ways and will continue to do that.
- The amount of work in Finance has increased especially in budget and procurement, and we do not want to have delays or issues in processing of payments, budget adjustments or critical procurement.

Deputy County Manager Comments

County Manager Comments

Thank you for your continued efforts.

Please see the attached memo for additional comments.



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Human Resources

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

- Generally has gone well.

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

- Converting the paper and in person business processes to remote or electronic has been challenging, and has provided us an opportunity for future improvements in how we provide services and resources to support managers and supervisors.
- Converting new employee orientation classroom training to curriculum in an e-learning format; limited expertise to develop e-learning formatted training & curriculum.
- Staying abreast of complex and rapidly developing federal regulations around FFCRA as we work to implement systems and processes in accordance with the law.

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.

- Recommend extending the May 1, 2020 vacation/floating holiday cap date to August 1, 2020.
- Recommend pursuant to 4.4 of the Benefits Policy that unrepresented exempt employees and assigned to work beyond normal working hours (80 in a pay period) for an extended length of time due to COVID-19 may earn up to 120 hours of straight time compensatory time.
- Recommend implementation of a redeployment center to coordinate the reassignment of staff where needed and institute an enterprise approach and review of current job openings and prioritizing critical-needs hiring.
- Recommend centralization of the FMLA process for purposes of implementing and administering the Families First Coronavirus Response Act (FFCRA).

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?

- Racial equity continues to be an essential focus as we implement the service delivery modifications.

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

- Ordered camera for Investigations Unit big screen monitor so video interviews can be conducted when in office; delivery anticipated between 4/6-10.
- Working with IS to maintain the Zoom administrator role for our learning management system to deliver online classes.

WEEKLY SERVICE DELIVERY CHECK-IN

Additional Questions for This Week

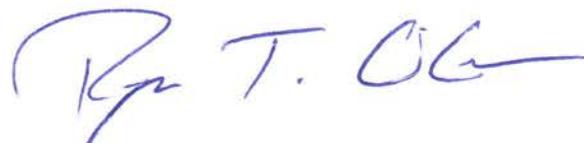
The following departments do not need to answer Questions 6-8: Emergency Communications, Emergency Management, Financial Assistance Services, Public Health, Sheriff's Office, Social Services, Workforce Solutions

6. As Ramsey County positions itself to respond to the COVID-19 crisis, the organization must be flexible and evaluate the reallocation of resources toward the service areas most impacted by the response. How would your department effectively deliver services if required to reallocate 10% of its workforce to other county efforts?
- Staff perform specialized work to support department needs in hiring and meeting requirements of state and federal law, collective bargaining agreements and county policies. We are currently looking at reassigning three staff to assist departments in meeting the requirements of FFCRA.
7. How many employees does 10% represent within your department?
- 5 employees
8. What other important considerations would you like to highlight?
- Several key positions are vacant and currently in the hiring process.
 - We will redeploy where needed to support countywide needs; however we do not want delays in critical HR functions.

Deputy County Manager Comments

County Manager Comments

Thank you for the suggested changes this week.
Please see the attached memo for additional comment.



Health and Wellness Service Design
County Manager Comments
3/29/20 – 4/4/20

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

RTU

Community Corrections

- We will continue work through the Incident Management Team to address issues regarding availability of PPE, cleaning supplies in buildings, and ensuring important information about use of available leave options and other HR questions.
- Please continue to provide updates through the Deputy County Manager regarding the release of more individuals from state institutions into the community and any resource needs that may require
- The redesigned service models and suspension of supervision fees demonstrates that positive impacts to racial equity can continue to be made even during a significant crisis. Well done.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Financial Assistance Services

- The work to redirect toward drop off documents and pick up forms is impressive. Well done by the greeters and all those involved in the lobby entrance designs!
- Please finalize the development of a shift rotation for walk-up service desk and greeter shifts. While fear during this time of uncertainty is understandable, it will not override our availability to be there to help individuals in our community who are most in need. All staff will need to be a part of that solution. Per the Deputy County Manager comments, please continue to follow all available public health guidance to ensure the safety of residents and staff.
- I am not authorizing shifting away from the walk-up sites of last resort at this time. The ideas mentioned here (video, drive-up) present some opportunities for success, but based on the needs of community members and the dire straights some residents are in I do not want to create additional barriers to service. Please continue to make improvements to the existing approach but do not move away from it.

Housing

- Agree with Deputy County Manager comments regarding the need for an appropriate IMT structure (which means a Housing branch under the Operations and Planning sections) for work to be designed and managed.
- Agree with Deputy County Manager comments regarding expanding payroll access to HWST payroll staff to support the work, in partnership with broader HR support to address the growing needs in this area.
- One initial facilities and plans are in place for homelessness and housing, a transition in the Planning Section's Housing Branch will need to take place so that the focus is on the design of wraparound services to those in shelter.

Health and Wellness Administration

- The primary decision-making lead for childcare for staff will be clarified to the Deputy County Manager so that the information can be shared with Health and Wellness Administration. Apologies for any confusion.
- Recognizing that childcare needs will change during the course of the COVID-19 response, the option for staff needs to be flexible enough to address those needs as they change.
- The childcare for staff option is not being designed to provide staff reimbursement for care of their choosing. Staff currently paying childcare providers with an ongoing option to do so should utilize that option as they would have under normal conditions. Ramsey County plans to also provide an option for families who have nowhere else to turn during the COVID-19 emergency to ensure childcare is available.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Public Health

- The Sheriff's department should be following consistent Public Health guidelines that apply to Correctional Health staff as well to ensure a consistent approach to PPE within the Adult Detention Center. I will follow-up with the Deputy County Manager of Safety and Justice to ensure a consistent approach to PPE during this time of significant need and general shortage.
- Is the use of the language line coordinated with the County's call center (651-266-8500) that has language interpretation services available for call-ins? Is there a way to align these efforts for reasons of efficiency or streamlined service delivery? Please explore with the Deputy County Manager.

- Thank you for the update numbers regarding service delivery at WIC clinics as the model has moved away from in-person.
- It is heartbreaking and infuriating to read about ongoing discrimination against staff and residents of Asian descent. Thank you for doing all you can to actively address this issue and ensure that all are feeling as safe as possible.
- Agree with the Deputy County Manager's comments regarding marriage license approach.
- Agree with the Deputy County Manager's comments regarding work with IS to address ongoing needs.

Social Services

- Is the use of the language line coordinated with the County's call center (651-266-8500) that has language interpretation services available for call-ins? Is there a way to align these efforts for reasons of efficiency or streamlined service delivery? Please explore with the Deputy County Manager.
- The Lake Owasso Residence issue around MDH guidelines and staff protocol needs to be addressed immediately. Please work with the Deputy County Manager to ensure proper alignment with Public Health standards and confirm alignment with the County Manager.
- I am very supportive of the First Responder Team – great idea. Thank you.
- Agree with the Deputy County Manager comments, particularly those that relate to PPE and supplies that are being managed through the Incident Management Team.

Veterans Services

- Thank you for redeploying the volunteer services coordinator and the department director into countywide roles of import during the COVID-19 emergency.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Economic Growth and Community Investment Service Design
County Manager Comments
3/29/20 – 4/4/20

RCO

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

Community and Economic Development

- Are there ways in which Ramsey County can proactively address these growing gaps in financial support that are occurring across Saint Paul and suburban communities? Would it be possible to develop a suite of consistent offerings across suburban cities at this time?
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Libraries

- It is great to see the areas in which libraries are supporting the community during this moment of need. Thank you for the great work.
- The contactless home delivery program is an innovation that has been well planned and appropriately designed to serve those homebound residents in need. This is an excellent innovation for which Ramsey County should be proud.
- Printing MFIP materials for curbside pickup is another way in which the libraries are actively contributing to equity and demonstrate how trusted community institutions can best be leveraged.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Parks and Recreation

- Please ensure you are briefing the service team controller and Deputy County Manger on the budget implications so that we may continue to work to manage them during our COVID-19 response.
- We will allow the Governor's office to lead in the decision around golf courses and then, absent any other policy direction provided by the County Board, plan to operate in a manner that remains consistent with the state's recommended approach.

- Thank you for the offer regarding walk-up capability at the Parks Administration building. It will be brought to the Incident Management Team as a potential opportunity for the future.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Property Management

- Any information that can be provided to employees and departments about cleaning of shared versus individual spaces would be helpful. Please continue working with the Incident Management Team (particularly the Communications function) to provide information to the organization via FAQ's or other mediums.
- I am supportive of advancing efforts to close some buildings or floors to reduce cleaning demands and ensure Property Management has resources to adequately clean during the COVID-19 emergency.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Public Works

- I strongly support using the community engagement consultant list to assist in the development of accessible and equitable methods of engagement that work within the current service environment.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Workforce Solutions

- Thank you for the collaborative efforts to match employers with essential worker needs with prospective job seekers.
- Please continue to provide updates regarding the implementation of Zoom to support service delivery to residents. The lessons learned will have value to other areas across the organization.
- Can the department align its non-contact pick-up locations with the emergency walk-up locations that are already available across the County? There may also be opportunities to align with the curbside offerings and drop boxes at the three regional library sites.

Information and Public Records Service Design
County Manager Comments
3/29/20 – 4/4/20

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

RTO

Property Tax, Records and Election Services

- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Information Services

- It is good to hear that departments are recognizing the significant work happening through Information Services. These have been impressive efforts that are modernizing the organization on a rapid timetable.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

County Assessor

- It is great to read about the progress that is occurring with staff across the department to transition to new forms of work.
- Please provide a future update on the level of utilization for the phones during the Open Book meetings next Monday and Tuesday.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Communications and Public Relations

- If there are specific departments that are resistant to implementing video-based projects during this time of need, please elevate those conversations so that the Deputy County Managers and County Manager can support transitions to new ways of service delivery.

- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Information and Public Records Administration

- The site at the East Building does not require windows or plexiglass to operate; please explore transitioning back toward appropriate distancing guidelines within our regular service counter area instead of continuing to operate near the conference room. Staff should expect that this walk-in site will continue to be needed during the coming months so conference room capacity could become an issue.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

**Safety and Justice Service Design
County Manager Comments
3/29/20 – 4/4/20**

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

RTO

Sheriff's Office

- The Incident Management Team's Public Information chief has not referenced the launch of a new Sheriff's office page that falls outside the official Ramsey County COVID-19 pages that are meant to be the authoritative local source for information. In order to prevent confusion about where to seek out information and ensure alignment across the incident, please connect with the Incident Management Team through the Incident Commander prior to webpage development.
- How is the Help Team creating multi-language resources? In order to ensure alignment with the Incident Management Team's Operations and Public Information Sections that are already deeply engaged language connections and resources across the entire incident, please connect with the Incident Management Team through the Incident Commander prior to the expenditure of resources.
- Thank you for working with the County Board Chair's Office, the County Attorney's Office and County Safety and Justice departments to communicate joint efforts to reduce the population of incarcerated individuals during the COVID-19 response. Please ensure that these significant reform efforts are sustainable beyond the emergency wherever possible.

Attorney's Office

- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Medical Examiner

- No comments this week. Thank you.

Emergency Management and Homeland Security

- Please clarify via the Deputy County Manager if the Mobile Incident Command Center is planning to be deployed as part of the COVID-19 response, or the concerns about deployment relate to if it is needed to respond to other emergency scenarios.

Emergency Communications Center

- Thank you for the comments regarding the ramp-up challenges that could be associated with staff returning to the ECC after time away. Noted.

**Strategic Team Design
County Manager Comments
3/29/20 – 4/4/20**

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

RTO

County Manager's Office

- Thank you for the continued efforts to be flexible in the office environment most closely linked to the physical presence of the Incident Management Team.
- The walk-up of last resort location in the Courthouse is likely to be the least utilized of the three that are available, but it is important that the County Manager's Office continue to offer that service throughout the duration of the COVID-19 emergency. Moreover, as alignment occurs across the busier two sites in terms of offerings, staff preparation, etc, that will be able to benefit the County Manager's Office staff as well.
- Thank you for working with staff to provide opportunities to work offsite, when possible, while also balancing the in-office needs that are important to the County during its COVID-19 response.
- I remain concerned about backup and continuity for the role of the Chief Clerk. Please clarify a continuity and backup plan with the County Manager to ensure sustainability through the course of the emergency.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Finance

- Please continue to provide updates to the Incident Management Team regarding the case-by-case efforts to improve the use of P-cards.
- Please highlight to the Incident Management Team's Incident Commander any specific areas of concerns in which spending is possibly not being captured effectively as this will matter when reimbursements are later sought. The organization must continue to improve or risk financial costs that could have been avoided.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.

Human Resources

- Thank you for the excellent set of recommendations to support employees. Implement all immediately and share the information widely across the organization so that employees know that additional efforts are continuing to be implemented to support them during the county's COVID-19 response.
- Please share additional information with the County Manager regarding the need for centralization of the FMLA process and how that will impact day-to-day operations for HR and departments across the organization.
- Please continue to explore with the County Manager opportunities to support staff in front-line roles in which exposure to COVID-19 is ever-present as a part of their work.
- Thank you for the preliminary information about staffing impacts regarding possible countywide redeployment needs. This all remains exploratory at this time but provides context for future conversations and collaborative planning.