

Ramsey County Service Delivery Check-In
County Manager Comments
November 2020

Note: All service redesign documents are approved as submitted. Please read the comments below for final themes and observations from the County Manager.

Countywide Comments and Themes

- Thank you for the comments from all departments regarding the Continuity of Operations Plan (COOP) updates. These plans are vital as we head into the challenging winter months. Overall updates have occurred within the past calendar year for almost every department (great to see). **Please continue to also ensure that the three-deep contact lists are being updated monthly to address immediate needs for continuity in leadership across key functions (this contact list was less consistently updated across all areas).**
- The County Manager intends to rework the Service Design process for 2021 to limit administrative burden and repetition while ensuring a transparent and consistent process for redesigning services remains. There is much from which we can learn after the past 10 months of submitting documentation, and a streamlined process and approach will roll out for departments in January 2021.
- As referenced across forms, the County Manager recognizes that “virtual fatigue” is an issue being faced by employees and residents. While there is little to be done in the near term to address this means of communication that is safest during the pandemic, everyone must remain vigilant of the well-being of themselves and those around them. Mental health is a significant organizational and community concern alongside physical health for this winter.
- The organization is beginning to take a focused and systemized approach to designing the future Ramsey County workplace that will begin to roll out in spring or summer of 2021. It will build on what has worked well and discard the things that have not worked. In the meantime it is important that continued dialogues occur across Service Teams and Departments to ensure that change is being managed, employees’ concerns are being heard, service delivery gaps are being addressed, and leaders have opportunities to demonstrate the organization’s values in practice.
- Winter and an uptick in COVID cases is further straining the crisis-related service areas of the organization. While plans are adequately in place to address immediate issues associated with service provision, crisis services will remain a priority area of focus for the organization in the coming months.
- Compliance and Oversight has worked with Finance to create an initial prioritized list of programmatic areas that could receive future funding support, should additional federal or state funding become available. Please ensure that any ideas for future funding prioritization are shared with those entities.

- December 17 provides an opportunity for the Equity Action Circle and Racial Equity and Community Engagement Response Team to meet directly with departments from across the county and continue aligning with voices from the community with the work of the County. All departments are strongly encouraged to participate in this important discussion that further the vision, mission, goals and service performance of Ramsey County. All department leaders have received invitations to this event.

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 November has been fine in terms of remote service delivery.
- Vision Plan engagement has not slowed despite the virtual platform(s).

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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- 2019

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- n/a

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- n/a

Deputy County Manager Comments

- No comments to add.

MONTHLY SERVICE DELIVERY CHECK-IN

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.

- Pausing the rollout of Express Visit days as previously planned due to increased COVID spread.

☐ 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.

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- 11/16/20

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- We would close one or more non-regional libraries.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- No. We do currently use intermittent staff and volunteers, however.

Deputy County Manager Comments

- Reviewed and no additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Parks & Recreation

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

- Ramsey County Golf Courses have experienced a 21% increase in rounds played through October.
- 10 out of 13 Ramsey County ice rinks were opened during the month of October and were running at 79% of their scheduled capacity.

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?

- None to report

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.

- Parks & Recreation will close all arenas to general public usage effective November 20th, in compliance with Emergency Executive Order 20-99. The newly constructed Turf Fieldhouse at TCO Sports Garden will not be opened as planned effective December 5th but will remain unopened for general public usage while the Executive Order remains in effect. There are some private arena uses that may be allowed under Executive Order 20-99. Parks will be reviewing proposed private uses on a case by case basis in consultation with Public Health.

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Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- Last major update was COOP plan was December 2019, with contact updates as of November 2020.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- Service would continue by shifting work priorities and sharing staff between divisions: e.g. Park crew would delay maintenance projects while continuing critical park operations.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- Temporary staff may be brought in to help ensure continuity of service.

MONTHLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- No comments to add.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Property Management

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

- Staff have been awesome! In addition to keeping buildings operational, the need for additional services associated with Elections, deep cleaning following increased employee incidents of COVID positive, and the startup and operation of additional buildings as shelter have put more work on everyone's plate.

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 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.

- None.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- The plan was reviewed in March 2020 and found to be valid. A new administrator was assigned and trained in April 2020. Updates to some contacts need to occur based on recent personnel changes.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- We have cross trained staff between buildings to provide coverage in the event a building team is impacted. First line managers can fill voids created by mechanics for short periods of time. Project work would be delayed allowing daily operational needs to be met.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- Our initial response is met by redeploying existing PM staff. If additional staff are needed, we would leverage existing master contracts for mechanical and janitorial services to meet short term needs.

MONTHLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- Reviewed and no additional comments.

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.

☐ 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.

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- It was last updated in March 2020, but we are reviewing it currently and making any needed revisions.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- We are currently developing a plan for how we would address snow and ice control operations if we have a reduction in our PW workforce that is able to perform this work. This plan would have a phased approach to how we continue to provide safe/drivable roads. It includes a combination of utilizing staff within the department and prioritizing routes and roads that would be completed first, second, etc. The last phase in the process would involve requesting assistance from entities outside of the county (i.e. St Paul, other cities, MnDOT, other counties, etc.).
- We also have a contingency plan in place in case we have a drop in mechanics who can perform repairs/maintenance of vehicles/equipment for departments across the county.

MONTHLY SERVICE DELIVERY CHECK-IN

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?
- We have talked with St Paul about mutual between our two organizations if either organization is not able to provide safe/drivable roads with their own staff for snow and ice control. This would be in the form of a mutual aid agreement or utilizing our existing maintenance Joint Powers Agreement with them.
 - We also have an upcoming meeting with all of the city engineers and MnDOT area representatives and this will be one of our agenda items to discuss.

Deputy County Manager Comments

- Reviewed and no additional comments.

County Manager Comments

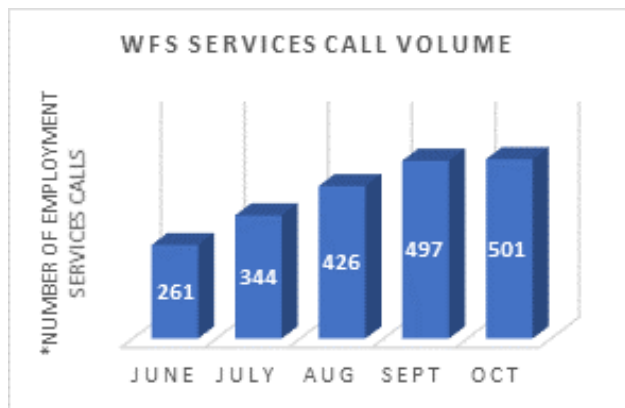
MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Workforce Solutions

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

- We saw an increase in referrals to our Dislocated Worker program since a marketing campaign was launched in October
- Staff continue to use as many engagement strategies as possible to keep connected with individuals and families.
- Virtual fatigue is setting in for staff and residents. We focus on self-care, encourage use of the Wellness resources and have intentional conversations about how to work on goals and activities in a challenging environment.
- Two training programs were launched and are running successfully: Nursing Assistant for residents with barriers to employment and Technology Associate for Women of Color.
- Partnerships, resources sharing and collaboration continue to be a focus for best serving our residents.
- We hosted an Administrators meeting to connect with all the WFS contracted providers this past month.
- We collaborated with other metro counties to launch a new EZ Virtual Job Fair Platform and hosted a first event on apprenticeships. Over 200 people attended.



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.
- We hosted a Trauma Informed Care 2-day workshop for staff, facilitated by an external expert, to assist in addressing the impacts of trauma, which has now been compounded by current conditions of the pandemic, the economy, civil unrest and disproportionate impacts to BIPOC communities.

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.

- We are reviewing the Career Lab model as CARES funding that supports these efforts will be ending.
- We are looking into resources for more training on using virtual tools for staff and residents.

☐ 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.

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- The plan has been worked on for some time. We are in the process of an update.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- We are working on more cross training of those critical functions.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- No.

Deputy County Manager Comments

- Reviewed and no additional comments.

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

- 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.
- Due the escalating number of infections in our community, staff have been strongly encouraged to work from their home base locations whenever possible. Facility staff who are not able to work from home, are utilizing PPE supplied by the department and Public Health.
- 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.
- We are still monitoring Court hearings and the gradual reopening of the courts in 2021. We will be monitoring coverage needs to ensure adequate staffing levels, but we are concerned about the significant backlog of cases.
- 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.

Adult Probation

- 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.
- Agents worked to identify approved family and friends to assist with ISR transports from the DOC facilities where COVID numbers are increasing. Media reports have highlighted escalating numbers of infections in a number of DOC state prison facilities.
- Our drug testing contracted provider, Averhealth has added more drug testing options over the last two months. This is an important supervision tool. The department has worked to address these concerns by conducting planned and unplanned inspections regularly. These visits have found the facilities to be following public health guidelines.
- Averhealth has also added DNA testing over the last few months and this has assisted in catching up on the client backlog of court ordered DNA conditions.
- 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 LEC. We believe this has been good option for clients that are stable and in contact with probation but are struggling with certain aspects of probation.

MONTHLY SERVICE DELIVERY CHECK-IN

- The regular use of Microsoft Teams to work collaboratively and automate many processes (including the use of “virtual waiting rooms” and “record keeping” has assisted to make our staff more efficient. The Zoom/Bridge court coverage has also been an excellent addition for efficiency for staff and clients. The process seems less formal and less confrontational.
- Staff and client response to the tele-supervision model continues to be largely positive. Challenges and barriers such as transportation, time off work or school, childcare, intimidation of having to go into government buildings (for clients), fines/fees etc. have been reduced or eliminated. The staff in particular appreciate efforts to promote their safety and health.
- The staff working with the unsheltered clients are doing excellent work identifying unsheltered clients and helping them stability and complying with conditions of probation. We now have a formal process for other Ramsey County probation agents to use the staff working with the homeless population. The homeless caseload 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 for us as we enter the cold/dangerous weather months.

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 grow, and the increased communication and updates during this time between juvenile probation and Staff Development Unit has improved services to clients and allowed quick follow up when barriers to programming exist.
- We have seen an increase in need for food, housing resources, mental health support, and employment resources. We have started a virtual case consultation group in juvenile probation to allow probation and mental health staff to collaborate, share resources and support each other.
- We continue to build on Electronic Home Monitoring (EHM) as a strategy to keep youth in the community. We are currently working with county fleet services on a van that can be modified to meet clients in the community to do EHM intake process (as an alternative to incarceration). This will allow staff to be more mobile while also following COVID safety guidelines.
- Staff are being encouraged to attend virtual training offerings to update their skills related to core correctional, evidence-based practices including Effective Supervision Practices, and Motivational Interviewing to continue to meet the demands of their work with young people and their families.
- We are continuing conversations with our staff about future service delivery as we continue to increase utilization of technology for monitoring, supervision and service delivery.
- We continue to work with Public Health to ensure our staff are using safe practices and have appropriate PPE as they work in communities. We have ordered face shields for Juvenile Probation staff to use for in-person contacts in the field and for youth in placement.
- We continue to staff our offices for onsite services if families need assistance or have questions following court hearings.

Ramsey County Correctional Facility

- Throughout the month of October, our population and sentence lengths increased. Our resident count had been in the mid 60's and by the end of October, we were in the mid 90's. Additionally, our clients are not being released as quickly as they once were because of these longer sentence lengths, which creates less space for new incoming residents. The department would like the fewest number of dorms open in order to utilize the minimum compliment of staff.

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- To meet CDC guidelines, the goal is to provide every resident with an individual cell/room. In partnership with Public Health, we have created an efficient and effective process for managing our asymptomatic testing. As a result, although the population increased, we effectively managed the flow of information between custody and medical unit. This allowed for accurate assessment of cell capacity and informed decisions about housing options.
- RCCF continues to assess available options for women in lieu of incarceration. RCCF Management toured a halfway house that could be utilized as an alternative to confinement for women. Further analysis and assessments are needed before any decisions are made in 2021
- We continue to partner with Adult Probation to identify and continue reform efforts. The intent is to reduce probation violations and create more community alternatives. RCCF is focusing on how to expand criteria for EHM, modernizing or eliminating the STS program, and determining if we can combine alternatives to confinement into one unit. RCCF has had success with its delegated authority from the District Court. We would like to expand on this work in 2021.

Juvenile Detention Center

- To date, no residents have contracted COVID in the facility.
- Additional upgrades to the electronic security doors and intercom system were completed.
- iPads delivered to residents for distance learning have increased resident participation in educational programming.
- Video visitation continues to be an effective way for residents to connect with family and caregivers.

Administrative Services

- In collaboration with the Department of Corrections and Hennepin County, three Ramsey County staff members recently assisted in completing the first hybrid Evidence-Based Correctional Program Checklist (CPC) assessment at a community treatment center in Roseville.
- The Staff Development Unit (SDU) remains actively engaged in updating statewide training curricula for virtual delivery. An SDU representative is assisting in delivering the first virtual statewide training academy. The training delivery has gone well and will inform the manner in which the SDU introduces some of the virtual curricula internally.
- The Application Management Team (AMT) continues to work effectively on projects, including the CSTS project, virtually.
- AMT members continue to provide responsive and accessible support to both the Ramsey County Correctional Facility (RCCF) and the Juvenile Detention Center (JDC). Given the critical importance of safety and security, and the nature of their operations, on-site technical support is necessary at RCCF and JDC. However, to limit the possibility of introducing COVID-19 to the RCCF and JDC, AMT staff are responding to facilities as issues arise. Typically, AMT staff are present 2-3 days a week as service is requested and needed.
- To increase staff safety, AMT now has a designated space at Metro Square to address PC issues with correctional staff and Ramsey County Information Services delivering and picking up equipment.

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.

MONTHLY SERVICE DELIVERY CHECK-IN

- 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.
 - 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.
 - SPPS and Ramsey County AMT worked together to ensure iPads delivered to all JDC residents. Staff are working with SPPS to customize content to address the needs of residents on Individualized Education Program (IEP), while addressing culturally specific needs.
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

- Due to COVID infections escalating in the community and within the county, we would like to move to having one supervisor present in each office location. Staff will also remain available as needed to address service needs. This will further minimize the possibility of exposure to the virus in a county office environment, and concerns related to office sanitization in the case of multiple infections within office locations.
- A significant barrier to allowing staff to work remotely is the continued lack of enough laptops. Although we are working with County IS and have been assured, we are scheduled to receive laptops as they become available, the need is critical now. This has also become a safety concern for our staff who would prefer to work remotely.
- Additionally, we have a significant number of staff who are using personal computers and devices which is less than ideal for a variety of reasons including staff not getting total access to all county applications and not being efficient as they should be with their work. This requires staff to come to an office and potentially be exposed to further risk.
- 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.

Ramsey County Correctional Facility

- We will be making modifications to our COVID protocol. We will have heightened PPE requirements: our Admissions Officers will have to wear N95 masks and face shields whenever booking someone in and all CO's will be required to wear a surgical mask instead of a cloth mask or gator.
- As we prioritize services, we will be suspending all **in-person** classes including cognitive skills, CD treatment, and Learning Center, which had resumed recently. Virtual programming will still be offered to residents.
- We will have fewer case workers in the facility, and they will only come as needed to complete in-person processes such as Classification and PREA assessments. Our Mental Health staff will only come to the facility when someone needs to be met with in-person.

Juvenile Detention Center

- Due to the most recent increase in COVID positive cases, the facility is looking to use medical grade, disposable masks for all staff.

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- In partnership with RCCF and Juvenile probation, JDC is continuing to create and set up a comprehensive transport training due to the Sheriff's department stated need to reduce transports for youth in our care.

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Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- The Continuity of Operations Plan for the Ramsey County Community Corrections Department is reviewed by the safety coordinator monthly and was most recently updated within the BOLD planning system in September of 2020. In response to this question, the COOP plan was reviewed this past week.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

Probation Services

- Adult Services can maintain client services and supervision for up to several weeks if there are staff shortages of up to 30% in any particular office location. Supervisors and coworkers could provide short term relief by consolidating caseloads. In some cases, supervisors could take over full time caseloads in the short term.
- If these vacancies or illnesses extend beyond 4 weeks, we will reach out to other Adult Services offices to provide relief.
- For long-term coverage issues, we will reach out to other areas of the department to provide support or internal redeployments.
- Department Leadership will also be exploring mutual aid and support with other metro counties and the Department of Corrections if there are significant staffing shortages.

Ramsey County Correctional Facility

- In preparation for reducing our staff compliment, we have closed as many dorms as possible and are utilizing the officers assigned to those dorms as vacation/sick relief.
- If we continue to have a reduction in staff capacity, we will rely more heavily on our intermittent pool of officers. Currently, we are being very selective about the intermittent staff usage. If necessary, we would utilize our entire intermittent pool (about 40 officers).
- As a last resort, we would operate with a modified lockdown schedule throughout the building, which would allow us to further reduce the amount of staff needed.
- We would also consult with the District Court about other alternatives.

Juvenile Detention Center

- In partnership with RCCF, the JDC has a plan to operate with reduced staffing levels while maintaining safety and security levels. Leadership has further plans in place that would optimize staffing and coverage if we have significant shortages.

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- The plan could include confining the residents primarily to their respective rooms, while allowing them individual time out for rec and leisure.
- We would also consult with the MN DOC if significant staffing or programming changes are needed.

Administrative Services

- Within the administrative division, the majority of staff members have the ability to effectively execute their job functions remotely and have demonstrated consistency with this. The exception to this is staff serving on the Application Management Team (AMT).
- There are two AMT staff scheduled to be in the office at Metro Square daily with other team members working remotely. Any needs at RCCF and JDC are addressed by AMT staff members whether remotely or in-person as needs dictate.
- If AMT staff experienced a significant reduction in staff capacity, there could be the need for external resources to ensure critical technology support is maintained, especially for our 24/7 correctional facilities.
- The Application Management Team (AMT) is continuing to cross-train within their unit to promote shared knowledge and ability to provide coverage. AMT is also working toward filling a vacancy.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

Probation Services and Facilities

- Traditionally we have not relied on filling staff from other Ramsey County departments or bringing in staff from outside Ramsey County. As these jobs are very technical and require extensive onboarding training, it would be difficult to tap into other County staff unless given proper time to cross train. In addition, there are barriers around HR personnel rules and labor union contracts to consider as well.
- There are currently no services available through contract with vendors to provide correctional or probation officer support.
- If necessary, the department may need to explore staffing assistance from other Health and Wellness Service Team partners if the situation becomes extremely critical.
- Any significant staffing plans may need consultation with the 2nd Judicial District and the Minnesota Department of Corrections.

Administrative Services

- As mentioned above, the Application Management Team (AMT) unit may require assistance from contractors and from other departments in the event of significant staff absences.
- Additionally, while the contract and staff development units are able to work remotely, due to the size of the units, if they experienced a 30% reduction in staff capacity due to illness, they would require additional support. The contracts unit would hope to seek assistance from within the Health and Wellness Service Team.
- The Staff Development Unit is closely connected to statewide networks and can reasonably expect that any critical training or programming that suffered loss of dedicated internal staff could continue uninterrupted through assistance from external correctional partners.
- Client Data related staffing shortages with the CSTS system may require external assistance from other county or state partners.

MONTHLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- Thank you for encouraging staff to work from home when they can. Now is the time to adjust and stagger office schedules to reduce exposure and spread.
- Do you/Corrections staff get to help courts with problem solving the backlog of court cases, or do they decide independently?
- Great workshop this past week around alternatives to confinement and more community. Glad to see strategies addressed here.
- Glad to see Juvenile Probation Staff finding internal resources to reduce barriers to hunger, housing and mental wellbeing. Please continue to consider the IMT Food and Basic Needs resources and housing area resources as well.
- I hope we continue track record of no COVID cases within JDC population.
- If agents need more cloth face coverings to provide to clients in community, please connect with PH Logistics.
- Good idea to have one supervisor on duty in office locations to reduce exposure and spread of COVID.
- Are you coordinating laptop needs with Jennifer Schuster-Jaeger, or is Corrections dept acting on own?
- Continue to monitor the need to prioritize and suspend work to help staff keep workload down during the next month or two.
- Glad to see COOP plans are up to date.
- Nice work, everyone. Thank you!

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 continues to offer the modified services in response to the ongoing COVID 19 pandemic without major issues.
- Most department staff are telecommuting and conduct business operations remotely by communicating with clients via phone or email.
- The call center staff continue to answer client calls and provide assistance during business hours.
- The department's leadership team continues to work collaboratively with the Service Center leadership team to improve the efficiency of county's service delivery.
- Throughout the month of October, 264 clients visited at inner lobby East building where they needed to have in-person contact with FAS staff.
- Case Management staff continue to process recertifications for Cash and Food programs. However, DHS changed their policy with little notice and there has been a lot of client confusion on whether an interview was needed or not. Medical Assistance recertifications are still on hold due to the Peacetime Emergency.
- Emergency Assistance applications and CARES Landlord Assistance Program requests have been rapidly increasing.
- Most of the new applications are submitted online (Appplymn.dhs.mn.gov). We received 3, 400 new applications for month of October. 601 of these applications were new emergency requests. The weekly new applications received in October is much higher than our pre-COVID 19 weekly average of 600 applications per week.
- 6 new Financial Workers 3's started in Intake on 10/19/20 and their training was successfully conducted virtually. They have completed their initial training and they will gradually start processing new applications.

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 change from last reporting period and we continue to monitor and evaluate our redesigned service delivery model.

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.

☐ 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.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- August 2020

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- Most of FAS work can be provided remotely and currently most of the department staff are working from home.
- However, if staff capacity is reduced by up to 30% , the department will identify alternative approach that can minimize dependence on our current staffing resources.
- We will prioritize work, move quality control staff to assist with processing new applications, utilize all hands-on deck approach to process application and issue benefits to clients, reach out available retired financial workers, hire temporary staff.
- We continue to work with IS to balance FAS priorities vs. IS priorities in distribution of laptops. New laptops will allow staff to remain working from home with proper equipment.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- In the events that the department faced staffing shortage, we have used temporary employee to carry our critical functions of service delivery.
- Also, the department could utilize participants enrolled in Work Force Solutions Changing Lives Program to assist with clerical duties and managing incoming calls.

Deputy County Manager Comments

- Thanks for your continued commitment to the safety of staff and community and for continuing to work with the Service Center model to provide access to FAS services.
- Glad to see many staff have support and ability to work from home. Continue to work with IS to ensure laptops and equipment are available.
- Congratulations again on the incredibly quick work to ensure the Landlord Assistance Program got off the ground and is being utilized.
- Please ensure the COOP plan has a timestamp of Nov/Dec 2020 to show it reflects the current pandemic situation.
- Good contingency planning for staffing if you get below 30% capacity due to illness and exposures.
- Thank you all for the great work!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Housing Stability

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

- Staff remain resilient and able to respond to a deepening crisis. This includes increased drug use and behavioral issues in the family shelter and a death in Homeless Operations' hotel program.
- Relationships with contracting, procurement and property management are working well and efficiently. We have been able to accomplish many of our short-term shelter expansion goals including a newly funded family shelter partner- Voices of East African Women (VEAW).
- We released two Letter of Intent for 2021- one for \$500,000 for rapid re-housing and one for \$250,000 for outreach for unsheltered families.

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?

- African American families disproportionately show up in our family shelter system and are most often discharged by the hotel or program for drug use and behavior. We are ill-equipped for what happens next. Where should the families go?
- As we prepare for a large new wave of hiring in our Homeless Operations, we must continue to do outreach to our neighborhood and cultural groups to promote hiring of a racially diverse cohort of shelter assistants.

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 have a daunting, but exciting challenge ahead of us in the next month. We must expand Homeless Operations by relocating Respite to Bethesda, opening a low-barrier shelter at Bethesda, opening a new women's shelter at Luther, relocating the family shelter from Hotel 340 to a permanent facility, and open a new hotel shelter in 2021.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- This area does not have a COOP but needs to be developed as part of the transition plan to EGCI.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- We just lost 4 out of our 5 contracted housing referrals/navigation to COVID-19 diagnosis or exposure. So, we are unable to continue that program over the next few months at the same level. To fill some gaps, we are requesting that more staff get read-only access to MAXIS.

MONTHLY SERVICE DELIVERY CHECK-IN

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

Deputy County Manager Comments

- Thanks for highlighting the challenges of drug use and being removed from housing. I look forward to connecting about what services/resources/options are available, and if there are none, what are the innovative ideas that can be brought up and communicated during this transition time?
- As a new department is built (and even now) seems like an outreach role would be necessary to help communicate what the housing area is, what you do, share resources, and connect with people (among other things) who may be interested in working within this area. A partnership with Workforce Solutions could help recruit staff too. (maybe you're already connected)
- A COOP plan will need to be created ASAP. Might be a good idea to do it with Keith Lattimore. At a minimum, need to layout what staffing is needed and who can step in, what staff from across HWST have access to databases and could help out when others are out.
- Congratulations to the housing team for the work over these past 9 months. The amount of stress and crisis situations have been high for all of you and you've all risen to the occasion and continue to provide excellent service!

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?

- Fiscal Services was success in using outside contractors and a reallocation of job duties to meet needs in Payroll.
- Service delivery was smooth, without any major disruptions, in Business Systems Support. The Landlord Assistance system was delivered to FAS and is currently in production.
- Evaluation has or is bringing on 3 temporary FTEs and has experienced greater coordination with IMT and others across all the CARES projects.

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?

- None currently, but the switch to a twice a week check generation cycle in Finance will affect foster care families, extended foster care clients and disability services clients starting in November. Payments to vulnerable (Rule 1) foster care providers will be delayed by 2-4 business days due to the State/County interface. They need resources to buy diapers, formula and rent.
- We need to be conscious of the impact of our policy changes on small providers. When we slow down our payment processes, small businesses, families and small non-profits are the least resourced and may not have the resources to easily absorb these changes.

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 demands on Research and Evaluation are nearly at unsustainable levels that far exceed our capacity, even with three additional FTEs. There are new CARES projects that were started and requests from Social Services, including several contracts with outside evaluators where we provide data, and other departments continue to increase. A prioritization of what services can and cannot be provided is being worked on.
- When FAS forms start to come in, we will need to fill the three open positions in the Scan Center.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- Major updates were made in March 2020. Refresh updates are being done continuously.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- Outside contractors and temps would be needed to staff critical roles in Accounts Receivable, Accounts Payable and 9th floor receptionist.

MONTHLY SERVICE DELIVERY CHECK-IN

- Currently, only one person has access and ability to run queries to the DHS data warehouse. That must be done on-site. If that person is out due to illness, there is very limited back-up and no one else with knowledge about some data systems, like MMIS and MEC2. We would lose the ability to report on anything but MFIP (no other FAS programs). In other areas, issues are less critical. We have multiple evaluators working on each project and cross-training and cross-knowledge across all CARES work. Additionally, we have been doing many in-person interviews/surveys, etc. with populations that do not have internet access. Some of this work will need to continue in-person but would likely be scaled back. For non-CARES work, most evaluators are specialized and only one person has knowledge or ability to pull data from systems. This has long been recognized as a problem.
- Only the Business Systems Support (BSS) team (3 of 4 Management Analysts and their supervisor) work onsite on a rotational schedule. A 30% staff reduction translates to 1.2 staff. BSS can cover the basic services, but the service delivery levels will be slower, specifically mobile phones setup.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- Fiscal Services' plan does include employing outside contractors and temps to fill critical roles.
- For Evaluation, there are no other county employees with the ability to run these data. Potentially, Hennepin or DHS could help but when we've reached out to DHS recently, they were too busy to assist. We would just not be able to report on certain programs.
- The Scan Center is currently trying to hire temps to backfill redeployed staff.

Deputy County Manager Comments

- Thanks for your quick work with FAS to get the Landlord Assistance program up and running.
- In regards to Finance reducing cutting checks from 5 days a week in the Spring to 3 days in the Summer and not down to 2 days this Fall, it's my understanding that our Controllers are working with Finance to ensure payments are made timely. My recommendation is this process be adjusted to ensure that Foster Families and others waiting on income are not affected by our changes. This is an important role that we must continue during this challenging time for community.
- If there's a continued demand and need for evaluation, beyond the 3 new hires, what is the plan to ensure needs will be met? It's important to realize current model isn't sustainable, please provide suggestions for what would be sustainable and be sure to prioritize most urgent needs.
- Glad to see COOP plan was updated in March. Please be sure to look at plan and time stamp with official update of Nov/Dec 2020 vs saying it's continuously looked at.
- In regards to DHS data warehouse, this work should not be held by one person. Please provide an update next month re: how this work will be dispersed or accomplished if the SME can't work.
- Nice work, everyone. Thank you!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Public Health

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

555 Cedar – NextGen Go-Live November 16, 2020. Major accomplishment after years and years of waiting and planning!

WIC

- WIC staff continue to provide appts over the phone as well as pick-up service for WIC materials, benefit card, or special medical formula.
- October, we served 6800 participants. Issued 159 eWIC cards via pick-up visits. Mailed 241 eWIC cards. Had 4 special medical formula pick-ups.
- We transitioned from analog fax to AccuRoute electronic fax in October.

Correctional Health

- Service Delivery was difficult due to being short staffed, staff out on medical leaves, FMLA and COVID. Public Health Family Health and Clinical Services were able to have volunteer staff come over and fill some voids.

Administration

- HouseCalls has managed to continue to provide core services despite several staff being out and/or reassigned to COVID work. The vacancy in the MCC social worker position created a challenge to respond to cases with ½ capacity of professional level staffing.
- Vital Records – continue to make appointments and process mail requests for records. Volume of service has increased since lowest levels experienced in the early months of the pandemic.

Family Health

- Family Health Sups and WIC Sups working together to brainstorm ways to reduce barriers of referrals coming from WIC to FH.
- Some staff were able to make outside in person HV's following the Workplan 2.0.
- Home visiting staff continue to open new clients and engage, conduct, and bill for virtual visits with clients.

Clinical Services

- Clinical Services has continued a hybrid model of service delivery, i.e. telehealth visits plus patient visits for those who must be seen on site, including Tuberculosis screening, treatment and follow up, sexual health problem-focused, testing and treatment, and immunization services. Outreach staff, using proper PPE, continue to offer HIV, STIs screening and vaccines in the field, focusing on high risk individuals.
- SOS staff have continued to provide daily crisis interventions, and virtual medical visit advocacy services during SANE exams at Regions hospital. Staff are also in process of assessing interview environments at RC city police departments to determine COVID safety and victim-centered safe for interviews with victim/survivors.

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?

Family Health

- Due to language, technological and economic barriers some of our clients are unable to receive visits via video modes. These clients are receiving services mainly via telephone mode.
- Continued concern over housing needs of homeless or families at risk for homelessness based on lack of affordable housing and reduced income greater now with winter weather here. As housing becomes overcrowded due to more space sharing, increased potential for COVID spread and increased challenge for moving to in home in person home visits.
- Concerns about vaccines (flu and COVID and child immunizations) among different communities and continued need for access to vaccine clinics. PMAP representatives reflect that there is increasingly significant immunization disparity between private and PMAP enrollees. One representative indicated at HFCC Advisory Meeting that the immunization status for children on MA is "alarming."
- Reluctance of some families to pursue developmental assessment when only able to be done virtually, limited availability of Help me Grow services during COVID. Significant long-term implications for youngest children to have extended time period where preventive interventions are less available. Continuation of SPPS offering only distance learning for even preschoolers and lower schools students continues to have significant long-term developmental consequences for our most racially diverse school district.

Clinical Services

- Our clinics see predominantly people who are under/uninsured, as well as people of color. Clients who have had issues with unreliable transportation have found telehealth visits extremely supportive since they are able to have visits done using the technology that they have on hand.
- Many of our staff who are people of color still report to work on site due to the nature of our client facing services. We are currently examining how to reduce the impact of COVID on staff and clients by reducing numbers of clients seen on site and shifting to more technological means to do our business.

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.

Correctional Health

- Testing DOC and Hennepin residents transferring to ADC or RCCF upon arrival and again on day 9 of quarantine to help mitigate spread of COVID within facilities coming from places out outbreak.

Administration

- Will consider holding appointments for Vital Records at current level rather than increasing to maintain safe environment for both staff and clients.

Family Health

- Seeking advice from Dr. Ogawa to plan at what point FH staff will move from conducting virtual to in- person HV's given the increase in COVID cases in MN.

MONTHLY SERVICE DELIVERY CHECK-IN

Clinical Services

- SOS is working to identify safe and victim-centered spaces. If they are not available in the city police departments, SOS will need to identify a community location that offers this assurance. They will also be conducting visits via video and phone when possible.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- Public Health reviewed, updated and finalized our revised COOP plan on April 1, 2020. This plan has been considered as we moved to activate PH staff to COVID response efforts and pulled staff away from their regular PH work. The current COOP has been updated on the BOLD planning site.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

WIC

- To maintain the level of services we currently provide to families, we need to keep some staff onsite.
- If our staff capacity decreased to 30%, we could limit curbside appts or locations and shift workload.
- As we anticipate an increase in the number of staff needing to isolate/quarantine, our plan is to maintain a level of staff onsite to accommodate this.

Correctional Health

- Hiring now for more intermittent staff, utilizing PH nursing staff from other divisions.

Administration

- In Vital Records, rather than increasing services as planned, appointments will be held steady or reduced. Clients can obtain most services via mail and will be encouraged to do so. HouseCalls has been fraught with vacancies due to several reasons since March. Workload has also decreased so there has not been a significant alignment challenge. Work will be prioritized as needed.

Family Health

- Program area PHN's will need to cover for each other if staff become sick to the point that they cannot deliver virtual family health visits. They will need to take on the caseloads for their ill co-workers, There will be some PHNs within our department who will be unable to perform client facing services due to medical reasons, and will need to remain doing virtual home visiting for Family Health clients. . Since most of our workforce are RN/PHNs, we would wonder how these staff will be redeployed to administer vaccines for the county, and if there will be an impact on services to Family Health home visiting clients.

MONTHLY SERVICE DELIVERY CHECK-IN

Clinical Services

- We are in process of reducing the number of staff and patients on site at any given time, while continuing to provide services via telehealth.

Environmental Health

- The 30% workforce reduction is real for EH, since that is about the minimum level of staff time working out of EH and working in ICS. The service redesign work has already taken this into account.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

WIC – WIC does not plan to bring in outside personal to cover staff illness or quarantine. Currently have a few temps covering maternity leaves, it would be extremely helpful to be able to place them in unclassified limited duration positions.

Correctional Health - Yes, partially.

Administration – No plans to do this currently.

Family Health – No, staff will cover for each other and provide virtual services.

Clinical Services – Currently contract with an outside agency for replacement provider staff and would utilize this option if necessary.

Deputy County Manager Comments

- Good use of department staff by asking for help from nurses across the dept to help in Correctional Health.
- PH Nurses will be asked to help with community vaccinations. PH will need to contract with providers, as well to accommodate demand.
- Glad to see additional home visits. With families still feeling isolated, continue to find ways to see them virtually or in a safe manner outside (as weather permits).
- Be sure to work with Incident Command Community Liaisons and RECERT to ensure proper messaging about vaccines to reduce hesitancy.
- Glad to see COOP plan was updated in March. Please be sure to look at plan and time stamp with official update of Nov/Dec 2020 vs saying it's continuously looked at.
- Thanks for your continued hard work!

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**

- PPE went well.
- Testing went well.
- Staffing continues to slide backwards with nearly 40 staff now screened off or have COVID themselves.
- Unit is now at 11 confirmed residents with COVID.

Lake Owasso Residence

- Over the past month the COVID-19 virus gained access to the facility via an asymptomatic employee and has gone on to infect several houses on campus. Once one resident gets it, it spreads rapidly through the household in spite of attempts at isolating the initial positive person in their room because by the time a resident tests positive, they have already had the virus for at least a couple of days and have already exposed peers. None of the residents has experienced serious illness so far though one spent a few days in the hospital for supplemental oxygen therapy. Two of the three houses are now out of the isolation period.

Child Protection

- Service delivery went well for the month of October.

Child Protection Case Management

- Service delivery went well for the month of October. Families are being seen and staff are responsive to client needs.

Youth Intervention and Crisis Programs

- We continue to be one of the only (maybe even the only) Crisis teams in MN that is conducting mobile outreach face to face. It is challenging, but it has been a highly successful service to residents due to the exacerbating impacts of COVID on individual's mental health.
- Our Youth Intervention Team has continued to form over the past month, streamlining services for Rule 20 youth, runaway youth and SEY, and youth being served across multiple workgroup areas. We continue to work to divert these youth from the Child Protection system.
- Staff in our area have shown great resilience and dedication to providing in person services safely.

Family Support Unit

- Staff feel their work is supported and that their clients were acknowledged during two proclamations in November.
- Staff attended listening/support sessions due to aftermath of elections, stress of pandemic combined.
- Fewer staff appear to be in building on given day and are coordinating well with each other, asking for help to fax documents, process charts. The collaboration between staff is working well.

MONTHLY SERVICE DELIVERY CHECK-IN**Adult Mental Health Crisis**

- Adult Crisis Response provides phone support and in-person crisis assessment to individuals in Ramsey County. Over the past weeks Adult Crisis Response averaged 670 incoming calls per week and 23 face to face assessments per week.
- The Adult Crisis Embedded Social Workers within the Saint Paul Police Department averaged 15 face to face assessments per week.
- In addition to our diversion efforts with our Embedded Social Work program, Adult Crisis Response has been taking more calls transferred from Emergency Communications (911/Dispatch). These are calls that do not meet specific criteria for police or medic response. We anticipate that these calls will continue to rise. Adult Crisis Supervisor and Child Crisis Supervisor meet bi-weekly with the Emergency Call Center for training and clarification to encourage transferring of mental health calls.
- The Adult Crisis Response team answer overnight crisis calls (12am-8am) averaged 75 calls per week.
- The team is working efficiently and safely with a hybrid model of in-office/remote working. In order to communicate effectively and efficiently, the team has been utilizing Microsoft Teams for communication and to manage workflow.

Adult Mental Health Stabilization

- Adult Crisis Stabilization received an average of 10 referrals per week. We have a significant increase in the number of referrals coming out of the Adult Crisis Assessment team which speaks to the increased demand this pandemic has had on our crisis units.
- Crisis Stabilization continues to conduct in-person appointments, we average 45 per week. We have found that conducting phone or telehealth appointments is not always appropriate with the population that we serve. For example, for clients that are highly disorganized they require staff who practice assertive engagement, otherwise they tend to miss appointments or struggle with follow through. Overall, the clients that we have contact with are presenting with multiple functional impairments which is likely a result of the lack of support that they are receiving from other social service agencies. Most community agencies are not conducting in-person visits and for those that are they are doing so on a limited basis. Because of the number of functional impairments and the lack of in-person community supports we have been working with clients for a longer period to stabilize their crisis.

Child Mental Health Crisis and Stabilization

- Child Crisis Response averaged 45 calls per week during business day and 30 per week during nights and weekends.
- Children's Crisis Response takes calls transferred from Emergency Communications (911/Dispatch) in addition to receiving referral directly from St. Paul Police directly. Crisis supervisors continue to work with Emergency Communications leadership by having bi-weekly meetings about progress of the partnership and areas of continued growth.
- Children's Crisis continues with additional outreach effort to include "door knocks." This mirrors the Adult Crisis Program. Door knocks originate from 911 dispatch transfers or concerned community members.
- Children's Crisis continues to have staff working both remotely and in-office. Staff are on a weekly rotation of being in the office vs working remotely.
- Children's Crisis overnight and weekends continue to be staffed by staff who work in other Ramsey County programs. The Children's Crisis team has lost several dedicated on-call staff who cover nights and weekends due to internal interim promotion and staff being unable/unwilling to provide face to face services to clients in fear of COVID-19.

MONTHLY SERVICE DELIVERY CHECK-IN

Mental Health First Aid

- Team of Mental Health First Aid workers including social workers with mental health knowledge, mental health practitioners/professionals, and certified peers provide phone support. They work collaboratively with crisis staff in the call center.

Project Assist

- Project Assist has seen a decrease in the number of referrals since the onset of the COVID-19 pandemic. Most of the referrals are being assigned to Project Assist Vendors. RC clinicians and contracted vendors have adapted to the changing climate. Staff are conducting a combination of in-person and telehealth assessment.
- Project Assist staff have been assisting with providing support to the Children's Crisis Response team.

Child Mental Health Assessment

- Staff are serving families primarily by phone contacts. When meeting face to face they are wearing face masks, ensuring they are social distancing, and cleaning equipment prior and after use. Some of the case managers went to the family's home to get signatures for sensitivity documentation, signed ROI's and delivered CADS. Phone contacts in lieu of face to face contacts with families went well. There were a few no shows for some families with scheduled intake/ assessment appointments, but the parent and case manager were able to reschedule. We see an increase in referrals from hospitals for teenagers, 13-17. We are completing weekly phone check-ins with families and informing them of available resources.

Child Mental Health Case Management

- Service delivery continues via phone and face to face contact with social distancing. In lieu of face to face contact, all case managers are checking in via phone weekly with all clients. This format has increased participation and engagement with some families. All contracted agencies have staff working remotely and providing services via phone or laptop.

Mothers First

- Flexibility of staff to continue meeting client needs both by phone and face to face contact.
- Outreach completed by staff –joining with agencies serving lunches and visiting the encampments.
- Mothers First now has a staff member working weekends for increased service and support options.

Adult Support

- Adult Protection has instituted their overflow protocol for high volume intake days. This seems to help – people know that assistance from the team is guaranteed on high volume days. Overall, the team has been working very well together and supporting each other. Staff have adjusted to virtual team meetings and utilizing all the ways they are able to connect with each other using technology.
- Adult Mental Health Case Management Intake is reaching out to assist clients that don't have DA's or Statement of Need but are interested in case management services.
- Adult Mental Health Intake has begun tracking outcomes around race, housing, diagnosis to better determine how these areas impact accessing TCM services.
- There has also been training and progress on Adult Mental Health Case Management staff learning how to use the S drive more efficiently to keep files and access client information while working remotely. Staff are utilizing signature pads more. The team has also used this time to do refresher trainings to improve quality of Rule 79 paperwork. Staff have been seeing more clients face to face in the community while weather permitted.

MONTHLY SERVICE DELIVERY CHECK-IN

- Prepetition continues to manage completing assessments via phone.
- Supervisors are concerned about the mental health impacts overall for staff and residents as we continue to face mounting impacts of this virus. Staff appear to be feeling weary, and the nature of the work is often emotionally challenging without COVID.

Adult Services, Chemical Health

- Re-opened the female dorm which hadn't been utilized in several years. This has the capacity to accommodate six females.
- The process of ordering PPE is consistent and reliable. Only issue is that medium gloves are on back order. All other orders have been filled upon request.
- Nurse Supervisors have been trained by public health on how to complete COVID testing for patients going to treatment where it is required to have a negative test prior to admission.
- COVID tests have been completed on the unit successfully.

Mental Health Center/Adult Detention Center

- Increased face to face contacts for CRT (Community Recovery Team) case managers. Mental Health Court case managers engaged in face to face contact visits for the first time since COVID, alongside probation officers. Therapists at the ADC continue to utilize non-contact interview rooms based on own comfort levels. All staff feel well-equipped with PPE and are continuing to engage with residents based on residents' needs. Staff finding balance between non-contact methods and in-person contact methods.
- Service delivery continues to go well, we increased face to face service delivery from approx. 50% to 60% for each staff.
- ACT – we were able to reinstate in person groups outside.

Aging and Disability Services

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

MnCHOICES

- We are having a few cases that require face to face visits due to persons not having a working phone/internet – seems to have gone well.
- Overflow processes keeping assessors at capacity with initials, late requests etc.
- It has been difficult for some of our residents to obtain the necessary information to provide to FAS in order to get MA open. Seniors of all race are not able to obtain bank statements, annuities, CD, LTC insurance information, etc. due to limited mobility, lack of informal support and decreased in cognitive functioning. They need hands-on assistance in order to submit the necessary paperwork to FAS. This greatly affects people who have increased mental health symptoms and immobilization in their day to day activities. Many do not read or write English. An assessor reports, "I have difficulty getting forms returned from the folks I see most often because they don't understand what to do or they forget; many of the people have some memory loss if not significant memory loss."
- Still some difficulty getting signature pages returned. Most forms are only available in English language only. Seniors whose primary language is not English need extra support navigating the process and getting paperwork completed to receive services. Communication is difficult and they struggle to complete the FAS forms and provide all required documentation so that MA can be opened. Some residents who are not English speakers do not read or write and have more difficulty completing the signature pages. In contrast, residents who are educated and know their rights find it easier to complete the signature pages and following up with assessor. Other resident groups that are not returning signature pages include

MONTHLY SERVICE DELIVERY CHECK-IN

those who are homeless, people struggling physically or mentally with no supports such as TCM or family/friend, and those in CD treatment or IRTS that are difficult to work with to get forms back.

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?

Child Protection Early Intervention Team

- Most families involved in the Parent Support Outreach Program are white, and outreach efforts to increase the number of families of color involved in the program are hindered due to COVID. Most agencies are not providing in person visits, and it's contributing to an extremely low number of families receiving services.

Child Protection Case Management

- We are starting to see several of our vendors go from in person visits to virtual visits. This will provide a hardship for clients to be able to see their children in person on a regular basis. It will also minimize the types of services that are available to clients. All communities are being affected but we will see the AA community affected in higher numbers based on the number of kids of color we have in placement.

Youth Intervention and Crisis Programs

- 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 have led to an overload at points in the system such as ED's 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 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 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. However, SPPS is reporting thousands of missing students this year and we have 9 truancy workers to attempt to locate these youth and provide services.

Family Support Unit

- Our Fosters in Extended Foster Care (EFC) are disproportionately young adults of color (80-85% of participants are POC). Many have lost jobs during COVID-19 due to being laid off or employer shut-downs, and the unemployment rate is higher for Fosters. We are working with WFS on a CARES Act project to provide laptops to participants aging out from EFC.

MONTHLY SERVICE DELIVERY CHECK-IN**Adult Mental Health Crisis**

- Staff report most callers have been impacted by COVID-19. Inequity is exacerbated by isolation, lack of offices/care providers being open and/or providing face to face services. There are increased calls related to substance use, homelessness, domestic violence, and suicide.
- Staff have reported many of our male African American/Black clients describe being more fearful and traumatized following the murder of George Floyd.
- We are receiving more calls from BIPOC community who do not want to contact law enforcement for response for themselves, family, or strangers they see in crisis on the street.

Adult Support

- There is concern that the interpreter services provided in State Operated Facilities are not enough to meet client's needs. Anecdotal evidence is of interpreter availability approximately once per week. Since programming/treatment is happening 24/7 in these facilities that leaves a lot of time in which the client is isolated and likely unclear about what is happening regarding treatment, reporting of symptoms, as well as discharge.
- Staff have observed that African American clients are expressing concern for their safety as a result of the African Americans dying when engaged with police. There is a long history of mistrust between police and the African American community. When deaths occur, this appears to be retraumatizing for individuals. In addition, demonstrations that took place after George Floyd were in neighborhoods where some of our clients resided. Although the demonstrations have ended, they have had an impact on residents. In addition, the current political culture continues to make African Americans feel unsafe and that they could be harmed at any time while in the community. As staff are continuing to work remotely, there is concern that this may be impacting clients' willingness to seek help from providers as needed to meet basic needs.
- Due to COVID, most providers are not seeing clients face to face which impacts the ability of residents to receive support in completing forms for various services. It is an observation that this seems to affect ESL, non-English speakers in a greater number.

Child Mental Health Crisis and Stabilization

- Some staff have reported hesitancy of residents to allow in-home type visits, especially those who have multigenerational houses; this tends to significantly impact the Southeast Asian community.
- Inadequate technology and internet service are concerns for families experiencing poverty which in turn effects communities of color. Except for crisis services, clients are not receiving face to face services and are experiencing isolation and increased mental health symptoms due to the lack of services being provided by outside entities.

Child Mental Health Case Management

- Loss of income has resulted in phone services being terminated impacting communities of color, low-income families, and the immigrant community.
- Provision of technology is needed for many BIPOC families for the children to receive therapy through telehealth.

Adult Services, Chemical Health

- A patient survey has been created and the goal is to understand patient's needs including racial equity so we can address all identified needs.

MONTHLY SERVICE DELIVERY CHECK-IN

Mental Health Center/Adult Detention Center

- Staff at MHC are engaged in race equity and provided feedback for change. We are invested in created change as a team.

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

- Staffing received 20 NA applications and only 8 were interview able.
- Nurse applicants were at 10 with 6 interview able.
- No more than 3 NA's will be hired, and it looks like 4 nurses will be hired.

Lake Owasso Residence

- We will need to continue high level precautions to try and limit further infections.

Youth Intervention and Crisis Programs

- 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.

Child Protection Case Management

- Because of the rising COVID cases and the concerns of the staff we are working to prepare to have to go to virtual visits with our clients; looking at having a similar approach to what we had in March – 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.

Family Support Unit

- In past months staff heard about group homes and institutions with COVID cases, and then they began to hear about community members, possibly friends and family. Positive cases are being reported from contact in broader community, not as many that are work related. (For example, a child was exposed at a daycare center and family is now exposed). Therefore, COVID is entering more personally into worker's lives. Many who are already remote can continue to work after an exposure unless/until they become symptomatic/sick. In past month, we have had an uptick in staff needing time to care for others or who are reporting potential exposures for themselves. It appears use of PEPEL time is on the increase.
- In addition, due to the increase in spread, more staff express reluctance to do in-person visits with clients.

Adult Support

- Adult Protection and Adult Case Management are having discussions about safely conducting face to face visits as the weather is becoming colder and they are not able to meet with clients outside.
- There has been a slight increase in petitions for civil commitment. There is anecdotal evidence that residents requiring hospital level of care are presenting with much greater symptom acuity than by history. It is not yet clear whether there is a causal relationship. This will have to be monitored. To date it has been possible to accommodate shifts in workflow and meet court deadlines to file documents in relation to civil commitment. If Prepetition Screening continues to see an

MONTHLY SERVICE DELIVERY CHECK-IN

increase in petitions, overtime may need to be utilized to ensure that reports are filed in a timely manner and added to the court calendar for hearing.

Adult Services, Chemical Health

- Goal to increase census from 20 to 26 by re-opening a female dorm.

Mental Health Center/Adult Detention Center

- We will continue monitoring clients for symptoms as COVID cases increase in our county. We will continue providing PPE and adjust as needed to assure that clients are safe and continue to receive the much-needed services that our clinic provides.
- Put all in person group services on hold due to significantly rising COVID cases in the community. We will continue providing group services via telehealth.
- Our staff have received Workplace 2.0 plan that was recently updated, we plan to continue following that plan.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

Ramsey County Care Center

- RCCC has had its document entered where it fits the COOP. We have a plan that is designed to meet federal and state requirements.

Lake Owasso Residence

- Late last year or early this year.

Adult Services, Chemical Health

- 2018.

Mental Health Center/Adult Detention Center

- We last worked on it in early 2019.

Aging and Disability Services

- The last update was February 2019. An update or revision maybe needed.

MONTHLY SERVICE DELIVERY CHECK-IN

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

Ramsey County Care Center

- Attempting to contract with temporary pool agencies for nursing support.

Family Support Unit

- We have one staff person currently redeployed to help as a Navigator. We have another staff person deployed 50% time to Public Health. We have managed with those deployments. If staffing dropped by 30%, we would need to be doing all virtual work to triage more effectively.

Youth Intervention and Crisis Programs

- In our Crisis programs, we hope to utilize staff from other mental health areas/Divisions in SSD. It would be difficult to redeploy staff from other areas as SSD houses the greatest complement of MHP staff.
- Service will be sustained by utilizing mental health professionals, practitioners and social workers from Child and Family Services, the Mental Health Clinic and Adult Services.

Adult Support

- All services can be provided remotely.

Adult Services, Chemical Health

- Intermittent aides have been hired and trained to be on call for shifts in which staff are unavailable to work.
- Additional pool nurses have been hired and trained to cover shifts when nursing staff are unavailable.
- Two head nurse positions have been posted to fill vacancies on the unit.

Mental Health Center/Adult Detention Center

- We will continue to practice social distancing and provide staff and clients with mask in situations where service cannot be done remotely and shorten the amount of time when a face to face visit must occur.
- If employees are out due to illness quarantines, we could always utilize the staff that's available, especially when clients have more than 1 provider in the MHC. Also, I have been able to assist one of my staff by dropping off a food delivery for a client in need; we can utilize staff as we have available, willing, and whose physical health is well.
- We will have to request individuals who have the licensure to do provide the services, even if they don't generally provide those services (RN would administer injections if MA's are out).
- Due to our rotating schedule and our ability to provide therapy from home, we have been able to continue providing services by telehealth even when staff is in quarantine.

Aging and Disability Services

- All services can be provided remotely except mailings and scanning. Should staff capacity reduced by 30%, Case Aides that are coming into the office for printing, mailing and scanning will be covering for each other Units. Case aides will be on rotation specific to mailing and scanning only.

MONTHLY SERVICE DELIVERY CHECK-IN**MnCHOICES**

- At this time, most of our assessments can be performed remotely.
- If at some point, more if our workforce would be reduced by up to 30% due to a combination of illness, quarantine, or vacancies, the MnCHOICES Section would have to prioritize the need for assessments:
- Reassessments
- Which reassessments must be done by an assessor and which could be done by a case manager per DHS' efficiencies?
- Initials:
- People needing an assessment and services prior to being able to discharge to a community setting.
- Others as we can.
- Other option is for case management to extend the Service Agreement dates past on year through legacy screening to temporarily lower the number of monthly reassessments.
- An initial backlog would grow (as in the past) if we were not able to keep up with assessment demand.
- May need to bring in additional temps for data entry if necessary.
 - Temp assessors do not typically work for short term coverage as it takes 6 months or more to train them to understand the job role which takes capacity away from current assessors.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?**Ramsey County Care Center**

- Yes, but the agencies have no one either.

Lake Owasso Residence

- We have been able to hire a few more Residential Counselors and have offers from some DT&H provider partners to send some of their staff our way since they are not able to serve clients in their facilities due to the surge of COVID-19. We will investigate these offers and hire as temps if all works out. We are short nursing staff due to COVID-19 and have been able to engage a temp RN and have a generous offer of assistance from Public Health for some evening coverage.

Youth Intervention and Crisis Programs

- Yes, hiring intermittent staff in Crisis would be helpful to build a pool for back up coverage.

Family Support Unit

- We don't have temps, contracted employees in our unit. There is no one re-deployed into our unit. We do have a couple of interns in licensing, but they don't carry individual caseloads – they assist the worker with task completion.

Adult Support

- We would work within our division to include the Mental Health Center to cover work needs. We would shift staff to cover as the responsibilities are different but in the same scope of population served.

MONTHLY SERVICE DELIVERY CHECK-IN**Adult Services, Chemical Health**

- Utilizing pool and intermittent staff to fill gaps when necessary.
- The department had placed requests for staff redeployment when there have been vacancies. However, these requests were not filled.

Mental Health Center/Adult Detention Center

- We will use the other mental health staff in social services to assist.

Aging and Disability Services

- Should be a greater need in these services, we would rely on temps and/or redeployment from other departments.

MnCHOICES

- For data entry purposes if our case aide workforce were to be greatly impacted.

Deputy County Manager Comments

- Within the Care Center, looks like temp agencies are not working for staffing needs during this time with 40 plus people out due to COVID illness or exposure, how will RCCC handle staffing needs?
- LOR: Good to hear 2 houses are out of isolation period. Watch for lingering effects of COVID within clients.
- Case Mgmt: Thank you for continuing to see clients. As cases grow and community spread of COVID continues, will you dial back during the next 6 weeks to more virtual visits? Do you need additional PPE?
- Youth Intervention and Crisis: Thank you for the work you are doing in this area to see young people.
- Family Support Unit: Thank you for providing support to staff during the elections. Also, good partnership with WFS to provide laptops at this time.
- YICP: Thanks for noting the challenges of truancy work right now and the partnership with CAO to find strategies for attending distance learning that are not punitive during this stressful time.
- Adult Support: You noted the barrier to interpreters with the State Operated Facilities. What strategies are available at this time to try and reduce this barrier? Also, how are staff providing resources to African American clients who are experiencing concerns for safety at this difficult time?
- Child Mental Health Case Mgmt: Is there a mechanism within CARES to provide technical support (phones/laptops) to clients that have lost their jobs? (noted on page 5)
- Please ensure that all COOP plans are up to date as of Nov/Dec of 2020. Reflect this on your next month's service delivery form.
- Thank you for being leaders across the metro and state in the ways in which you are continuing to keep barriers to services as low as possible during this pandemic. Good work!

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.
- Election activity significantly increased traffic to our building and created some confusion for Service Center staff monitoring the front entrance to 90 Plato Blvd. Numerous veterans found their way up to our offices and staff followed safety guidelines while responding to their questions and requests for assistance in our reception area.
- Better signage indicating our office is closed to walk-in service at this time has been posted.
- One staff person from Veterans Services contracted COVID from a family member and following guidance for employees who contract COVID remained at home during illness and recovery. Temporary adjustments to work distribution were implemented and service delivery was closely monitored to ensure high quality service continued to be delivered.
- The number of homeless veterans living in Ramsey County has continued to rise this fall. Veterans Services Outreach staff has served an increasing number of unsheltered veterans in recent weeks.
- Veteran Services Outreach and Social Worker were able to get several veterans into housing despite the many challenges finding affordable housing.
- Veterans Service Officers have implemented use of online platforms such as Zoom to meet with clients. They report having this option available helps a great deal with building the trust required to do our work.
- Veterans Service Officer have continued to conduct a limited number of appointments in the community outdoors and at other locations. Unfortunately, the arrival of cold weather will limit the number of options for safely serving people in person.
- Veterans Services continues to seek options for making us of the Service Center and for collaboration with the Service Center staff.
- Veterans Services continues to seek ways to maximize COVID focused grants and funding being offered by the Minnesota Department of Veterans Affairs.

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.
- Veterans Services Director joined Sara Hollie to be interviewed on her KMOJ radio program and several inquiries received in the days following indicated they had heard that interview.

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.

- Recent increases in the spread of COVID may impact efforts to resume in-person contacts with those we serve
- We see possibilities with the new Service Center model and will look forward to learning more about the operation of the Service Centers as implementation proceeds.

MONTHLY SERVICE DELIVERY CHECK-IN

- We want to stay current with health and safety guidelines and plan to request department focused training that could inform improvements to how outreach staff serve people in the community and how we might begin to plan for more in person appointments.

☐ **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.**

Additional Questions for This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- October 2020

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- Recent experience with one of our staff contracting COVID helped us to better understand what adjustments will be required if more staff are unable to work.
- Most of the work that we do can be done remotely and those few functions which require in-person management such as mail processing and distribution could be done less frequently if only a limited number of staff were able to continue working.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- No.

Deputy County Manager Comments

- Thank you for continuing to adjust staffing model to help protect one another and accomplish the work.
- Congratulations on your appearance on the Know Your Rights KMOJ radio show with Sara Hollie! Great way to inform community about services and resources within Ramsey County Veterans.
- Thank you for continuing to push for Veterans work within the Service Centers. I too look forward to the day (hopefully soon) when IPR and the Service Centers can expand the menu of options.
- Thanks for updating the COOP plan!
- Amazing work done here. Thank you!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Assessor's Department

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

- Service delivery went well, the disaster reassessment is complete, we are now processing the abatements which will result in a refund of property tax paid in 2020 to the qualified property owners.
- The review of property sales which occurred by the end of September is complete. The process was virtual, accomplished with phone interviews and online photos and maps. The appraisers found the process to be efficient and aligned with county processes.
- The appraisers have begun their annual review of new construction. Reviews will be limited to exterior visits to allow for limited contact to keep our employees and our residents safe. Interior photos will be requested if needed and online tools such as Street-smart street level photography with accurate measurement tools will be utilized.
- The Truth in Taxation meeting process has been finalized. The county assessor and the commercial and residential supervisors will attend the meeting in person. This will allow our residents who may show up in person the ability to have their questions addressed immediately. Any resident wanting to speak to an appraiser may call our office and an appraiser lead will be in contact with them that evening.

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.

- As mentioned in item 1 the Truth in Taxation meeting is being adapted to accommodate the virtual meeting while still allowing any resident who feels the need to meet with us in person.
- Also, the new construction process has been adapted to ensure staff and resident safety.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- The COOP plan was updated in the county system in February and again in August 2020.

MONTHLY SERVICE DELIVERY CHECK-IN

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- At this time almost all services that the appraisers provide is already being accomplished remotely. The assessor's office would not lose the ability to function if quarantine were to happen.
- If 30% of our workforce was lost due to illness or vacancy there would at a minimum be a delay in accounting for Permit and new construction value in the county or at worst, it wouldn't be accounted for in the 2021 assessment which could reduce the tax base. It would also cause a hardship in addressing our current load of tax court petitions, the next exchange date is coming up early 2021.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- Appraisers must be licensed through the State Board of Assessors to engage in property assessment work be it general reviews, adding new construction or working with attorneys on tax petitions. There really isn't a resource we could utilize outside our office for appraisers who carry the required licensing. Our contingency plan would rely on prioritizing the work to address the most critical areas first.

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 from a technical perspective as we work remotely - MS Teams continues to be integral to our work each week. We remain grateful for the additional support through redeployment for the open data portal, Public Health IMT JIC and our communications support contract.
- Juggling competing priorities and demands between COVID and non-COVID projects while balancing personnel time continues to be a challenge. We continue to reference our list of priority areas for the remainder of 2020 (developed earlier in the fall) to align resources.

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 partnering 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're excited about the prioritized messaging in this second round, as well as the opportunity to continue the program during these critical weeks in the pandemic.
- We continue to coordinate translation of key messages and documents based on needs raised through IMT and departments.

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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- Estimate 2017.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- We continue to emphasize the basic COVID prevention messages (masks, distancing, hand washing, etc.) with our team whenever possible to avoid a reduction in capacity. If our team capacity is reduced due to COVID, our plan is to maximize the existing contract and redeployment resources available to us. Following that, we would request additional support through redeployment and/or seek new support contracts. If additional resources were not available, we would then decline or deprioritize new work requests from department clients that are non-essential.

MONTHLY SERVICE DELIVERY CHECK-IN

- Nearly all services provided by Communications & Public Relations can be provided remotely. In-person support at this time is limited mostly to videography, and we can work with clients to compile and edit selfie-style videos and other recordings when necessary. We plan to have a limited number of employees supporting the in-person event for Truth in Taxation on Nov. 30; we can train other employees within our department to complete the necessary tasks if the planned employees can no longer participate.
- 6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?**
- The first path is to maximize our existing contract and redeployment resources. After that we may request additional redeployments or seek new contract resources.

Deputy County Manager Comments

- Staff plan to review and update COOP plan next week.

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?

- The EPMO has seen an increase in request for services due to several new CARES-funded initiatives. Due to the limited timeframe for these projects, we have expedited the process for acquiring business analyst and project management resources.
- It was great to welcome back a former employee to our small team where she has had immediate positive impact, mixing her past knowledge of Ramsey County with fresh outside perspective.

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 assisted in providing resources to initiatives designed to help those in greatest need. Housing Stability, Compassionate Regulation, and the Landlord Reimbursement projects are examples of initiatives focused in communities of color where EPMO resources have been engaged to ensure the goals are achieved. The nature of these projects, including the impact to residents, prompted an accelerated response to the acquisition and assignment of resources, to ensure the projects could commence quickly and efficiently to provide needed 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.

- 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.

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- The IS/EPMO COOP plan was updated in March and we are reviewing and in the process of updating currently per recommendation from Emergency Management.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- Virtually all EPMO services can be provided remotely.
- Our concern is a scenario where our vendors resource pool become constrained due to large numbers of their consultants being unavailable due to COVID. We would have to spread our available staff and consultants across the active projects, keeping key activities moving. Should we come to this level of constraint it is likely that there would be a reduction in county capacity in total and therefore, fewer major initiatives in process during the most difficult months.

MONTHLY SERVICE DELIVERY CHECK-IN

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?
- The EPMO currently relies heavily on contracted resources and would continue to do so. The master contracts in place and our working relationships with vendor partners would allow us to rely on them to provide additional resources on short notice, if necessary.

Deputy County Manager Comments

- No additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Information and Public Records Administration

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

- Tax, Recording and Assessing Services operations were fully staff (onsite), processing most work (including second half property tax payments) through mail, drop box and online services.
- The Unified Team 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.

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.

- Due to the recent deployment of laptops to all Unified Team staff we will be moving to a work-from-home rotation that ensures minimum staff coverage in the building while maintaining a residents-first focus on customer service.
- The Resource Center (utilized by residents and other customers for researching public property records) has been downsized and relocated, as most of this service is being delivered electronically. In-person visits are available by appointment. This space has been freed up for use by the West Side Service Center.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- Once formalized, the work from home rotation for the Unified Team will be added to the existing COOP Plan.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- The Unified Team will be able to sustain service even if staffing capacity is reduced by implementing a bi-weekly, work-from-home staffing rotation throughout the Team's service areas; the goals of the rotation are to minimize contact and potential exposure to COVID-19, and promote cross-functional utilization and consistently available staff while ensuring a residents first approach to customer service.

MONTHLY SERVICE DELIVERY CHECK-IN

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?
- The Unified Team does not currently intend to bring in personnel from outside its department.

Deputy County Manager Comments

- No additional comment.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Information Services

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

- Cybersecurity during the election was a major focus, with investments made that improved our immediate election specific security that will also improve our longer-term cybersecurity in support of remote work and resident access to county services.
- CARES funding allowed us to acquire a robust data compliance tool that will enhance our ability to identify personally identifiable data (PII) in our internal systems, from which we can ensure proper levels of access security and that PII data is kept in the system of record.
- We have been able to progress on key technology infrastructure initiatives such as Library IT consolidation, telecom upgrades in various county facilities that simplify usability, and self-service password reset, while also responding to pandemic driven technology needs.

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?

- As part of our membership in the Minnesota County IT Leaders Association (MNCITLA), we are bringing together key IT leaders from metro counties to learn from each other and look for opportunities to partner in bringing technology to bear in reducing inequity. Initial discussions underway, with a joint working session planned for late Nov.

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.

- Our major laptop deployment initiative is in full swing and is dependent on IS staff coming into Metro Sq to build out the laptops and associated peripherals and deliver to other county facilities. With a recent COVID case in IS, we have taken additional steps to increase social distancing, incorporate face shields where appropriate, and reduce foot traffic in the technology build area of IS. See contingency plan below.
- No major service delivery modifications requested. With the Tech Equity initiative underway and the role carved out for IS on this great initiative, resource constraint is our major concern.
- At some point, some modification that recognizes the continually growing role of technology and therefor the demand on IS resources, will have to be debated: how to be effective in delivering against such high demand while being efficient in a difficult economic climate, makes for good leadership discussion and decision making. To-date we have achieved efficiencies that have increased capacity to take on more and have had the good fortune to receive CARES funding in order to satisfy much of the new demand for technology solutions.

☐ 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.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- April 2020.
- Will review and modify this month per Emergency Management's request to consider significant reduction in staff availability for some extended period of time.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- Operations and support of our critical infrastructure, network and platforms such as O365 can be maintained with remote access and minimal onsite presence, so we would prioritize operations while reducing business and internal project oriented work to focus on system resiliency and IMT-driven urgent requests.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- Not for the most critical functions within IS, such as 24x7 operations.
- It is possible that we would have to partner with one of our Master Service Agreement vendors to continue, albeit with some delay, the laptop deployment initiative should we find ourselves short staff and or facilities. This is an initiative that requires physical presence, although we have recently engineered a more robust method of configuring laptops to user specs without having to be shoulder to shoulder with the staff receiving the laptop.

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?

- Elections: There was record breaking in-person absentee voting and ballot return activity. Tents were put up outside several early voting locations to accommodate socially distanced queueing. The count center at Metro Square was successfully stood-up and administered.
- 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 – will be shifting to mostly work-from-home as COVID cases continue to increase.
- Tax Accounting: Truth in Taxation estimates have been calculated and notices will be mailed the week of 11/17. Employees continue to work successfully using a hybrid model of home and office work – will be shifting to mostly work-from-home as COVID cases continue to increase.
- Property Taxes: Second half property tax collections remained strong with roughly 1.5% still outstanding of the total amount extended for the year. Advances of collections have been paid to taxing authorities as required by statute with full payment of 2nd half collections to occur by the beginning of December.
- New Property Tax System: Work continues implementing the Tyler property tax system by 3rd quarter 2021. Staff from multiple departments and consultants are working from home to make this implementation happen.
- Enterprise Cashiering and Receipting System Project (ECRM): The vendor CORE Technologies is on board and a Ramsey County software environment has been established. Staff that receive revenue from all departments have been involved in consultations with project staff and consultants working from home. Interface details are being finalized. A project rollout schedule is in initial drafting.

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: Elections and RECERT hosted a townhall on 10/20. The discussion focused on providing information on absentee voting, election day voting, and registering to vote - voting rights, voting eligibility, how and where to vote, documentation needed to register.
- Elections: Grant funds were used to conduct additional outreach via local media channels whose audience is in historically low-turnout areas and populations. Grant funds were also used to continue partnerships with community organizations for election and voter registration related outreach.
- Property Taxes: Working with Communications, RECERT, Job Training, Financial Assistance and Food and Basic Needs, a postcard was sent to renters in areas that RECERT had identified as being most at risk and to homeowners and landlords who have no paid or only partially paid property taxes due. The postcard identified that help is available and where to get further information.
- Property Taxes: BIPOC residents are more likely to rent their housing and the TNT notices reflect higher tax increases for apartment properties. Unless absorbed by the owners, this will likely result in higher rental costs for those who can least afford it in 2021.

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.

- All: Staff will be encouraged to work from home, if possible, and only access the office when needed.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- Elections: Currently establishing a separate COOP plan for elections.
- Tax-forfeited land, Tax Accounting, Examiner of Titles: COOP plan needs to be reviewed and updated.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- Elections: Elections staff have been deemed "essential". Staff will continue to work in the office until official election duties have been completed. Staff working in the office are screened daily, are required to wear proper PPE and maintain social distancing and must leave work/not come in if exposed to a positive case/experiencing symptoms/received a positive test. Staff will work from home when possible. Election judges will be used to supplement any permanent staff shortages due to COVID related illness.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- Elections: Election judges, who are considered County employees, will be utilized to supplement the permanent elections workforce.

Deputy County Manager Comments

- No additional comments.

County Manager Comments

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

☐ 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.

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- Consistent and on-going updates as needed (as recent as this month).

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- We have specific action steps to adjust staffing and service levels when we hit 30, 40 and 50% attrition levels and this place has been updated as recently as November 12, 2020.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- Not at this time.

Deputy County Manager Comments

- Reviewed and no additional comments.

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?

- Last month was challenging – one employee with COVID and three others exposed and quarantined. However, all functions continued without a gap. Since the Positive employee had minor symptoms, she continued to do some work and the other three are fully enabled to work from home. PT employees handled on site response needs w/o problem. In early October, St Paul EM was significantly understaffed due to COVID and we provided back-up for them as well
- Elections and unrest coverage resulted in all staff working beyond 100% for approx. two weeks.

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 only impacts continue to be delays in our larger outreach – however, working with RECERT we have been making limited progress.
- Staff assisted RECERT at Mask event

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.

- Given the spike in COVID we have reduced scene support to emergencies. Standard is to send two or more staff. We are now sending only one.
- We are restricting our usual lean-forward posture. In the past, we respond to incidents that are “likely” to warrant our support before we are called (to reduce time delays). We have now switched to physical response ONLY if called.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- Last formal update was 9/18/2020. Last functional test was 10/26/2020.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- All services can be maintained remotely at this time. There is a reduction in function due to forecast inability to use radios and other systems in the DOC at 90 W Plato while remote. However, we can send a single staff member there as needed.

MONTHLY SERVICE DELIVERY CHECK-IN

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?
- We do have Chapter 12 authority to ask for mutual aid. We ask for such assistance often. However, we do not believe there is any potential to require significant external assistance since all FT and PT staff can work remotely.

Deputy County Manager Comments

- Reviewed and no additional comments.

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 continues to go well with no recent changes.

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?

- Our service delivery approach has continued uninterrupted and without change.

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 deliver modifications are needed.

☐ 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.

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- September 2020

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- Our front office staff is cross-trained and we can sustain services for administrative services by shifting duties to remaining staff.
- The forensic technicians will transition to a M-F work schedule, and we will utilize an on-call schedule for Saturday and Sunday.
- The investigative staff already has built into their normal schedule an additional 64 hours of available work time by on-call staff. If needed, some administrative duties may be able to shift to work from home.
- Management staff can work from home if needed.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- No, our contingency plans entail temporarily adjusting schedules and dividing duties to cross-trained staff.

MONTHLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- Reviewed and no additional comments.

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.

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 observed.

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 2nd Judicial District has begun reducing the number of in-court appearances through increased use of remote video platforms. Starting Friday, they will be piloting remote hearings in which our prosecutors can finally remotely appear at 1st Appearances and Omnibus Hearings. This will be of significant benefit to our prosecutors who have been required to physically appear at these hearing since early March.

☐ 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.

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- Within the last 5 years approximately.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- The only services we cannot provide remotely are felony trials. The only trials that are presently being held are those where the defendant is in-custody and has demanded a speedy trial. Those trials make up a very small subset of the pending cases awaiting trial. Very likely that if we cannot absorb a 30% reduction in staff capacity due to COVID, that the other major stakeholders in the criminal justice system (i.e. courts, PD's office, Lay and LEA witnesses) will be experiencing similar problems. This scenario will likely result in court shutdown like this past Spring.

MONTHLY SERVICE DELIVERY CHECK-IN

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, Contractors, mutual aid, redeployment from other departments)?

- No.

Deputy County Manager Comments

- Reviewed and no additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

ELECTED OFFICE

Sheriff's Office

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

- The Sheriff's Office framework for our response remains in place. There continues to be steady increases in demands for services, especially in light of increases in crime and court staffing requirements.
- Emergency response/patrol functions continue to be performed with proper safeguards.
- The Adult Detention Center (ADC) continues to securely and humanely operate and process those in-custody through the criminal justice system with significantly modified operations.
- The Sheriff's Office continues to report bookings and population numbers for the ADC online at ramseycounty.us/covid-19-info/justice-system-collaboration-response-covid-19.
- The Sheriff's Office has provided security at county assets and at protests/demonstrations in the county, including around the election earlier this month.
- The Sheriff's Office provides court security for victims, witnesses, judges, prosecutors, defense attorneys, and court staff. This is becoming more demanding on staff because adhering to public health guidelines (such as social distancing and limiting the number of people transported at the same time), requires additional staff. Several deputies are assigned to "COVID Court," which is online court appearances.
- The Sheriff's Office continues to lead bail reform efforts with the County Attorney's Office.

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

- The Sheriff's Office continues to work closely with all communities to ensure safety and well-being at all times, and especially during this pandemic.
- Sheriff's Office staff continue to have increased exposures to those living with COVID-19.

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 Sheriff's Office remains resilient and has built the capacity to respond, adapt, and thrive under changing conditions.

☐ **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.**

Additional Questions for This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- The Sheriff's Office contributes to the COOP in connection with the Emergency Management Department.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- The majority of services provided by the Sheriff's Office cannot be performed remotely. Overtime is used to ensure continuity of services and that statutory mandates are met.

MONTHLY SERVICE DELIVERY CHECK-IN

6. Do your contingency plans for those services rely on bringing in personnel from outside your office (e.g. temps, contractors, mutual aid, redeployment from county departments)?
- Generally no due to state licensing and training requirements. Temporary staff have been utilized for some clerical roles.

Deputy County Manager Comments

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

- CMO Admin staff remote days have been working well, and the board secretaries' four-day rotation of managing the front desk is going smoothly and has been a significant support to the administrative team.
- The rotating on-site directors' schedule has been expanded to incorporate more County Manager's Office directors into the rotation and has been going well.

Policy and Planning

- Working remotely is going well for all Policy & Planning and IMT Planning Functional Team (PFT) members.
- 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: Convened last Census Complete Count Committee meeting with partner organizations on October 6th to reflect on work done over the last two years –lessons learned, how to continue working with each other, how to keep momentum moving forward to next Census. Board workshop is scheduled for 11/24.
 - 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): All service team PCATs have reconvened to review and adjust workplans to continue the work moving forward. All service team PCATs will present their updated workplan to project sponsors on December 17th.
 - 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.

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:

- No major impacts that can be seen directly or that have come up to our attention.

Policy & Planning:

- No modifications. Our team will continue to maximize technology to conduct virtual meetings.
- We are starting to see a possible trend of the CM staff being redeployed and tapped into other developmental opportunities, which is great for ladders and lattices but also creates operational impacts to the team and more transition needs.

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.

CMO

- Given the surge in COVID cases and restrictions by the Governor, as well as known positive cases and/or exposures of staff, we are recommending the following modifications for the next 1-2 months:
- Consideration of closing and securing the CMO to the public given the low to no known public visitors to the CMO.
- Only the mail carrier and courier come in daily, and the courts staff come if there is mail (and city only once in a while). We can work out alternatives to have mail received and delivered. Delegate drop box mail sorting to proper places such as the City and the Courts.
- Creating an IS call number that can be posted on the door and forwarded to the front desk person of the day where that person can possibly work remotely. We get 0-2 phone calls a day from what we have gathered talking with the secretaries and staff.
- Continue the onsite manager of the day schedule with the expanded list serve.
- Scaling back staff in the office and only on days where it is necessary to be there for duties such as printing, copying or filing. Delegating tasks such as flyer stuffing to other sites like Plato. Closing the office to the public would assure safety and security.

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.
- 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.
- Encumbering EPMO contracts and supports to advance strategic priorities.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- In September, when Legistar, the new Board Document Management system, went live, information and contacts were added to the COOP plan.
- Earlier in the year, updates were made to staff and contact information.
- We will be updating the CMO COOP Plan by identifying a three-deep bench for the leaders in the CMO including the County Manager, Policy Director, Chief Clerk/Director of Admin, Compliance and Ethics Officer and Transforming Systems Director once hired.

MONTHLY SERVICE DELIVERY CHECK-IN

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- Admin staff in Room 250 cover the front desk and reception area, including answering phone calls and greeting in-person visitors, which is the primary service that cannot be provided remotely. Other on-site tasks include checking the drop-box twice daily, sorting incoming mail, and sanitizing the common areas within the office. With the proposed remote schedule, there would always be at least three Admin staff on-site in addition to a board secretary (except on Tuesday when no board secretary is scheduled, and on Friday there would be two Admin staff) and generally one of the two Admin. Assistant 4 on-site M-F in Room 210. In addition, staff working remotely understand that if someone scheduled to be on site is absent, staff may be called to work in the office on that day. This ensures adequate coverage and admin support in case 1 – 2 staff are absent and/or in case any emergencies arise.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- In October, a temporary administrative assistant was hired to fill in behind a current staff member who was redeployed as a Navigator. This individual provides support to Office and Administrative staff and provides backup for the reception duties.
- If more staff become unavailable, we will need to rely on temporary staff, fellows, or interns to sustain our work.

Deputy County Manager Comments

- Reviewed and no additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Finance

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

- Completed 229 of an estimated 259 contracts related to CARES act spending for WFS, Food, Homelessness and RECERT. The following is a breakdown of new contracts related to CARES (this does not include other new contracts created prior to receiving CARES funds or procurements under the Emergency Declaration that will not use CARES funds):
 - WFS: 119
 - Food: 33
 - Homelessness: 15 (not including hotels)
 - RECERT: 82
 - Public Health: 2
 - County Manager: 2
 - FASD: 3
 - HWAD: 1
 - IPR: 1
 - Logistics: 1
 - Amendments to existing contracts: Several
- Continued to work on COVID payroll information including redeployed, temporary, partial redeployments and other COVID related staff changes. Outstanding information related to Human Services is needed but in process.
- Worked with the main leads for CARES Act funding major areas – FAS, Housing, WFS and CED - to create a landlord program within FAS and a Resiliency Fund for non-profits.
- Finalized early childhood program with RECERT to provide resources for children in our community.
- Subrecipient monitoring guides were distributed to approximately 100 vendors. Approximately 70 completed guides have been returned and are currently being reviewed. Ongoing outreach to other vendors is in process to return their completed guides. RECERT team will perform monitoring for RECERT vendors, while collaborating with the back office team.
- Ongoing outreach is in process to vendors to submit invoices and monthly performance reports.
- Back office team is collaborating with Homeless and RECERT programs as needed.
- Back office team continues to onboard vendors with recent executed contracts.
- Board approved an RBA for final CARES Act operating funding, a new contract related to the non-profit resiliency fund and accepting additional grant funding.
- 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.
- Over the summer we included a form with all checks to ask people/vendors to enroll in ACH. We have received very

MONTHLY SERVICE DELIVERY CHECK-IN

positive feedback and are currently updating accounts. It has taken us longer to get these ACH forms processed than anticipated but we are trying to address those. At this point we are caught up for ACH applications.

- 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.

- In December, we plan to move to issuing checks on Tuesday and Thursday, instead of Monday, Wednesday and Friday. This is to limit staff that need to come into the building. We are piloting this in December to see how it works. The Controllers are aware and we are working with H&W regarding Foster Care checks to make sure they get out in a timely fashion. We are also still working on having US Bank print our checks for us which is a longer-term solution.
- We are working on a weekly projection of CARES funds spending to monitor the last 6 weeks of the grant more closely.
- We are also working on an RBA establishing a Homelessness Project for 2021.

☐ **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.**

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- Procurement and Finance updated their COOP in March 2020.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- We have three staff coming into the office to process mail and print and mail checks three times a week. We are reducing that to twice a week and assigning each staff a week and rotating them (currently each staff has an assigned day so three people come in the office each week). If our staff was reduced, we could call on other staff who can do the task or have someone do two weeks in a row. Shifting to two days and weekly assignments will help us address any staff reductions due to illness.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- No. We have enough people within Finance. We are in the process of hiring a procurement specialist.

MONTHLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Human Resources

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

- We changed how we provided Open Enrollment online for our retirees and employees. This meant creating an activity guide in the system and links directly to the open enrollment resources online which streamlined the process and created a friendly user experience. The process reduced printing costs by ¾ and reduced the time it took to distribute to 4,000+ staff. Staff handled the uptick in calls for assistance well. We had a paper process ready to go for individuals that still needed to use paper and we worked through concerns about accommodations. We will conduct an audit over the next couple of weeks to determine if there are any outstanding issues, but overall, it seems to have been a success!
- Bargaining with AFSCME has been adapted to a virtual environment and while it's been an adjustment, it continues to progress and will be wrapped up soon!
- Our Diversity, Inclusion, and Organizational Development teams continue to adapt learning to the virtual environment. Some of the more exciting work has been around providing racial equity training and development in a cohort model and creating plans and bundles of training where it combines live training with e-learning modules or other resources to support department/team needs for development.

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. We have offered individuals the opportunity to reach out to IS if they need assistance, but it's cumbersome to work through a last-minute approach to training. We need to find a more proactive approach to providing virtual and accessible training.
- We have received questions from staff around how to effectively provide language access for staff. We would like to work with RELT and others to establish centralized guidance and a primary contact for language access in the county. Additionally, we are encountering additional questions and concerns around accessibility for people with disabilities. We are working with RELT on some of these concerns to provide access to customers and applicants with disabilities.

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.

- With the continued increase in requests for emergency leave and worker's compensation due to COVID-19, we are concerned that we will not meet our deadlines to process these requests. We are moving staff to assist which means that other work may not be accomplished, but we are prioritizing employee safety and leave for the emergency response.
- Leave available under FFCRA and PEPEL expires at the end of 2020. HR will bring a recommendation forward on this issue to the county manager.
- HR will work with departments to determine which limited duration appointments need to continue into 2021 and bring an RBA forward.

☐ 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.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Questions For This Month

4. When was the last time your Continuity of Operations (COOP) Plan was updated in the county system?

- March of 2020.

5. For services that cannot be provided remotely, how will you be able to sustain service if the staff capacity in those areas are reduced by up to 30% due to a combination of illness, quarantine, or vacancies?

- Employees are able to will be asked to fill-in to prep or receive mail. All non-essential services such as the continued distribution of years of service awards will be suspended until we are at full capacity. Other services that are held virtually may need to be decreased or postponed for a short time. We will prioritize equity and safety of Ramsey County’s employees, processing of FFCRA and FMLA leave, hiring for critical needs, and any supportive services (benefits, consultation, systems) needed to continue to operate.

6. Do your contingency plans for those services rely on bringing in personnel from outside your department (e.g. temps, contractors, mutual aid, redeployment from other departments)?

- No.

Deputy County Manager Comments

County Manager Comments