

Ramsey County Service Delivery Check-In
County Manager Comments
Date: June 28, 2020 – July 11, 2020

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

- The excellent work of departments to redesign and document service changes in real-time has resulted in a sustainable model that now allows this approach to move from bi-weekly to monthly. Service Teams will be asked to continue updating service delivery plans and effectiveness, alongside a particular focus on racial equity implications, every month throughout the emergency period. Thank you to the thousands of dedicated public servants who continue demonstrating flexibility and commitment to the important work of the organization and community no matter the challenging circumstances around us.
 - For any service design changes that need to occur between the one month updates, please work with the Deputy County Manager on those specific issues as they arise, and then document changes during the next round of forms submission.
- All areas of the organization, as they explore opportunities to enhance services through expanded in-person interactions, must plan for a scalable model that reflects the uncertain reality of COVID-19. As trends shift and Ramsey County must ensure safety of its employees and the residents seeking service, face to face interactions may need to be adjusted on a case by case basis through this service delivery process to ensure alignment with current public health guidelines.
- CARES Act implementation and evaluation remains a top priority for the organization, and continued focus and efforts will continue through the Incident Command Structure to ensure appropriate resources and attention are paid to this important and high-profile work.

Information and Public Records Service Team

- Please follow-up with the County Manager to discuss and resolve the following issues raised in the elections report:
 - Work out of class assignments
 - Election judge pay and alignment with the regional market in the 2020-2021 budget
 - Election judge pay during the pandemic period

Economic Growth and Community Investment Service Team

- All recommendations for service changes in Parks and Recreation are approved in alignment with state public health guidance.

- Recognizing that the current model for service delivery in libraries can be staff-intensive, any future ideas or innovations to move toward different models that build on lessons learned and opportunities to continually improve will be welcomed.

Strategic Team

- No comments beyond those handwritten on the submitted documents.

Safety and Justice Service Team

- No comments beyond those handwritten on the submitted documents.

Health and Wellness Service Team

- Please confirm that the call center work happening in Financial Assistance Services is aligned with the work to integrate call centers across Ramsey County that is happening through the Incident Management Team Operations Section.
- All recommendations for service changes in Financial Assistance Services are approved in alignment with state public health guidance.
- Please confirm that the issues raised associated with contracts for families experiencing homelessness have been addressed in the time between form submission and County Manager comments.
- The County Manager would appreciate additional context and dialogue regarding the Social Services department comments regarding recent interactions with the Courts as this is an important area of collaborative cross-systems work to move forward.
- Please prioritize the integration of Veterans Services within the new integrated service delivery in-person model prior to decisions about specific changes to the physical environment within the Veterans Services department.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Assessors Department

1. Describe how service delivery went these past few weeks. What has been working well?

- Service delivery is stable.
- Appraisers are moving on to current assessment work now that the appeal season is over, using desk top review methods compliant with IAAO standards.
- Land Records staff are working well remotely, staying current with legal description interpretation requests, and customer requests for various information. Splits, combinations and new plat requests are also current and working well in their new electronic form, moving from land records to appraisal staff to administrative staff for completion.
- Continued coordination with the City of Minneapolis and City of St Paul regarding information sharing and process design to begin reassessment work necessary to account for property damage sustained during the recent civil unrest. Notification to affected property owners should be mailed this week.
- The staff who are in the office have transitioned to following the mask policy without any issues.

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

- None foreseen at this time.

3. 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?

- We have not seen any new negative impacts caused by process changes. Staff have not reported any negative impacts. We continue to monitor and re-evaluate our service delivery to avoid unintentionally creating any negative impacts.

Deputy County Manager Comments

- No additional comments.

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Communications & Public Relations

1. Describe how service delivery went these past few weeks. What has been working well?

- Things continue to go well for us as we work remotely. MS Teams is becoming more integral to how we accomplish our work each week. We are now undertaking use of the tool for project tracking and management and are training communications staff on this.

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

- In concert with the lessening of meeting frequency and daily demands of the ICS structure, we are actively working to reduce the flex time balances of several of our team members that have been significantly run up since mid-March.

3. 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?

- No notable changes from previous reports. We continue to coordinate translation of key messages and documents based on needs raised through IMT and departments, and we continue work to identify adequate staff support to provide responsive and successful partnership with the RECERT team.

Deputy County Manager Comments

- No additional comments.

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Administration

1. Describe how service delivery went these past few weeks. What has been working well?

- Tax, Recording and Assessing services operations continue to run very smoothly as it has the past few weeks, receiving most of our customer contact/work through the mail, drop box, or online services.
- The Unified Team has remains current. 30% higher volumes from 2019 continue to be the trend.
- Despite the continued increase in volume business has been manageable. We continue to find/develop efficiency's and maintain statutory compliance.

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

- Continued collaboration with the Planning team, Property Management, and Public Health to establish an enhanced service center hub at the Plato service center. Target launch still is July. This includes opening the service counters for walk-up services. The Title Company Resource Room is being prepared for minimal access for Title Abstractors by appointment only, for a limited duration per visit. The Plato conference center has been identified as the location for public pc's for residents to access. Workstations are currently being constructed in the Plato conference center, progress continues to be made.
- We are preparing for another rush due to the Tax due date extension of July 15th already being upon us.

3. 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?

- We continue to monitor and evaluate our redesigned service delivery model to identify any potential aspect that might have an impact on racial equity. We continue to monitor all impacted parcels regarding the tax extension and our looming property forfeiture date. We are meeting weekly as a team (Delinquent Tax, TFL, Attorney's office) to review all parcels that face forfeiture, to review and identify any other possible means to avoid forfeiting someone's home. These efforts are proving to be of great value.

Deputy County Manager Comments

- No additional comments.

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Information Services

1. Describe how service delivery went these past few weeks. What has been working well?

- The level of partnership with the service teams and our engagement in the service redesign projects has been strong. This has brought IS into the early stages of planning for change which allows us to be more proactive in finding technology solutions.

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

- No significant changes planned.
- There are constant adjustments underway as it seems each week has some new challenge. For example, we are currently in a wave of small to mid-size projects, which requires some adjustment in how we staff and manage these initiatives in concert with the EPMO.

3. 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?

- IS contracts with local small businesses, subcontractors and interns, which provides an opportunity to ensure the community is reflected in contracting and hiring. With tighter budgets, cuts in contracted services could unintentionally impact minority owned businesses and subcontractors disproportionately, requiring extra diligence in how we source and manage these relationships.

Deputy County Manager Comments

- No additional comments.

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Property Tax & Elections Services

1. Describe how service delivery went these past few weeks. What has been working well?

- Elections: Voting for the Primary election started June 26. Ramsey County opened three absentee in-person voting locations. In-person turnout has been low. Absentee vote-by-mail turnout has been record-breaking. Ramsey County received over 30,000 vote-by-mail requests prior to the first mail out date of June 26 – this is a 350% increase over absentee vote-by-mail turnout for the 2016 Primary. *wow*
- Examiner of Titles: Directives and Certifications continue to be processed efficiently. Overall level of service remains high. We have developed a process in coordination with District Court for recommending hearings starting July 10.
- Tax-Forfeited Land: Continued partnership between the TFL team and the Unified Team to provide creative, resident centric solutions for those residents nearing tax-forfeiture in August 2020 to prevent forfeiture or keep residents in their homes after forfeiture. The modernization project has been re-started with a focus on overhauling legacy processes and systems to increase efficiencies, and create programs centered on the property owner and retaining the ownership of their properties.

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

- Elections: It is anticipated turnout will continue at this extraordinary pace and will begin ramping-up 2-3 weeks before the Primary and General elections. Elections is putting on several temporary staff and utilizing election judges to fulfill this need. Due to this high turnout, elections has two requests for service enhancement: 1. When contacting election judges to assist with absentee voting and to work on election day, judges have indicated they are unable to do so due to health implications and/or have requested hazard pay – elections is requesting county admin/county board to allow election judges to receive hazard pay equal to an increase of \$3/hour for each level of election judge. 2. Several elections staff are working out-of-class due to the service delivery modifications necessitated by the increased vote-by-mail turnout and amount of additional temporary staff utilized – elections is requesting approval to recognize the true nature of employees' work due to the service delivery modifications by providing them work out-of-class status.
- Elections: Elections is moving forward, with assistance from Property Management, to design and install a permanent barrier on the elections service counter. The barrier will not match standards implemented at other county service centers as it will be designed to meet guidelines established by the Department of Homeland Security in our department's physical security audit.
- Tax-Forfeited Land: Additional pre-forfeiture communication outreach, beyond statutory requirements, utilizing methods deemed less intimidating (non-certified mail, doorknockers, actual contact by staff) is being developed for utilization prior to the August 1 forfeiture date.

3. 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?

- Elections: Our ability to recruit a racially diverse field of election judges to serve at election day polling places or to assist with absentee voting efforts is limited by our minimal compensation for election judges. As a result of COVID-19 the elections office is already having a difficult time recruiting judges. *→ wasn't this addressed in the 2020-21 budget?*
- Tax-Forfeited Land: TFL is in process of hiring new property management staff which presents opportunity to impact racial equity within our workforce.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- No additional comments.

County Manager Comments

- Election judge pay was addressed in the 2020-21 budget, so I would appreciate more to understand the market imbalance that I thought was already addressed.

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Library

1. Describe how service delivery went these past few weeks. What has been working well?

- The level of curbside checkouts and returned materials continues to grow dramatically each week, especially at RCL-Roseville and RCL-Shoreview. Staffing is not adequate to manage these processes, and we have a large backlog of returns processing. Computers by appointment is going smoothly.

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

- We are finalizing plans to transition to self-serve holds pickup and checkout at RCL-Roseville, with the hope of launching the week of July 6. We plan to also offer this at RCL-Shoreview when supplies are in place. Both of these changes should decrease current pressures from curbside and phone processes.

3. 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?

- We see a surge in demand for titles related to anti-racism. The Library has put additional funding toward meeting the demand. MELSA has also worked with our regional e-book suppliers to provide donated copies of some popular titles that are now available via metro libraries. The Library is highlighting resources related to race and social justice on our website.

Deputy County Manager Comments

- Transitioning to self-serve holds pick up and checkout at RCL-Roseville was requested in the last Library Service Redesign Form. I'm supportive of extending to Shoreview also for the reasons referenced, provided this implementation does not interfere with or detract from the Shoreview Service Center implementation, as the latter is the higher county priority.

County Manager Comments

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Community & Economic Development

1. Describe how service delivery went these past few weeks. What has been working well?

- No changes.

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

- No changes.

3. 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?

- No changes.

Deputy County Manager Comments

- No comments to add.

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

Department

Parks & Recreation

1. Describe how service delivery went these past few weeks. What has been working well?

- Golf has continued to be very popular and operating at or above 90% of capacity.
- 3 regular summer arenas (Pleasant, Highland, and TCO Sports Garden (formerly Vadnais Sports Center) have opened successfully and been operating at 50% of capacity.
- Aldrich Arena which typically does not service ice users in the summer was successfully opened.

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

Arenas

- On June 19, 2020 the Minnesota Department of Health updated their guidelines for youth and adult sports. Based on the updated guidance Parks is recommending restrictions on youth and adult sports in arenas be lifted to the following;
- Allow group sizes with a maximum of two pods of 25 people allowed on the ice be allowed.
- Full team practices allowed as long as kept under the maximum number of people allowed on the ice.
- Games/scrimmages – both within teams and between teams to be allowed.

Golf

- The Minnesota Golf Course Superintendents Association and the Minnesota Golf Association released new guidelines for golf course operations that include bringing back rakes, water coolers, removing flag sticks from the hole, etc. at the courses discretion. Recommend that courses are able to reintroduce items crucial to the game back on course as long as disinfection guidelines are followed.

3. 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?

- None at this time.

Deputy County Manager Comments

- I support these recommendations.

County Manager Comments

*I agree with the recommendations. Please implement.
Thank you.*

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Property Management

1. Describe how service delivery went these past few weeks. What has been working well?

- Supporting the planning and setup for the Service Centers and WFS lab/training sites, Courts opening, Elections at Roseville, Extension Services and 555 Cedar have been going well. The later two intend increased services beginning next week.

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

- We are getting requests from external tenants for our RC COVID-19 Preparedness Plan. We are being asked for copies of the plan which is not approved. Will need to move this forward as well as the department plan for COVID-19 that we want to have completed concurrent with a request for service redesign, not after. We need to be brought in sooner in the process to avoid last minute needs.
- We are working to consolidate space in East and Metro Square to potentially reduce operating costs.

3. 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?

- No changes.

Deputy County Manager Comments

- No comments to add.

County Manager Comments

Thank you

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Public Works

1. Describe how service delivery went these past few weeks. What has been working well?

- No change from previous weeks.

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

- No change from previous weeks.

3. 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?

- No change from previous weeks.

Deputy County Manager Comments

- No comments to add.

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Workforce Solutions

1. Describe how service delivery went these past few weeks. What has been working well?

- Not much has changed.
- Also, we continue to monitor funder level waivers and compliance and thus far there is adequate (albeit still a temporary approach) to continue service.
- Moving into launching more virtual tools for job seekers (LRNG for youth/young adult, Coursera).
- Data below on current telework model. We expect the data to shift later this month when we start opening Community CARES Career Labs.

WFS Career Lab Services



WFS Virtual Career Services June 15 - June 26



- #### 2. What service delivery modifications (if any) will you need to make for the next few weeks and why? Please note, significant changes will need to be approved by the county manager.
- July 25th is about the time many people will no longer receive the extra \$600/week unemployment. We expect to see an increase in program referrals. Community CARES Career Labs will be opening up mid-July. CARES funded workforce programming provided by community-based providers will be launching late July and early August.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

3. 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?
- BIPOC populations continue to experience workforce disparities due to COVID-19 impacts. We are tracking this data and it will be shared with the county board at our July 14th workshop. In addition, we are taking these into consideration as we frame CARES funded efforts.

Deputy County Manager Comments

- No comments to add.

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN**DEPARTMENT****County Manager's Office****1. Describe how service delivery went these past few weeks. What has been working well?**

Policy and Planning

- Working remotely is going well for all Policy & Planning and Planning Functional Team (PFT) members and they continue to work on two priority areas: housing and food & basic needs security. Some members are transitioning to support contract management related to CARES Act funding.
- P&P members continue to support the service redesign work, as well as Racial Equity & Community Engagement and Compliance & Oversight teams. In addition, P&P analysts continue to provide on-call coverage on Saturdays –aligning with the reduced IMT weekend schedule.
- Having onsite manager of the day at the courthouse rotated between Chief Clerk/Director of Admin Services, Policy and Planning Director, and two Deputy County Managers.
- In addition to COVID-related work, P&P members are working on:
 - o Census work: funds have been disbursed to grantees.
 - o Immigration: Finalized and executed grant agreements with community organizations to provide wrap around services that includes outreach and education on impacts of COVID-19 on immigration detention, removal proceedings, access to government benefits/programs and more.
 - o Strategic Plan: finalizing the countywide Strategic Plan
 - o Performance Measures: Service Teams met with Budget Core Team to discuss budget implications and performance measures on June 24th and 26th. Additional meetings are being scheduled in August to focus on departmental performance measures.
 - o Criminal Justice Reform work: CJCC, Bail Reform and Burns Institute
 - o Community Resiliency from civil unrest

Admin Team

- The four board secretaries who joined the County Manager's (CM) Office to assist with front office coverage are well-integrated into their roles and it has been a great help to the admin team.
- Phone calls continue to be mostly light. Calls received are often seeking assistance from Social Services, Financial Assistance Services, Property Taxes, Human Resources; callers also asked when the libraries would be open.
- Since the mask policy has been implemented, masks are seemingly worn by all who enter and work in the CM Office.
- More CM Office staff dropping in more often and taking various days to work in the office.
- The board meetings have been modified to incorporate workshops into every other meeting.
- As the trend for previous weeks, majority of the drop box mail is for Courts and very little is for County or City.

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

- Policy & Planning: No modifications. Our team will continue to maximize technology to conduct virtual meetings.
- Admin Team: As an opportunity to help increase access to needed services and food to families in our community, the Admin Team continues to support the COVID-19 Incident Management Team through Operations in this effort by tracking the requests for and fulfillments of the Food Security and Basic Needs Flyer orders.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

3. 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?
- Policy & Planning and PFT members will 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, and in response to community unrest and trauma. Team members are dedicating significant time to examining the racial equity impacts on service delivery, access to food and basic needs and housing, and community resilience.
 - Admin Team: We do not know the racial or ethnic make-up of the callers from phone calls we receive, so it is difficult to know the racial equity impacts. It is clear that phone callers are feeling the impact of COVID-19 and the changes in the service delivery around the county.

Deputy County Manager Comments

County Manager Comments

Great work. Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Finance

1. Describe how service delivery went these past few weeks. What has been working well?

- Submitted weekly Finance Report and one-page public report to leadership. Moving this to a bi-weekly report and we will be adding a detailed CARES Act funding report later this month. Communications will also be bringing up a data portal to supplement this work.
- Revenue applications pending decision: DHS Housing funds for May
- Continue to problem solve and address issues that arise with the Compliance and Oversight work group. This is a great partnership and going really well.
- Working with the homelessness group to better account for costs and look at the accounting structure. They also have finalized a projection for the remainder of 2020, which will go to the Board in July.
- The Disaster Cost Recovery vendor will be in place next week and will start to work on the highest priority items including: Payroll tracking, reporting for contractors receiving CARES funds, review of guidance, tracking and training materials.
- Large purchase memo was sent and the new procedure is now in place.
- Procurement continuing to handle all emergency and regular procurements to date.
- Restarting the Finance subcommittee for PAG to discuss the CARES Act funding going to the local governments in Ramsey.
- Lead procurement pieces of securing hotels for the homeless on a longer-term basis.
 - Completion of Hotel 340 agreement.
 - Completion of Emerald Inn agreement.
 - Continue the procurement process for several emergency informal quotes for CARES funding which will result in several contracts.
 - Emergency information quotes for food:
 - Home Delivered Meals: evaluation team to make recommendations and we start drafting contracts.
 - Groceries/Food Shelves: emergency quote to be released
 - School lunch program: Pending
- CARES back office team has been stood up. We have 11 people (both full and part time) working to support the \$56M in CARES act funding for FAS, WFS and CED. The work of the team includes contact monitoring, technical assistance, administrative support and finance/budget support.
 - The team is working on developing a central file storage location in MS Teams to ensure access is available to the entire team.
 - Initial budget meetings/conversations are scheduled for the week of July 6th

Great work!

Big deal

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

- Moving to every other week financial reporting .
- Start CARES Act reporting through the back-office team.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

3. 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?
- We continue to process all our checks and payments within normal guidelines so individuals and businesses should not be impacted. We are reviewing all requests for advances.
 - We are including a form with all checks to ask people/vendors to enroll in ACH.
 - We are considering advances in special circumstances with Finance approval.

Deputy County Manager Comments

County Manager Comments

Great work. Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Human Resources

1. Describe how service delivery went these past few weeks. What has been working well?

- Conducted first virtual all staff department meeting with positive feedback afterwards from the team.
- Met with joint Labor Management Committee on Insurance using Zoom technology with most of the group connected with video and a few only by phone/audio.

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

- No service delivery modifications at this time.

3. 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?

- Continuing to monitor for racial equity impacts including regular check-ins with staff working remotely.

Deputy County Manager Comments

County Manager Comments

Thank you

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Emergency Communications

1. Describe how service delivery went these past few weeks. What has been working well?
 - No service delivery changes were made.
2. What service delivery modifications (if any) will you need to make for the next few weeks and why? Please note, significant changes will need to be approved by the county manager.
 - We do not anticipate service delivery modifications needed in the next few weeks.
3. 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?
 - No new impacts to report.

Deputy County Manager Comments

- Reviewed and no additional comments.

County Manager Comments

Thank you

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Emergency Management and Homeland Security

1. Describe how service delivery went these past few weeks. What has been working well?

- Signing documents is a challenge.
- Our remote and mobile functions and processes seem to be working as designed and intended.

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

- Recommend that we adopt DocuSign or similar capability as a county, as signing documents requires face to face contact and physical contact in contravention of COVID guidelines.
- Credit Card statements and verification still require printing, signing and multiple contact points. That could be revised to a modern solution.

3. 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?

- No changes.

Deputy County Manager Comments

- Reviewed. I will let the department know that we are in the process of rolling out Adobe Sign. *Yes.*

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Medical Examiner

1. Describe how service delivery went these past few weeks. What has been working well?

- There were no recent changes. Our service delivery is going well.

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

- There are no needed service delivery modifications in the next few weeks.

3. 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?

- We have been able to continue our service delivery approach to all Ramsey County residents without changes throughout the COVID-19 crisis.

Deputy County Manager Comments

- Reviewed and no additional comments.

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Ramsey County Attorney's Office

1. Describe how service delivery went these past few weeks. What has been working well?

- So far so good.

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

- Three weeks ago, the first jury trial in approximately four months was held in Ramsey County. That trial was held in a specially redesigned courtroom in the basement of the courthouse, to accommodate social distancing requirements. Next week the courts will begin three jury trials simultaneously. This is noteworthy not only in terms of an increase in the number of trials, but also that the courts will be using actual courtrooms on both the 8th and 10th floors.

This is yet another significant step in the resumption of court activities, particularly as it relates to felony trials. There are approximately 3,000 criminal cases awaiting trial because of the four month-long suspension of jury trials. Barring any public health reasons, we expect that at least three trials will be simultaneously conducted each week for the foreseeable future. When a case settles just prior to the commencement of a trial, which is a common occurrence, the court will likely immediately call the next trial in the queue. That means that the next prosecutor up in our felony Trials Division must be prepared to begin their trial on very short notice.

Out of recognition of the recent process put into place related to County hiring, we have intentionally not requested authority to fill some of the vacancies we have in our Trial Divisions until trials began to occur. Now that felony trials will be resuming at a much greater volume and pace, we will likely be making a request.

3. 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?

- None.

Deputy County Manager Comments

- Reviewed and no additional comments.

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN**ELECTED OFFICE****Sheriff's Office****1. Describe how service delivery went these past few weeks. What has been working well?**

- The Sheriff's Office framework for our response remains the same and there has been a steady increase in demands for services from both the community and partners, including courts and suburban agencies.
- There has been a steady increase in violent crime in across county. Compared to last year at this time, homicides increased 50%, shots fired increased over 100%, and gun-related injuries increased 77%. The Sheriff's Office is working with community members and public safety partners to help end the violence. View the KSTP story: kstp.com/news/ramsey-county-sheriff-increase-in-robberies.
- The Adult Detention Center (ADC) continues to securely and humanely operate and process those in-custody through the criminal justice system with significantly modified operations.
- The Sheriff's Office continues to report bookings and population numbers for the ADC online at ramseycounty.us/covid-19-info/justice-system-collaboration-response-covid-19. There was an issue with the internal reporting form, but county communications staff have addressed this technical problem.
- Emergency response/patrol functions continue to be performed with proper safeguards.
- There has been an increased demands for security at peaceful demonstrations as well as an increased demand for security at county parks and on the waterways.
- The Sheriff's Office continues to lead bail reform efforts with the County Attorney's Office.
- The Sheriff's Help Team continues to receive requests for service, including delivering food, medication, and other supplies to those in need. The Help Team is now delivering air conditioning units – donated by community members – to families who cannot afford them. Additionally, the Help Team organized a diaper drive with community partners and started to deliver diapers to those who cannot afford them at this time.

2. What service delivery modifications (if any) will you need to make for the next few weeks and why?

- The Second Judicial District (Ramsey County) Court is expected to resume and reopen on July 15. Sheriff's Office leadership met with Court leadership to discuss the reopening of Courts, including the backlog of cases as well as the constitutional, statutory, and legal requirements of due process, the right to speedy trial, and security concerns.
- As of June, there are 7,412 hearings to be scheduled. Felony court case filings increased by 20% to total 4,425 and gross misdemeanor filings increased 15% to total 3,488. In addition to Criminal Court demands, there are increased demands and a backlog for in Housing Court, Probate Court, and Civil Court. For reference, court filings compared to 2019 have increased by 85% for serious felony, 13% for serious driving while impaired, and 17% for suburban fifth degree assault.
- Providing services to the victims, witnesses, judges, prosecutors, defense attorneys, and court staff who access the court system will be extremely demanding on Sheriff's staff and resources. These demands will extend to the remainder of this year and into 2021.

3. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your office's service delivery approach? What about racial equity impacts for staff?

- The majority of requests received by the Sheriff's Help Team are within the City of Saint Paul and from communities of color and indigenous people. The Sheriff's Office continues to work closely with all communities to ensure safety and well-being at all times, and especially during this pandemic.
- It is anticipated there will be an increased demand in court services once the current Peacetime Emergency Executive Order expires. The Peacetime Emergency Executive Order prevents landlords from filing evictions during this emergency, which is set to expire July 12, 2020. Low-income Black, Indigenous, and people of color (BIPOC) have largely been impacted by job loss due to COVID-19 and will likely be faced with higher rates of eviction.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

- Low-income residents are more likely to be victims of crimes than higher-income residents and will need support from the Sheriff's Office to ensure safety at court proceedings.
- It is estimated that domestic violence has increased 30-40% due to the current pandemic and BIPOC students report domestic violence between parents double and triple the rates of their White counterparts. Sheriff's staff support victims of domestic violence through initial response, investigations, and by serving orders for protection/restraining orders.
- The backlog of court cases has the potential to further create disparities by delaying the resolution of justice system matters. BIPOC are overrepresented in the justice system. In turn, a person will spend several more months or years involved in the justice system than necessary. Justice system involvement has several personal, family, and professional consequences: family, seeing kids, child care, employment, housing, and education.
- Maintaining the current level of staffing and resources for the Sheriff's Office ensures that the court backlog does not become the new bail. Every opportunity must be provided to ensure that individuals who come into contact with the justice system exit promptly and in a better space than when they entered the system.

Deputy County Manager Comments

County Manager Comments

Thank you. Future rebalancing of resources toward core functions of patrol, court security, transport etc. may be required to fulfill mission critical roles within budgetary constraints.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Community Corrections

1. Describe how service delivery went these past few weeks. What has been working well?

Department

- The department has continued to successfully collaborate internally and with other departments to redeploy staff. To date the department has redeployed approximately 20 staff to assist in various areas with critical county services, including work and oversight at the homeless shelters that have been set up as a result of the COVID-19 pandemic.

Adult Probation

- The ability to provide ongoing remote contacts, for the most part, has been beneficial for probation clients. We have been able to stay in contact, broker services and meet client needs while maintaining safety for both staff and clients.
- The Probation Service Center (PSC) is now conducting virtual orientations, which were traditionally done in larger group settings at the Community Corrections Metro Square office. Through the mail service and remote one on one conversations, agents review the conditions of probation and complete the enrollment process. This method has proven more efficient and successful at a crucial part of the supervision period.
- In working with probationers that are homeless, we have assigned a team of probation officers and assistant probation officers to better connect with this population and develop successful outreach strategies. Agents have been able to provide more services for more clients through this targeted approach, meeting clients where they are, instead of requiring that clients come into branch offices for meetings. This process has resulted in more consistent levels of service which will hopefully lead to better outcomes for our justice-involved homeless population.
- Agents continue to only require drug testing for clients that pose a significant safety risk based on their chemical use, or if specifically required by court order or DOC policy.
- There has been a steady increase in virtual offerings for court ordered programs such as domestic abuse programming, cognitive programs, MADD panels and anger management online programs. This has helped some clients keep up with court ordered conditions and avoid delays in services or potential violations of court conditions.
- Probation officers have been gathering and sharing more information about resources in the community for their clients and also communicating with other agents more frequently as they learn more about food availability, mental health services, housing and employment resources, health care options, and other critical resources in the community.

Juvenile Probation

- Staff have expressed many different emotions over the past several weeks as they participated in “listening sessions” with other staff members. These sessions have been facilitated by Dr. Raj Sethuraju, professor at Metro State. The listening sessions were focused on race, respect and workplace culture. Leadership has encouraged staff to participate and to be open and honest in sharing their experiences in the workplace. We will continue to work on a deeper understanding of the historic trauma experienced by communities of color, and specifically the experiences of young black men.
- These facilitated conversations have allowed staff to share their awareness and concerns about the disparities that exist for communities of color across systems including education, employment, housing, the justice system, etc.
- Juvenile Probation continues to work closely with the JDC to monitor the resident population inside the facility and review individual cases to ensure that we are utilizing community-based programs and services whenever possible.
- Juvenile Probation has continued to utilize alternative approaches to supervision for clients which further incorporate family members and/or caretakers and other key partners. Some strategies include use of EHM as an alternative to more intrusive interventions such as out of home placements, virtual group support and curriculum facilitation, and other

BI-WEEKLY SERVICE DELIVERY CHECK-IN

treatment interventions based on risks and needs. The division will also need to track data on these alternatives in order to monitor effectiveness over time and adjust service levels as we continue to operate under the current service model.

- Juvenile agents continue to see clients per contact standards both in person and via virtual platforms. Clients and families continue to respond well to virtual meetings. The use of virtual contacts has been helpful to clients who struggle with balancing transportation and childcare, keeping up with the contacts and multiple conditions of probation, and trying to maintain a safe and healthy household during a pandemic and economic crisis.
- Agents continue to assist families with obtaining technology devices as well as aiding with basic needs such as resolving past due internet bills, utilities, food, etc. Some limited special funds are available for families who need assistance with things that are not commonly covered by other resources.

Ramsey County Correctional Facility

- Resident population is beginning to increase (from the 70's to the 90's) as self-turn-in (TSI's) dates are beginning and are set for 7/15/20, 8/15/20, and 9/15/20 and more cases will be heard in the courts. Single cells are at a premium and yet remain critical to safely housing our clients. The facility had reserved two dorms with single cells to quarantine inmates. Due to increased population, the facility opened one of its "quarantine spaces" for general population use. If the population continues to increase, we will also need to open previously reserved or closed areas. RCCF and department leadership have been in discussions with probation units and also with the Bench about our desire to maintain a lower population overall at the RCCF, which is especially critical while COVID-19 spread continues to be of concern. *And beyond.*
- Facility leadership is working with Adult Probation and the Court to determine ways in which to decrease our population during a pandemic, but also discuss more broadly, probation reform work (i.e. pre-trial, diversion, revocations, etc.). *Excellent.*
- While we have a historically low population at the RCCF (under 100 residents), this is a critical time for Ramsey County and our justice system partners to clarify priorities and practices that will help maintain lower incarceration rates. RCCF, and other areas in Community Corrections, are initiating conversations about what needs to occur internally to have more unified, consistent, and clearer expectations for the use of incarceration. We want to work with our partners about how to achieve this unified approach and ultimately do what is best for the people and community we serve.

Juvenile Detention Center

- JDC population has remained low, as we use the RAI (Risk Assessment Instrument) to determine eligibility for detention. In addition, the judges have ordered EHM or shelter placement for some youth, to keep our population low. Out of home placements have had waiting lists, which has resulted in some youth staying at the JDC for extended periods of time.
- A 14-day quarantine for new residents at the JDC has been a challenge. Meeting the individual needs of each youth, with the staffing and building limitations, are a daily focus.
- Working with partners to resolve several long-standing building issues (garage door, computers, plumbing and cameras).

Administrative Services

- Through outreach to and responsivity from our colleagues within the County Attorney's Office and Emergency Communications, we are resuming agent and staff safety training that can be effectively delivered virtually. These upcoming safety trainings include radio communications and search and seizure/contested revocation hearings.
- A total of 97 staff have completed our recently developed LGBTQ training with an additional 144 staff who are currently registered to participate. Based on the positive response to this training, and the similar nature of the work done at the Adult Detention Center, we connected with staff from the Sheriff's Office to share this training opportunity.

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- We continue to experience success and receive positive feedback from staff regarding our virtual training offerings. We are continuing to adjust content and update curricula as we remain committed to delivering opportunities to staff to further develop their core correctional skills and evidence-based approaches.
 - We are working on continuing operations and fortifying our technology supports to enable staff to have flexible work locations and schedules that are determined by client need and availability. Laptop deployment will be an ongoing process for much of 2020. In addition, we will align with other HWST departments around technology to support confidential mental health clinical services for corrections clients in the community.
 - We have also begun to discuss what the future may hold with greater access and utilization of technology for community-based supervision. Can we eventually supply larger numbers of clients with technology tools, particularly for those who have limited resources and access to communication devices, in an effort to support monitoring and supervision?
2. What service delivery modifications (if any) will you need to make for the next few weeks and why? Please note, significant changes will need to be approved by the county manager.

Department

- CC Department leadership has initiated conversations internally between divisions, and facilities and field staff. We also are talking with stakeholders and community members about how our practices should continue into the weeks and months ahead. By example, we held a meeting with both the outgoing and the new incoming Chief Judges last week in order to discuss ways to continue supporting our reform efforts, while maintaining ongoing community safety for the balance of this year and beyond, and in the post-pandemic years ahead.

Adult Probation

- Agents now rely heavily on remote workplaces and virtual communication to participate fully in client communication, staff meetings and court hearings. Some staff are still in need of county issued laptops with microphones and cameras. Laptop redeployment will continue moving ahead as quickly as possible, and we are collaborating with IT and others in this area.
- Some clients do struggle with technological processes, and we will need to keep working with them to maintain contacts with probation officers and supervised release agents. Supervision with technology will continue to be a work in progress.
- An important part of the probation process is that initial sit-down meeting that involves a detailed discussion about probation rules and procedures, client goal planning and role clarification. This initial session helps build the client and agent rapport, but also educates the client on the system and how best to achieve success on probation. This very important "first impression meeting" can be challenging in the virtual environment, so we are looking at ways in which we could initially meet our clients face to face in an environment safe for both parties.
- Another important part of that initial meeting is the signing of all probation and/or supervised release paperwork. The implementation of a digital signature solution is also being explored to address official document approvals.
- As noted in previous updates, our agents are not currently entering homes to conduct searches and/or to use investigation techniques to acquire more information on the client to assess risk. We are working with Public Health to adjust policies to allow some client residence checks using approved safety protocols. We will also monitor how other probation agencies are addressing similar concerns or challenges.
- Supervision offices continue to be appropriately staffed to address any necessary aspects of client services and to remain responsive to emergency requests from clients or community stakeholders. Some discussions around the future needs of office space for probation staff have been initiated by department leaders, and in recent budget conversations.
- For certain supervised releasees from the Department of Corrections, we have opened the Spruce Tree office lobby to allow that initial face to face communication with their agents. Clients and agents can meet through the protective glass to

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discuss supervised release standards and sign all relevant paperwork. We have continued to offer this option as we are trying to move closer to DOC post release guidelines and boost client supervision success.

- For Predatory Offender Registration (POR) clients, an important part of the process is completing psychosexual evaluations and polygraph examinations. We have opened the Spruce Tree office conference room to facilitate this process using social distancing and PPE's.
- The continued civil unrest in our community has caused our agents to be more cautious when seeing clients in the community. Even though many of our agents have established good relationships with their clients, they feel there are enhanced safety issues that could develop with other members of the community as our agents are viewed by some as synonymous with law enforcement officers.
- We need to maintain protocols that achieve a balance with client supervision in the community while assuring staff safety.
- Community Corrections, as of July 1st, has received 21 early Conditional Medical Releases (CMR's) into the community from the MN DOC prison facilities. Leadership will monitor this situation closely as staffing may become an issue toward the end of summer. Additionally, staff have worked with Public Health to ensure the medical needs of clients are being met while in the community, and we are communicating about these concerns on a weekly basis or more often.

Good partnership.

Juvenile Probation

- This week, staff are being encouraged to resume in person visits for youth in placement while following CDC guidelines including wearing masks, maintaining physical distance, washing hands, etc., while connecting with youth in person and assessing ongoing progress and planning for transition back into the community.

Ramsey County Correctional Facility

- We have been completing asymptomatic testing for every inmate in the facility on "Day 9" of their sentence. All inmates have tested negative for COVID-19 thus far. Knowing that our clients are negative for COVID-19 along with the other safety precautions we are taking, the RCCF can start to slowly integrate some past practices back into our facility operations as noted below:
 - We have been offering cognitive skills group programming and since that has been going well, we are now going to offer Mental Health group programming.
 - We are planning for our Learning Centers to open on 8/3/20, with reduced class sizes-social distancing.
 - We are going to start utilizing one inmate crew for Housekeeping in the facility. Once we feel it is safe, we will increase to two inmate crews.
- We are having more correctional staff utilizing EPSLA/PEPEL pay because they have had contact with someone in the community who is COVID positive or symptomatic for COVID. Therefore, it is becoming more difficult to rely solely on staff for Housekeeping, Laundry, and Food Services, areas which we have historically used inmate crews. In order to manage staffing concerns, we are hoping we can safely utilize inmate crews again soon.

Juvenile Detention Center

- SPPS leaders have met several times with Ramsey Co IT staff and we are getting closer to using a platform that addresses the cyber security concerns. We anticipate testing these services with school social workers and counselors and a select group of JDC residents this week. We have appreciated the assistance of a community-based group in order to strengthen educational resources for the youth we are serving in the JDC.
- JDC has only had 1 Mental Health staff in the facility since COVID-19. We are exploring shared MH staff with RCCF, as more mental health resources would be helpful in assuring adequate support for all our clients and residents.

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Administrative Services

- Our first Zoom facilitated training session used through integration with LMS was conducted last week. Although most trainees were able to launch the Zoom session directly from LMS as intended, several staff members lost microphone and camera functionality when they launched the session through Zoom. We will continue to explore with the LMS administrator troubleshooting options to effectively streamline the process.
- We are at times challenged to use technology that does not create barriers to access and service for our clients. We want to continue supporting our clients and helping them with the use of technology, particularly related to conducting video conferencing, tele-health, facility visitation and individual client services via video-chat. We are beginning to meet with IT to develop a partnership that brings them into our conversations sooner around client needs and possible solutions. We are working with IT and encouraging that they select products for client services (such as Zoom, MS Teams, Go To meeting, etc.) only after a vetting process that includes a functionality assessment of client needs and access capability.

3. 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?

Department

- We are continuing to work with our clients to implement strategies and processes that reduce barriers and support client success. As we know that communities of color are being impacted by the COVID-19 pandemic in disproportionate ways, we need to further communicate with our clients, communities and staff about what we can do to support their safety, success, physical and mental health needs, and better understand the economic challenges that are impacting so many of those who are involved in the justice system. Recent reports of disparate treatment of minority staff have also resulted in further frustrations and issues around lack of trust and respect. Ultimately, these concerns need to be addressed county-wide.
- Many clients, community members and staff have struggled with recent unrest, protests and riots. Determining what role probation plays within the justice system, and how we need to perform our duties in a professional and respectful manner, is critical now more than ever. Probation can oftentimes be viewed as an extension of law enforcement, particularly when the high-profile incidents demonstrate discriminatory practices and harm done to communities of color. Offering hope, support, respect for all, and building trust is essential in order to achieve successful outcomes.

Adult Probation

- As stated previously, the modified service design that utilizes virtual contacts has eliminated barriers for some clients, particularly those with fewer resources. In some instances, our new service delivery system has resulted in reducing barriers (i.e. transportation, childcare, lost time at work, fear of interacting with justice officials face-to-face, etc.). We have seen that some clients with significant barriers have managed better with their probation experience.
- Staff have also struggled with recent events and questioned the impact of their professional roles and how the community experiences probation services and interactions. Recent department listening sessions have offered an opportunity for us to communicate and share these thoughts, concerns, and look for solutions to address racism and discrimination. Many of our adult probation officers have participated in these discussions, and several have reported stories where clients have reached out for their assistance and were seeking support and asking about disparities in our community.
- A probation officer also reported this week that a current client passed away due to complications from COVID-19. This loss had a significant impact on the family, and it was felt very deeply by our probation staff who worked closely with this client.

Ramsey County Correctional Facility

- Due to COVID, RCCF has implemented 2 new business practices: We received Delegated EHM Authority from the Court and we have been requesting early releases for clients who have 10 days left to serve. RCCF was interested in knowing how

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these new business practices affected our race demographics of our client population. So, our Research and Evaluation Unit analyzed the data and found:

- Pre-COVID (March 16 and prior), Black residents comprised about 42% of the facility population. Their percentage of the total facility population increased slightly in the 'early' weeks of the outbreak, (46-47%), briefly declined in May and appears to be increasing again in the last couple of weeks. A similar pattern emerges with our Native American residents who were ~3% of the facility population at the advent of COVID, decreased to 1% in the early weeks of the outbreak, but have ticked back up to 3-4%. White residents have remained consistent over the past 3-4 months. At the advent of COVID, Whites comprised around 40% of the facility population, but since then have decreased to around 35% of the population. Asian residents have been fairly consistent/stable over this period as have Hispanic residents – except for a slight increase in late May. We will continue to maintain, review and share this data.

*Thank you
for
this work-*

Juvenile Detention Center

- Educational opportunities and mental health resources have been limited, primarily for black and brown youth at the JDC. We are working with the St. Paul Public Schools, IT and community members to enhance educational services for our JDC youth. We are also seeking additional mental health services and therapeutic approaches to better address trauma, the impacts of COVID-19, discrimination and community concerns, economic challenges for families, and other issues.

Deputy County Manager Comments

- Thank you for redeploying staff to the high need area of homeless shelter operations.
- Connect with IS regarding the recently implemented digital signature tool to see if it can be expediently rolled out for needs in Community Corrections.
- Continue to pursue reform efforts in collaboration with your justice partners so as to not lose momentum during this opportunistic time.

County Manager Comments

Excellent work here. Thank you!

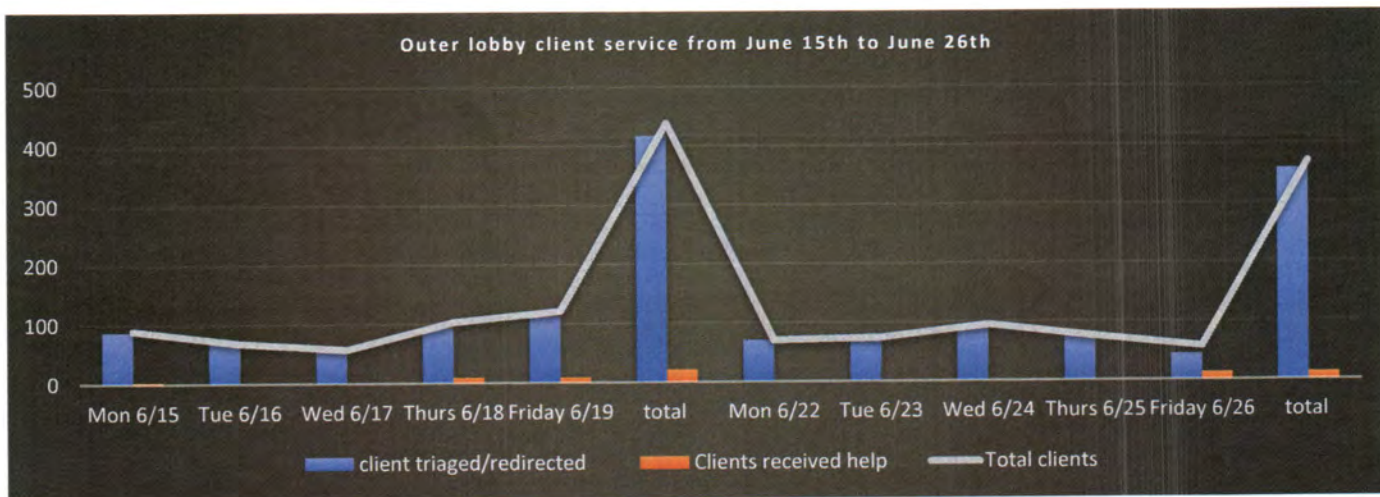
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DEPARTMENT

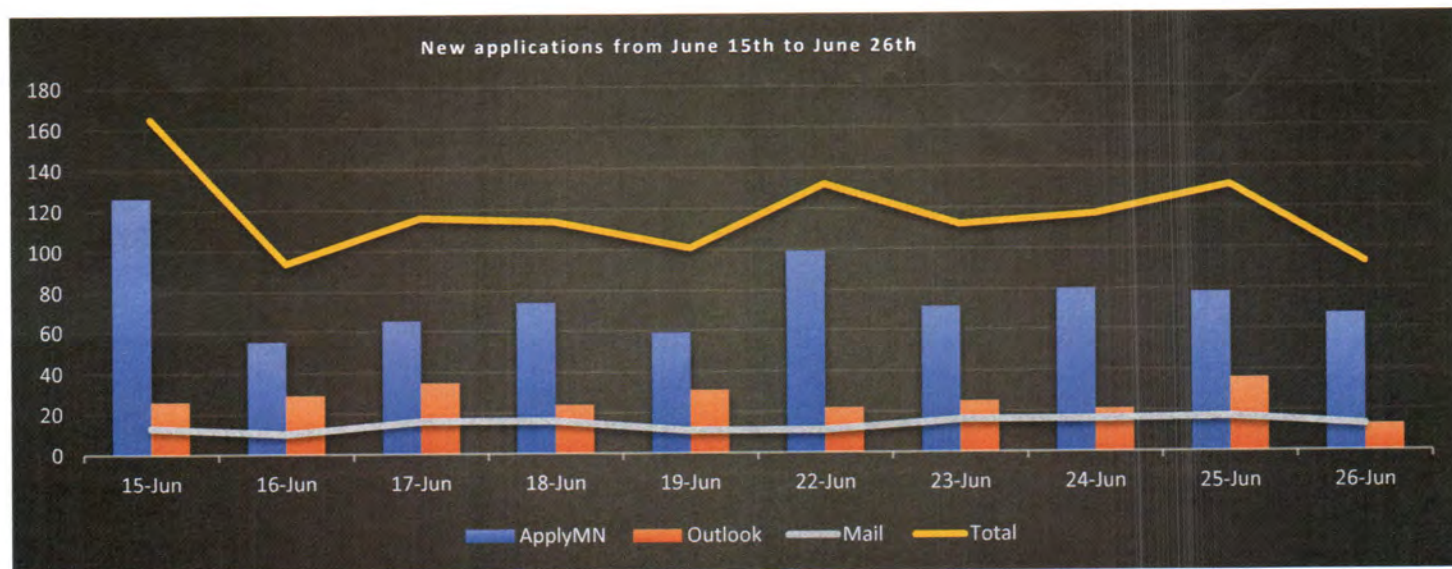
Financial Assistance Services

1. Describe how service delivery went these past few weeks. What has been working well?

- Department operations and redesigned service delivery model continues to be effective and stable.
- Residents continue to interact with department staff via telephone or internet-based communications.
- There has been a slight increase in numbers of clients seen in the outer lobby. Data collected from the last two week shows that we served 810 clients. 775 were redirected. Only 35 clients (4.3%) needed to come into the outer lobby to get additional assistance from the staff behind the front desk with computer access.



- The trend of volume of new applications received by the agency continues to fluctuate. For the past 2 weeks, the department received 1,175 new applications with an average of 587 per week.



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- As the COVID 19 Service Delivery Model continues to be adjusted, we have expanded the scope of our Call Center Services. Effective Monday, June 22nd, we shifted a few financial worker 3's to the call center to accept client applications telephonically.
 - We continue to make adjustments and staffing shifts to meet fluctuating demands.
2. **What service delivery modifications (if any) will you need to make for the next few weeks and why? Please note, significant changes will need to be approved by the county manager.**
- The department continues to work collaboratively with the IMT Operations Service Delivery Redesign team to establish integrated service centers at 5 locations throughout the county.
 - Operational plans to embed financial workers into these locations is underway.
3. **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?**
- None.

Deputy County Manager Comments

- Continue to partner with the IMT-Operations Service Delivery Redesign team to maximize the effectiveness of this emerging model. As necessary, recommend changes to enhance the resident experience. FAS is a key player in the success of this effort.

County Manager Comments

Thank you for the important work outlined here.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Housing Stability

1. Describe how service delivery went these past few weeks. What has been working well?
 - Overall things are going okay. But, then a giant emergency will come and overshadow everything else and leaves the team feeling like they made no progress. Right now, the giant emergency is the loss of our adult shelter contracts and all the pieces that touch that portion of service delivery. It's difficult to look at the big picture when everyday there is a new obstacle.
2. What service delivery modifications (if any) will you need to make for the next few weeks and why? Please note, significant changes will need to be approved by the county manager.
 - We will move COVID respite from Mary Hall to Boys Totem Town and re-house 278 people from the Intercontinental and Double Tree hotels.
 - We will move the Project Home family shelter from a congregate church gym to Hotel 340 after final approval.
3. 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?
 - I will be carefully watching hotel and housing placements during these large transitions to make sure we aren't discriminating by race/ethnicity and deepening racial inequities.

Deputy County Manager Comments

- It's disappointing to hear of the loss of our adult shelter hotel contracts. Thanks to the entire team for the work that has gone into reducing the populations at the shelters by using these contracts.

County Manager Comments

Hang in there. Sometimes progress is not ceiling ground.

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Health and Wellness Administrative Division

1. Describe how service delivery went these past few weeks. What has been working well?
 - Everything is going well.
2. What service delivery modifications (if any) will you need to make for the next few weeks and why? Please note, significant changes will need to be approved by the county manager.
 - Navigator spaces on the fourth floor of the East Building were built. The contractor will be back before July 15 to complete the work.
 - East Building staff space consolidation work is underway.
3. 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?
 - We lack contracts for hotel stays for COVID-positive families experiencing homelessness. This has been discussed in recent weeks, but has not been resolved.

Deputy County Manager Comments

- Thank you for your continued support of the Incident Management Team by providing many staff resources.
- Continue to work closely with Property Management regarding the staff space consolidation efforts ensuring that staff and departmental needs are balanced with a broader approach to energy and other efficiencies.

County Manager Comments

Thank you.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Public Health

1. Describe how service delivery went these past few weeks. What has been working well?

WIC

- USDA has approved waivers to continue services via phone through September 30, 2020. During the next few months, we will be discussing a plan and preparing for in-person services for when the waivers end.
- Past 2 weeks: Mailed ~200 eWIC cards, issued 68 curbside cards; 3 curbside formula issuances. No participant in need of an in-person visit of the 2923 served. *wow!*

Administration

- Requests for HouseCalls program assistance on housing issues increasing as a result of increased activity around inspections and orders being written.

Administration and Clinical Services

- Logistical planning underway to expand service delivery at Cedar as proposed in last report, to ensure appropriate safety measures are in place prior to increasing on-site services.

Correctional Health

- Going well, surveillance testing coming back in 24 hours. Quarantine and Isolation guidelines going well.

Family Health

- PHNs are having more missed telehealth visits (i.e. clients not present for scheduled visit calls).
- Donated face masks are being distributed to families who are interested.
- Families are not expressing as much concern about COVID-19 or questions about the governor's order. Families are finding community resources to meet these needs or questions.
- Internal staff interpreter, who's familiar with community resources and the community
- The flexibility of telehealth visit, making it easier to reschedule if a client misses a visit or is not available as scheduled
- Improving system for staff scheduling when ICS activated, allowing for more efficient and available time for home visiting services.
- Continued staff commitment to regularly and newly assigned ICS work.

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

WIC

- Exploring resuming some level of Baby Café services through our Breastfeeding Peer Counselor program. **See additional sheet for details.*

Clinical Services - Immunization Program

- To resume Minnesota Vaccines for Children (MnVFC) site visits proposed 7/20/2020. **See additional sheet for details.*

Family Health

- Encourage and increase virtual telehealth visits with families using the available platforms.
- Be creative in the content provided in order to keep families engaged.
- Continue to work on securing additional interpreter services by completing the Language Banc contract

BI-WEEKLY SERVICE DELIVERY CHECK-IN

- Continue to engage with WIC and other community partners to increase the numbers of referrals for home visiting services. Despite the ICS activation of 61% of home visiting staff, as the process for staff scheduling for Essential services continues to improve, more families can be served. Continue to explore improvements in ICS scheduling processes as the needs for staffing increase and decrease based on the incidence of COVID-19 cases and the related needs change.

3. 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?

Family Health

- Due to the increase in COVID cases in the Hmong community, a few of our nurses have heard of remedies to cure COVID (i.e. herbal drink selling for \$500, opium, drinking own urine, tonic water aka "South Carolina Treatment"). PHNs may need to proactively address with their families.
- Continued reluctance, particularly among Asian and undocumented residents including those with COVID-19 symptoms, to seek testing due to fear of governmental discovery, misinformation, and lack of trust in multiple systems.
- One of the primary clinics delivering health care services to the Karen population recently merged with M University Fairview resulting in current long telephone call waits for scheduling appointments and reduced access to medical staff.
- Pre-recorded phone triage systems at other providers and community agencies can be a barrier to clients who do not speak English. Clients get confused by the introductory questions that are required to be responded to with each call
- Continued deep concern for the developmental wellbeing of all children due to reduced summer activity availability and current unknown in-school status for Fall, particularly for those with current educational delays.

Deputy County Manager Comments

- Thank you for the continued excellent service of Public Health staff during this ongoing pandemic. It is greatly appreciated!
- I support reintroducing the Baby Cafés as detailed below.
- I support resuming the Minnesota Vaccines for Children (MnVFC) site visits as outlined below.

County Manager Comments

Great work. Thank you! Recommendations for Baby Cafe and MnVFC approval.

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	Baby Café: In-Person Breast/Chestfeeding Support Group
Proposed Service	Outdoor meeting of Baby Café, a drop-in service offering breast/chestfeeding support for pregnant, post-partum, and support people.
Modification/ expansion	<p>Currently, Baby Café services are suspended. The buildings where Baby Café meetings have been held are not open for public events at this time.</p> <p>Service Expansion Request: approval to meet outdoors, maintaining safety with social distancing of 6+ feet and face masks. Current location proposal: public park open-air shelter.</p>
# of clients in bldg/day	~2 county staff will be present; attendance varies widely, but typically 1-3 adults and 2-4 children are present (infant to school aged kids).
Demonstration of Need	<p>Many in-person classes and events have been canceled since March 2020 due to COVID-19, including classes and support groups about birth, lactation, and parenting. These topics are natural yet learned behaviors contribute to success. There is an ideal window of time to learn about infant feeding – during pregnancy and early post-partum. In the current metro area, there are a few virtual classes and support groups, but not all in-person groups have transitioned online.</p> <p>There is a lack of overall access to lactation support in the environment of COVID-19, especially for those who are already marginalized in our communities – those who speak other languages, immigrants, low-income folks, etc. This free, drop-in service provides access to the services they would otherwise have to do without.</p>
Consequence of not Expanding or modifying this Service	There will be fewer options for lactation support for residents since right now there are limited offerings of in-person and virtual meetings.
Impact on Race Equity	This is a free, drop-in lactation support group. We have access to staff who represent the community – can support lactation in various cultures and languages. This helps to support improved breast/chestfeeding initiation and duration rates which supports better overall health and reduction in health disparities. This is an option for Ramsey County residents who don't have access to technology (if there are virtual support options being offered by other organizations).
Impact on Community Partners	This would provide community partners with one more option for lactation support referral when they are serving families needing this service.
Appt/Walk In	All attendees will be walk in/drop in

BI-WEEKLY SERVICE DELIVERY CHECK-IN

Escorted Entry?	n/a
Central Screening	Attendees will be asked to wear a mask. All employees will be asked to wear a mask.
How staff alerted to client	n/a
Support Svcs Needed	n/a
Supplies needed –	Small amount (10) of surgical or cloth masks – for attendees if they don't have a mask. Hand sanitizer. We have all other supplies needed.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

Proposed service expansion: To resume Minnesota Vaccines for Children (MnVFC) site visits.

Proposed start date: 7/20/2020

Demonstration of Need: As of March 2020 Public Health's MnVFC site visits at community providers were stopped due to COVID-19. Compliance visits for the MnVFC program are required at a maximum every 2 years by the federal government to ensure program requirements are followed. Staff has 26 site visits to complete this year. See "Impact on Community Partners" for more information on what is reviewed during site visits.

Consequence of Not Expanding this Service: 14 clinics in Ramsey county will be overdue for their site visit by the end of July 2020. Each compliance visit completed is \$500 revenue to Public Health. Staff has the capacity to resume site visits now.

Impact on Race Equity: During this time of COVID-19 the inequities are even greater especially to the underserved population. Children (birth through age 18) having access to free or low-cost vaccines is essential to help reduce the spread of vaccine preventable diseases to all.

Impact on Community Partners: The site visit reviews multiple aspects of the MnVFC program including but not limited to: staff education and training, ensuring vaccine storage and handling has been maintained including fridge/freezer temps to ensure vaccine viability, emergency plans are current, correct program eligibility is used, if a vaccine excursion has occurred to review correct action steps were taken and potential fraud and abuse is not occurring. The site visits are required to check compliance, but also serves as an opportunity to continue to build relationships with clinics within our county.

of Estimated Clients/Day: To schedule 3 site visits per week starting the week of 7/20/2020. Only 1 site visit per day.

Appointments or Walk-ins: Appointment only.

555 Cedar doors unlocked, or escorted entry only: N/A

Additional supports needed (Lab, Central Registration, Financial Counselor): N/A

Proposed workflow: N/A

Safety provisions for staff and clients: Site reviewer to request the clinic to reserve a conference room for the site visit. Site reviewer would limit the number of clinic staff in attendance to ensure less than 10 people. (Usually only 1 or 2 staff members are present) Site reviewer would ask clinic to reschedule if sick. Staff to wash hands before and after visit, wear a mask, mask and face shield worn if social distance unable to be maintained. Site reviewer will only bring needed items. Site reviewer to schedule visit in the afternoon and once visit completed staff to go straight home to disinfect car/items.

New/Additional technology needs: No.

Building modifications needed prior to service expansion: N/A

Communication needed regarding change in services (updates to website, etc.): Communication will be directly made to community partners to schedule the MnVFC site visit. No changes to website information needed.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Social Services

1. Describe how service delivery went these past few weeks. What has been working well?

Care Center

- Service delivery continues to grow. We were able to achieve two weeks of negative results for COVID for both residents and staff. We are no longer on the MDH weekly test list.

Lake Owasso Residence

- Things have gone smoothly overall. Staff continues to invest time and energy in keeping residents busy throughout the day and spirits remain high.

Child Protection Intake

- A good week of service, intakes and screenings have slowed down a bit over the past few weeks. As we get back to seeing clients on a more regular and consistent basis, some staff are concerned about COVID and want to make sure both the clients and staff are protected. Staff have the necessary protective gear to conduct home visits.

Diversion Team

- Continue to hire and now have five team members.
- Team members are still learning the intake process and signs of safety mapping process.

Child Protection Case Management

- In the past couple of weeks, service delivery went well. Having resources needed for staff helps them do their work well. We made PPE kits for our case aides and are working to ensure that our staff have what they need to continue their face to face visits with children and families.

Family Support

- Staff feel well supported with inventory of PPE, surfaces cleaned and washed regularly, signs about distancing are around the building. It appears that Management is concerned for staff. Thank you!
- Foster Care was spotlighted for work with LGBTQ community and appreciate the recognition from the Board! Pride Community In-Person Event could not happen this year, but County did participate in virtual pride.
- Staff enjoy remote work, but challenges remain with technology. Childcare licensing receives documents from the State that they can't download without Firefox or Chrome. The County generally seems slow to get on board with the next generation of a platform, Adobe for example. It would be good to all be current with technology, especially within the same organization.

Crisis

- Adult Mental Health Crisis, Stabilization and Mental Health First Aid: Incoming calls midnight to 8:00 am increased consistently during the month of June; the week of May 25 we received 638 calls, the week of June 22 we received 777 calls. Face to face crisis assessments also increased overall for the month. Walk-in services have seen increased visits. Supervisors consistently assist with phones and assessments.
- Child Mental Health Crisis and Stabilization: Incoming calls have fluctuated but maintained; Face to face crisis assessments have grown throughout the month with 11 visits completed the week of May 25 and 22 visits the week of June 21.
- Adult and Child Mental Health Crisis and Stabilization and Project Assist moved to the new Electronic Health Record System, NextGen on June 8. As staff continues to learn the system it takes longer to complete documentation. The consultants continue to work for the program to be fully operational.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

- While 402 University was barricaded and under the protection of the Ramsey County Sheriff and National Guard during the first 3 weeks of June, staff accompanied clients to allow them to receive services. The situation was stressful for clients and staff.
- Child Mental Health Case Management: Supervisor attended Virtual Resource Fair sponsored by Ramsey County Children's Mental Health Collaborative. Referrals continue to be down in numbers.

Mothers First

- Supervisor worked closely with Wilder Research to ensure quality data in the annual report.

MHC/ACT/Mental Health Court/ADC

- Continuing to provide telehealth and walk-in services to meet the needs of our clients.
- Face to face injection at the clinic continues to go well.

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

Care Center

- We have had to alter our meeting, training and break spaces to meet social distancing necessary to keep staff, trainers and residents safe. We are setting up for family visits and have adopted largely the MDH guidance for family visits.

Lake Owasso Residence

- We will need to keep residents on campus despite the wider public having greater access to community services and amenities. The MDH has asked us to consider ourselves to be more like a nursing home than a group home due to our size. Visits from family may continue under the guidelines set out for Long Term Care visits.

Child Protection Intake

- Staff continues to have face to face client contact and have been doing so since the pandemic started. Our goal is to keep staff and clients safe as they make face to face visits in the field to support families and meet the requirements of meeting victim timelines.
- Staff are requesting additional masks to bring out to clients if they don't have access to them and may want to wear them during their home visits.

Diversion Team

- Diversion Team move to 402 University, space for the team.
- Diversion Team move to new afterwork hours schedules; and in the event of illness or COVID exposure (quarantine), what coverage would look like.
- Second wave of COVID and preparedness plan.

Family Support

- We may need to cancel celebrations this summer/fall. A graduation event for STAY kids couldn't happen at DeGidio's this June due to COVID. Foster Care and Childcare Licensing are not able to schedule reservations for 100 at a restaurant for October. It is unclear if we will be able to do our routine congratulations for clients hitting benchmarks (high school graduation for STAY; 5/10-year anniversaries for foster care or daycare licensing). It is hard to imagine these as Zoom events. Staff are looking at how to hold the event safely with 100 or more.
- As we continue to see re-opening of economy, we get mixed reviews from both family and staff. Initially, as staff talk to foster providers, family is fine with a worker coming to their house. Foster provider does not see this as a problem – but then there is a second concern that comes around: "Wait a minute, staff person, you are going to everyone's house and then coming to mine; how do I know the last house the worker came from was safe?"

BI-WEEKLY SERVICE DELIVERY CHECK-IN

- We have had the same staff delivering CAD\$ monies, case aides doing this work – what about rest of the agency? Front-end contact with clients is always being reviewed: how to get buy-in for this as a shared responsibility versus this work now is a volunteer system. If agency social worker doesn't want to drop off CAD\$, CPS case aide is willing or assigned to do the work. Case aide does the work, but social worker does not?

Crisis/Mothers First

- Adult Mental Health Crisis calls, effective Monday, June 29th between 12:00 midnight and 8:00 am are being received by Ramsey County Adult Mental Health Crisis Team. (Previously calls were forwarded to Dakota County.) Daily review of call numbers and outreach needs are being reviewed by the Crisis Supervisors and Manager.
- Child Mental Health Case Management and Mothers First: Return to working in the community, preparing by providing PPE to units.

MHC/ACT/Mental Health Court/ADC

- Some clinicians will be having face to face sessions with clients where they have been served remotely in the past. We are doing this due to the client's discomfort/inability to effectively use telehealth and only when client directed.
- We are preparing to offer more face to face services in the clinic.
- Physically modifying clinic environment to COVID appropriate social distancing- the lounge, meeting/group rooms.
- We need a platform to utilize for telehealth that is consistent and reliable. We also need a way to have our intake paperwork in an electronic version to allow for ease of obtaining these important documents.

Adult Support – PrePetition, Adult Protection, Adult MH Intake and Case Management

- Slowly increase face to face visitation. Most staff in case management want to see their clients. There have been weekly discussions on how to safely start seeing people in the community. This is being done some and will continue to increase. Some of the discussion focused on face to face visits occurring outside when at all possible or indoor space to allow for at least 6 feet of social distancing, as well as having PPE for clients that they are meeting with if clients don't have access to PPE. Some staff are still nervous about this so we must balance client need and staff comfort level.
- Adult Protection has planned to start increasing both planned and unannounced visits (with PPE and standard protocol questions) to assess someone's well-being and environments as they had done prior to COVID. These are being prioritized based on information in reports, OR inability to gather full information on someone's status via their collateral contacts.
- In collaboration with staff redeployed on the shelter project, Adult Mental Health has been asked to support guests in the hotels who may need mental health resources. As a pilot we have sent volunteers in pairs to be available twice a week to those guest as needed. During the weeks ahead we hope to continue to offer this service.

3. 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?

Care Center

- We are attempting to schedule a facilitator to come in and meet with smaller groups to discuss the many issues than have been in our community (George Floyd, rioting and concerns of equity).

Child Protection Case Management

- Information/Resource sharing has been the biggest barrier from a service delivery aspect. Some of the families we serve, were unaware of the resources offered in the community outside of where and how to get food. For instance, flyers about financial support during this pandemic was not advertised on local radio stations, or local papers.
- We received electronic flyers because we work for the agency, but the community we serve, families were not aware of what was available in their communities.

Diversion Team

BI-WEEKLY SERVICE DELIVERY CHECK-IN

- Health care access, information, protective equipment, lack of cleaning products because the nearest store has run out.

Family Support

- Question how to keep up efforts after Listening Sessions about George Floyd; keep conversations/work thoughtful and reflective - but also develop concrete next steps so it doesn't get forgotten. Supervisors liked the idea that more facilitated conversations could follow. Social Services was still holding first round conversations last week.
- A motion hearing in court last week related to adoption work brought up a pointed issue related to race. The Bench is not on same page with the Social Services vision to keep kids in their networks. County's default position is always to keep kids within family placements. Bench seems to operate independently. Conversations with Bench outside of court, Quarterly Adoption Meetings - where can more of these conversations naturally occur in order to get Bench to share in our trainings and operate within our values?
- Ongoing questions about translation of notices and what to do about Ramsey website for providers who do not speak English. If you go to the State Office, MDH Translate is consistent about messaging in other languages. This is not as common at the County; however, we are making positive strides. We have staff from Social Services who work with Public Health to reach out to residents who speak east-African languages. This re-assignment of staff provides insight into collaborating with public health and education efforts that could be provided to other Social Services clients.

Crisis

- Barricades and guards present when entering the area of 402 University was overtly distressing for several clients and staff. The level of stress was higher for residents and staff of color. Walk-in services are consistently used by residents of color.

Deputy County Manager Comments

- Continue to work with IS so staff have the technology needed to provide effective resident services.
- Collaborate with FAS regarding making financial resource information readily available to social services clients. Troubleshoot together methods of getting this information to the broader community.
- Please address the concerns of staff related to tasks being voluntary for some (social) workers and therefore mandatory for another group of workers (case aides). Circle back to the DCM with the resolution.
- Thank you for your continued support of the incident management team, especially homeless operations!

County Manager Comments

Thank you. A lot of great work happening here.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Veterans Services

1. Describe how service delivery went these past few weeks. What has been working well?

- Effective, efficient levels of customer service and responsiveness continue to be maintained.
- Virtual Service delivery works, and staff have adapted procedures and processes to ensure the people we serve are served with the same compassion and thoroughness they deliver to people in person.
- Staggered staffing in office has provided needed support with mail processing and distribution, fax processing and other functions.
- Requested access to mail room was approved. All staff are now able to retrieve mail coming in to distribute and deliver mail to be processed during and outside of regular business hours.
- Increase in number of veterans coming into the building and requesting to see Veterans Services staff likely originates with more businesses reopening as restrictions are eased.
- Staff followed guidelines for safe social distancing and masks to serve veterans who were allowed access to the building and who came into the office.
- Weekly staff meetings have helped with communication, connection and coordination
- Veteran Outreach and Veteran Social Worker continue to find new ways to collaborate with internal and external partners to serve homeless veterans.

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

- The sudden death of a beloved member of the Veterans Services team is still being processed by the staff of Veterans Services. We anticipate this loss will not immediately impact our service delivery in any noticeable way. We are in the process of shifting duties and responsibilities among the staff to ensure that we maintain outstanding service even as we to grieve a treasured friend and coworker.
- Request to remodel the lobby space or at minimum add plexi-glass in Veterans Services needs review. With more veterans finding their way into the building and into the Veterans Services office, now seems like a good time to make modifications that would be needed to see people in person.
- The development and deployment of Navigators could have a direct impact on future service delivery modifications considered by departments. It would be beneficial to integrate the processes or at a minimum align them.

Totally agree.

3. 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?

- Request for meeting with RECERT staff to plan for outreach targeting communities of color.

Deputy County Manager Comments

- Work with Ops Service Delivery Redesign team regarding the timing of incorporating Veterans Services as one of the priority services next to be available at the walk-up sites. The implementation timing will drive the need for outfitting the office with plexiglass. Yes!
- Condolences on the loss of your beloved colleague and friend. Alert the DCM of necessary supports for the team.

BI-WEEKLY SERVICE DELIVERY CHECK-IN

County Manager Comments

Our friend and colleague will be greatly missed and the impact of this loss is being felt throughout the entire organization. Thank you for serving during this incredibly challenging time.