

**Ramsey County Service Design Weekly Update**

**Updated Service Delivery Documents Submitted for Approval:  
4/25/20**

**County Manager Approved Service Delivery Period:  
4/27/20 – 5/4/20**

**Next Submission Date for Updated Service Delivery Documents:  
5/1/20**

*Excellent work.*

*Thank you!*

*-1st T. O'Connell*

## **County Manager Comments** **4/27/20 – 5/4/20**

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

### **Countywide Comments that Apply to All Areas**

- Computer access for residents and integrated walk-up sites expansion, at the appropriate time and in alignment with public health guidance, will be a focus for the organization that moves forward a residents-first vision that has started due to the COVID emergency but will build out and continue well beyond it. Thank you to all who have been a part of initial and next stage planning and implementation efforts! More to come in the weeks ahead.
- Thank you to all departments for the focus on supporting the emotional, mental, physical and technical needs of staff during this challenging time. I will ask that the support responses shared by each area this week be collated together and shared to the Senior Management Team so that it is easy to see and learn from the strategies and approaches being implemented across the organization.
- After the 5/1/20 Service Design submission, this process will shift from weekly to every other week. This will ensure plenty of time for developments to occur that can be documented and for planning to have a slightly longer horizon that allows for additional deliberation and engagement during the process. Thanks to every department for six weeks of weekly submissions that built a strong foundation from which the County has learned, changed and continued to improve over time.

### **Information and Public Records Service Team**

- Please move on the purchase of additional hi-speed scanners to address absentee vote by mail volume projections. Please move in partnership with a financing plan that is agreed to by the Finance Department.

### **Economic Growth and Community Investment Service Team**

- There is a lot of work happening to think about the future across the entire service team, and all the incremental steps being taken to improve service delivery during the COVID emergency and setting up for a strong future path. Please keep it up on all fronts.

### **Strategic Team**

- Integration of the countywide work for the Racial Equity and Community Engagement Response Team and the Compliance and Oversight Team requires a unique amount of partnership and synergy with this team. Please continue to describe how the work is aligning and where additional support or guidance from the County Manager is needed to ensure clear and coordinated actions on high priority work.

**Safety and Justice Service Team**

- Thank you for a full submission of departments this week and the detailed information provided. For the County Attorney's Office and Medical Examiner, please see last week's County Manager's Comments as they remain relevant and some questions unaddressed after reading this week's submitted forms.

**Health and Wellness Service Team**

- Please ensure that all FAS plans regarding enhanced compensation for staff serving in walk-up locations are aligned with countywide Human Resources planning on this topic that is already fully underway.
- The issue of HWAD staff in grant-funded positions and the need to notify funders of changing roles due to COVID is important to address as soon as possible. Please keep me posted as updates become available.
- Homelessness and housing instability will remain a significant challenge, but great work and leadership in engaging in state and regional conversations and being solutions-focused locally to ensure we are doing all that we can to serve those most in need throughout the COVID crisis.

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT County Assessor

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

- Service delivery continues to be going well. Appraisers are getting through their open book appointments timely. Result letters to the taxpayer are being timely sent as well.
- Electronic petition acknowledgement and waiver of service is going well. Far less questions last week from pro se filers. Staying caught up and within our 24-hour turnaround service requirement.
- Team meetings are also going well, easy to reach out to staff not in the office and stay connected.

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

- Nothing new has been identified.

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?

- Nothing new has been identified.

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

- Nothing new has been identified outside of what has already been mentioned here.

Additional Question for This Week

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- The Assessor's Department is having weekly touch base meeting with supervisors and management to stay connected. Supervisor are still holding scheduled staff meeting via Team and staff readily reach out if they have questions or concerns. During our meetings we ask how each person and their families and staff are doing.
- Also making sure they are aware of the EAP services available.

Deputy County Manager Comments

- Reviewed and approved.



**WEEKLY SERVICE DELIVERY CHECK-IN**

County Manager Comments

**WEEKLY SERVICE DELIVERY CHECK-IN**

**DEPARTMENT**      **Communications & Public Relations**

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

- We continue to adjust to remote work and expand our use of MS Teams. Things are going well.

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

- Prioritizing work continues to be an ongoing challenge – especially as new requests and initiatives come online.

**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 for this period beyond iterative adjustments.

**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 have connected with Racial and Health Equity COVID-19 response team and will be working closely with them to add, structure and promote content and resources to our web site and other resources this week.
- We have determined a funding solution to address the need for newly translated materials across the organization.

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

- None at this time.

**Additional Question for This Week**

**6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?**

- Staying connected frequently through regular online meetings using MS Teams – including a daily 'hangout' for informal connection between department members and other team-building activities; reinforcing benefits changes and resources available to employees; regularly encouraging staff to raise any issues, concerns or questions. Providing schedule flexibility during the day and throughout the week to allow for real-time family and home demands.

**Deputy County Manager Comments**

- Reviewed and approved.

**County Manager Comments**



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Administration

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

- Department operations are very stable under our current service delivery model.
- The current walk-in service approach is working well for our current volume, but we are preparing to open the service counters in anticipation of higher volume of walk-ins in early May.
- The Capability Team continues to make good progress on projects like ECRM and the Property Tax System.
- Q1 budget forecast has been completed and reviewed by the IPR DCM and department directors. The results will be used when making future spending decisions.
- Microsoft Teams is working well for all types of meetings.

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

- We've had some difficulty getting a business critical RFP through the procurement process. *If the master RFP, which part is business critical?*

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 working on the updated service delivery plan to open the service counters by May 1.
- We have been collaborating with Communications and Property Tax & Election Services to develop an interactive online map which shows whether a property is eligible for the property tax penalty waiver. This will be a very useful tool for both our residents and employees! *low*

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

- We continue to monitor and evaluate our redesigned service delivery model to identify any potential aspect that might have an impact on racial equity.

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

- Clear guidance on how to bring employees back after May 4th following the most current public health protocols to keep our employees and customers safe.

Additional Question for This Week

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- Daily check-ins with the managers of Administration and regular scheduled update meetings.
- Managers/Supervisors are consistently checking in with team members working remotely to ensure they are staying connected and productive.

**WEEKLY SERVICE DELIVERY CHECK-IN**

- We continue to encourage social distancing for team members still working in the office, and this is going well.

**Deputy County Manager Comments**

- I am meeting with Alex on Friday to resolve the RFP issue identified in #2.
- Reviewed and approved.

**County Manager Comments**



**WEEKLY SERVICE DELIVERY CHECK-IN**

**DEPARTMENT** Information Services

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

- Volume of support service tickets has come down after peaking the past couple weeks as staff settle into new service redesign operations. This lower support volume allows IS to start knocking down the backlog of lower priority requests that have built up over recent weeks.
- Electronic Health Records achievement of a major milestone, going live in Mental Health!
- We continue to receive shipments of hard to find technology components, most recently headsets which are key to remote call center type of work.

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

- How to stay nimble and fast as we work to implement new technologies that are dependent on external factors, for example requiring a Business Associate Agreement with a small vendor to be in place ahead of deployment.

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

- No significant changes

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

- No changes from last week.

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

- It would be great if comp time were retroactive.

**Additional Question for This Week**

**6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?**

- Rotating team members for on-call as we come off a high overtime period for key staff.
- Virtual team lunches and informal working sessions that have some of the feel of connectedness.
- We will hold a virtual All Staff meeting next week as a way to stay connected.
- Engaging our EPMO OCM to help us think this through and communicate more effectively.

**Deputy County Manager Comments**

- Reviewed and approved.



**WEEKLY SERVICE DELIVERY CHECK-IN**

County Manager Comments

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **Property Tax & Elections Services**

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

- All areas: Citrix and Jabber have greatly helped staff continue services via phone and network access from home.

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

- Tax-Forfeited Land: The next round of tax-forfeitures is set to occur August 1, 2020. These residents in financial difficulty prior to COVID-19 are likely to be in even worse position now. This leads us to believe a larger than usual number of properties will progress to forfeiture and will be needing assistance from the county and our community partners. Currently, 161 parcels are facing forfeiture on August 1, 2020. Of the 161 parcels, 130 contain structures and 65 of the parcels are classified as homestead or apartment. The TFL supervisor has retired and is doing a part-time pro short term. An offer has been made and accepted by a supervisor candidate. Just waiting on background check and approval from the new HR process. We had begun TFL modernization which will include implementation of new property management software that was put on hold until the new supervisor was hired. We will be able to resume modernization under the COVID public health protocols.

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.

- N/A

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?

- Tax-Forfeited Land: The TFL trend referenced in #2 can possibly have a racial equity impact to the extent rental property goes to forfeiture. Tenants are often asked to move out when a property forfeits. We will work to minimize evictions, and work with county, local government, and community partners to evaluate safety of the structures, and how occupants of these structures can remain in place or be assisted. We will likely see higher volumes of rental property forfeiting this year than in prior years.

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

- Elections Services: To ensure services are maintained safely, the Ramsey County Elections office requires the purchase of four additional hi-speed scanners (including licenses, software, and hardware) to process and count ballots being sent through the mail. The purchase will in part (11% of the purchase) be funded by grant money received through the Secretary of State's Office. This emergency purchase is based on:
  1. Direction from county management to encourage and support no-excuse absentee voting by mail in order to dramatically reduce the number of residents who vote in person.
  2. Experiences from other States who've conducted elections recently (Wisconsin) and have seen a dramatic increase in the volume of ballots sent through the mail. In some cases, a 300% increase from the previous election.
  3. Bills before the MN Legislature to expand vote by mail options for voters in Minnesota.

*yes. with finance make this expansion a go.*



**WEEKLY SERVICE DELIVERY CHECK-IN**

- 4. Currently Ramsey County Elections has the capacity to count 30k-40k ballots through the mail; we need to expand our capacity to accommodate 150-200k votes through the mail based on the above information. This purchase will allow for this expanded capacity to ensure accurate, secure, and equitable elections.

The equipment is needed by the beginning of July. The vendor has limited stock on hand now. This could be impacted by other jurisdictions ordering the same equipment.

- Elections Services: Candidate filing begins May 19, 2020, and voting begins June 26, 2020. Elections Services has taken proper steps in re-designing the filing process to ensure candidate and employee safety throughout the filing process (emphasis on filing via mail or by appointment). To support the candidate filing process and absentee voting process, Elections Services will require 4 to 5 elections employees resume working in-person at the Plato Building starting May 18, 2020 and will be onboarding potentially 4 interns and 20+ election judges starting June 1, 2020. Due to the upcoming need for staff to resume working in the office, Elections Services management is requesting assistance for implementing safety standards for COVID-19 within the Elections Services' office space at the Plato Building.

**Additional Question for This Week**

- 6. **How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?**

- Elections Services: Increasing number of regular check-ins with staff regarding work and life – discussing what support they need to complete their work, encouraging DIOD resources, encouraging post-work socializing via Zoom.

**Deputy County Manager Comments**

- I will be asking the CM to approve moving forward with hiring the TFL supervisor. An offer has been made, accepted and the background check completed.
- Reviewed and approved.

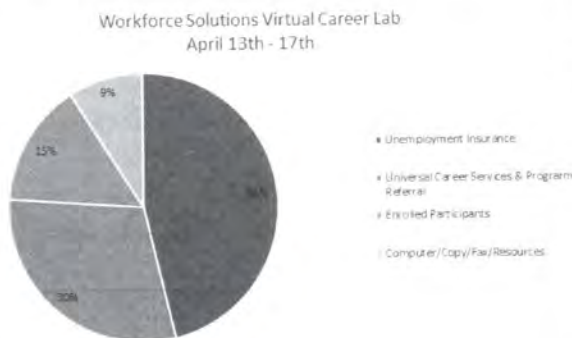
**County Manager Comments**

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Workforce Solutions

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

- Received guidance from federal Department of Labor that for our Workforce Innovation and Opportunity Act (WIOA) youth/young adult participants, we should provide a hardship payout for the remainder of their work experience wages after March 1, 2020. We are working to process those payments and also ensuring our contract providers do so as well.
- Minnesota Department of Employment and Economic Development (DEED) partnered with the statewide workforce systems and launched a first virtual job fair. Almost 400 people attended. We are working with other metro counties to on ongoing virtual jobseeker programs with programming. We offered our first Ramsey County offered virtual workshop and it filled up quickly. More are being planned.
- The county's Policy and Planning Division assisted us with getting some of our participants back into a paid work experience opportunity doing work from home with the MN State Demographic Center doing follow up calls for Census 2020.
- Reassigned staff to take on more MFIP caseloads.
- WIOA mandated regional and local workforce plans are due every four years. 2020 was suppose slated to the year of submitting those plans. We received guidance this week that those plan deadlines have been postponed until April 30, 2021.
- Workforce Innovation Board Workforce Recovery Task Force met for the first time. Grateful for the community support of our business community!
- Continued progress on new Ramsey County Job Connect job board. Previous week had met and connected with business partners, this week meetings held with cities. All grateful for the county providing coordinated community resource.
- Data below is lagged one week because we did not have full week data when this check in was completed for the current week. It is important to note that, in general, our engagement with residents when they call or connect us via our online form is not transactional in nature. Calls can take upwards of an hour each depending on the issue.



**Unemployment Insurance Calls:** assisting customers with locating and understanding FAQs from the Unemployment Insurance website and resources. While staff cannot advise or provide specific benefit information, they do coach customers how to locate, understand and follow up on the public FAQs.

**Universal Career Services & Program Referral:** These services are provided to customers not enrolled in a program and are seeking guidance and resources related to various job seeking skills and/or career pathways including, but not limited to: resumes, job applications, interview preparation, job leads and sites, CareerForce resources and more. These services range from brief FAQs to up to One Hour 1:1 assistance appointments. Many may lead to program referrals where customers can gain longer term support and services based on program eligibility and needs.

**Enrolled Participants:** Sometimes participants enrolled in our programs may navigate additional resources and inquiries, including our Career Labs. They may also have misplaced how to get a hold of their counselor, and our career lab can quickly get them in touch with them.

**Computer/Copy/Fax/Resources:** Inquires about where and how to access these tangible needs will come through our information line. General community resources inquires ranging from housing, to food, to and other resources may also come in. We assist with getting customers connected in any way we can.

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

- Many of the same challenges as the previous weeks.
- MFIP Enrollments are up about 11% so far in 2020 vs 2019 so we were already looking at an overall caseload increase for 2020 over 2019 before the crisis.



**WEEKLY SERVICE DELIVERY CHECK-IN**

- Assisting clients with enrolling into training has been a challenge since COVID -19, however we are encouraged by some online opportunities that are emerging from educational partners. This is a work in progress on a systems level, and our counselors continue to engage in the best way possible to keep participants hopeful about revised or future training opportunities they had been planning for.
- Continued work through our statewide association to lobby DEED to provide additional waivers. Many of these would require them to get waivers from federal DOL.
- Demand for dislocated worker services are in a lull at the current time due to stay at home order as well as favorable unemployment benefits. Beginning planning efforts on how to meet anticipated demand for support and services that will be upon us (anticipate this is ramp up by late May early June).
- Department participating in enterprise efforts toward electronic signature solution.
- Workforce Director helping state lead in national dislocated worker grant with a component around disaster recovery with potential funding for work opportunities to support humanitarian efforts as well as a more traditional dislocated worker effort for industries and companies that are experiencing layoffs.

**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 at this time.

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

- Lack of computer access continues to create a larger gap in opportunity. For our existing program participants, they have access to a phone, but we believe half do not have ongoing computer access that is being a key resource in order to take part in virtual workforce programming and training opportunities. Even if the county had more places for folks to "drop in" to use a computer, short term computer use would not be a viable option to take ongoing short term virtual trainings. Might want to consider finding willing partners in computer donation program to get devices that could be refurbished and find willing donors of devices and funding. WIB Workforce Recovery Task Force has started to look into this issue.
- Working through recognition of the: "racial justice paradox:" while "black and brown people are more likely to lose their jobs in the crisis (and suffer food and housing insecurity), they're also more likely to be the ones asked to keep their jobs and have risky contact with other people. Unemployment numbers demonstrate this to be the case.
- Provided County Manager with COVID-19 workforce impacts for his board update regarding people with disabilities as it relates to the state vocational rehabilitation program and the state services for the blind. *Thank you!*
- We serve many youth of color, we are working with community partners to host a youth virtual convening to discuss their needs.

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

- Continuing to work on communications efforts including re-doing our webpages, adding video content, program FAQs. We have a vacant communications associate position and that role needs to be filled quickly. Communications is leading the effort and interviews should be happening soon.



**WEEKLY SERVICE DELIVERY CHECK-IN**

**Additional Question for This Week**

**6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?**

- Director has always provided a department wide weekly email on Monday morning and this continues in our redesign framework. Additional informal check ins throughout our redesign service model.
- Teams finding ways to meet and connect with one another. We've launched use of MS Teams for 1:1 internally as well as working on using the tool for team meetings.
- First live virtual all- department check in with the director being held on Friday and open to all 70+ staff to participate.
- Front line counselors were encouraged to take online Resiliency and COVID-19 webinar. This 1.0 hour training session explored some practical solutions and skills for improving and building one's resiliency during this challenging time and was offered via the People Incorporated Training Institute whose goal is to make communities stronger through mental health and trauma education.

**Deputy County Manager Comments**

- There is a tremendous amount of very important work underway in this department. Approved.

**County Manager Comments**

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

LIBRARY

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

- Delivery of physical and virtual resources and services, including making the first home deliveries of materials.
- Accepting returned materials safely at two locations.

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

- No change from previous week.

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

- 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?

- Nothing new from previous week.

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

- None.

Additional Question for This Week

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- Managers and administration occasionally order in food for staff working on site.
- Managers are developing staff-wide challenges with prizes.
- We are distributing a survey to solicit staff well-being needs and resource suggestions.

Deputy County Manager Comments

- Great to see the home deliveries underway! Approved.

County Manager Comments



**WEEKLY SERVICE DELIVERY CHECK-IN**

**DEPARTMENT** Parks & Recreation

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

- Getting quick approval to open golf courses after the announcement of the Governor's Executive Order went very well and was greatly appreciated by staff and the public.

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

- No new challenges to 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 modification requests this week.

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

- Nothing new to report.

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

- No additional support needed this week.

**Additional Question for This Week**

**6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?**

- Employees who can work from home are doing so. Several measures have been taken to assist with social distancing with staff who need to continue to report to work including staggered start times, additional work site reporting locations, and staggered lunch times. Regular communications are going out from HR to share employee resources as well as regular communications from the director to maintain morale and provide support and answer questions from employees.

**Deputy County Manager Comments**

- Approved

**County Manager Comments**



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

PROPERTY MANAGEMENT

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

- No change from last week.

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

- Exploring the supplemental cleaning service for walk-ins and possibly computer "lab" locations. Concept is good, staffing levels will be a concern if/when more employees return to work causing more general cleaning and dependent on how many staff we have out ill or on leave. Additional staffing from third party service provider is being pursued.

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

- Will implement supplemental cleaning service at Walk-ups as desired by department/service teams (i.e. H&W, IPR)

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 direct resident interaction occurs.

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

- Adequate staffing and cleaning supplies (i.e. disinfecting wipes, hand sanitizer) are a concern for supplemental cleaning of Walk-ups and for future public computer rooms.

Additional Question for This Week

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- Learning and using tools such as Zoom and Teams in addition to conference calls to stay connected remotely. Staff on-site is practicing social distancing if not able to work split or staggered shifts.

Deputy County Manager Comments

- Approved.

County Manager Comments



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT PUBLIC WORKS

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

- No change from last week.

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

- No change from last week.

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

- No change from last week.

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

- We are continuing to look for ways to facilitate our community engagement efforts so that we are connecting with the community in meaningful ways. We will be connecting with the Racial Equity and Community Engagement Response Team to help brainstorm and develop ways to continue this engagement.

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

- No change from last week.

Additional Question for This Week

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- All supervisors continue to do weekly check-ins with staff.
- Continue to reinforce positive thoughts and to focus on our mission and values in serving our residents.
- Continue to highlight resources for employees if they need assistance.

Deputy County Manager Comments

- Approved.

County Manager Comments



**WEEKLY SERVICE DELIVERY CHECK-IN**

**DEPARTMENT**      **Community & Economic Development**

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

- Same as last week.

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

- Same as last week.

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

- Same as last week.

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

- Same as last week.

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

- Same as last week.

**Additional Question for This Week**

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- CED staff work closely to ensure that we are taking time for family and mental health.
- CED is a small team with a tremendous amount of responsibility during this crisis.
- Staff meetings and daily calls, grounded with situational humor, are in place to act as a release valve from daily tasks and responsibilities.

**Deputy County Manager Comments**

- Approved

**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?**

Policy and Planning

- All Policy & Planning and Planning Functional Team (PFT) members continue to work remotely. As more PFT projects shift from Planning to Operations, PFT members adjust and adapt with project transitions. P&P members continue to support the service redesign work, as well as liaise with departments and service teams to provide support where needed.
- P&P members continue to move Census and immigration wraparound services work forward. P&P team members returned to focus on Safety and Justice work around CJCC, Bail reform, TST and Burns Institute. Also, P&P members started work with the Racial Equity & Community Engagement and Compliance & Oversight teams this week.
- In response to county manager feedback last week, P&P and PFT members continue to support one another to ensure a balanced workload distribution and work/life balance. P&P members rotate weekend coverage on an on-call basis. P&P members who provide weekend coverage are empowered and encouraged to flex weekday hours.

Admin Team

- Administrative staff are being flexible and accommodating to address needs and adapt to changing priorities as they arise.
- Staff working 1 day/week remotely is working well.
- Walks-ins, phone calls and drop box mail continue to be light:

SERVICE	Mon 4/13	Tue 4/14	Wed 4/15	Thu 4/16	Fri 4/17	TOTAL
Walk-ins	0	0	0	0	0	0
Drop box mail	3	3	1	3	4	14 total: 11- Courts, 1-FAS, 1- JFJC, 1- Domestic Abuse

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

Policy and Planning

- As new teams stand up, PFT members migrate to support specific projects and teams, reducing the capacity for PFT to be nimble and responsive to general requests from Chief Planners. Although work is becoming more project based, with efforts around homelessness and food and basic needs taking priority, as well as members disbursed across other teams and the resumption of previous policy team work, there is little capacity left within the team to take on additional tasks. We may need to supplant this capacity if expected to continue to handle general problem-solving requests.

Admin Team

- The length of delay for the Board document Management system implementation is still being determined. Timeline could be impacted by the Governor's decision regarding extension of current executive order. Progress continues to be made; addressing the training aspect is a significant hurdle. Considerations are being given to a 'soft' go-live with a small group of subject matter experts handling all RBAs that need to go to the board.
- We continue to adjust technology and communications with the county board virtual meetings to address issues of meeting flow, reliability of the internet connections from the remote sites and Bluetooth use that affect the quality of the meetings.



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.

Policy and Planning

- PFT housing and food & basic needs workgroups are developing a coordination structure for transition to the operations phase. With projects transitioning from planning to operation, this involves the transition of one of the planning chiefs and PFT members who have been deeply involved in the workgroups.
- Overall, PFT reduced its membership, thus reducing PFT capacity. One grant funded team member returned to Workforce Solution to carry out mandated activities and two were assigned to completely support justice reform efforts. However, we hope that we have the authority to backfill support team members through the redeployment survey and requests through executive team, directors, and supervisors/managers.

Admin Team

- None at this point for the Administrative team. Under discussions regularly about how to meet the changing needs for administrative support of the COVID-related teams.

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

Policy and Planning

- Policy & Planning and PFT members continue to uplift our racial equity work and 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 service delivery, access to food and basic needs and housing.
- PFT members were intentionally selected as leaders with broad skillsets and diverse backgrounds. This allowed for the team to function at a high capacity around thinking and planning for racial equity impact, as well as a strong support network considering the wealth of leaders of color in the group. Nevertheless, as PFT members support other teams, they may be one of few or the one with this lens or lived experience within their new groups. We expect our daily check-ins to need more intentionality in supporting PFT members as they lead in their new spaces.

Admin Team

- In discussion with Prince Corbett, Racial and Health Equity Administrator, the issue of the Courthouse drop-off site, along with the 2 others that are one mile apart and all in downtown, means residents must travel downtown to drop off documents. This causes undue hardship for low-income communities, disproportionately communities of color and indigenous communities, who rely on public transportation. It also increases their risk of exposure to COVID. It is suggested that alternative drop-off sites be centrally located in racially and ethnically diverse communities and reduce the number of drop-off sites in downtown Saint Paul.
- Three of our employees, all individuals of color, have young children and are juggling added pressures with parenting children who have been home from school and/or childcare, with an increased demand on time and energy to balance family needs and attending to work.

As P&P and Admin members work closely together to support one another of this work, there remains a concern of pay equity when team members are doing similar and equitable advanced level work to support this response. It is our hope that TARP 3 and 4 will continue to be more flexible and equitable with classifications.

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

**WEEKLY SERVICE DELIVERY CHECK-IN**

Policy and Planning

- With staffing transitions stated in Question 3 above, PFT capacity is limited capacity left on the team. Remaining PFT members will monitor capacity to handle problem-solving requests. If more capacity is needed, PFT members will work with Planning Chiefs to request additional staff supports in the upcoming weeks.

Admin Team

- None this week.

**Additional Question for This Week**

**6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?**

Policy and Planning

- P&P and PFT members have a daily call for check-in and updates with planning chiefs. P&P and PFT members continue to support each other on projects and tasks, encourage each other to practice wellbeing as well as work/life balance. Members also check in with one another personally and organize virtual meetings to socialize outside of work hours.

Admin Team

- Team members who are physically in the office continue to interact frequently throughout the day—maintaining social distancing—and supporting each other by talking through the challenges of working and living under the current pandemic.
- We celebrated Administrative Professionals' Day in the office this week as one means of gathering with social distancing to recognize the value each staff member contributes daily to the overall work of the county and supports all levels of staff throughout the organization in its ability to serve residents.
- Consideration is being given to set up virtual check-in meetings with administrative support staff to connect weekly in the absence of onsite meetings.

**Deputy County Manager Comments**

**County Manager Comments**



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT FINANCE

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

- Received \$96M for CARES local government aid from the US Treasury.
- Working with Logistics and PH on a process for COVID Tests.
- Submitted two Finance Reports to leadership.
- Revenues in process: Pohlad Foundation (Housing), Telehealth (Correctional Health and SSD), MDH \$150M (Healthcare); DOJ (Sheriff and Corrections).
- Property tax memo was sent to the Board and passed.
- Emergency Powers RBA was sent to the board and passed.
- Formalized Revenue tracking process.
- Connected with Compliance Oversight lead to discuss roles members. First meeting is next week and Finance is on the team.
- Procurement sent the list of PPE vendor resources to Emergency Management.
- Child Care forms were posted on 4/21/2020.
- Reviewed Senate bill and issues related to the CARES funding with Gov Relations.
- Informal quotes received from hotels and alternate housing options. Quotes are currently under review.
- Connecting H&W Homeless Youth lead with Operations and Procurement to get contracts in place with hotels for use asap.
- 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?

- Struggling to get H&W moved forward on hotel p-card issue. We have made some progress this week.
- Workload has been challenging but still manageable.
- Continued from prior weeks: Concerned we are not capturing all EPTS spend – Spoke to Compliance Oversight lead on this and I think that will be helpful to ensure we are getting good information.

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.

- Going to the first meetings of the new Compliance Oversight Team and we will work through the finance roles and how we work together.

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

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



**WEEKLY SERVICE DELIVERY CHECK-IN**

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

- We continue to wait for a new laptop for Steve Kuhn – we are following up with IS and working internally on this. I asked one of my leads to follow up so expect this to resolve soon.
- Laptops for new hires have been requested and are in process. Thank you, IS!

**Additional Question for This Week**

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- We are having our first employee engagement event via Go To meetings – we will be playing Bingo and chatting as a team for those that choose to join.
- We have shared the resources that are up regarding stress, mental health, self-care etc.
- During every team meeting we discuss some of the challenges of not connecting in person and open the floor to discussion and ideas. Finance folks are generally quiet but I think they know they can reach out to the management team.

**Deputy County Manager Comments**

**County Manager Comments**

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Human Resources

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

- DIOD is testing Zoom integration within the Learning Management system this week; this will provide us the ability to hold virtual classroom instruction; seems to be going well.
- FFCRA leave provisions were implemented; received 58 applications in four days.

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

- Working through challenges of processing the increase in FFCRA leave requests within the required five days; adding additional internal HR staff resource to assist.

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.

- Continuing to identify and explore options to support front-line staff.

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

- Continuing to monitor racial equity impacts on staff.

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

- DIOD is currently working with MNState (formerly MNSCU) to identify virtual instructional design resources and support and working to identify other county staff resources to assist. \_\_\_\_\_
- Gaining a better understanding of the County's PPE resources and distribution so that HR can support departments in safe practices for employees as they begin to return to work. (connect with legis) \_\_\_\_\_
- County department leadership continue to explore ideas around supporting morale for all of our employees.

Deputy County Manager Comments

County Manager Comments



**WEEKLY SERVICE DELIVERY CHECK-IN**

**DEPARTMENT**      **Emergency Communications Center**

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

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

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

- No significant challenges or concerns.

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

- No known service delivery modifications.

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

- It is difficult to identify or quantify any external facing services that may have a racial equity impact.
- The ECC canceled an internal racial equity training with Dr. Jermaine Davis due to COVID-19. We are working with the leadership of the racial equity team to identify equity, diversity and inclusion trainings that may be available for our employees to attend virtually.

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

- We are working with Human Resources to develop a roadmap and timeline for reallocation of prior ECC staff that work within other county departments. Deputy County Manger updated on progress.

**Additional Question for This Week**

**6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?**

- We continue to follow our County Values through Leadership, People and Integrity by sharing knowledge, building trust and strong relationships with staff by:
  - Daily Manager conference calls to ensure information is being shared across organization, which informs our consistent messages to staff
  - Weekly Shift Supervisor conference calls to ensure proper information sharing
  - Created a training video on how to properly clean their console using product provided
  - Consistent email updates to staff reference procedural or information changes
  - Using internal facing website for a one-stop-shop for staff to refer to for procedural changes or updates
  - Conducted manager drop-in sessions (at a safe distance) for all staff to attend just before or after their shift to ask questions or raise concerns

**WEEKLY SERVICE DELIVERY CHECK-IN**

**Deputy County Manager Comments**

- Approved.

**County Manager Comments**



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Emergency Management & Homeland Security

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

- Remote/Telework systems functioning well with no reported problems. Staff is typically in the office at least 1 day a week for some collaborative efforts and to make use of office equipment.
- Fortunately, we have had few routine calls for service. In part because of the overall reduction in activity across the state, crime is down so calls to support law enforcement agencies are down. Our workplaces are in flux, so there have been no calls for threat assessment team meetings. Late winter and early spring are also the slowest time for weather emergencies. We have been in weekly contact (and additional calls as needed) with all of our municipal Emergency Managers and public safety providers – with daily coordination with Saint Paul and the Sheriff’s Office.

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

- Collaboration and teamwork is not as efficient when not able to organically discuss in person.
- We do not offer services directly to the public
- We are actively involved in contingency planning for the “routine” emergencies. Our plans and the state and federal procedures are almost entirely based on emergencies that cause or pose a threat of physical damage and interruption. Our office has worked with all of the county departments on continuity planning, but many of our municipalities and our private non-profit partners are not as far advanced.
- The tornado drill pointed out that many Minnesotans have not thought through their personal safety planning.

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.

- New mask requirements for working inside the mobile command center vehicle sent to all fire and law enforcement
- Once the re-open decision is made, EMHS will maintain our ability to work remotely/in the field. I have sent additional staff home with marked vehicles to decrease response time and increase mobility (if needed). The only waiver we intend to continue is to ensure that we are three deep in the capacity to respond. There will be little or no fiscal impact to this process however.

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

- No new impacts.
- The ongoing crisis is delaying implementation of experimental social vulnerability reduction program. However that program will be rekindled when the crisis resolves.

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

- Obtained portable scanner. No other needs at this time.

**WEEKLY SERVICE DELIVERY CHECK-IN**

**Additional Question for This Week**

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- We have instituted a mandatory time-off schedule to ensure that all personnel get at least one, and where possible two days to “take a knee.” The long-term impacts of 12-16 hour days is significant, particularly as we are under staffed.
- New hire from earlier process will start in May which should reduce workload.

**Deputy County Manager Comments**

- Approved.

**County Manager Comments**



**WEEKLY SERVICE DELIVERY CHECK-IN**

**DEPARTMENT**      **Medical Examiner**

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

- Everything went well.

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

- There are no recent changes to service delivery.

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

- No changes will be made.

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

- No changes.

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

- No additional supports or resources needed at this time.

**Additional Question for This Week**

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

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**Deputy County Manager Comments**

- Approved.

**County Manager Comments**

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

County Attorney's Office

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

- No changes from previous report

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

- No changes from previous 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 modifications presently anticipated

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

- No known impacts. *I'll re-raise questions from last week's comments.*

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

- Adequate lead time before any decision is made to open up all or a portion of County front-facing operations in Metro Square.

Deputy County Manager Comments

- Approved.

County Manager Comments



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Sheriff's Office

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

- As reported last week via email, the framework for our response remains the same and there has been a steady increase in demands for assistance each week.
- The Sheriff's Help Team continues to deliver food, medication, and other supplies to those in need.
- Community organizations have also reached out to request assistance with meal deliveries.
- Early morning hours outreach are effective in making several contacts and having the greatest impact with the unsheltered/homeless populations.
- Sheriff's Office is teaming up with Radias personnel to transport unsheltered/homeless to preferred sites.
- The Sheriff's provided assistance with the Somali Interpreters Association at Liberty Plaza. Donated masks fresh produce, toilet paper, and non-perishables were handed out.
- At the Sanneh Foundation, the Sheriff's Office handed out food. There were 38 vehicles in line waiting.
- The Adult Detention Center has had no positive cases of COVID-19.

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

- Entering COVID respite facilities and having close contact with homeless/encampments is dangerous for staff.
- There is a high percentage of unsheltered/homeless that are mentally ill/chemically dependent, reinforcing the need for services.

3. What service delivery modifications (if any) will you need to make for next week and why?

- Switching lunch service locations from Union Depot to Mears Park will present new/different challenges.

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 office as you implement redesigned services?

- In our unsheltered/homeless outreach, there is a disproportionately high number of Asians and women. More people of color are unsheltered/homeless.

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

- Additional Tyvek suits and medical bags.
- Continue to partner with Radias and People Inc.

**WEEKLY SERVICE DELIVERY CHECK-IN**

**Additional Question for This Week**

**6. How is your office supporting one another to maintain health and well-being during this time as we continue to serve our community?**

- The Sheriff's Office Employee Wellness Team provides information and resource to all office employees.

**Deputy County Manager Comments**

- Approved.

**County Manager Comments**



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **Community Corrections**

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

Adult Probation

- Agents continue to use social distancing and virtual client interactions. Agents report that clients have adapted well and in many cases are having more communication with clients than before.
- Intensive Supervised Release staff were provided and fitted with N95 masks that will make transportation from the DOC safer for agents and clients.
- Offender Link (automated phone notification system) messages regarding the cancellation of supervision fees went out to clients on 4/16/20. Support Staff have fielded a high volume of calls in response. Clients have expressed appreciation for the elimination of probation fees.

Juvenile Probation

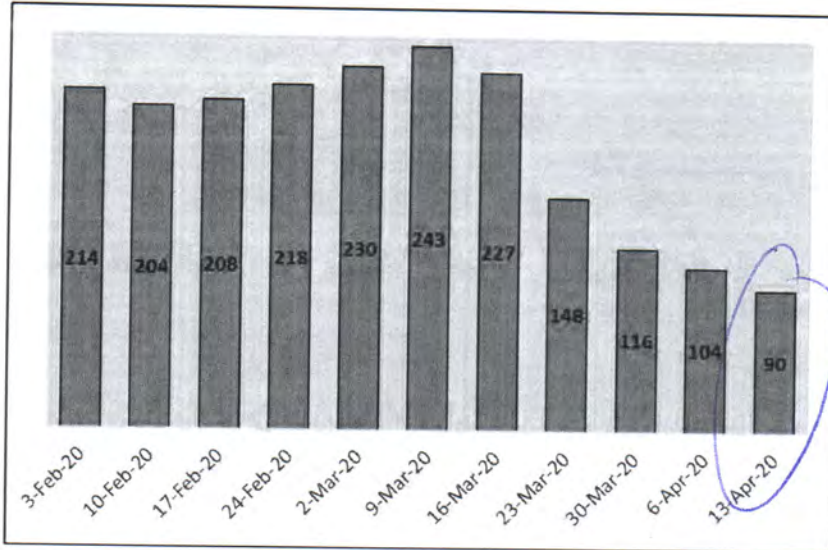
- Staff continue to make contacts with clients and families both in community and using virtual platforms.
- Staff received masks, hand sanitizer and gloves for community-based contacts and client transports.
- In working to support and engage families, staff are assessing ongoing basic needs. There has been an increase in request for Individualized Service Funds- family food bills are increasing (children are not receiving food at schools) and there is an increase in requests for assistance with utilities, clothing and hotel housing. Staff have compiled a list of resources to share with families.

Ramsey County Correctional Facility

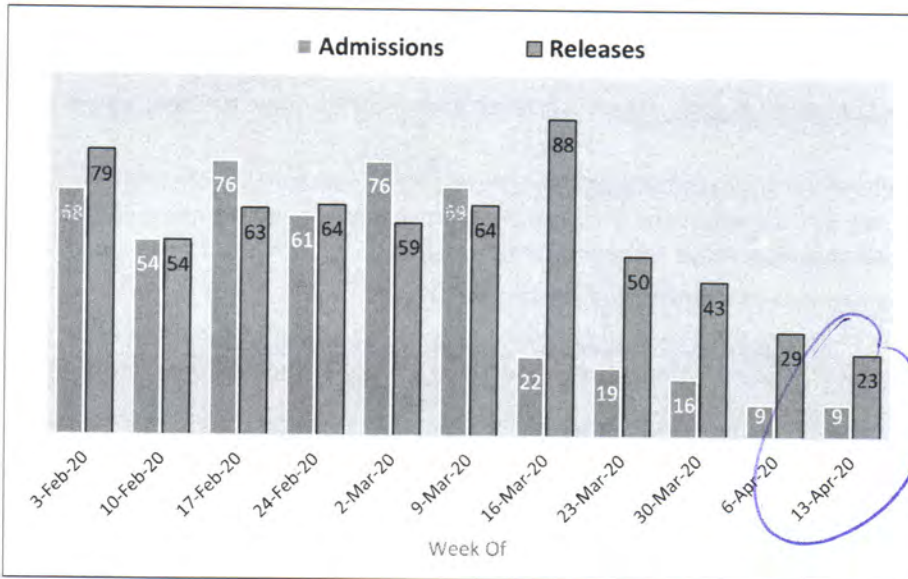
- The collaboration with Public Health continues to be invaluable. Their assistance and responsiveness has been extremely helpful.
- Staff have communicated operational changes in the facility with clients, specifically those related to health and safety. They have met with all the residents to discuss COVID precautions and plans for a presumptive or confirmed positive COVID case. Clients have been understanding and cooperative throughout this process.
- As the weather improves, clients are getting additional time outside in the recreation yard.
- In collaboration with the Courts, we continue to keep a lower level of population numbers to maintain health standards. This has also resulted in a greater use of Community based supervision options, which continues to reinforce reform work related to our goal of *More Community, Less Confinement.*

**WEEKLY SERVICE DELIVERY CHECK-IN**

Daily Population at RCCF



RCCF Admissions and Releases



Juvenile Detention Center

- Collaboration continues with Juvenile Probation staff to review status of each youth in custody on a daily basis
- Continuing to use virtual platforms for professional visits in lieu of face-to-face meetings
- Staff working hard to engage residents in SPPS distance learning in available formats- school packets and one online course
- All staff and visitors continuing to take temperature and self-assessment screening prior to entering facility



## WEEKLY SERVICE DELIVERY CHECK-IN

### Administrative Services

- I.S. approved video-conferencing licenses for COG staff to facilitate virtual group programming while working remotely
- Training Staff were also provided licenses to develop and deliver virtual training
- Virtual Level of Service Case Management Inventory (validated risk and need assessment tool) training began last week. To date, 40 staff have completed refresher training for this case planning instrument

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

### Adult Probation

- The department continues to be in conversations with the Minnesota DOC and other partnering agencies regarding the potential of significant challenges that our staff may encounter while transporting prison releasees safely back to the community. These concerns need to be addressed with a public health perspective that best assures safety for all.
- Predatory Offender Registration (POR) clients require higher levels of service including home searches to assure compliance with all conditions, including restricted access to internet and electronic devices. Agents are using creativity and alternative methods to verify information typically attained in a physical search.
- When addressing issues related to compliance to conditions, which could lead to a violation, agents are reviewing cases with supervisors in order to take appropriate actions.
- Stable housing will continue to be an issue as more clients are being released to the community from the DOC and the RCCF. The department is updating housing resources lists and distributing to agents in order to support clients.
- Agents will continue to monitor the added barriers and challenges that releasees will experience due to the COVID-19 situation. These include unemployment, stable housing, access to treatment and medical care, and attaining proper identification, etc. Managers are encouraging agents to be flexible with clients and help them problem solve these challenges on a case by case basis.

### Juvenile Probation

- Placements options for justice involved youth have become limited. The department is working with other department within the Health and Wellness Service Team along with other agencies to identify options for youth who need residential level of care.

### Ramsey County Correctional Facility

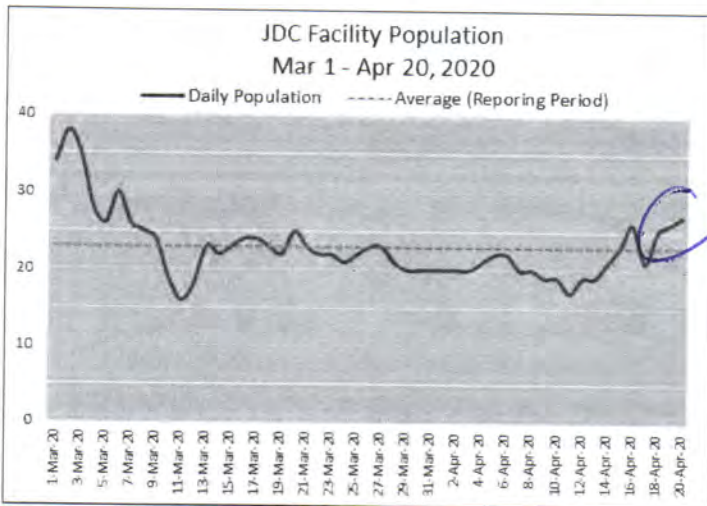
- In order to minimize movement in the facility and maintain social distancing traditional group programming was suspended. Cognitive skills programming continues to be offered on a one-on-one basis by trained coaches. Clients are contacted virtually, provided skill packets to work on, then provided feedback on their progress and skills to work on
- The facility will begin offering group cognitive skills programming (Decision Points) on site again albeit in a modified format. The facilitator will go into the dorm setting, instead of a program room, to instruct small groups, being sure to maintain social distancing. Offering programming to clients is a priority. Staff will continue to think creatively to find alternative solutions to provide this important service to our clients

### Juvenile Detention Center

- Masks for staff and residents continue to be a priority to assure safety for clients and staff.

**WEEKLY SERVICE DELIVERY CHECK-IN**

- Technology issues in providing distance learning through SPPS have been challenging. The department is advocating with SPPS staff and county IS for a shared solution. County IS is working with JDC staff to rectify technology barriers at the JDC. We hope to get appropriate support from SPPS staff and managers in the week ahead.
- It continues to be high priority for the department to reduce the number of youth at the JDC, however ongoing challenges include finding stable housing options, mental health care, treatment services and other critical services. Many of the youth who remain in detention are facing serious charges in the court system.
- Additionally, there are concerns that a lack of community resources (rec centers, enrichment activities, sports, etc.) could lead to increased arrests and admissions to JDC. We will be reaching out to Parks and Rec to discuss how to address this issue. Community Involvement will be essential to addressing these concerns.



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

Adult Probation

- Restrictions regarding agent contacts at employment sites, treatment centers and halfway houses have been lifted. Agents spoke to the importance of seeing clients in these areas and how these contacts enhance client services. The changes were made with social distancing and other safety procedures still in place.
- Agents have been working with their supervisors to identify public safety risk cases that merit ongoing drug testing.
- We are re-establishing protocols to provide onsite services with our homeless populations at the Saint Paul Opportunity Center and other shelter locations, when health and safety considerations are adequate.

Juvenile Detention Center

- In preparation for enhanced distance learning, the facility received larger computer monitors for educational purposes (students and staff will be able to maintain social distancing).
- The facility is now utilizing disposable containers for serving meals to residents and staff.



## 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?

The clients we serve are primarily people of color and/or people living in poverty, and more likely to be vulnerable and impacted by COVID. Many of the service delivery changes that have occurred are aimed to assist this population:

- The cancellation of the supervision fees will help address at least some of the disparate financial impact for those involved in the criminal justice system
- Adult Services terminated electronic monitoring fees in the summer of 2019 and removed eligibility restrictions for clients. This is important in the current environment since electronic monitoring is being used to alleviate and lower populations in jails and prisons. These alternative services must be accessible to all clients.
- Only clients with serious offenses are being incarcerated at the RCCF at this time. Additionally, a wider range of offenses have been approved for EHM, sentences have been shortened or suspended, and the facility has eliminated a number of client fees.
- We are continuing to advocate for youth and work with SPPS to ensure students receive education in a fair and equitable manner. All students should have equal access to education services.

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

- Divisions are starting to receive shipments of PPE equipment such as masks, sanitizers, cleaning supplies and gloves. This equipment is important for the safety of our staff and clients.
- Some staff are still struggling with less than adequate technical resources to do their jobs remotely. The department is actively working with IS to give staff the resources needed.
- Leadership is meeting with IS, mental health staff, and administration to address telehealth platform gaps and solutions.
- JDC staff are considering ways to augment one on one engagement with youth until SPPS staff are available on site.
- Leadership is looking at ways to accelerate the Department of Human Services background checks so new staff can be onboarded efficiently, especially in our facilities.
- The Cog Skills Staff are working with clients to assess their access to technology to plan and strategize delivery of cog interventions and services.

## Additional Question for This Week

### 6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- Supervisors have been encouraged to be flexible with staff schedules and resource needs
- Leadership has increased communication channels so that staff have the most up to date information available. Staff report that the abundant communication from the county and department is appreciated
- Public Health support and responsiveness has been extremely helpful in providing ongoing factual updates and critical resources. We are very thankful for their ongoing support and dedication!
- Human Resources and the Department Peer Support group have sent out information on self-care techniques during this challenging time.

**WEEKLY SERVICE DELIVERY CHECK-IN**

**Deputy County Manager Comments**

- Continue to partner with Public Health regarding evolving needs of the department.
- Notification to clients regarding the elimination of supervision/probation fees was an accomplishment for the week.
- Thank you for educating the clients in the facilities regarding safe practices during the pandemic.
- Continue to work with IS and SPPS to implement the agreed upon technology solution so juveniles in our care will have their educational needs met.

**County Manager Comments**



WEEKLY SERVICE DELIVERY CHECK-IN

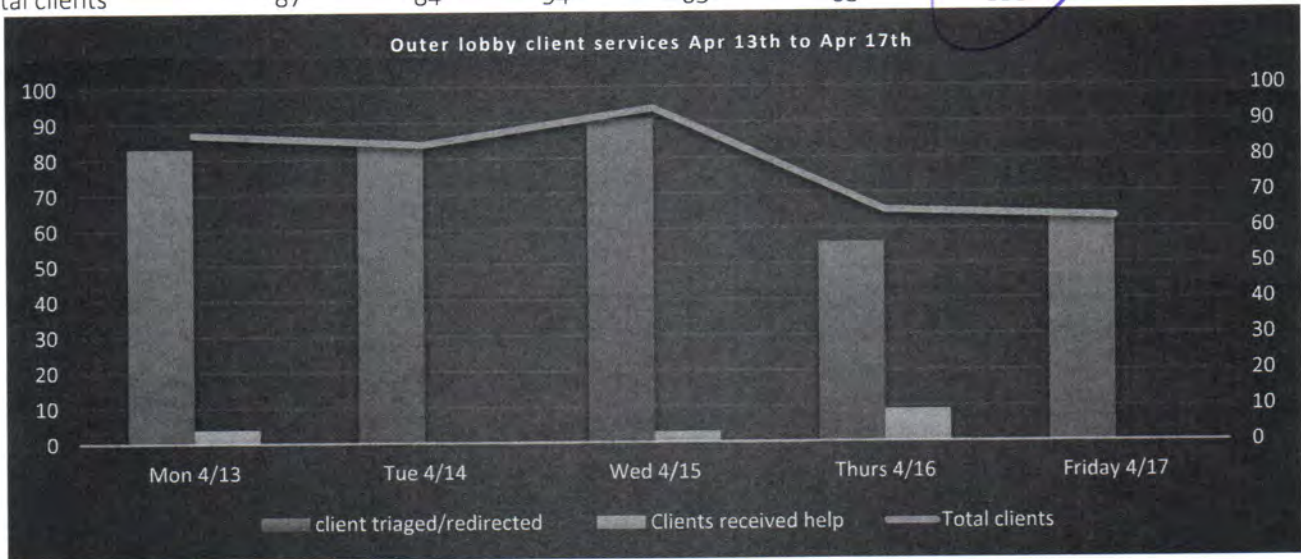
DEPARTMENT Financial Assistance Services

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

- Our redesigned service delivery approach continued without major issues. A limited number of staff in the office continue to assist clients who cannot receive their essential services remotely. Many clients come into the lobby to drop off and/or pick up documents, applications or forms.
- Most department staff are working remotely and continue to serve residents and issue benefits as quickly as possible without major issues.
- Call center continues to manage client calls and effectively eliminate unnecessary foot traffic to the lobby.
- Data tracked last week shows that there is a decline in clients coming into lobby and the number of new applications received by the agency. We had 393 clients who received face to face services from Monday through Friday in greeter and outer lobby area. 377 were redirected. 16 clients (4.07%) needed to come into the outer lobby to get additional assistance from the staff behind the front desk.

Outer lobby client service

Day	Mon 4/13	Tue 4/14	Wed 4/15	Thurs 4/16	Friday 4/17	total
client triaged/redirected	83	84	91	56	63	377
Clients received help	4	0	3	9	0	16
Total clients	87	84	94	65	63	393

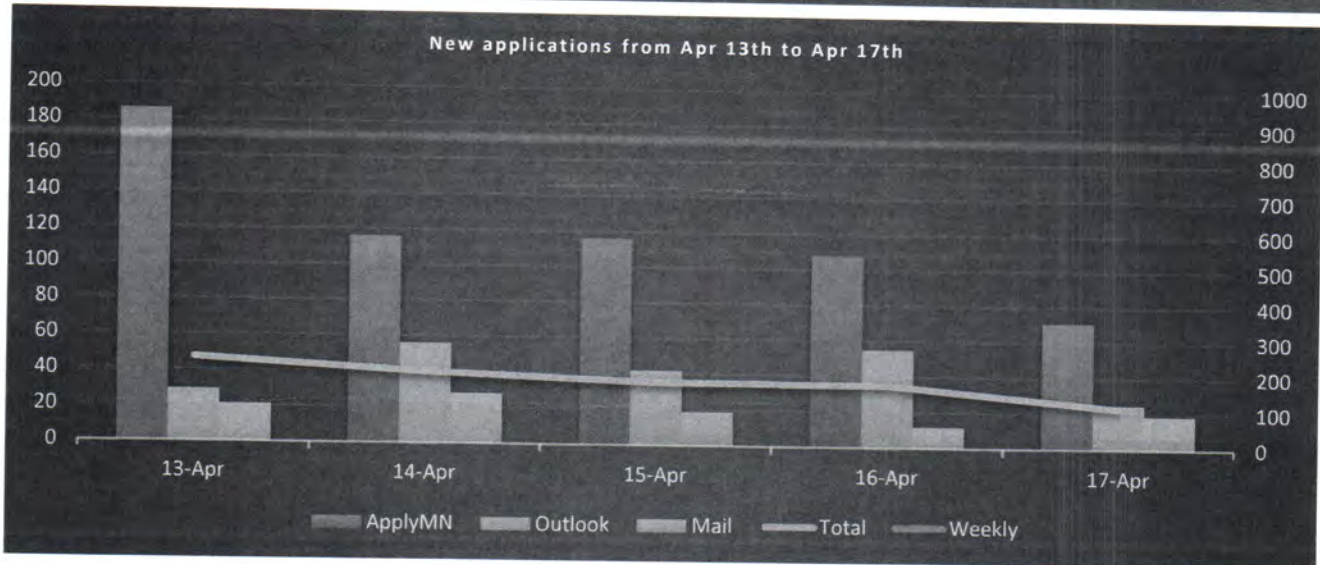


Also, we have seen a drop off in new applications. As the previous week we received more than a thousand new applications, the number of new applications for last week dropped to 903, which is 14.4% decrease from a week before.

Date	ApplyMN	Outlook	Mail	Total	Weekly
13-Apr	186	29	21	236	
14-Apr	116	56	28	200	
15-Apr	116	42	19	177	
16-Apr	108	55	12	175	
17-Apr	71	25	19	115	903



WEEKLY SERVICE DELIVERY CHECK-IN



Some clients started receiving, in addition to their Unemployment Payment, the Federal Pandemic Unemployment Compensation of \$600 per week, which started the week of March 29, 2020 and will continue until July 31, 2020. The Department of Human Services has informed counties that this \$600 per week will be counted as unearned income for SNAP and Cash Programs. Some clients are becoming over income and ineligible for Cash and SNAP program because this is income.

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

- Developing a virtual new financial worker's training in a relatively short period of time. Special headsets are needed that the Department does not have and will need to order. We are working with Health and Wellness Administrative Services to get the necessary equipment and assistance setting up the virtual curriculum.
- In order to protect staff and residents, we continue to assess the safety measures including installing plexiglass barriers at the main customer service windows inside the inner lobby.

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

- In collaboration with Public Health Department, we had Dr. Lynne Ogawa and other public health professionals tour the outer lobby and the main customer service center. They provided recommendations regarding the upcoming space that was going to be used by the new financial worker trainees. Given the training is eight weeks in duration, eight hours per day and there are thirteen new trainees; Dr. Ogawa recommended the training be virtual, if possible. Although challenging to implement on a short notice, the department is pursuing this recommendation. *Thank you.*
- The Department is planning to create a designated team, 12-15 workers, of frontline workers that will staff the lobby versus holding a lottery. Exploring the possibility of this team receiving an enhanced rate of pay for the time they are working in the lobby.

*connect with HR*



## 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?

- We continue to monitor and evaluate our redesigned service delivery model and detect any potential aspect that might have an impact on racial equity.

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

- Ongoing review will continue to make necessary adjustment in our service delivery.
- As we have been working with Public Health and Property Management, we started to implement changes to reduce the risk of COVID 19 to staff and residents.

### Additional Question for This Week

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- The COVID 19 is presenting unique challenges. However, the department has been very mindful to collaboratively carry out our service delivery and continue to serve our community collectively.
- To stay connected and operationalize our service delivery, most of our meetings are taking place via video/tele conferencing. However, we have in-person interactions and continue to practice the social distancing guidelines.
- Regular one-to-one check-ins are taking place. During this check-in meeting, supervisors have discussions with their staff to alleviate the stress employees are experiencing in this challenging time and are making referrals to EAP when needed.
- Supervisors make assessments on employee's work plan and productivity expectations and provide the necessary support employees may need.
- The department is taking time to understand the different COVID related time off policies, EPSLA, EFMLEA and PEPEL, to ensure staff have sufficient time off if needed during this difficult time.

### Deputy County Manager Comments

- Congratulations on pivoting to a virtual new financial worker training on such short notice. This accomplishment is great!
- Continue to make lobby improvements in alignment with the other walk in centers and in conjunction with the operations team. The placement and hours issues of the deputies have been collaboratively resolved.
- As we move further along in this pandemic, continue to assess employee needs and burn out due to the high volume of cases.

### County Manager Comments



**WEEKLY SERVICE DELIVERY CHECK-IN**

**DEPARTMENT**      **Housing Stability**

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

- A challenging week of restructuring Housing IMT and balancing providers wanting to tweak their service delivery models.

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

- Catholic Charities wants to reduce family shelter capacity and send families to hotels.
- Housing Support providers want to be able to send residents to COVID respite centers.

**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.**

- The homelessness structure within IMT will change quite a bit, Max Holdhusen will be moving into the Planning Chief role, Keith Lattimore, Melinda Donaway and Molly O'Rourke are finding their groove in Homeless Ops
- Attempting to stabilize current operations and ramp up for additional hotel space at the same time.

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

- We would like to start tracking race/ethnicity data by facility to make sure we are not exacerbating racial disparities.

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

- Human Resources needs to become an integral part of Operations under the leadership of Elizabeth Tolzmann. Many positions in Homeless Ops have been identified as needing to be filled.

**Additional Question for This Week**

**6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?**

- Work life balance feels pretty non-existent right now, but hopefully that will change as we stabilize our Homeless Operations within IMT and better leverage existing housing experts in the HWST.

*I understand...*

**Deputy County Manager Comments**

- This area is one of constant demand in an ever-changing climate. The adjustment to the homeless structure within IMT will hopefully provide much needed relief for the housing lead.
- Continue to navigate the changes our homeless service partners are making to their delivery models that have an impact on our service delivery system.



**Health and Wellness**

Week 6: April 19 - April 25



**WEEKLY SERVICE DELIVERY CHECK-IN**

County Manager Comments

## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT

Health and Wellness Administrative Division

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

- Remote teams are working well. We continue to improve communication and approaches to staying connected.
- NextGen went live at the Mental Health Center on Monday. We are providing a mix of on-site and remote support for new users.
- Staff role clarity between IMT and supervisors is improving and planning and evaluation staff see how their work is being recognized as part of long-term planning beyond the COVID response.
- Review of all contracts – build shared understanding, identified short term and long-term issues to address.
- Progress on COVID related transportation contracts.

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

- The use of Microsoft Teams is challenging because staff cannot use speakers or microphones from Citrix and it does not have a telephone call-in option.
- Scanning, printing, and electronic signature solutions still need to be implemented. We have not received access to Adobe Sign for e-signature options.
- Finding balance between limiting in-person support to new NextGen users and having sufficient support as people learn a new system. We will conduct a lessons learned session for this project to share learnings and adapt plans for delivering remote training as NextGen is rolled out to the Crisis 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.

- Some staff who are grant-funded have not been able to do the work required by the grantors. How do we communicate this to funders? Need to address
- Business & Functional Systems Support will be taking over support for the Ramsey County Care Center and Lake Owasso Residence.

#### 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?

- Contract review – incorporate race equity lens in contract review
- Figuring out how to continue race equity work in new environment
- Educational equity from early childhood through adolescence. Some examples are requests for Social Services clients to attend school. Request from parents for more resources and support for education, social and emotional development.

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

- Webcams, speakers and microphones for the workers who need to take their desktops home to work remotely.
- Additional technical staff for on-site work.



## WEEKLY SERVICE DELIVERY CHECK-IN

- Roll-out of Cherwell ticketing system to BFSS is becoming urgent in order to manage support for remote business users.
- Support, infrastructure and expertise around remote staff training.

### Additional Question for This Week

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- Maintaining patience and a sense of humor.
- Starting meetings with a "human moment" to check-in and see where people are at emotionally, as well as stay connected.
- Helping employees in other units.
- Viewing new assignments as learning and growth opportunities.
- Held a team "Happy Hour" to celebrate the NextGen roll-out.
- Flexible schedules, paid time off and leave options to accommodate childcare and other family needs

### Deputy County Manager Comments

- Congratulations on a successful roll-out of the Electronic Health Records (EHR) system at the Mental Health Center! This accomplishment is HUGE, especially since it was accomplished during the pandemic.
- Continue to work collaboratively with IS and HR to address unmet technology and resource needs.
- Connect with the appropriate department leadership regarding grant funded admin positions and the communication concerns surrounding funders.

### County Manager Comments

## WEEKLY SERVICE DELIVERY CHECK-IN

### DEPARTMENT Public Health

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

##### Correctional Health

- Service Delivery went well, there has been a reduction in the number of patients in each facility.
- There have been no positive COVID tests on patients within the last week.
- Screening of all patients and staff continues daily.

##### Family Health

- Clients continue to engage virtually, including new transfers from one PHN to another. Visits are more frequent.
- Progress is being made to provide virtual rather than phone visits with interpreters with whom clients are familiar.
- Staff are able to drop off PackNPlays, Plan B's through 555 Cedar, and infant scales to measure weight gain in premature, low birthweight, and early hospital discharged breastfeeding babies.
- County cell phones are available and NFP will soon be sending iPhones for distribution to clients, expanding the number of families having virtual access to SPRCPH and other community services including those for Inter Partner Violence.
- Ramsey County FAS workers are implementing new rules to assure families are able to enroll in and receive MFIP benefits.
- 211 resource has been very helpful. Requested resources are emailed to staff.
- Continue to develop and implement written process procedures that streamline and clarify COVID-19 adaptations to services.

##### WIC

- Curbside service for eWIC cards ~20 total; learning more clients are having transportation barriers and unable to take advantage of curbside services; Medical formula pick-ups 3 total; No request to complete appts onsite out of the 1592 clients served. Mailed ~90 new/replacement eWIC cards last week to participants unable to use curbside service.
- WIC contacts, referrals, Breastfeeding Peer Program services going well.

##### Administration

- Continued progress on EHRS pre-implementation requirements.
- Vital Records record requests at approx 25% of typical pre-COVID volume. Staff completing outstanding data entry work.
- HouseCalls had 2 staff in office full time answering phones and providing resources.
- Social Work staff went out in community with DSI on sanitation cases equipped with PPE.

##### Healthy Communities

- Microsoft teams initiated for all of CTC. First attempt at a Team Meeting. Positive feedback from most staff about having regular meetings and updates with one another.
- Community and Clinic outreach continues to be suspended.
- Communication continues to be active among all staff via all modes of communication (phone, email, skype, and Microsoft teams).



## WEEKLY SERVICE DELIVERY CHECK-IN

- Families requesting traditional mailings of C&TCs clinic and other resource brochures will be done with the help of our front desk staff as needed.
- Phone conferencing and MS teams continue to support internal and external work.

### Environmental Health

- SW/HW Compliance
  - Field incoming email and phone inquiries regarding hazardous waste generators related to hazardous waste annual report submittals, fee statements, regulatory status and payment plans.
  - Finalized online regulatory & technical training/technical resources for S&HW staff while they work remotely. Share with other Metro Counties.
  - Reviewed and responded to Water Gremlin related regulatory submittals
  - Monitor COVID-19 updates and evaluate impacts on program as well as solid waste/recycling industry
  - Licensing of solid waste facilities, haulers; hazardous waste generators, facilities
  - Conducted pre-demolition and complaint related inspections
- Solid Waste Programs
  - Development of commercial waste sort proposal with Hennepin, Washington counties.
  - HHW and Recycling Ambassador listening sessions conducted by Zan Associates
  - Revamped SCORE expense categories to reflect current reporting needs
  - Continued development of EH Racial Equity training
  - School waste and recycling RBA finalized; work on school database development
- Solid Waste Programs
  - Brush grinding completed at all yard waste sites
  - Followed up on homeless encampment in woods north of Frank & Sims site
  - Continued heavy use at yard waste sites;
  - Organics collection seeing heavy use at yard waste sites and 24/7 sites– have increased frequency of hauling services
  - Using Ramsey County-only funds at Recycling & Energy, ordered food scrap compost from Specialized Environmental Technologies aimed at community gardens and residential use in response to food security and community gardens
  - Worked with U of M Extension in the selection of the coordinator of the Master Gardener program
  - Continued work with municipalities to expand the number of food scrap collection sites
  - May 2 Compost Bin and Rain Barrel Event at Parks & Rec. planning continued with Recycling Assn. of MN
- Community Environmental Health
  - Plan reviews continue.
  - Temporary handwash stations made for public events (STP Farmer's Market).
  - Formulating messaging for virus transmission prevention for if/when places of accommodation can reopen to the public.
  - Storm shelter spot checks at Manufactured Home Parks is took place last week.
  - Began using self-assessment documents for remote inspection activities during pandemic; documents have been shared with MDH/MDA/local metro partners.
- Engagement & Outreach
  - Created and updated communications tools related to Solid Waste Operations,
  - Developed signage for social distancing at Yard Waste and HHW mobile collection sites along with direction to keep all products in trunk or cargo bed of vehicle.
  - HHW program evaluation on-line survey responses – 382, responding to post card mailer and social media.

## WEEKLY SERVICE DELIVERY CHECK-IN

- o Community engagement moving forward with modified virtual/online format.
- o Collaboration with R&E and Washington County staff on alignment of messages, promotional resources, community engagement, etc.

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

#### Correctional Health

- Continued short supply of PPE, continuation of reuse guidelines for the foreseeable future.
- Length of isolation precautions and how they affect Mental health.

#### Family Health

- As children spend more time at home and are not being seen for well child checks at their primary care provider, children are not getting the blood lead screening that they would have normally received and may have undiagnosed lead poisoning. Providers may inadvertently skip blood lead level screening once they do start seeing children in the clinic; and we will see higher blood lead levels in children who are screened because they have had longer exposures prior to any intervention.
- Reduced referrals at a time with greater client need.
- Staff are anxious to return to face to face home visits, particularly for postpartum, newborn, and breastfeeding assessments/interventions.
- School district information released this week reflects that in St Paul 1 of 5 children have not accessed online school offerings. Teen Parent staff confirm this and are working with school staff to increase engagement and reduce barriers.
- Assisting non-English speaking families to access unemployment continues to be challenging and difficult. Has not been able to connect with any staff at Unemployment office when questions arise.
- Not able to assist families to find culturally appropriate foods at food shelves
- Slow internet continues to be an issue for staff when connecting with families virtually
- Staff still not able to virtually connect with non-English speaking families because of technology and the need to merge interpreter into the process.
- Continued need of a platform/ software for electronic signature from clients on forms, such as release of information, Notice of Privacy Practice, consent for services. Forms that are used in our everyday business and that still required by other agencies in order to do business with them during this pandemic.

#### WIC

- We continue to explore platforms for receiving client electronic documents and signatures for Release of Information to resume critical referrals such as for home visiting services. Sharethisfile.com was not approved so we are looking into Docusign for Release of Information and What's app for Business for proofs.
- Managing services and workflow with reduced bilingual staff due to ICS activation of some staff and a growing caseload.
- Difficulty sifting through the new policies related to COVID19 leave and deciding who we can/should accommodate to work from home knowing we lack the capacity to send everyone home. This results in staff confusion and feeling as if WIC leadership is not being transparent.



## WEEKLY SERVICE DELIVERY CHECK-IN

### Administration

- Challenge using Microsoft Teams for staff working on desktops, and not using County cell phones.
- HouseCalls – Many community resources have changes to policy and resources. We are working hard to stay updated to educate ourselves and clients on best places to get food, clothing, shelter, etc. during the pandemic.

### Healthy Communities

- As additional staff are activated to ICS, daily responsibilities will be increased among remaining CTC staff
- Learning the Microsoft Meeting program for all staff

### Environmental Health

- The timeliness and the prominence of communication updates for all Operations, promotions, community engagement.
- Community engagement in several projects under development or being implementing; resolved by developing non face-to-face community engagement strategies such as on-line survey; working with Zan Assoc. using on-line listening sessions instead of focus groups.
- On-line payment for fees, but work on that is progressing with IS, PTRES; county manager approval was granted last week.
- Challenges with on-line meetings – mostly related to heavy internet use.

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.

### Family Health

- Plan for and develop processes to return to phased in face to face home visiting.
- Implement a plan for weekly outreach to clinics and hospitals to encourage referrals.
- Continue to test the process of merging Microsoft Teams and language interpreter technologies to provide virtual service to families.

### WIC

- Explore service changes if further staff are activated to ICS work.
- Hope to get security approval for What's app for Business and DocuSign to help move forward with securing direct referrals. Currently only able to provide phone numbers to refer families to critical services.
- As we anticipate sending more staff home to work remotely, we are required to adjust staff workload distribution, which we are finding is increasing supervisors' workload.

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

- Isolation precautions has had more of an impact those with mental health problems, social services is working well to keep up with referrals.

## WEEKLY SERVICE DELIVERY CHECK-IN

### Family Health

- Serious concern for the potential transmission of COVID-19, particularly among Karen families employed by meat packaging plants living in crowded apartments in densely populated buildings. Many of the families we serve work in the recently closed plants and travel home in crowded cars daily or on weekends. Concern for the health and wellbeing of these families and their access/use of health care. We will outreach to our enrolled families to see if they need help in completing Unemployment or MFIP applications, but many more may need assistance.
- Concern and monitoring of increased rates of preterm or complicated births, particularly among African American clients.
- Concern for increased transmission of COVID-19 among all low resourced Ramsey County individuals and families based on density of living environments and limited potential for individual quarantine. Continue to reinforce prevention strategies.
- Still not able to do virtual visits with non-English speaking families so PHN not able to fully assess how mom and baby are engaging.

### WIC

- We are concerned about the health inequity gap growing as we are currently unable to screen participants for low Hgb and growth concerns, and therefore not prompted to send medical referrals and close follow up. As long as it is recommended to implement social distancing, we will not be able to obtain these measures. To address this, we plan to pull reports for high risk participants and complete additional follow up calls.
- Last week, we identified the impact of WIC families unable to utilize online grocery delivery or curbside pickup. We are working on identifying frequently used WIC stores that will allow our high-risk participants to either access stores during high risk hours if available or inquire about calling ahead to have an employee shop for the client allowing the WIC client to pay when they arrive.

### Admin/HouseCalls

- The majority of calls have been requesting energy assistance- those residents have been encouraged to utilize CAP money first. Last week we did not complete any grant assistance for residents.

### Healthy Communities

- Ongoing burden placed on our non-English speaking staff from their community/culture for unmet needs. Including limited communication about "shelter at home, use of protective equipment, parental stressors r/t distant learning"
- Requests for car seats from agencies have delivery restrictions in place especially to non-English speaking families
- Parents increase need for respite/support and help with their children who have special needs (Autism, Mental Health issues) and lack of resources available

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

### Correctional Health

- Increase in PPE, hopefully reducing reuse.



## WEEKLY SERVICE DELIVERY CHECK-IN

### Family Health

- Implementation of virtual home visits with interpreters who clients know, which is particularly important for potentially COVID-19 exposed clients who worked in the now closed meat packing plants and have increased needs to apply for additional services.
- Implementation of new practice standards for prenatal, postpartum, and infant assessments in an environment of early hospital discharge and reduced clinic visits.
- Obtain DocuSign or other like format for client ROI's for clinics and hospitals and referrals from WIC.

### WIC

- What's app for Business and DocuSign once reviewed and approved. Request submitted to IS.
- Beginning to think about the logistics behind using Ramsey County staff who could shop for WIC foods for high risk WIC participants and delivery the foods to the WIC family.

### Admin/HouseCalls

- Rental assistance requests are significantly up. HouseCalls is only funded to assist 2 households at the amount of \$800 each monthly. Requesting additional FHPAP Funding to assist at least 5-10 households' w/ rent a month.

### Environmental Health

- Online e-payment; under development with IS, PTRES

## Additional Question for This Week

6. **How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?**

### Correctional Health

- Continue to have staff meetings and zoom meetings to address concerns
- Distributed donated head bands with buttons to help with concerns of elastic hurting ears from mask use.
- Continue to listen for concerns and utilize resources and innovations that maintain health.

### Family Health

- Increased one to one and team meetings for supervisory, personal, and peer support.
- Purposeful sharing of information related to staff and client reduction of anxiety and depression support.
- Recognition and support for the remarkable work and adaptations they are accomplishing.
- Being flexible with the daily check-ins with staff
- Problem solve barriers that staff are facing with providing services to families
- Sharing of information and resources with staff
- Be flexible to staff's needs to take time off any time during the day

## WEEKLY SERVICE DELIVERY CHECK-IN

### Administration

- Many online meetings to discuss COVID-19 impacts on services, as well as continued work on other initiatives including NextGen EHRS.
- Daily 1:00 calls with 555 Cedar supervisors for short updates and problem solving are helpful to stay connected.
- Maintaining supervisor/staff communication in person or virtual for problem solving, sharing information and support.

### WIC

- We have a weekly staff meeting to check in with all of our 40+ staff every Friday morning.
- Every staff have their own cubicle, work equipment and routine worksite/team in order to reduce anxiety of coming to work. This helps minimizing person to person transfer.
- Monthly wellness activity lead by a co-worker.
- We have noticed the self-care modules in the LMS. We will refer staff to the LMS to view some of these trainings.
- Our staff typically look forward to our monthly in-person staff meetings. This month we still have time allotted for a meeting. Currently exploring ways we can use this time for a virtual staff self-care activity.

### Environmental Health

- EH Supervisors prepared a video (individual 30-45 second videos, edited together) for Administrative staff to honor them on Administrative Professionals Day (4/22) – a big morale booster.
- Regular emails from EH Director to all staff about Division, Department, County activities, always with health and well-being messages
- Regular face-to-face meetings of staff & supervisors that reinforces safety, health messages

### Deputy County Manager Comments

- Continue to monitor and assist community members who were employed by the plant which shutdown in southern Minnesota.
- Continue to work collaboratively with IS on technology needs.
- Engage Racial Equity Community Engagement Response Team (RECERT) to assist with racial equity issues described above.

### County Manager Comments



WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Social Services

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

Care Center

- Staffing has remained stable. Preparing to staff COVID Unit. No illness among residents.
- Received CARES Act Provider Relief Fund of \$121,187.89.
- Advanced Wireless call system installed and final programming is being completed today. Thank you IS for the quick response.

Lake Owasso

- Service delivery is smooth. Continuing to screen all staff upon entry. No increase in staff absences and no known illness or exposure among staff. No illness among residents.

Child Protection Intake

- There was a large increase in reports and cases required to be screened in on Wednesday, Thursday, and Friday, but weekend reports/cases slowed to the prior three-week period pace.
- The support given to the investigators including provision of hand sanitizer, masks and gloves has been incredibly helpful to provide for peace of mind and good health, and it is appreciated. Thank you.

Child Protection Early Intervention

- The team was extremely busy and completed safety mapping for 19 cases last week.

Child Protection Case Management

- Received some rare compliments from parent attorneys on our efforts to continue parenting time/supervised visitation.
- Also received some rare compliments from Judges and parent attorneys on timeliness of court reports.

*well done.*

Family Support

- Childcare appears to be working seamlessly. The providers who have remained have COVID-19 plans in place, no complaints, no misunderstandings.
- DHS posted new trainings online for childcare licensing providers, new providers can access this for licensing needs.
- Families are interested in starting foster care homes and we are working on methods to accomplish trainings required for licensing new homes.
- Placements began in Corporate CFC home, Journey of Hope.
- "Runaway bus program" works. Greyhound providing tickets for SEY youth on the run.
- Kids in Extended Foster Care – Armed services, active. No youth directly impacted in loss of dorms during COVID-19.
- Ergonomic laptop information coming out at right time. Telecommuting issue: some staff are commenting about workspace at home is not like being at desk at work. Reminders published by county are helpful suggestions.
- "First" call to Safe Families worked in collaborative way. Mom was ill and wanted to have a placement for 4 kids together. Family is not involved in the system. Turns out mom did not have coronavirus, ill of something else. Safe Families are

## WEEKLY SERVICE DELIVERY CHECK-IN

going to help with other services: food delivery, etc. to help the family. Good example of county-community working together to solve problem for families!

### Mental Health Center

- NextGen successfully implemented. Due to COVID, we had virtual trainings. Capability Team has been on site, which has been helpful. No major issues encountered.

### Adult and Child Crisis and Stabilization

- Workers now have Jabber and can be active on the call center while working remotely.

### Detox

- Received an order of necessary PPE for the unit, including masks and hand sanitizer, and ordered more (500) masks to be delivered by May 4<sup>th</sup>.

### Adult Support

- Adult Case Management - We continue to do our best to reach out to clients via phone and assess when face to face contact is needed. This appears to be going well overall.
- All Adult Support staff understand the importance of increased contact with clients via phone.

### MnCHOICES

- Using the pre-stamped envelopes helped residents return signed documents.
- Fax to email to get documents from residents and facilities.

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

### Care Center

- PPE (now isolation gowns) needed.

### Crisis

- Two members of the Mental Health First Aid team requested to work fewer hours. (They are working MHFA in addition to their regular jobs.)
- Anecdotal evidence suggests that suicides and attempts are increasing. It is difficult to do prevention work over phone, so this concern is something we need to address through new service delivery approaches.

### Family Support

- 20 APA and 8 Northstar requests are pending at DHS for review/approval. Have asked for status update. This seems like a large number "waiting."
- Clerk moving to full time spot in CPS.
- We will try our first Zoom Training in Foster Care for Nuts and Bolts this week.
- Finding placements, disruptions happening. Arlington Shelter closed – lacking some resources. Keeping eye on this and



## WEEKLY SERVICE DELIVERY CHECK-IN

trying to figure out different placements.

### Mental Health Center

- At the Mental Health Center, not all clients can access telehealth due to limited technology. Services are provided to these clients via phone or in-person as able. We are looking for another telehealth platform that includes both video and the ability to call-in for group sessions.
- Transitioning to a new system during a pandemic. However, the EHR capability team has been extremely helpful.

### Detox

- Out of county referral sources are frustrated that capacity has been reduced from 40 to 20 beds and that Ramsey County clients are given priority. We are taking individuals from other counties but cannot guarantee beds will be available.

### Adult Support

- All Adult Support staff report challenges in adjusting to not regularly seeing clients face to face when assessing needs and stability. Staff must trust the phone assessments when they are accustomed to looking at social cues when done in person.
- Some Adult Support staff are reporting technology issues in the past week with computers locking, crashing and some systems temporarily not working.
- Some Adult Support clients lack access to immediate resources such as housing, food, and medications.
- Adult Case Management staff reported concerns in their inability to contact community providers in a timely manner. Some community providers have been delayed in returning calls/emails to case managers. This can delay assessing and addressing client treatment needs.
- Adult Case Management staff are exploring new ideas in how to best support clients with substance use issues with current changes in services and supports. There is concern they may engage in more risky behaviors.
- Adult Case Management clients are reporting a desire to have their own PPE (masks, gloves, cleaning products) and don't have access.

### MnCHOICES

- Trainings and service delivery for residents who are deaf or hearing impaired: no closed caption capacity currently

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

### Care Center

- Currently filling nurse and nursing assistant openings, supply position (two recent vacancies) and two housekeepers.

### Child Protection Case Management


- We are waiting for contract management to identify if contracts need to be modified. Vendors need direction on service delivery. Many are providing virtual services to families and are doing so even while they are unsure if and how much they will be paid for their services. Vendors are contacting us often for clarification.

## WEEKLY SERVICE DELIVERY CHECK-IN

### Family Support

- DHS sent a bulletin that MAPCY rates in foster care can be adjusted due to complexity of COVID. No word from Revenue about how to initiate.
- AFC homes desire a change in service agreement to increase rates because all clients now are home together. Prior to COVID, clients went to adult day care or to a part time job, and now things are closed.
- Continuing to work on Social Service – Public Health reporting during time of COVID-19. Creating a form that supervisor in Social Services shares to St Paul Public Health. PH Attorney and SSD Attorney to meet Friday, April 24, hopefully to finalize form and protocol.

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

- Child Protection Intake continues to receive a disproportionate number of reports involving families of color.
- African American families served by Child Protection present more of a crisis during this time. Whether it's housing or getting their children connected with school on a regular basis- due to children's behaviors and lack of consistency in daily routines, there are greater challenges for the families.
- Court hearings are not being held on a regular basis which prevents children from reunification. The majority of children and families in the court system are African American and American Indian, thus the systemic process is impacting progress on their case plans and reunification.
- In Adult Mental Health Case Management, a small number of clients who all identify as people of color are experiencing homelessness and the majority currently do not have access to a cell phone. These clients need to rely on case managers and other service providers for up-to-date and accurate information related to COVID when they are able to connect.
- A culturally diverse child daycare list was created for Ramsey County employees and a handful of employees have used this service. Thank you. 

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

#### Care Center

- Putting final pieces in place for COVID Unit.
- "Train the Trainers": Assuming 40% illness possible at one time per CDC, the assumption is that we will need 25% to 50% staff trained as trainers. This will allow us to provide "just in time" training for any redeployed staff coming to the Care Center. Not knowing which staff will be ill and when led us to the 25% to 50% assumption. *Good update. Thank you.*

#### Lake Owasso

- Improved access to disposable masks. In the meantime, we continue to use cloth masks.

#### Child Protection Case Management

- Hoping to provide small bottles of hand sanitizer for people to have in their cars when they need to have face to face contact.

#### Family Support

- Possibly Uber/Lyft cards for youth who have jobs in grocery stores (essential worker) so appropriate to use them. Bus



## WEEKLY SERVICE DELIVERY CHECK-IN

routes are reduced, so at odd hours, some youth have paid for their own ride home.

- Consider wider range of phone calling cards, such as Boost Mobile (has access to internet, text messaging, etc.) so increases choice and flexibility for youth.
- Some licensed foster homes do not have internet access. Should that be a required service for access to online schools, etc.? When youth don't have computers, County has been able to access Kammack-Marshall or get a Chromebook via STAY grant. But youth still need internet access. There could be issues about conflict outside of school need/length of time kids on internet, or access issue for SEY youth to get on internet, etc.

### Adult Support

- Exploring grocery delivery through Schwan's for our clients who receive EBT benefits.

### MnCHOICES

- As more people are spending additional time at home, what are "best practices" for managing their technology for efficient use and care of their laptop?
- A refresher in managing private information in email and communication.
- Trainings on how to use the available technology to the fullest capacity for efficiency and effectiveness.

## Additional Question for This Week

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

### Care Center

- Supporting staff with daily updates and twice weekly staff meetings. Ensuring that staff are getting appropriate time off and away from work here at RCCC.

### Lake Owasso

- Everyone is being flexible in scheduling to ensure coverage across shifts. Notes of appreciation and gratitude are included with update memos to thank everyone for doing such a great job to-date in keeping residents safe and healthy. Some staff are voluntarily doing other tasks such as helping clean and sanitize the admin building and making sure houses have essential supplies that need to be distributed more frequently. Attitudes and morale remain remarkably upbeat and stable which helps everyone cope better with the day-to-day uncertainties.

### Child Protection Early Intervention

- There are two team check-ins and regular supervision with staff each week.
- Supervisor participating in about 90% of mapping sessions.
- Newly hired staff are learning from other co-workers as well as the supervisor, and the supervisor is available to answer their questions and provide them with immediate feedback.

### Child Protection Case Management

- Staff have reported feeling greatly supported by daily communication from Kim Cleminson.
- Many people are covering for each other and there is great participation in ongoing safety mapping initiatives.

## WEEKLY SERVICE DELIVERY CHECK-IN

- Communication has increased at all levels, and while there are challenges with doing things a new way, people seem to be moving in the same direction more than ever before.

### Adult and Child Crisis and Stabilization

- Being present for crisis teams
- Offers of support
- Daily contact with each member of the team
- Thank you messaging

### Mental Health Center

- Utilizing technology to build team cohesion.
- More meetings/check-ins with staff.
- Multifaceted support for NextGen implementation via in-person, phone, email.

### Detox

- All parts of the leadership team have been on the unit to assist with tasks. Nurses are stepping in when there is a shortage of aides on the unit. Management have been onsite to talk to staff and be present which has been beneficial for staff to see.

### Disability Services

- We are meeting over zoom/teams regularly; checking in over IM, email and phone almost daily. Some of the teams have opted to have short weekly meetings to stay on top of the constant changes from DHS and to check in with each other.

### Adult Support

- Regularly checking in on personal management, families, balancing life and work, asking how people are taking care of themselves, plans for weekend – encouraging rest and self-care.

### MnCHOICES

- Frequent checks in with each other – personally, during virtual meetings etc.
- Virtual lunches between peers.

### Deputy County Manager Comments

- Congratulations on a successful roll-out of the Electronic Health Records (EHR) system at the Mental Health Center! This accomplishment is HUGE, especially since it was accomplished during the pandemic.
- Continue to work on securing necessary PPE to keep staff and residents safe.
- Thank you for the ongoing efforts to creatively resolve issues that arise and provide for resident needs.



**WEEKLY SERVICE DELIVERY CHECK-IN**

County Manager Comments

WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT **Veterans Services**

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

- Requests for assistance with MDVA COVID Disaster grant processes are leveling off and currently manageable.
- Re-design of services is working well.
- Staff working remotely and on a rotation in the office.
- Calls and email requests for services were answered promptly.
- Staggered staffing in office has provided needed support with mail processing and distribution, fax processing and other functions.

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

- The biggest challenge right now is that MDVA processing of COVID Disaster grants is taking 2-4 weeks.
- People need help so staff is currently focused on finding more immediate assistance options for veterans who are in crisis.
- The most consistently asked question is what IS the status of my grant application (in many cases submitted online by the veteran) and MDVA is unable to tell veterans or us because of their 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.

- Staff continue to report all systems go and working very smoothly.

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?

- Review race data available for use in developing targeted outreach.
- Create Communications tool for use in making veterans aware of emergency/crisis benefits and public assistance benefits.
- Plan a virtual Town Hall meeting to learn more about the needs of veterans of color and their families.

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

- On-going meeting and coordination with Race Equity staff and leaders.

Additional Question for This Week

6. How is your department supporting one another to maintain health and well-being during this time as we continue to serve our community?

- Overall team relationships have improved during this challenging time. Regular communication between staff members occurs by phone, text and email.
- Convened weekly staff meetings to make sure everyone is connected, supported and working together.



**WEEKLY SERVICE DELIVERY CHECK-IN**

- Staff have great working relationships with our partners, and it is really paying off.
- Seeking out new creative ways to engage new and existing partners serving veterans has provided a lot of hope and inspiration during this challenging time.

**Deputy County Manager Comments**

- Continue ongoing discussions with the RECERT to address the needs of and racial equity impacts on Veterans.
- Monitor workload of staff and request assistance as necessary.
- Continue to support staff as they adjust to this new way of working.

**County Manager Comments**