

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Community and Economic Development

1. Describe how service delivery went last month. What has been working well?

- The month of December has been fine in terms of remote service delivery.

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

- We continue to monitor how Covid-19 has affected our BIPOC business community and are continuing increased dialogue with our outreach partners to ensure technical assistance and business support is available at this time.
- Access to culturally specific technical assistance agencies will need to be supported well into 2021

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

- No changes anticipated at this time.

☐ Check this box if your department's service delivery change will either return more employees or the public to the building. A separate Workplace 2.0 Plan will be completed prior to implementing this change.

No Additional Questions for This Month

Deputy County Manager Comments

- No comments to add.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Library

1. Describe how service delivery went last month. What has been working well?

- Robust circulation of physical and electronic materials, delivery of virtual programs, demand for program kits, and computer use.

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

- Nothing new.

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

- Nothing new.

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No Additional Questions For This Month

Deputy County Manager Comments

- No comments to add.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Parks & Recreation

1. Describe how service delivery went last month. What has been working well?

- Golf Courses were officially closed on November 13. During the month of November 2,475 rounds were played compared to 186 rounds in 2019. Golfers continued to enjoy the favorable weather and the ability to be active outdoors.
- Ice Arenas were beginning to operate at full capacity prior to Executive Order 20-99 issuing a pause on indoor sports.

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

- We haven't identified any racial equity impacts as a part of our service delivery changes that have not already been raised.

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

- Governor Walz issued Executive Order 20-99 indicating that all organized youth and adult sports are not allowed to have any activities starting on November 20. This order initiated a closure of the Ramsey County Arenas. The order is set to expire on December 18. Governor Walz issued Executive Order 20-103 on December 16 indicating all organized youth and adult sports activities may start practicing again on January 4, 2021. Parks plans to re-open all arenas on January 4 at 6am per usual operating hours in accordance with the Ramsey County Arena COVID-19 Preparedness plan with the guidance of Ramsey County Public Health.
- When Executive Order 20-99 and subsequent Executive Order 20-103 was issued, Parks & Recreation delayed the opening of the Fieldhouse Turf facility at the TCO Sports Garden. This facility is an important recreational resource for the community. Parks plans to move forward with opening the Fieldhouse after Governor's Orders are lifted on January 4th, 2021. The Fieldhouse Turf facility will open in accordance with our Fieldhouse Turf COVID-19 Preparedness Plan and with the guidance of Ramsey County Public Health.

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No Additional Questions For This Month

Deputy County Manager Comments

- I support these service delivery modifications. The Workplace 2.0 update is forthcoming.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Property Management

1. Describe how service delivery went last month. What has been working well?
- No issues. Much work on-going to stand up the facilities as shelter. Great teamwork!
2. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department’s service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?
- No issues.
3. What service delivery modifications (if any) will you need to make for next month and why? Please note, significant changes will need to be approved by the county manager.
- No changes for “normal” building operations.
 - Staff reassignments to provide services at the new shelter locations.

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No Additional Questions For This Month

Deputy County Manager Comments

- No comments to add.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Public Works

1. Describe how service delivery went last month. What has been working well?
 - Our service delivery has not had any significant changes over the last month or more.
2. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department’s service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?
 - We have not seen any racial equity impacts as a part of our service delivery changes that have not already been addressed or discussed
3. What service delivery modifications (if any) will you need to make for next month and why? Please note, significant changes will need to be approved by the county manager.
 - We do not anticipate any modifications to our service delivery in the next few weeks.

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No Additional Questions for This Month

Deputy County Manager Comments

- No comments to add.

County Manager Comments

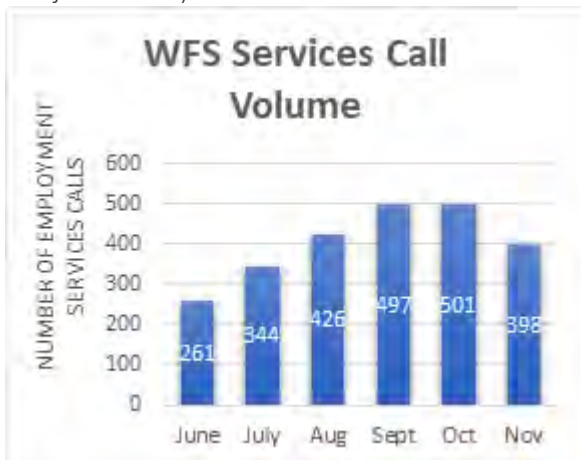
MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Workforce Solutions

1. Describe how service delivery went last month. What has been working well?

- Cross county department work continues to be impactful for workforce development services. One example is our linkage with the Early Childhood development initiatives.
- Our referrals to our Dislocated Worker services continued to increase, likely due to the marketing campaign that was launched in October
- We continue to utilize a variety of engagement strategies to keep connected with individuals and families in working toward their employment and education goals.
- Partnerships, resource sharing and collaboration continue to be a focus for best serving our residents
- Skill building sessions (short 20 minute) for service delivery (Motivational Interviewing, Self-Care and Goal Setting) are being held system wide (WFS and vendor providers).
- We hosted two virtual event weeks: Level Up for youth/young adults) and Move Forward (for COVID-19 impacted jobseekers). Events went well! Thank to Communications for helping to get the word out.



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

- Access, skills and knowledge of technology continues to be a barrier for many of our families served in the workforce programs.
- Families and individuals served continue to experience stress in balancing children/distance learning, uncertainty in the job market.
- Hosted youth and young adult Community Conversation on employment disparities. Over 50 attendees. Heard stories of needs and also CARES impacts.
- We distributed Student Support Kits (via CARES funding) to Minnesota State schools and 750 Tech4Future Paks via culturally specific community-based organizations to young adults impacted by COVID-19.
- Graduated cohort of women with tech training certification. Tech is an industry of opportunity for those who have been disproportionately impacted by COVID-19.

MONTHLY SERVICE DELIVERY CHECK-IN

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

- A plan for our CARES Career Lab is being adapted in order to continue these services into 2021
- We developed some actions steps to best utilizes resources and training on using virtual tools for staff and residents.
- Our efforts on self -care and encouragement to use Wellness resources due to virtual fatigue need to be refreshed and continuously intentional and innovative to best support our staff
- We shifted receiving deliveries to the Parks building.

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No Additional Questions For This Month

Deputy County Manager Comments

- I support these service delivery modifications.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Community Corrections

1. Describe how service delivery went last month. What has been working well?

Department

- The department experienced a rise in the number of staff positive for COVID 19. In response and in alignment with Governor Walz's Dial Back Minnesota Executive Order, we asked all non-facility staff to work from home and/or limit their time and social interaction at the office. This went into effect at 11:59 PM on Friday November 20 and will be in place until Dial Back Minnesota ends, and we will continue to monitor further developments as they are announced. Previously we had encouraged staff to work from home, we have now intensified the messages and even asked that staff schedule their time in the office with their supervisors to minimize potential exposure.
- Community Corrections probation officers and support team staff continue to manage and supervise probation clients using virtual platforms, cell phones, electronic devices, and with in-person contacts. Staff are reminded regularly by their supervisors and through other ongoing communications about maintaining vigilance in utilizing all Covid-19 safety protocols, particularly when meeting with clients, working in the community and in any office locations.
- Our 24/7 correctional facilities (RCCF & JDC) continue to operate under strict health and safety protocols. Resident numbers continue to remain below recent year averages, and the department continues to review ways to keep client numbers at reduced rates during the pandemic and beyond.
- Our staff continue to participate in virtual court hearings and will need to be prepared for the return for in-person hearings at some point in 2021. We will be monitoring coverage needs to ensure adequate staffing levels, but we are concerned about the significant backlog of cases. Some additional resource concerns have arisen about coverage for specific areas within the court system, including the treatment courts, as case backlogs begin to be addressed.
- Our justice reform work remains a high priority. We are continuing to work with community members and criminal justice partners to reduce disparities, decrease the use of incarceration and increase community-based alternatives to help those we serve. Some examples include a review of revocation decisions, utilization of alternative procedures such as "sanctions conferences," reduced out of home displacements for youth, family focused interventions and individualized case planning procedures, and collaboration with the Minnesota Department of Corrections helping those re-entering the community.
- The ability and option to use virtual contacts continues to be beneficial for clients and staff. Probation staff are able to provide services to clients and their families while maintaining safety precautions and reduce barriers to clients such as transportation and childcare. Corrections staff will certainly continue to connect regularly with clients and be available to address questions, concerns, and challenges, etc.

Adult Probation

- We continue to provide cognitive group programming virtually and clients are successfully completing programming.
- The staff working with the unsheltered clients are doing excellent work identifying unsheltered clients and helping them with stability and complying with conditions of probation. We now have a formal process for agents working with the unsheltered homeless population to collaborate with other Ramsey County probation agents. These staff are working to locate and get information to the clients about appointments, court hearings and other key information. We still have staff that are remaining in contact with clients at the Saint Paul Opportunity Center (SPOC). This will be especially important as we enter the cold/dangerous weather months.
- Agents continue to use modified service re-design protocols to deliver services to our clients. Phone calls and socially distant field visits are the primary methods of client contact. In cases where in-person contact is needed such as high-risk clients or obtaining signatures, Minnesota Department of Health guidelines are followed.

MONTHLY SERVICE DELIVERY CHECK-IN

- Agents worked to identify approved family and friends to assist with ISR transports from the DOC facilities impacted by COVID. Media reports have highlighted escalating numbers of infections in a number of DOC state prison facilities.
- Our drug testing contracted vendor, Averhealth has added more drug testing options over the last several and continues to maintain a high level of safety protocols.
- We are using more of the Community Monitoring Program (CMP) as an alternative to incarceration to keep clients in the community and out of the Ramsey County Correctional Facility and the ADC/Jail. We believe this has been good option for clients that are stable and in contact with their supervising agent but are struggling with certain conditions of probation.

Juvenile Probation

- Staff continue to work closely with the courts as most hearings continue to be virtual. The communication between agents and families has increased as we help families navigate and engage in virtual court hearings.
- Staff continue to refer higher risk clients to virtual cognitive skills programming. Our collaboration with the Staff Development Unit continues to strengthen which has also improved services to clients and allowed quick follow up when barriers to programming exist.
- We continue to see an increase in need for food, shelter, mental health support, and employment resources. We continue to use partnerships within the department, service team and community to collaborate and share resources.
- We continue to build on Electronic Home Monitoring (EHM) as a strategy to keep youth safely in the community. Staff report increased communication with parents and caregivers for youth on EHM versus out home displacements.
- We continue to work with Public Health to ensure our staff are using safe practices and have appropriate PPE as they work in communities and for youth in placement or programming.
- Staff continue to be available to families for onsite services or to respond to questions as needed.
- The division obtained a number of "Techpacks" (from Workforce Solutions) that include a laptop for clients who need to continue virtual programming. "Techpacks" are being prioritized for clients in families with higher risks and needs.

Ramsey County Correctional Facility

- In November, RCCF had seven staff test positive for COVID, which is our highest number of staff thus far. Through contact tracing, it does not appear that any staff were exposed to COVID while at work.
- Due to the increase in staff testing positive, Public Health offered voluntary COVID testing for staff two times in November. We had over 40 people test and from that, two people tested positive for COVID that were asymptomatic.
- Public Health continues to be a tremendous resource for our team at the RCCF. They completed COVID testing for us during a time in which they were incredibly understaffed and made testing a priority for us. We are very fortunate to have their support with has been critical in helping to curtail COVID spread at the RCCF and at the JDC as well.
- In early November, our population increased to the point where we had to open an additional dorm. By mid-November, our population had decreased again. In order to be as prepared as possible to utilize minimum staffing, we once again reorganized how residents are housed throughout the facility to minimize CO posts and increase efficiency. Therefore, despite the increase in staff testing positive, we were still able to maintain our minimum staffing levels and cover shifts.
- In November, we also had our 4th resident since March test positive for COVID. This person was tested on day 9 of incarceration as part of our asymptomatic surveillance testing. He has remained asymptomatic while quarantined.
- This month we suspended all programming in the facility. We closed the learning centers and stopped treatment and all cognitive skills programming. We had transitioned many staff back into the building in order to offer more services. We now have as many staff, once again, working from home as possible.

MONTHLY SERVICE DELIVERY CHECK-IN

- We are still completing chemical evaluations, so clients can complete treatment in the community. Our mental health team and caseworkers limit their time in the facility while still meeting client needs.

Juvenile Detention Center

- This month coinciding with the uptick in cases in the community, we had 4 staff test positive. Contact tracing was performed and because staff are continuing to adhere to CDC guidelines, no further follow up with staff or residents was required.
- Decision Points Cognitive Skills programming has continued along with incentives and recognition for clients who successfully complete the program.
- A Core Correctional Practice pilot group was created, and intensive staff training will continue through December.
- Management has redesigned supervision duties to support 3rd shift staff and strengthen COVID protocols.
- To date, no residents have contracted COVID in the facility.
- Video visitation continues to be an effective way for residents to connect with family and caregivers.

Administrative Services

- We have continued to address the challenges with accessing and maintaining adequate technology resources for all staff to effectively work remotely. AMT and IS have collaborated to deploy laptops and equipment as available but there remain staff who are not fully equipped. Leadership continues communicate with staff and IS to come up with creative strategies and both long term solutions.
- Virtual training sessions and cognitive-behavioral programming continue to go very well. Additionally, we began a pilot with the Juvenile Detention Center which includes delivering Core Correctional Practices (CCP) training to staff.
- The Staff Development Unit continues to focus on preparation for successful launch of the 2021 training and coaching calendar and initiatives.
- Virtual delivery of cog programming has continued to go well. We are addressing challenges as they arise and have identified effective practices and service delivery for next year.
- So far in 2020, 101 adult clients graduated a cognitive skills program, with additional clients continuing to work towards successful completion of programming.
- We're adding another cognitive skills curriculum in 2021 to the virtual delivery format, Moving On for adult women. Again, we worked with the author of the curriculum to ensure fidelity and best practice delivery of programming with the clients.

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

Department

- Residents of color have experienced disparate negative impacts from the pandemic.
- Agents report that residents of color are often less likely to have access to critical resources such as PPE, medical care, housing, mental health services etc. due to multiple barriers. Agents carry PPE for clients, as necessary, during in person contact visits.
- Agents are referring clients to partners in the Health and Wellness Service Team and community organizations that are offering needed services and critical resources.
- These populations are also more likely to have fewer technical resources such as phones or remote methods of contact, therefore, it is harder for them to access probation services and meet other important needs.

MONTHLY SERVICE DELIVERY CHECK-IN

- We are continuing to work with our clients to implement strategies and processes that reduce barriers and support client success. Our staff are engaging with clients and community partners to support safety, success, and address physical and mental health needs.
- Juvenile Probation officers are encouraging the further use of diversion alternatives while also partnering with community agencies to provide restorative-based programs and services to youth who are diverted from formal charging.
- Our clients face disparities and obstacles not only from a racial lens but many others (housing, economic, employment, mental health etc.). If you add COVID related stress to these existing struggles, re-integration into the community can become over-whelming for many of our clients. Staff and clients are still adjusting to all the changes due to COVID 19 and finding the right balance of personal versus virtual interactions to offer effective services and support.

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

Department

- A continuing barrier to allowing staff to work fully remote is the continued lack of sufficient laptops. Although we are working with County IS and have been assured we are scheduled to receive laptops as they become available, the need continues to be critical.
- We are reviewing the best outcomes related to the use of RCCF versus community alternatives. Additional alternatives and resources for community support are greatly needed. The District Court is also seeking viable alternatives to incarceration. This month we are continuing to review data from the Revocation Reductions Challenge project in partnership with the Robina Institute at the University of Minnesota.

Adult Probation

- Probation staff are doing an excellent job of trying to keep clients out of the RCCF and coming up with alternatives to incarceration. However, our system needs additional alternatives in lieu of other forms of consequential monitoring.
- The supervision model in Adult Services, (Effective Supervision Practices), is based on developing good working relationships with clients and effective communication processes, including face to face communication with clients. Leadership will need to work with staff to adapt and develop alternative communication models.
- The unsheltered populations are becoming increasingly difficult to reach – even after probation violations are resolved. Additional housing and shelter options continue to be essential for some probation clients.
- With the onset of cold weather, it became harder to meet with clients outside. The recent order by Governor Walz has also meant that there are fewer places in the community, such as libraries or coffee places, to meet clients safely.

Ramsey County Correctional Facility and Juvenile Detention Center

- Beginning February 1st, the Sheriff's Office transport staff have indicated they will no longer transport youth unless adjudicated or sentenced to DOC facilities. Transport training will need to be finalized for staff at JDC, RCCF and Juvenile Probation, and provided to staff in a safe, secure method. This has required Corrections to reallocate resources to cover this service and re-adjust staffing patterns.
- Shifting duties to include transportation services, along with monitoring and supervising clients in medical facilities (for medical appointments or emergency services), has not been a standard practice for Community Corrections so these changes will need to be monitored particularly if additional staffing resources are needed in the future.
- Due to court proceedings going completely virtual, modifications to staffing compliment at the JDC needs to be made daily, allowing for extra staff to support the residents in lieu of court personnel.

MONTHLY SERVICE DELIVERY CHECK-IN

- ☐ **Check this box if your department's service delivery change will either return more employees or the public to the building. A separate Workplace 2.0 Plan will be completed prior to implementing this change.**

No Additional Questions For This Month

Deputy County Manager Comments

- Thanks for making work adjustments to reduce COVID exposure for staff.
- Thanks for the new information within the 1st question. I noticed a lot of repeated info from last month for the first 3 sections, it's okay to take that info out to shorten the report...especially if work hasn't changed. I appreciate the info (so don't get me wrong) just trying to reduce the repeat info.
- Happy to see the partnership with Workforce Solutions for the techpack program.
- Thanks for the shoutout to Public Health for the help with testing staff and thank you or your work continue to be an example of how to keep COVID-19 positives at a minimum within a correctional facility.
- Congrats on the cog skills graduates, that's great news? About how many people are in that program at any one time?
- Has there been any change to the number of laptops available to staff within the last month?
- Do we know why Sheriff's office will no longer be transporting facility residents?

Thanks to all of you for the continued work. The last month, with all of the staff COVID-19 positives has put a huge strain on all of you. Thanks for your resilience and your continued commitment to serve Ramsey County.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Financial Assistance Services

1. Describe how service delivery went last month. What has been working well?

- The department's service delivery and operations in the month of November went well and continues to be stable.
- Remote service delivery continued to be effective and efficient.
- Staff continue to appreciate working from home options. We continue to offer the flexible work hours that the department launched to support staff who needed additional flexibility to balance work/life schedules.
- Residents continue to interact with department staff via telephone or internet-based communications.
- Residents continue to call the Department's Call Center and utilize our EZ Info line to know the status of their cases.
- There are limited clients who come for an in-person service. Staff and clients are reminded about the importance of practicing all COVID-19 safety protocols, particularly when they are interacting with clients.
- Throughout the month of November, 289 clients visited at the main customer service inner lobby at East building where they needed to have in-person contact with FAS staff.
- Renewal requirement for SNAP and cash assistance programs are suspended through February however, clients are required to report changes. Also, Health Care renewals are pushed out due to COVID-19 peacetime emergency.
- Current trend of new applications received by the agency continues to be higher than normal. The agency received 3,336 new applications for the month of November. 511 of these applications were emergency requests. This is approximately 830 applications per week. Normally, the Department receives about 600 new applications per week.
- FAS embedded Financial Workers at all Service Centers continue to assist clients and collaboratively work with other integrated service delivery team. Since some of the Service Centers are not seeing a lot of traffic, the Department has been assigning the embedded staff at the service centers some intake applications per week for processing. This assistance provided Intake workers with some relief.
- The CARES Landlord Assistance Program continues to be one of the department's top priorities to meet the deadline of processing these applications. The department has shifted staffing resources to this area to meet the deadline.

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

- We continue to monitor how our current service delivery model has affected our clients and staff.

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

- No changes at this time.

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No Additional Questions For This Month

MONTHLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- Big thank you to staff who have worked to process the additional applications this past month. This has been a really heavy lift during a stressful time and FAS leaders have stepped up to answer this need! The landlord/rental assistance program had an amazing response. Thank you for being able to get through the 1,000’s of applications in a very short amount of time!

Amazing job coming together to accomplish this huge task. Nicely done!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Housing Stability

1. Describe how service delivery went last month. What has been working well?

- In the last month we expanded services, SPOC now has night hours for those waiting to go to Safe Space, IMT Operations opened two emergency shelters at Saint Paul facilities, Luther Seminary was leased and residents move in on 12/15, and we signed a service contract with Voices of East African women for expanded family space.
- Four additional expansions are still in the work a permanent home for Project Home family shelter, Listening House day shelter, Bethesda, and an additional hotel with state money. The partnership with Property Management on these sites is going exceptionally well.

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

- We are still seeing many African American families struggling with homelessness and a systems gap to provide wraparound services. To help we have moved our contract with the Parent Mentor Program, a black-led organization, from the shelter to the hotel so that families on the waitlist have additional support.
- IMT Operations undergoing a huge increase in hiring to support the new facilities. We will need to continue to make sure that our staff are racially diverse and come from our communities of color.

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

- Lots of shelter openings- as listed above.
- Working on which contracts will be moving to the homelessness project fund and which contracts will move to ESG-CV grant agreements.

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No Additional Questions For This Month

Deputy County Manager Comments

- Huge congratulations for the work done this past month. Thank you for your work and for the partnership with Property Mgmt to get these sites ready and opened up.
- Good idea to adapt and move the Parent Mentor program to the hotel sites to work with people where they are located.

I hope all working in this area take some time to rest and to celebrate the enormous accomplishments made over the past few months. Congratulations!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Health and Wellness Administration

1. Describe how service delivery went last month. What has been working well?

- Overall things have been going well, but some areas have had staff with COVID-related absences.
- New supervisors in Business and Functional Support Services and a new Electronic Health Records Capability Team started work in the last month and onboarding is going well.
- Adjusting invoice payment processes resulted in 75% of Rule 1 (“mom & pop”) foster care payments being made timely.
- Tech Equity and Family Service Center CARES projects are underway and moving to implementation.
- Bringing on the three temporary evaluation positions has eased the stress on evaluation, although more requests for CARES related evaluation are still coming.
- Electronic Health Records successfully went live at Public Health. EHR redeployment at detox was also successful and decreased intake time.
- The Mental Health Clinic is now live with a telehealth pilot that allows users to attend appointments remotely.

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

- The tech equity projects supported by HWAD are underway and supporting the most vulnerable populations impacted by COVID including BIPOC children and their parents/ guardians experiencing homelessness; and elderly and disabled who live in the areas of concentrated poverty (used social vulnerability index)
 - YMCA drop-in early child development care and homework help to support school aged children at Family Service center developed*
 - Leapfrogs and Lakeshore Learning kits provided to children*
 - YMCA family passes will be available to all families (once YMCA opens)*
- ** All direct response to town hall conversation with families stating their needs
- Chromebook and one-year of Internet Essentials distribution will for 100 individuals that receive services with the Aging and Disability Services area
- African American SBMEQ vendor partner selected to provide tech support for these families= Chromebook distribution and customer service availability including a customized “how to use a Chromebook manual with specifics an accessibility tool and a “how to set up and use internet manual.”
- Electronic Health Record services will support Medication Assisted Treatment for African Americans with opioid addictions in the correctional facility.
- Completed community conversations with five targeted, BIPOC groups to better understand how better partner with these communities around contracting. A report and recommendations will be available by the end of the year.

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

- Both evaluation and planning/contract management staff have appreciated the ability to serve in a less siloed capacity. For planners who have been redeployed to manage contracts this means a greater sense of purpose and the ability to provide better technical assistance to vendors/partners. For evaluation, the ability to work collectively across departments and

MONTHLY SERVICE DELIVERY CHECK-IN

projects has been energizing and leads to greater methodological rigor as staff share ideas and problem-solve as a group. Both groups would like to explore how to continue working this way post-COVID.

- HWAD cannot accommodate payroll and onboarding needs for ever increasing complement of shelter staff. HWAD payroll area has been historically understaffed. This weakness is compounded by recent departure of staff; we are in crisis mode to meet routine payroll functions. The Health and Wellness Service Team, HR and Finance are working together to address the HWAD payroll crisis in the short term and long term. We have made a request through Scott Williams to identify and redeploy staff to meet the new, urgent and growing payroll needs related to shelter operations.

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No Additional Questions For This Month

Deputy County Manager Comments

- Congrats on getting new staff into positions in areas that needed those gaps filled quickly.
- What is the normal % of foster care payments made on time? Can the 25% non-timely payments be improved or due to issues outside of our control?
- Huge successes for PH EHR to go live and for Mental Health telehealth visits. Congrats!!
- Great to read changes made directly based on townhall events and community expertise and feedback.
- Looking forward to more service delivery updates with examples of how departments are working more closely together to accomplish system-wide work.

Thanks to everyone in HWAD for continuing to persevere and work through these trying times. I appreciate the continued work to partner across the service team and county and continue to ensure good programs and services.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Public Health

1. Describe how service delivery went last month. What has been working well?

WIC

- WIC staff continue to provide appointments over the phone as well as pick-up service for WIC materials, benefit card, or special medical formula.
- November had 6541 participant contacts; issued 137 eWIC cards via pick-up appointments; mailed 160 eWIC cards; had 3 special medical formula pick-ups.
- In light of, the MN COVID positive numbers, we have reduced the number of staff onsite. This has resulted in reducing curbside services to 3 WIC locations; Rice Street, Midway, and Eastside.
- Received good feedback about the outreach mailing that included a mask with a breastfeeding logo along with information about breastfeeding and COVID-19.

Healthy Communities

- Phone calls continue to be made to all new members of MA. Referral calls are up and have been distributed among PHN staff and non-PHN staff to assist in completing calls in a timely manner.
- Virtual outreaches to clinic and community done on a limited basis.
- C&TC staff supporting each other during COVID response. Non-deployed staff are assisting their peers with their work assignments who are deployed to ICS.

Correctional Health

- Went well, testing continues for all patients coming into the facility, rapid testing now happening on symptomatic individuals as well as MDH staff testing.

Family Health

- PHNs continue to engage with ongoing clients and open new referrals via zoom, Face Time, and telephone.
- Move completed from Beam office to Plato, with much appreciation for all the work done by support staff.

Clinical Services

- The hybrid model of telehealth and in-person care for those clients who need to come is in working well.

Administration

- In November HouseCalls welcomed a new FT Social work staff from MN Community Care.
- The addition of this staff, which filled a recent vacancy, has helped to balance the sanitation caseload HouseCalls has been managing.
- The small lab staff has been affected by COVID-19, but able to manage with no impact on service delivery.
- Implementation of NextGen EHRs continues to move forward with resolution of outstanding issues. Service delivery volume was temporarily decreased for 3 weeks with go-live.

MONTHLY SERVICE DELIVERY CHECK-IN

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

WIC

- We continue to acknowledge the equity impact that not assessing participants' ht/wt/Hgb has on the nutrition vulnerable population we serve. We are collaborating with CTC to request to receive client ht/wt/Hgb data from medical providers when available. Having this information will help to better serve our clients and offer support and resources aligned with their needs.

Healthy Communities

- Services to non-English speaking residents continue to be delayed due to translation and language specific materials and available media posts.
- Families in above group also report less access in receiving County services of food, shelter, medical attention.

Family Health

- Home visitors exploring vaccine messaging and most helpful approaches for beginning conversations with clients now about COVID-19 vaccine.

Clinical Services

- We continue to see growing numbers of people affected by Hepatitis C within our syringe services program. The high-risk communities include injection drug users (IDU), many living in encampments or shelters.

Administration

- HouseCalls is seeing low income residents experiencing higher water bills - with the COVID 19 pandemic and having multiple kids and/or other extended relatives home full time. In the past month- Saint Paul Regional Water has sent out notifications to residents behind in their bills that the unpaid amount will be 'CERTIFIED TO PROPERTY TAXES' indicating that in situations that may have seen a shut off notice now the notices are related to the taxes that can be collected on the amount owed.

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

WIC

- Since Federal waivers were extended, we have not yet implemented the approved changes from our Workplace 2.0 plan submitted in August.

Healthy Communities

- If referral calls continue to go up, we will have to modify the number of calls given to non PHN staff. Many complaints from staff regarding rude and disrespectful response from individuals called. Making comments about staff's ability to "speak English". We may need to extend the time to do referral calls from 10 workdays to 15.
- Leadership needs to consider the expertise of culturally specific staff requesting professional translators for certain written languages. This issue is placing a lot of stress and strain on staff.
- Internet service in the home continues to produce delays in completing documentation of calls. Unable to determine if this is a CATCH issue or an issue with individual home internet.

MONTHLY SERVICE DELIVERY CHECK-IN

Family Health

- Continuing to unpack and reorganize supplies/materials and processes for Family Health located at Plato; continued adaptation of staff to working from home with new processes following closure of Beam office (faxing, scanning, printing, mail, supplies).

Clinical Services

- Seeing clients who seek out syringe exchange services test positive for Hepatitis C and are not treated due to the high cost of treatment. We are exploring the feasibility of providing Hepatitis C treatment at Clinic 555. Our program in Ramsey County continues to respond to the high numbers of Hepatitis C in our homeless and IDU communities who are disproportionately affected by Hepatitis C in MN, through outreach, syringe services, testing, and now potentially treatment. This would be one more response to mitigate the Hep C risk in this population.

☐ **Check this box if your department's service delivery change will either return more employees or the public to the building. A separate Workplace 2.0 Plan will be completed prior to implementing this change.**

No Additional Questions For This Month

Deputy County Manager Comments

- Congratulations to Family Health on a successful (and quick) move out of Beam and over to Plato.
- Congrats to the EHR team for going live!
- Will be interested to see if more connecting with CTC and clinics will help gather ht/wt/Hgb. Also, as staff have the opportunity to become vaccinate, hopefully more can be done to open doors to allow for more in person appts.
- As Family Health staff have opportunities to get vaccinated, will they also be switching from virtual to in person visits with families?
- If there is a next round of Federal funding, it might be worth thinking about adding water bills to the list of utilities that could be subsidized during the pandemic.
- Looking forward to partnership updates about how Syringe Services will be connecting with the additional shelters (Bethesda) that are opening this month.

Congratulations to Public Health. You've made it to the vaccine phase of this pandemic. Thank you for your continued work and resilience!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Social Services

1. Describe how service delivery went last month. What has been working well?

Ramsey County Care Center

- A surge of COVID positives hit residents and the COVID unit has had as many as 12. No residents have expired but one is at the hospital.
- The number of staff screened off topped at 42. New hires are 9. National Guard has been here to assist since December 1 and will leave December 15th. Total staff screened off down to 25.
- Testing is now every Tuesday and Thursday.

Lake Owasso

- It has been a difficult month due to COVID creating staffing issues.
- What has worked well is the dedication and willingness of staff to pick up extra shifts to cover resident care.

Child Protection Intake

- Ramsey County Child Protection Intake had 189 new assessments in November compared to 233 in November 2019.
- We continue to focus on working with families and addressing issues without the need for court involvement. This practice has led to a decrease in court involvement for families and in the removal of children from the home. If there is a need for a child/ren to be placed out of the home, kinship placements are being used as much as possible so family connections can remain intact. Additionally, there has been a decrease in cases moved on to case management services and an increase in closing cases. As a result, families can address their needs through community resources and supports rather than child protection involvement.

Child Protection Case Management

- Service delivery went well in November. Families are seen and staff are responsive to client needs. We were preparing to start having virtual visits for those families who have concerns regarding COVID.

Children and Family Services Early Intervention Team

- Service delivery was impacted by the pandemic. A few Mother's First staff were quarantined and unable to meet with clients due to direct exposure from other home/community transports and visits. The staff members did not test positive for the virus, likely because they followed protocol in helping to reduce the likelihood of them contracting the virus during their transports and meetings.
- PPE has been readily available for all staff members who have direct contact with clients.

Children and Family Services Youth Intervention, Diversion, and Crisis

- We received recognition from the Association of Minnesota Counties for our co-responder model in Crisis and Diversion programs.
- We continue to be one of the only (maybe even the only) Crisis team in MN that is conducting mobile outreach face to face. It is challenging but has been a highly successful service to residents due to the exacerbating impacts of COVID on individual's mental health.

MONTHLY SERVICE DELIVERY CHECK-IN

- Our Youth Intervention Team has continued to form over the past month, streamlining services for Rule 20 youth, runaway youth and sexually exploited youth, and youth being served across multiple workgroup areas. We continue to work to divert these youth from the Child Protection system.
- The Diversion Team continues to respond to calls from law enforcement that could be best served in partnership with our social workers.
- Staff in our area have shown great resilience and dedication to providing in person services safely.

Family Support

- Extended Foster Care has worked hard to identify youth who are eligible for laptops in joint venture between Workforce Solutions and Permanent Connections Unit (PCU). Laptops are due to arrive at end of December.
- Although adoption is not the sole outcome envisioned for PCU, staff worked diligently during the past 8 months of COVID to work with Court System and help youth achieve permanency. At November's end we topped 130 adoptions for 2020, a record high that occurred during COVID. 2019 was first year the unit ever reached 100 (106 in 2019). This is good for staff morale. Some staff have experienced a complete turnover of their caseload this year. Caseloads have dropped from over 30, and now some staff have 20 or less youth on their caseloads.
- Staff remain adaptive and we have hit a rhythm. We have been able to adjust to changing demands of the Governor during the past month. School disrupts have had an impact on staff, having more children at home than they had before. However, staff and supervisor are working on flex time/remote in a way that works for service delivery to clients and to balance well-being of staff.

Aging and Disability Services

- All services are being provided remotely via Zoom and phone.

Detox

- No PPE shortage, medium gloves arrived.
- Implemented a practice of Nurse Supervisors speaking directly to referral sources to ensure appropriate placement and availability. This includes a brief case review, document review (if available) and screening for COVID symptoms and/or positive tests within 14 days of placement.
- No individuals have been denied placement due to census/bed availability.

Mental Health Center

- Service delivery continues to go well. We continue to be innovative and adaptive to ensure clients' needs are being met despite increased restrictions for social contact.
- Decreasing the number of staff in the office has gone well. We've been able to show flexibility in our approaches while still assuring that our clients' needs are met.
- Nursing staff are still able to meet client needs by working remotely and at the office.
- Service delivery is going well. There are some issues with connectivity, but the issues have not interrupted the way that service is conducted and delivered.

MONTHLY SERVICE DELIVERY CHECK-IN

Adult Support

- Adult Protection has hired and begun training two new social workers in Adult Protection. The team is very happy to have them and to be fully staffed for the first time in over a year! Adult Protection staff continue to work very well together as a team, and we have resumed regular weekly team meetings via Teams. Previously there had been some weeks that we were unable to make it work but we have rededicated ourselves to the necessity and are no longer waiting for “normal.” This has been very important as a way for team members to regularly connect as well as ensure consistency in case consultation.
- Prepetition screening: Screenings done through telehealth with clients in the hospitals is working well. Remote consultation regarding cases is adequately addressing staff needs.
- Adult Mental Health Intake: Working with clients who don’t have providers to obtain needed documents to be referred for case management services. The open position has been filled. Intake is also continuing to complete assessments utilizing telehealth and phone. Staff are continuing to receive training on saving documents to S: drive.
- Adult Mental Health Case Management: Service delivery taking place face to face continued to increase throughout October/November, but with the increase in COVID cases in MN and nationwide, staff are again moving more toward meeting with clients by phone (less often virtually with computers). Some staff continue to express a desire to see clients only remotely and this is encouraged for them. As most hospitals have reinstituted restrictions on seeing clients in their programs, there has been a strain on case managers trying to coordinate for discharge planning with local hospitals and treatment programs.
- Adult Mental Health staff have taken the last month to focus on ensuring compliance with paperwork, collaborating with billing staff and housing staff to better understand the new Housing Stabilization Services. Excellent trainings have been offered to staff and community partners on Revocation Changes, Guardianship and Waivers, Destigmatization of Suicide, Taking Advantage of Online Housing Search Tools, as well as Alternatives to Face to Face Visits during the month of November.

MnCHOICES

- DHS waivers allowing tele/video visits are going well overall.

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

Ramsey County Care Center

- There is an even split between white and non-white staff, but our concern is that non-white staff are more likely to be exposed or contract COVID. We want to do everything possible to keep staff safe, realizing that those from communities of color have a higher risk.
- Families are concerned that loved ones may be exposed or contract COVID. We want to do everything possible to keep everyone safe, recognizing that disparities exist, and people of color are more likely to be impacted by COVID.

Child Protection Intake

- COVID has added “another layer” of challenges to those our families of color already face due to existing racial inequities in the system. Providers have been less accessible as they experience COVID-related staff shortages; there is a shortage of resources and fewer clients are served. In addition, providers have difficulty getting to clients who need services most – often families of color. When a family loses housing and either must move or become homeless, is it a significant challenge to locate the family and provide services. CP has seen an increase in these types of situations during the pandemic.

MONTHLY SERVICE DELIVERY CHECK-IN

Child Protection Case Management

- Several of our vendors are continuing to work on plans to go from in person visits to virtual visits. This will provide a hardship for all clients to be able to see their children in person on a regular basis. Families of color don't always have access to the internet or other electronic equipment needed to complete this task and may be affected at a greater rate because of the lack of resources. It could also minimize the types of services that are available to clients of color.

Children and Family Services Early Intervention Team

- The lack of Zoom accounts that offer more than 40 minutes of meeting time presented as a barrier for the Mother's First intake process. The social workers experienced having calls end in the middle of intake with clients. The clients were African American, Native American, Asian and mixed race (Native/White). It's my understanding that employees are encouraged to utilize Microsoft Teams and encourage clients to download the program in order to participate in meetings. This request is not one that most clients served by this program can meet. This presents a huge barrier to serve clients that are interested in programming.
- We are working on methods to improve our outreach with African American and Native American communities with the Parent Support Outreach Program by connecting with several community members to help us engage residents more successfully.

Children and Families Services Youth Intervention, Diversion, and Crisis

- Crisis calls continue to become more acute as the pandemic worsens. We feel at least one contributing factor is the lack of face to face contact at other points in the mental health systems- case management, commitments, individual therapy, family therapy, psychiatry, etc. Residents have voiced a need for in person services and the lack of these services has led to an overload at points in the system such as EDs and Crisis services. In short, the modified, virtual service delivery system for voluntary services is a contributing factor to a higher volume of involuntary services such as mental health holds. Because we know that BIPOC are already overrepresented in our involuntary systems and have unequal access to our voluntary systems, we see this as exacerbating the disparities that existed pre-COVID. We have been working across Divisions and Departments to partner with community agencies on being proactive to prevent these crises, however the response remains inconsistent.
- We have worked hard over the past several years to reduce disparities in truancy reports that can result from disparities in how attendance is taken in schools, disparities in how attendance is reported (who is reported for truancy and when), and how we respond once truancy is reported to Ramsey County Attorney's Office (RCAO). Disparities vary by school and district, but Black and Asian (specifically Karen) populations have traditionally been overrepresented in this part of our system. We have moved upstream to offer voluntary services and prevent court involvement. COVID is having a dramatic effect on the number of students missing school as families are overwhelmed and under-resourced in childcare options and assistance with distance learning. We are meeting weekly with partners to brainstorm: RCAO has been partnering with us to refrain from filing any truancy petitions this school year. In early December, reports of truancy to RCAO have exploded. While we are confident that RCAO will not file petitions and cause further consequences from our legal system, we remain concerned that there are not adequate resources to assist families with school and childcare through these trying times.

Family Support

- Family childcare provides economic prosperity to small businesses and women run businesses, which is a goal of the county. Over the past seven months, some families have pulled their children out of family childcare given COVID surges and other restrictions. We encouraged family childcare businesses that experienced financial hardship as a result of the COVID crisis to apply for CARES Act funds. While non-English speakers sometimes have difficulty with the internet, applications, grants, and fear of government, the grant contained a link listing outreach partners (with language speaking

MONTHLY SERVICE DELIVERY CHECK-IN

capacity) who were available to help family childcare providers complete the application free of charge. Many recent immigrants have some fluency with computers, but language is a barrier for completing applications as is working within systems and bureaucracies. These are unfamiliar to many immigrant communities and a source of distrust. Having family childcare staff help navigate systems for immigrant families is needed race equity work. The Eco Development Office has seen an uptick in family childcare applications, but the number of applicants who are recent arrivals is unknown.

- We have staff who are fluent in Hmong and several East African Languages on the family childcare team. Both licensors (Hmong and E. African) need to explain concepts in familiar language about family childcare because licensing to pay a provider is not a common concept when villages once took care of all children. Government was not a trusted entity, so relationships and connections are important. A Ramsey County Licensor has a significant role. One of our licensors does orientation only in Hmong.

Adult Support

- Adult Protection is not noting any new impacts; however, the team has instituted a procedure so that any time there is discussion on a case with supervisor or in team meetings, staff need to identify the race of the person so we can begin to draw attention to race and better identify impacts/trends.
- Adult Mental Health Intake has begun tracking race in AMH Intake and tracking 4 outcomes- clients assigned to agencies for TCM services, declining services, referred to other services and unable to be located. The hope is that at the end of 2020 these numbers will provide information on access to Adult TCM services and indicate whether there are disparities related to race in accessing TCM services. Once we have this information, we can concretely move forward with addressing how to improve access to services for Ramsey County Residents.

MnCHOICES

- Multiple (2 vs. 1) tele meetings needed for non-English speaking residents due to interpreter time limits, resident tolerance to longer meeting (therefore needed a 2nd to finish), etc. Having 2 meetings is helpful for residents who cannot tolerate a 2-4-hour phone assessment in one sitting.

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

Ramsey County Care Center

- Vaccination planning is underway as we have been selected to receive vaccine for all residents and staff. We are learning more every day of what to do to prepare. Tentative date was December 21 for RCCC; however, we anticipate that date will be moved back.
- We are attempting to hire redeployed personnel with Ramsey County to act as screeners at our front door. This will allow us to move our current staff back into their original roles and assist with staffing.

Lake Owasso

- Continue to use overtime as needed to cover shifts.

Child Protection Intake

- Continue to educate our workers and clients on the supports available to them that can assist clients in meeting their needs. With COVID and the winter season it becomes even more important that the staff and families we work with are aware of community resources that can provide assistance. Additionally, there has been an increase of our staff either testing positive for COVID or being exposed to persons with COVID, which has made it challenging to ensure there is

MONTHLY SERVICE DELIVERY CHECK-IN

adequate coverage to meet our clients' needs. Staff/management have had to take on an increasing workload in order to get the work covered; have been successful in doing so.

Child Protection Case Management

- Based on the rising COVID cases and the concerns of clients, foster parents and staff have developed a plan to start having virtual visits with our clients on a case by case basis. We will follow a similar approach to what we had in March of 2020. We will see those clients that are the most vulnerable face to face and see those who are determined to be less vulnerable on a virtual basis at least two to three times a week.

Children and Families Services Youth Intervention, Diversion, and Crisis

- As COVID cases rise and the weather turns colder, in-person services are becoming more difficult to provide. We've also seen an increase in COVID positives in our staff complements. There will be times when seeing people face to face will not be possible- but as referenced above, this continues to have a negative impact on residents.
- At Adult Mental Health Urgent Care (402), we are preparing for the closure of the St. Joe's ED at the end of this month. We have been meeting with Allina to ensure they are aware of our psychiatry and crisis stabilization services for residents to prevent overcrowding at United and Regions ED's. This may result in higher walk-in volume at 402 building and will require flexibility from our contracted psychiatrists and crisis teams.

Family Support

- A few staff have tested positive (non-work related) and have experienced loss (death) of family members. With surges of COVID, staff are more reluctant to dispatch to homes. Supervisors and other staff who self-assess with lower risk have stepped in to help when a community visit is needed. Manager continues to order face shields, masks, sanitizer from PH-Logistics. We do not plan to increase employees returning to the building at this time, staff will continue to work remotely. Staff do come in to help each other with coverage needs, mail, faxing, etc. Clerks/Case aides are rotating in-office duties.

Adult Support

- Adult Protection is making modifications again on seeing people face to face due to the increase in COVID cases. They are specifically identifying whether there is a question of health and safety that makes it imperative to see the client face to face in their home environment, or whether this information can be gathered through collateral resources. This is primarily for the safety of residents who are at high risk for COVID.
- Being under COVID emergency protocol, means that most of the Adult Mental Health Case Management intake assessments are conducted by phone, and intake awaits the return of signed paperwork via mail or other electronic options. This is not efficient nor necessarily effective for those individuals that are homeless and/or don't have access to mail and/or a phone. Awaiting signed documents has impacted access by delaying being able to refer to the TCM provider.

Detox

- Goal is to open 4-person dorm in January that had not been utilized for several years to increase patient census by 2. Maximum census will move from 20 to 22.

MnCHOICES

- We continue to work on printing and mailing options.

MONTHLY SERVICE DELIVERY CHECK-IN

☒ **Check this box if your department's service delivery change will either return more employees or the public to the building. A separate Workplace 2.0 Plan will be completed prior to implementing this change.**

- Detox is planning to open 4-person dorm in January that will increase capacity by 2. The maximum census will move from 20 to 22. This change will not impact the current Workplace 2.0 Plan for the building.

No Additional Questions For This Month

Deputy County Manager Comments

- I appreciate seeing the difference in child protection intake this year compared to 2019.
- Congratulations again for the AMC recognition of the co-responder model!
- Congratulations on the record high adoptions for 2020, AND during a pandemic. Impressive.
- With the zoom issue (shortened calls) with Children and Family Services Intervention team (mentioned on page 3), are there zoom accounts available that can be shared that allow for longer calls? Has anyone connected with IS to help address this issue?
- "Virtual service delivery system for voluntary services is a contributing factor to a higher volume of involuntary services such as mental health holds." Is there any evidence of strategies across the state/other states that are currently working to reduce the holds during the pandemic? Also, this is the same report from **Children and Families Services Youth Intervention, Diversion, and Crisis** as the November Service Delivery Update...has any additional work taken place to address this issue?
- Thank you for the information about the Family Support child care issues and what is being done to help families understand the process and fill out applications (page 4).
- For Adult Support on page 4, I appreciate the work that is being done to reduce racial inequities and barriers for clients.
- Thank you for planning and addressing the needs that will come about due to the closure of St. Joe's ED.

Thanks to all of you for the hard work! You all continue to lead the state in safe ways to meet residents where they are at during this difficult time.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Veterans Services

1. Describe how service delivery went last month. What has been working well?

- Effective, efficient levels of customer service and responsiveness continue to be maintained.
- Staggered staffing in office has provided needed support with mail processing and distribution, fax processing and other functions.
- Installation of needed equipment (headsets, scanners, monitors) in staff home offices supports increased efficiency as the team continues to adapt to a new way of doing business.
- Service Center staff and equipment provided support to the Veterans Services staff. We continue to schedule appointments for people in crisis and recently booked a Service Center computer to assist a veteran.
- Flexibility in scheduling supports outreach to homeless veterans.
- Veterans Services Social Worker facilitated holiday food and gift giving program in partnership with West 7th Boys Club.
- Homeless Justice Outreach Social Worker now attends Veterans Court Staffing weekly and discussions have begun of how he can assist and support as Veterans Court transitions from partnerships with Project Remand to the newly contracted Justice Point. Development of Homeless Justice Outreach role is a collaboration of all the Veteran Court partners.
- Intense demand for assistance with accessing MDVA COVID grants continues to increase.

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

- Veterans Services staff has met with RECERT staff and HWST liaison to the racial equity work being done in Ramsey County.
- Finding new options for outreach to communities of color continues to be the focus of discussions.

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

- Modifying outreach to veterans living unsheltered with adapt as an increasing number of people test COVID positive in encampments.
- Access to vaccine will be provided to the most vulnerable veteran (VA Medical Center (VAMC), Transitional Care, (Community Nursing Home partners of VAMC).
- Homeless veterans could be considered as a vulnerable population and we are interested in assisting veterans with access to vaccine.

☐ Check this box if your department's service delivery change will either return more employees or the public to the building. A separate Workplace 2.0 Plan will be completed prior to implementing this change.

No Additional Questions For This Month

Deputy County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

- Great to see the partnership with the service center! Glad this is working out.
- Thanks for sharing the community outreach work!
- Thanks for your interested in ensuring the vaccine needs of Veterans. Please work closely with Public Health to ensure they know you’re available to help in this space.

Thank you for your continued work to adapt and address the needs of our Veterans. Appreciate the dedication of the team!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

County Assessor

1. Describe how service delivery went last month. What has been working well?

- Phone calls generated during the virtual Truth in Taxation meeting were taken care of the same evening. Staff from the Unified Team were logged into the phone system to take calls from residents starting at 6:00 pm through 7:45. In turn they created tickets in Cherwell which were sent to appraisal leads who were able to answer the residents questions immediately or refer them to the appraiser for their area for follow-up.
- All property owners qualifying for property tax relief due to property damage during the civil unrest in the spring have been contacted and their applications reviewed and finalized.
- New construction reviews are underway and going well, with the appraisers doing exterior reviews and phone interviews. We are currently working with the City of St Paul to get access to architectural plans for complex commercial new construction. This used to be accomplished with office visits and reviewing plans in person. We are working toward a solution that will allow the appraisers to view plans in a secure electronic format to ensure staff safety.

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

- We continue to monitor and review our redesigned processes to watch for unintended negative impacts to vulnerable residents. At this time, we have not identified any. We have adapted our work to accommodate residents who may have limited technology resource or transportation issues. A few ways we are engaging residents differently is by accepting photos in place of in person interior reviews and verifying information through telephone interviews or exterior reviews.

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

- No new service delivery modifications have been identified for the next month. Most of the department will continue to work remotely and finish our year end work virtually or with exterior reviews and resident contact primarily being by phone or email.

☐ Check this box if your department's service delivery change will either return more employees or the public to the building. A separate Workplace 2.0 Plan will be completed prior to implementing this change.

No Additional Questions For This Month

Deputy County Manager Comments

- No additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Communications & Public Relations

1. Describe how service delivery went last month. What has been working well?

- No change. Our team continues to work remotely, and MS Teams continues to be integral to our work each week. We remain grateful for the additional support through redeployment and our communications support contract.
- Our team has been working to complete communications initiatives for many RISE/CARES-funded programs as the Dec. 30 deadline nears. We launched additional ad campaigns in partnership with Metre over the past several weeks for food and basic needs, Career Labs and the Dislocated Worker Program. We're grateful for the opportunity to leverage Metre's ad buying expertise and capacity.
- Communications managed the virtual budget hearing (Truth in Taxation) on Nov. 30 via Zoom. Following the Governor's executive order (Eff. 11/20), the project team determined that safely producing the event with an in-person option in a way in which we could reasonably conform with the order was untenable. Many of the online features worked well but there were some technical pieces – particularly around translation – that were bumpy and served as a learning experience for future online engagements.
- The Government Relations team has spent the last several weeks finalizing the state and federal platforms with input from the staff and the county board. We also held two townhall meetings in partnership with RECERT (one internal and one external) focused on Legislative Engagement 101. We're looking at ways of gathering emails and building grassroots support from our previous townhalls on housing, etc. and bringing that to the Capitol.

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

- We're continuing to partner with RECERT to support round two of the Trusted Messengers program – prioritizing COVID-19 health and safety messages – to get relevant and timely health information out to racially, ethnically and culturally diverse communities. We'll be sharing/amplifying posts from trusted messengers when available on social media through the end of this phase of the program on Dec. 30. These messaging partnerships are critical as diverse racial, ethnic and cultural communities continue to be disproportionately impacted by COVID-19.
- We met with the RECERT Equity Action Circle's healthcare committee the week of Dec. 9 to discuss communications during the COVID-19 pandemic and the committee's recommendations. We're working on possible immediate and short-term items we can implement or partner with the committee on, and we'll continue discussions into 2021 with RECERT and EAC as vaccination messaging is developed.

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

- No changes anticipated at this time.

☐ **Check this box if your department's service delivery change will either return more employees or the public to the building. A separate Workplace 2.0 Plan will be completed prior to implementing this change.**

No Additional Questions for This Month

MONTHLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- No additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Enterprise Project Management Office

1. Describe how service delivery went last month. What has been working well?

- As project priorities shifted over the last month, with the focus on completing CARES-funded initiatives, the EPMO has assisted in those efforts by aligning and reassigning resources to those projects.
- We are closing out the first year in the new charge-out model, which served us well during a tumultuous year. Many thanks to Policy and Planning for the engagement one year ago, which helped the “Enterprise” in Enterprise Project Management Office get off to a good start. A strong partnership with the IPR Controller was key to operating in and accounting for the new budgeting approach, a reflection on the value derived from the strategic change made a couple years back that brought Controllers into the county operating model.

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

- Again this month, we had the opportunity to assist in providing resources to initiatives designed to help those in greatest need. Homelessness Planning, focused in communities of color, was a new project to which EPMO resources were assigned via an accelerated response to ensure the project could commence quickly and efficiently to provide needed services.
- At the County-wide Leaders Group session *Racial Equity, Community Engagement and Shared Power*, we heard about the value of working with youth. To that end, we are having great success in our partnership with the community organization Genesys Works and have two high school students of color interning in the EPMO and IS. While I believe they are gaining valuable experience, we are the true benefactors of their presence and engagement.

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

- We’re not anticipating any service delivery modifications will be needed next month.

☐ Check this box if your department's service delivery change will either return more employees or the public to the building. A separate Workplace 2.0 Plan will be completed prior to implementing this change.

No Additional Questions For This Month

Deputy County Manager Comments

- No additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Administration

1. Describe how service delivery went last month. What has been working well?

- Unified Team (Tax, Recording, and Assessing Services) operations continue to be fully staffed (onsite and remotely), processing most work through mail, drop box and online services.
- All Unified Teamwork remains current and statutorily compliant.
- Document Recording continues to be 30% higher than 2019

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

- Unified Team, TFL, and County Attorneys have launched a team to take a proactive approach to minimizing forfeiture through increased collaboration, education, and connection to alternate resources. Property forfeiture impacts the county's lower income residents, often in racially diverse neighborhoods.
- We continue to monitor and evaluate our redesigned service delivery model to identify any potential aspect that might have an impact on racial equity.
- The Unified Team's service delivery modifications promote racial equity for residents, customers, and staff by ensuring access to service at a variety of service points (phone, drop-box, online, in-person, etc.) and providing all affected staff with the tools and flexibility in scheduling to continue working whether on-site or from home.

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

- The Unified Team is prepared to initiate a bi-weekly staff rotation wherein staff will work two weeks on-site followed by two weeks working remotely. This rotation will ensure minimum staff on-site while maintaining a residents-first focus on customer service.
- Most of the Unified Team staff are now using Jabber which ensures continuity of service via telephone regardless if staff are working remotely or on-site; remaining staff will move to Jabber within the next three weeks.
- The Recorder's Resource Center (used for researching public property records) is open, by appointment only (though in-person requests are few). Recording staff continue to offer appointments by phone, video, and on-site as needed.

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No Additional Questions For This Month

Deputy County Manager Comments

- No additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Information Services

1. Describe how service delivery went last month. What has been working well?

- IS data center backbone infrastructure that underlies all county applications and data was upgraded in December, replacing older technology with modern, supportable, secure technology. This upgrade, along with planned future upgrades, takes a step toward our strategic goal of a software defined network, adding a level of nimbleness and resilience that should serve us well as transformation continues across the county.
- CARES funded projects such as laptop deployment and access management are a focus as we close out the year. These funds are of great value in enabling staff to be productive during the pandemic.

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

- No specific racial equity impacts in our department at this time.
- IS and Workforce Solutions have been working together to see if the experiences of our internal IS staff might be of value to displaced residents with technology backgrounds and career interests. This month we engaged in our first workshop with this diverse group of residents, orchestrated by WFS with IS staff engaged via an interactive panel. Early indicators are that this was a hit and we will look to build on that success going forward.

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

- We continue to work on the Enterprise Resource Planning / Critical County Systems go-forward operating model and expect to make changes in January, 2021 to best align service delivery in support of an expanding set of business enabling technologies that have recently been deployed.

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No Additional Questions For This Month

Deputy County Manager Comments

- No additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Property Tax & Election Services

1. Describe how service delivery went last month. What has been working well?

- Tax-forfeited land: TFL is currently implementing the new land management system for TFL properties. Modernization work continues while we continue to build the team. Renovation work at the 735 Margaret property continues. Employees continue to work successfully using a hybrid model of home and office work.
- Examiner of Titles: Employees continue to work successfully using a hybrid model of home and office work.
- Elections: Candidate filing has opened for the February 2021 Gem Lake special election. Contracts for 2021 - 2026 continue to be signed by municipalities and school districts – a second round of contracts will go to the Board for approval in January 2021. The recounts for house seat 38B and Vadnais Heights City Council were completed. Staff are shifting to working remote as COVID cases continue to increase. Staff will rotate work between home and the office, with three staff in the office at all times to ensure phone and front counter coverage.
- Tax Accounting: Staff completed the proposed tax notices for pay 2021 and are responding to taxpayer concerns. The second-half property tax settlement was completed. Work is continuing for implementing the new tax system solution.

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

- Elections: Voter engagement work continues. We are working internally to assess past efforts and additional and/or new future efforts. While voter registration was up in historically low turnout areas and populations, voter turnout remained the same or slightly higher in the 2020 general election. We will look to work with other county departments and teams, and our community partners to reach these areas and populations, and form future outreach plans. Currently, voter outreach plans are switching focus to local city and school district elections, with St. Paul mayoral race being the most visible office up for election in 2021. Communicating the Ranked Choice Voting method used in St. Paul will be of greater focus in 2021 outreach. Encouraging voter participation in local elections, especially in historically low turnout areas and populations, must be emphasized as these elections are where we see our lowest turnout.

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

- None

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No Additional Questions For This Month

Deputy County Manager Comments

- No additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Emergency Communications Center

1. Describe how service delivery went last month. What has been working well?
 - No change in service delivery.
2. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department’s service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?
 - No new impacts identified.
3. What service delivery modifications (if any) will you need to make for next month and why? Please note, significant changes will need to be approved by the county manager.
 - No anticipated service delivery modifications.

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No Additional Questions For This Month

Deputy County Manager Comments

- The ECC employees are doing a great job of filling coverage gaps where employees are sick or quarantined. The phone calls never stop and they are on the front lines working long hours keeping the public safe through this pandemic.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Emergency Management and Homeland Security

1. Describe how service delivery went last month. What has been working well?

- Our remote capabilities continue to work well. Over the past month we have had an uptick in emergency response and coordination for issues other than COVID and our modified functionality seems to be adequate, although staff are stretched.

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

- Equity issues related to COVID have not significantly impacted our approach, with the continuing exception of being unable to meet face to face with community groups.
- We are concerned about potential feelings of isolation within the community – particularly the poorest members of our community who have fewer options – due to the combination of winter restrictions (and SAD), unemployment/financial issues, and new/continuing restrictions. All indicators from SME predict increased incidents of concern that will increase response and support.

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

- We are looking at ways to increase interaction between staff members. Staff stress is significant, and the usual means of coping in our field is to share and talk spontaneously. We have lost this capacity and the strain is showing. We do meet online weekly, but we are looking at how else to interact.

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No Additional Questions For This Month

Deputy County Manager Comments

- This has been a busy month for EMHS as they cover other day-to-day emergencies in addition to providing critical leadership in the pandemic response.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Medical Examiner

1. Describe how service delivery went last month. What has been working well?

- Service delivery went well. No recent changes have been made.

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

- Service delivery remains the same. There have been no redesigned services.

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

- No service delivery modifications are needed.

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No Additional Questions For This Month

Deputy County Manager Comments

- No additional comment

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT County Attorney’s Office

1. Describe how service delivery went last month. What has been working well?
 - Fine. No changes from last report.
2. What racial equity impacts are you seeing for residents, particularly those most vulnerable and impacted by the COVID-19 crisis that impact your department’s service delivery approach? What about racial equity impacts for staff in the department as you implement redesigned services?
 - No impacts have been identified.
3. What service delivery modifications (if any) will you need to make for next month and why? Please note, significant changes will need to be approved by the county manager.
 - No modifications anticipated.

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No Additional Questions For This Month

Deputy County Manager Comments

- This has been a difficult month for that Office with the loss of an employee in the Child Support Enforcement Division.
- A suspension of most jury trials will further backlog cases.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

County Manager's Office

1. Describe how service delivery went last month. What has been working well?

Admin Team

- The office continues to receive very few phone calls from residents
- The drop box volume is still low; packages and mail for City, Courts and Suite 210 are being delivered to the front desk
- Sanitation devices for offices and common spaces are in place in both Suite 250 and 210; daily tracking of shared space sanitization is in place and being conducted in Suite 250.
- Going to a schedule of three days working remotely for admin support team has worked well and has further minimized the exposure to staff in the CM Office.

Policy and Planning

- Working remotely is going well for all Policy & Planning and P&P members continue to support the service redesign work, as well as Racial Equity & Community Engagement and Compliance & Oversight teams.
- CMO launched an expanded onsite manager schedule effective 10/26 to help alleviate onsite manager duties where key leaders/managers will take turns being onsite managers 1-2 times a month
- In addition to COVID-related work, P&P members are working on:
 - Census: Held board workshop on 11/24. Need to begin documentation of work that took place since April 2018 and develop a report on lessons learned, how to maintain relationships with partners, how to plan for next Census.
 - Immigration: Board workshop scheduled 11/24.
 - Criminal Justice Reform work: CJCC, Bail Reform and Burns Institute.
 - Community Resiliency from civil unrest – working on actionable items from report and recommendations.
 - Purchasing and Contracting Action Teams (PCATs): ON Dec. 17, all service team PCATs presented each team's updated workplan at the PCAT sponsors meeting to ensure alignment of PCAT activities. Sponsors also presented recommendations from Keen Independent Research.
 - Vendor payments: CMO staff are working with Finance to map out the vendor payment process - RECERT invoices as a pilot –using Lean process improvement and project management tools. Improvements and metrics for this pilot will be incorporated and aligned with the work of the Strategic Team Purchasing and Contracting Action Team.
 - Comprehensive Community Engagement on Housing Stability and RCSO.
 - Policy work: Revising policies on face masks and telecommuting (ad hoc policy); developing policy on grant agreements; and creating a plan for a comprehensive review of Administrative Policy Manual and Administrative Code.

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

Admin Team

- The technology to make board workshops available for residents and staff to tune in live has not been in place; we have been working collaboratively with IS and the IPR Capability Team to implement a solution soon.
- COVID-19 updates provided at the board meetings are in English only, which makes it difficult for non-English residents to understand or be aware of the information shared. This cuts off sharing a valuable source of information that could help the communities who are most at risk of exposure to COVID-19 take the necessary measures to reduce exposure and learn about testing and current trends.

MONTHLY SERVICE DELIVERY CHECK-IN

Policy & Planning:

- Policy & Planning staff will continue to uplift 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, as well as community resilience.

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

Admin Team

- The demands on the CM Office admin team are beyond the current capacity to meet due to the added leaders reporting to the County Manager, currently redeployed staff, and absorbing tasks from other service team staff located in the CM Office who are working remotely. Several admin staff are working overtime to try to meet demand, a practice that is unsustainable fiscally and for health and wellbeing of staff. We are looking into hiring additional staff to backfill positions on a temporary basis, which does not provide immediate relief, given the time required to hire/onboard new employees and the need for training on any specialized applications and/or procedures in order to take on tasks.
- We are scheduling training for admin, policy, and AA4 staff to learn Zoom webinar, the tool with more hosting controls and security so that a larger pool of people can access that tool and host meetings, allowing us to open up the board workshops to the public at large.
- We just started using close captioning with the Zoom meeting tool to make board workshops more accessible to those who have difficulty with hearing.
- We will investigate what translation tools we have access to that could be used in translation county board meetings.

Policy & Planning

- No modifications. Our team will continue to maximize technology to conduct virtual meetings.
- Backfilling Policy and Planning and Admin team with current redeployments for the next 4-6 months. A proposal will be presented to County Manager soon.

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No Additional Questions For This Month

Deputy County Manager Comments

- Reviewed by Policy Director and no further comment

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Finance

1. Describe how service delivery went last month. What has been working well?

- Completed ALL 253 contracts related to CARES act spending for WFS, Food, Homelessness and RECERT as of 12-18-20 and 3 amendments are pending.
- Worked with Compliance and Oversight and the CARES Back Office team to create a one-page, weekly CARES financial projection, which is reviewed every Wednesday with leads and then provided to Policy and Partnership on Fridays.
- We implemented two new ideas to ensure we spend all of the CARES spending. They are the Resiliency Fund for non-profits and the landlord program in FAS.
- Subrecipient monitoring decision letters are being sent. We expect to send letters to all vendors with contracts over \$50,000 by the end of December, with the exception of a couple recently executed contracts.
- We sent a communication out regarding no new ideas for CARES spending and the focus on getting the final funds out to the community.
- We started a list for 2021 of additional ideas.
- We drafted an RBA to establish a Homelessness project and COVID contingency project for 2021 will be considered by the Board on January 8.
- Continue to work closely with Compliance and Oversight and also the Disaster Cost Recovery group to review outstanding items.

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

- We continue to process all our checks and payments within normal guidelines so individuals and businesses should not be impacted.
- During the past year, we included a form with all checks to ask people/vendors to enroll in ACH. We have received very positive feedback and are currently working on the latest requests. Since the onset of this task, we have completed 577 new ACH requests and are currently working on an additional 140 received within the last two weeks.
- We have been approving advances in special circumstances with Finance approval to ensure the community, especially smaller vendors and new vendors in the county.
- Additional assistance has been provided to CARES vendors who have struggled to meet accounting requirements related to invoicing.

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

- We moved to issuing checks on Tuesday and Thursday, instead of Monday, Wednesday and Friday. We did this to limit staff that needs to come into the building. We will review how this is going in January but so far we have not been made aware of any problems. We are also still working on having US Bank print our checks for us which is a longer term solution.
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MONTHLY SERVICE DELIVERY CHECK-IN

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No Additional Questions For This Month

Deputy County Manager Comments

- No additional comment

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Human Resources

1. Describe how service delivery went last month. What has been working well?

- Confirmation statements for Open Enrollment online for our employees for the first time which saved mailing costs. These statements will be available in Summit for employees to access at any time during the year
- Insurance MOU to ensure employees not shoulder the total increase in insurance costs pending their contract negotiations.
- Working towards extension of PEPEL leave benefits for COVID-19 related reasons into 2021.
- Bargaining with AFSCME resulted in a successful tentative agreement.
- Our Diversity, Inclusion, and Organizational Development team hosted the Countywide Leadership Group (CLG) on economic, environmental and racial justice.
- Worked with EGCI and HWST teams to hire a Housing Director.

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

- There continues to be a technology inequity with regards to training. Staff exploring other ways to offer training.

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

- Beginning to explore the current payroll, benefits, and transactions (PBTA) function to determine how to redesign to improve accuracy and support for staff working in these functions. Communicating with finance, HWST, EGCI and internal staff.
- Reviewing countywide vaccination policies or procedures to determine whether any changes may need to be made in collaboration with Public Health.

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No Additional Questions For This Month

Deputy County Manager Comments

- No additional comment.

County Manager Comments