

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

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

Countywide Comments that Apply to All Areas

- Based on significant unknowns regarding indoor work during the winter, flu season, childcare, schools and other caregiver arrangements, Ramsey County is extending its current work arrangements from the end of 2020 to April 1, 2021. All service plans and work arrangements currently in place remain the same unless modified through the service design monthly submission process.
- The County will begin 2021 with a focus on creating a flexible return to the office structure that not only will be sustainable during COVID but beyond it. More information and opportunities for employee engagement on this planning will occur beginning in early 2021.
- The County Manager will ask the Incident Management Team to focus on developing Public Health guidance for all departments regarding expanded face to face service delivery, with more information to be sent out to the organization in the weeks ahead. As more departments recognize needs to expand in-person service delivery to ensure long-term effectiveness, Public Health guidance must be the foundation of all plans and service implementation.
- While much more will be done to continue to improve and embed in the County's long-term structure and operations, the Navigators and Service Centers were cited by many areas as an asset from which the County can build during and beyond COVID. This is positive progress from which to build.
- Funding remains a significant concern for many departments as they look toward 2021, but this year's budget performance has demonstrated that Ramsey County can and will continue to constrain costs to ensure that it ends the year in the positive. All leaders are asked to continue to do the things they have been doing this year to ensure successful management of the budget, with the same priorities toward public health, workforce, financial assistance and housing stability remaining for the organization.
- Departments continue to identify specific equity concerns for Black, Indigenous and other People of Color households and businesses. Existing inequalities have been exacerbated by COVID-19, Ramsey County's focus on race, ethnicity and culture has made a positive impact on directly confronting these issues across key areas of service delivery, but continued and additional focus is needed to ensure Ramsey County is able to serve everyone and reduce barriers to prosperity and opportunity during and beyond COVID-19.
- All service modifications approved as proposed in the October documentation.

Racial Equity and Community Engagement Team

- I am looking forward to reading the reflections and evaluation from the now concluded Trusted Messengers and Media and Messaging contracts, with an eye toward additional needs and support for the county's response into the community during 2021.
- Excellent design of "A Public Health Hour with Dr. Ogawa". Please make sure that this information is shared far and wide and able to be disseminated after the event. Many people will be interested in her thoughts and observations nearly a year into the pandemic and the County's response.
- Thank you to RECERT and Finance for working together to fully expend the RECERT budget by the end of the year. The programs developed by RECERT and funded by the County are making a measurable and positive difference.
- Linking the work of the Equity Action Circle to the work of departments is an important and not yet fully developed step to ensure that community both has power in shaping a vision and in aligning those visions with operating departments that are working to implement.
- It is important to end November with a fully developed model for the current and future of how racial equity work happens at a countywide, service team and department level, both within the organization and in partnership with the community. This should be accompanied by a broader theory of change around racial equity, community engagement and systems change implementation that will be a focus of presentations and discussions with the organization in December. These elements must be developed in partnership with Policy and Planning and will ultimately become the building blocks on which the future of RECERT and other racial equity efforts in Ramsey County will be built.
- This team has led the organization, and the organization has led the state, in ensuring that long-standing inequities based on race and ethnicity have not been simply accepted as a part of the outcome during a pandemic emergency response. And community has had a voice and influence in breaking down traditional barriers and distrust toward government during Ramsey County's response. Thank you for your continued work that is making a significant difference.

Compliance and Oversight Team

- It is great to read that subrecipient monitoring for contracts over \$100,000 in CARES funding has started. Thank you.
- Please continue to monitor guidance regarding CARES eligibility and funding. We are now entering an important phase in the expending and auditing of the federal funds that will be critical to Ramsey County as it ensures that it is well positioned for additional federal stimulus and that the organization is protected by the safeguards it put in place during the planning and implementation of the initial CARES funds.
- This team has made a significant difference in the effectiveness, transparency and accountability associated with Ramsey County's COVID-19 response.

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Community & Economic Development

1. Describe how service delivery went during the month of September. What has been working well?

- The month of September 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 and why? Please note, significant changes will need to be approved by the county manager.

- No changes anticipated at this time.

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- The conclusion of 2020/and timing of various CED programs, projects and initiatives may result in increased communications needs and strain on CED capacity.

Deputy County Manager Comments

- Many thanks to this team for the continued great work.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Library

1. Describe how service delivery went during the month of September. What has been working well?

- Take-home learning kits for children and teens are very well-received by families and youth.
- Robust circulation of physical and electronic materials, delivery of virtual programs, and use of computer appointments.

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 from previous weeks.

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

- Developing plans for walk-in Express Service. Estimated launch: second week of November at four locations. Expansion to three additional locations in phase two.

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- Short staffing due to retirements, reassignments, and staff taking leave on either a short- or long-term basis due to quarantine or other medical reasons.
- Increased exposure risk with expanded in-person services.
- Winter months typically bring operational challenges due to extreme weather conditions.

Deputy County Manager Comments

- I support this service delivery modification request. The estimated launch date for phase two expansion to the regional libraries will be determined in mid-November.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Parks & Recreation

1. Describe how service delivery went during the month of September. What has been working well?

- The Golf Courses continue to be very busy with round the number of rounds up 46% in September compared to September 2019. Overall golf courses have seen an increase of 12% in rounds played through September of this year.
- 9 out of 13 Ramsey County ice rinks opened during the month of September and were running at 70% of their scheduled capacity. The Arenas division continues COVID-19 recommendations and restrictions according to MN.gov and MDH guidelines for youth and adult sports to keep all participants, spectators, and staff safe.

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 to report.

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

- On July 1, the Minnesota Department of Health allowed for spectators in arenas in a limited basis for games and scrimmages only. Arenas must limit the capacity so all spectators can socially distance while in the arena.
- Parks has received feedback and complaints that parents of 4-year-old to 10-year-old skaters want to be able to stay in the arena during practice times for the safety and security of their children. Parks would like to request to modify to allow 1 adult to stay in the arena with children 10 and under during practices as long as they remain socially distanced and wear a face covering.
- Tamarack Nature Center is continuing with a pared down, multi-prong programming approach, with small-group socially distanced outdoor-only programming onsite at TNC, Naturalist outreach visits to schools, and online virtual programming.
- According to MDH and DNR guidelines, groups of up to 250 people for outdoor sporting events (high school cross country ski, for example) are allowed with an approved COVID Preparedness Plan.

Additional Question For This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- The arena staff are concerned about having participants wait outside the arenas prior to practices and games starting. The recommendation is to limit the number of people in confined spaces for longer periods of time and many of Parks rinks don't have enough space for people to spread out and stay socially distanced. Parks will continue to monitor this issue as the weather begins to get colder and assess how customer's needs can be met safely.

Deputy County Manager Comments

- I support Parks' service delivery modification requests.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Property Management

1. Describe how service delivery went during the month of September. What has been working well?

- Everything has been going well.
- Keeping building occupancy low through winter is appreciated and advised. Although we have maximized fresh air and air flow in buildings this will become more difficult as outside temperatures decrease.

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 concerns in our work. Our staff and workload remain fairly constant related to COVID-19.

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

- Working with Elections and Library staff related to more public access to county buildings.
- Also, planning is underway for dealing with potential unrest related to the upcoming election and impacts that may occur at polling places, counting locations, and at our law enforcement buildings. Staffing for unrest periods will require OT, which has been approved separately, and other prevention measures if funded will require rapid implementation.

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- Concerns related to potential unrest and impacts on the hours staff may be required to work.
- Keeping staff healthy through the flu season.

Deputy County Manager Comments

- No comments. Thanks to this team for their continued great work.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Public Works

1. Describe how service delivery went during the month of September. 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 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

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- If we have cases of COVID within our highway maintenance or fleet divisions where individuals need to be out of work for an extended period, we may see an impact on our ability to respond as quickly and efficiently to snow events.

Deputy County Manager Comments

- No comments – appreciate all the great work being done by this team.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Workforce Solutions

1. Describe how service delivery went during the month of September. What has been working well?

- We are aligning Career Lab services in the Service Centers through continued collaboration and resident focused experiences. Career Lab services are also being aligned with existing workforce services and program referrals
- Coordinated two new training cohorts to launch in October: MS Technology Associate for women of color and Nursing Assistant for residents with barriers to career paths such as unstable housing or low income or disability or no GED
- Employment Counselors have adapted to telework processes and workflows in order to focus on optimizing client engagement which continues to be a challenge in this environment long term.
- Continued efforts moving CARES funding to support residents via community-based organizations.



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?

- BIPOC job seekers continue to experience the greatest disparity in job loss impact.
- Program Initiatives to reduce the disparities in technology access for receiving virtual services has helped although this continues to be a barrier for at least half of the families we serve.
- Families are facing challenges with supporting their children in school (distance learning, modified schedules, etc...) placing great stress on mental health, ability to engage in employment programs.

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

- Managers created a series of telework reboot virtual sessions which are consistent across the department and align with county ad hoc policy to emphasize and review expectations, processes and communication.
- Department launched a Temporary Flexible Work Schedule to support staff who needed additional flexibility.
- Pivoting our Roseville Library Career Lab to allow for more Elections space. Rather than using the dedicated meeting room as a Career Lab we are moving to serve folks in the library through Election Day.

Additional Question for This Month

MONTHLY SERVICE DELIVERY CHECK-IN

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?
- Community comfort level in seeking and receiving services in person for any length of time still appears to be apprehensive and focused on minimum in person necessary needs
 - Uncertainty with public health status of COVID-19 still remains prevalent for staff and clients
 - Significant discussion and planning across teams and leadership and systems would assist with clear models and policies to ensure safety, consistency and priorities.

Deputy County Manager Comments

- The WFS team continues to do amazing work – much appreciated. We’ll open conversations within the EGCI Leadership Team on areas where clearer models and policies would be helpful and carry those forward to countywide tables as appropriate.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Community Corrections

1. Describe how service delivery went during the month of September. What has been working well?

Department

- Community Corrections staff continue to supervise thousands of adult clients throughout Ramsey County using virtual platforms, cell phones, remote electronic devices, and in-person contacts. Staff continue to be reminded about the importance of utilizing all Covid-19 safety protocols, particularly when meeting with clients and working in the community.
- Our 24/7 correctional facilities (RCCF & JDC) continue to operate under strict health and safety protocols. Resident numbers continue to be well below recent year averages, and the department continues to review ways to keep client numbers at reduced rates during the pandemic and beyond. Rescheduled or deferred Court hearings have also helped to maintain reduced client populations at both facilities. Staffing levels have been stable as well, but we are monitoring coverage needs to address any absences or illnesses that may occur in the future.
- 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.
- Staff have expressed appreciation for the ability to work from home/flexible work hours and report increases in productivity. They also report that the flexibility helps manage pandemic-related stress.

Adult Probation

- The department continues to provide cognitive group programming for higher risk clients including virtual group and individual sessions.
- Staff continue to work to optimize the use of virtual platforms in service delivery. They report increase in participation in court hearings via Zoom and are exploring the possibility of remote court hearings at the Opportunity Center and at actual encampments (partnering with the Ramsey County Sheriff).
- We are increasing in person contacts with higher-risk clients in the community to ensure that clients are current on their legal requirements, such as Predatory Offender Registration and other conditions of supervision. Our staff are following Minnesota Department of Health guidelines, including social distancing, using hand sanitizer, and wearing masks, etc.
- Unsheltered homelessness has increased 80% since March of this year. The Family Stability Unit probation officers continue to actively work to help to eliminate the barriers our homeless clients face during this trying time, providing resources and helping clients maintain contact with their probation agents.
- Adult Probation work collaboratively with Dorothy Day/Safe Place to secure reserved shelter beds on a daily basis for homeless clients.
- The partnership with the Ramsey County Sheriff Outreach Team continues to deliver meals to St Paul encampments twice a week. This initiative has helped to develop trusting relationships with those we serve. These connections assist staff to locate and support clients on probation.
- Our staff have been able to maintain contact with most homeless clients, connecting them to vital resources including mental health, chemical health support, housing services and meal delivery. This work is done in partnership with outreach case managers and community providers.

MONTHLY SERVICE DELIVERY CHECK-IN

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. We have ordered plexiglass tabletop barriers for conference room spaces as an added safety precaution.
- Some community partners have started to resume limited in person programming in community locations, in conjunction with guidance from Public Health.

Ramsey County Correctional Facility

- Resident population remains low, which has allowed leadership and staff to effectively maintain COVID-19 safety protocols. All residents continue to be housed in individual cells and quarantined for 14 days prior to being moved into general population areas.

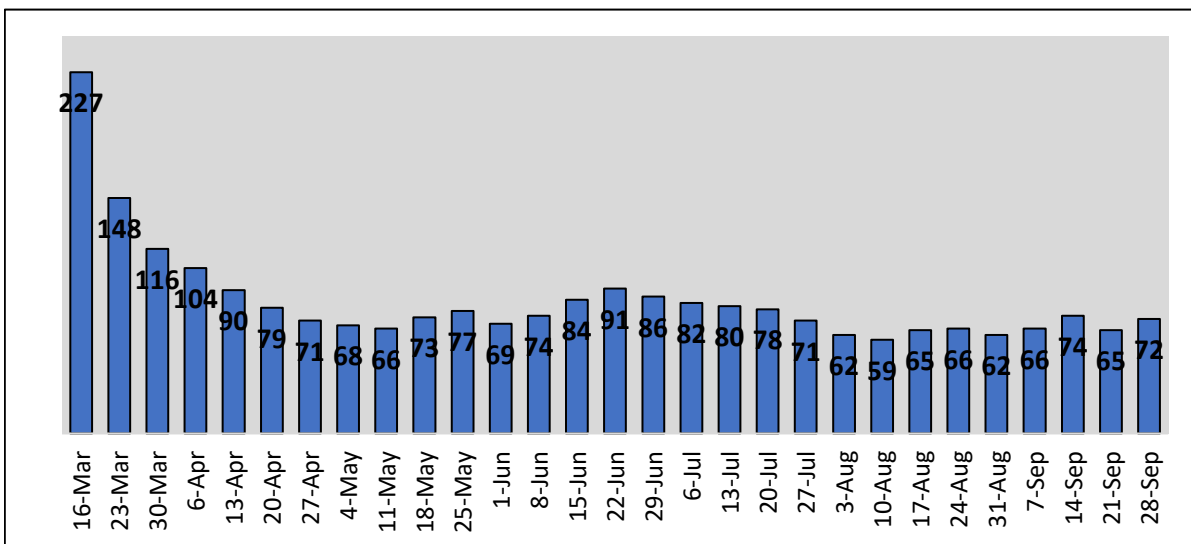


Figure 1: RCCF Daily Population - In-Facility (Includes Males and Females)

MONTHLY SERVICE DELIVERY CHECK-IN

- We continue to work closely with the Bench and Adult Probation on the COVID protocols we have in place in order to maintain these low numbers.

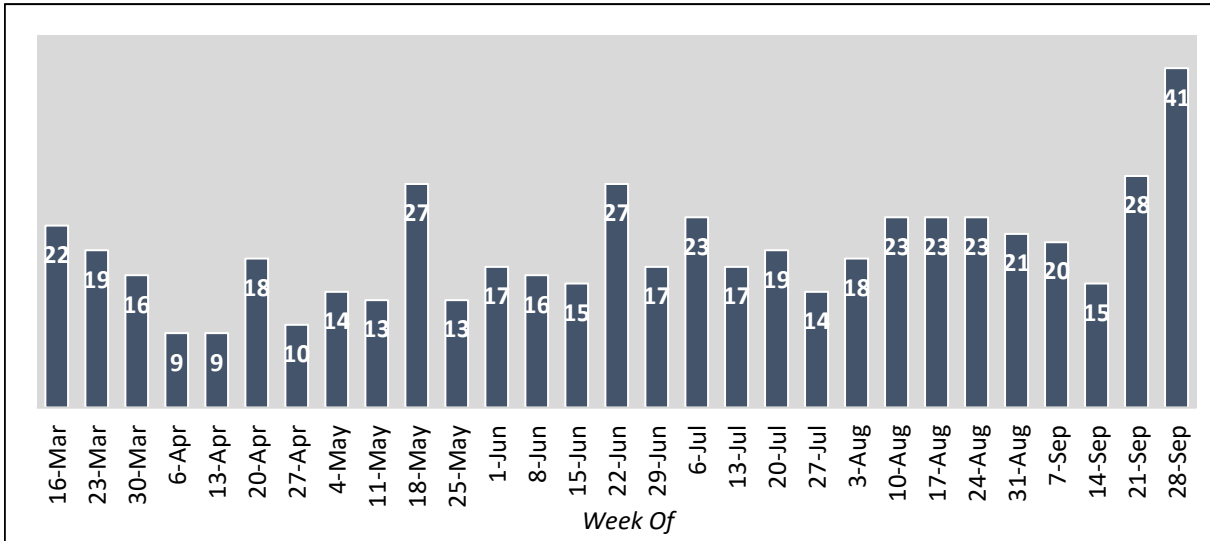


Figure 2: RCCF Weekly Admissions (Includes Males and Females)

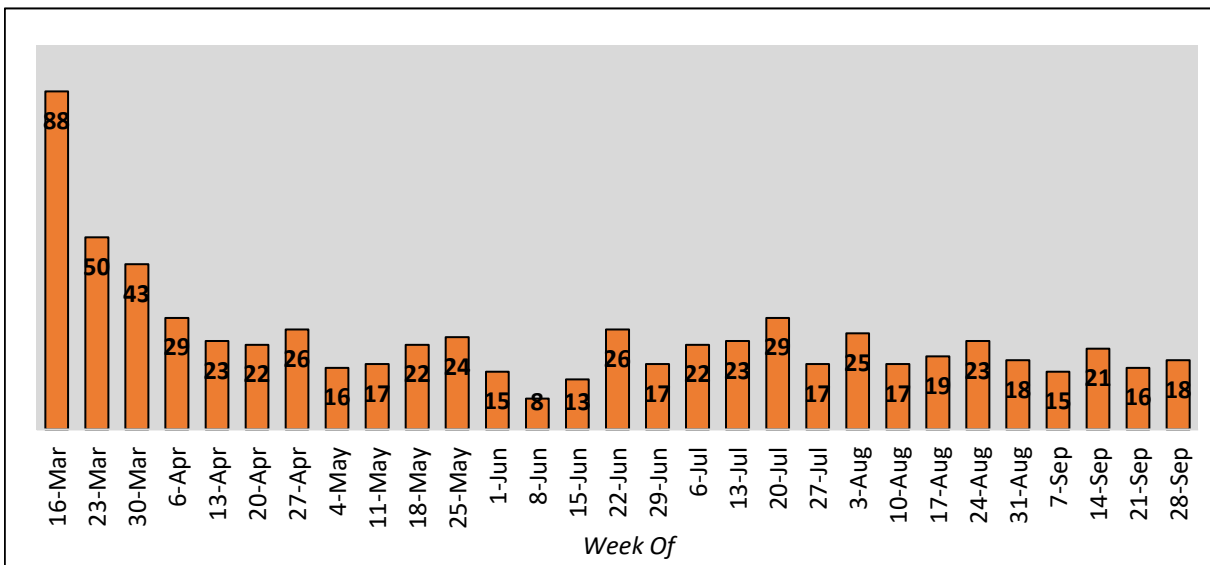


Figure 3: RCCF Weekly Releases (Includes Males and Females)

- RCCF has been committed to helping staff with children navigate uncertainty as the school year commences. As staff received more definitive information, they were able to create plans that accommodated work and their families.
- Some limited in person group programming has been introduced using guidance from Public Health advisors.
- Two RCCF staff tested positive for COVID 19 this past month. They were separately infected in the community. Through contact tracing, we determined no one else had prolonged exposure to these staff.
- Our female resident population remains especially low. We are typically housing about 4 women or less from Ramsey County. The bulk of our female population (averaging 15 women) are from Dakota County. We are exploring options for the best care and level of service for Ramsey County female residents.

MONTHLY SERVICE DELIVERY CHECK-IN

Juvenile Detention Center

- The JDC population went up slightly during the month of August and decreased slightly in September.

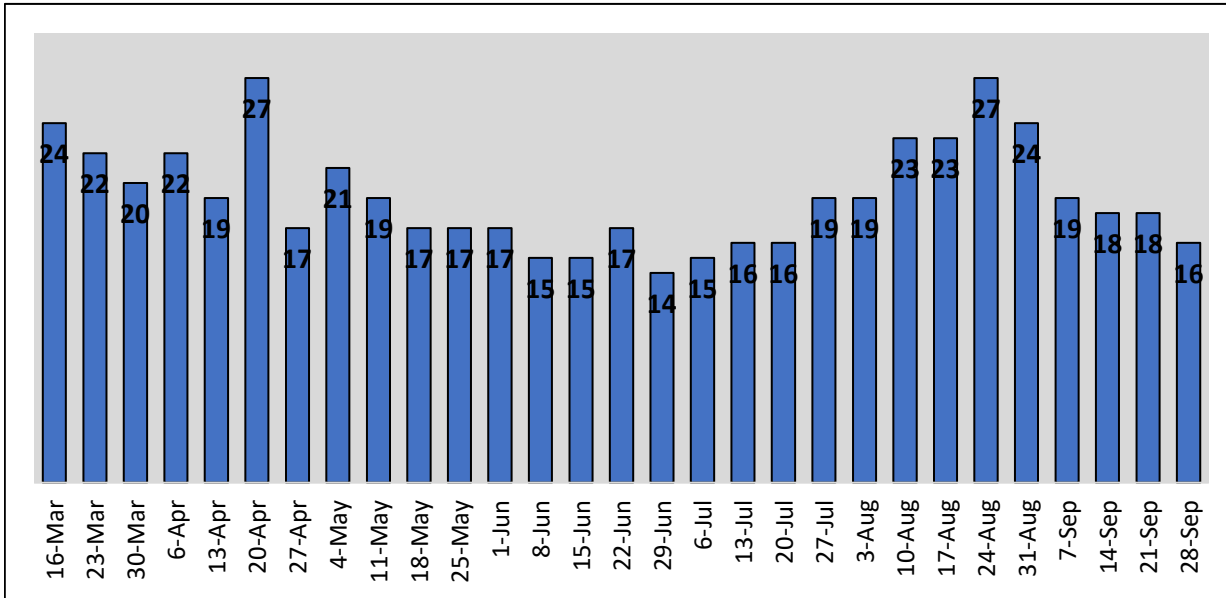


Figure 4: JDC Daily Population

- Due to continued vigilance in adhering to COVID precautions, no new staff have been infected.
- To date, no residents have contracted COVID in the facility.
- Infrastructure for Wi-Fi educational curriculum delivery in the facility has been completed. This was in part due to the collaboration with SPPS and a number of community advocates.
- iPads have been delivered to residents for distance learning and AMT staff are working through security measures.
- Video visitation continues to be an effective way for residents to connect with family members, including those with transportation barriers and health related concerns.
- Needed repairs and updates to the structure and security of the facility were begun in the last month that will add to the safety and wellbeing of the residents. This work will continue throughout the remainder of 2020.

Administrative Services

- Virtual programming has continued to go well, providing services to clients who would be unable to participate in-person due to transportation barriers and childcare needs.
- Members from the Staff Development Unit continue to be actively engaged in statewide efforts to convert training content for virtual delivery. We have specifically contributed significantly to the adaptation of the Motivational Interviewing, Core Correctional Practices, and Level of Service Case Management Inventory (LS/CMI) risk assessment curricula.
- Internal virtual training development and delivery continues to go well, with numerous sessions at capacity and positive responses from staff.
- The Staff Development Unit is partnering with the Juvenile Detention Center to create a training plan that will introduce new evidence-based practices to the facility in an effort to promote skill development and stability for the youth while contributing to focus on misconduct and recidivism reduction.

MONTHLY SERVICE DELIVERY CHECK-IN

- Community Corrections continues to work with IS to replace desktop workstations with laptops. This is a long-term transition to support both COVID- 19 remote work and to prepare for reducing the physical footprint of our department. This process has gone well and the collaboration between Corrections operations, Corrections AMT staff and IS has been productive and efficient.
- On September 22nd the SDU presented a Cognitive Skills Programming overview during a County Board Workshop. Staff demonstrated how these skills are taught in group and individual sessions with clients on probation or in our correctional facilities. The support expressed by the RC Board of Commissioners is greatly appreciated.

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?

Adult and Juvenile Probation

- Residents of color have experienced disparate negative impacts from the pandemic. Agents report that they are often less likely to have access to PPE and medical care due to multiple barriers. Agents carry extra masks and provide them to clients, as necessary, during in person contact visits.
- Client access to education and medical services (ensuring they have insurance, knowing what medical services are available and trusting service providers, etc.) has become a greater priority. Agents are asking those questions as part of their monitoring for ancillary services.
- 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 is working with the County Attorney's Office to increase the use of diversion, while also partnering with community agencies to provide restorative-based programs and services to youth who are diverted from formal charging.
- The approval process for Individualized Service Funds (ISF) has been transferred to Transforming Systems Together (TST) Department. The JDAI Coordinator will be taking a lead role in this area. This will allow a broader range of client and families to access these funds. There is agreement on the Individualized Service Funds Sub Committee that youth and young adults 14-25 years of age, and youth/families who are going through the Rule 20 process will have access to ISF.

Juvenile Detention Center

- SPPS and Ramsey County AMT have been working together to implement iPads as an educational tool for residents. This is a significant change that increases education access for youth in our care.

Ramsey County Correctional Facility

- The facility continues to track statistics on who is being admitted, released and has access to programming and community-based alternatives.

Administrative Services

- We have seen our graduation rate among our African American clients increase during virtual delivery of our cognitive skills programming. Sample size is too small, and we do not have formal feedback from our participants yet to draw any conclusions, but the first six months of this delivery model appears to be demonstrating more equity in our results.

MONTHLY SERVICE DELIVERY CHECK-IN**3. What service delivery modifications (if any) will you need to make and why? Please note, significant changes will need to be approved by the county manager.****Adult and Juvenile Probation**

- Leadership is reviewing opportunities to reduce office space needs. Initially, we are focusing on options at Metro Square (including the space currently used by Project Remand), Adult Intake Unit at the Courthouse, Probation Office at the Spruce Tree Building and Probation offices at the Juvenile Family Justice Center.
- Adult probation will be working to onboard a new contractor, Justice Point, and expand the pretrial and diversion services available to Ramsey County residents, effective November 1, 2020.
- The department is looking forward to the implementation of the E-signatures, which will greatly enhance and streamline services for staff and clients.
- We continue to work toward improved supervision strategies for young adults ages 18-24 on supervision. A workgroup has been established to assist the Department in moving toward a supervision model that addresses the unique risks and needs of this population. The development of this model is in concurrence with the Revocations Reductions Challenge with the Robina Institute.

Ramsey County Correctional Facility

- We are assessing our staffing schedule for next year. If our population remains low, this will allow us to utilize more full-time staff as vacation relief versus utilizing our intermittent pool. This would greatly decrease our use of overtime pay.

Juvenile Detention Center

- We are continuing to work toward safely increasing community programming resources available for our residents.
- SPPS has identified the JDC (the downtown school) as a phase 1 school, scheduled to begin to transition to hybrid learning on October 19th. JDC staff will work to support the implementation of this important change.
- Recently we learned that the Sheriff's office is considering reducing transportation services for clients in our facilities. We are working to better define the parameters around when a resident will require secure transport and how to best facilitate that service. We may need to consider creating transportation training to ensure our staff are properly equipped to provide this service as necessary.
- As we continue to absorb the changes to our staffing and needs of our residents, we are further defining the roles of our Assistant Probation Officers and Probation Officers working throughout the facility. This is keeping in line with a more holistic approach to care for our residents and a more therapeutic environment in which they can thrive.

Administrative Services

- We are still working on eliciting more cognitive behavioral referrals from agents, so a larger portion of our identified high-risk clients are participating in evidence-based programming. Success in this area will lead to increasing our programming capacity to provide these services with high quality.
- We are standing up a department Telework Innovations Team to promote technology solutions identified by staff and supervisors that enable our department staff to potentiate their probation practice through technology platforms that enable us to effectively serve clients in new and different ways.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Question For This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

Adult Probation

- Continuing to provide services to the unsheltered population will be challenging as the cold weather season approaches.
- As the courts begin to re-activate the backlog of criminal cases, agents may need to adjust to higher caseloads and the associated administrative needs. Most agents are not fully equipped at home (printers, copiers, scanners, etc.) and may need to come into the office more often. The implementation of E-signatures will assist with some of the necessary paperwork but not all. The department will monitor this situation and look for ways to maintain the safety of clients and staff.

Juvenile Probation

- We are working to locate safe spaces in the community for staff to do in-person contacts once the cold weather season begins. Some of these locations include the Opportunity Center, Neighborhood House and local libraries.

Ramsey County Correctional Facility

- As we move into the cold and flu season, RCCF is anticipating more staff utilizing sick leave and more residents needing to be housed in Isolation. Since COVID-19 mirrors cold and flu symptoms so closely, we will have to treat everyone with cold/flu symptoms as potential positive COVID-19 until we know otherwise.
- We have been working closely with our Medical Services to determine the best way to manage an increase in residents suspected of a flu like virus who may need to be isolated. As far as anticipating more staff on sick leave, we have already started to closely monitor our schedule through the end of the year to determine our staffing needs.

Juvenile Detention Center

- When in-person learning resumes, adjusting the residents schedule to best meet their needs and the needs of the facility.
- Bringing in community, mental health, cog resources in the safest manner possible.
- Ensuring all safety protocols at the JDC as we continue to update and repair our living units, workspaces, and safety systems.
- As the flu season approaches, the impacts to our staff and residents could resemble that of the COVID pandemic we are currently facing, thus multiplying the number of sick calls, and residents requiring isolation and medical services. We are working with Public Health to ensure that all residents are given necessary vaccinations and have notified staff of the importance of vaccinating and where the vaccines are being offered by the county. We are also creating protocols to address continue to provide services to residents who may require quarantine.

Administrative Services

- The upcoming weather in the next several months, in combination with the necessary isolation of COVID-19, will likely expand on any personal challenges and wellbeing of our clients and staff. Both clients and staff may need a higher level of support. For clients this could include additional mental health services and for staff, ongoing peer support and additional county Employee Assistance Program (EAP) services.

MONTHLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- The department’s continued focus on resident and staff health and safety is to be commended. As cold weather approaches and flu season begins, keeping everyone healthy is the goal. Continue to work collaboratively with the Public Health liaison as situations arise.
- Keep property management and the DCM engaged as plans for reducing your physical footprint materialize. Engagement with community to assist in developing the plans is encouraged.
- Excellent job delivering the Cognitive Behavioral Workshop to the County Board. This work with residents has a lasting effect on them and has already proven to improve many lives.
- Continue to keep the DCM apprised of any potential changes in women’s detention services.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Financial Assistance Services Department

1. Describe how service delivery went during the month of September. What has been working well?

- Department's service delivery remained the same and went well during the month of September. Operations continue to be adjusted to maintain continuity of public service while ensuring the safety of clients and employees. The department continues to serve residents virtually and in a limited in-person approach.
- The FAS Call Center staff continue to receive calls from clients who are seeking general information about public assistance programs or need to connect with their assigned workers.
- With all five Service Centers officially opened their doors, FAS clients have now an option to visit any of the five sites to receive services needed. Data collected throughout September shows that the Downtown site continues to have more foot traffic than other four (Plato and the 3 libraries). Throughout the month of September, 344 clients visited at inner lobby at East building where they needed to have in-person contact with FAS staff.
- When Navigator roles have been implemented, initially FAS saw an increased number of clients in the East Building. However, since Navigator staff with an FAS background were shifted to the East Building, there has been a significant decrease of clients seen by FAS staff.
- The department is working with IMT team and County Open Data Portal staff to develop a unified tracking system for clients served by Navigators and FAS staff at all Service Center sites.
- Most new applications continue to be submitted online. The agency received 719 new applications per week throughout the month of September, which is above our normal volume of 600 per week.
- EA Unit continues to receive an increased request for emergency assistances from families and individuals who have active cases with the agency. In the month of September, the agency received 1,230 EA/EGA applications (compared to 212 applications last year at this time). In addition to this number, there were 466 new EA/EGA applications that came with another program request. Total agency EA/EGA applications for September was 1,696.
- Case Management staff continue to process recertifications for Cash and Food programs and the volume continues to increase. Medial Assistance recertifications are still on hold due to the Peacetime Emergency.

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?

- In order to be proactive and assist struggling families, the department expanded eligibility requirement for Emergency Assistance Programs and increased dollar amounts to pay their current past due rent, mortgage and utilities.
- The department surveyed staff on work schedule preference. The survey showed that staff prefer to work more flexible hours beyond normal business hours. In collaboration with other counties, DHS extended the availability of the MAXIS and MMIS systems. The department continues to work with our internal IS Department to expand their availability to support FAS staff beyond current business operations hours.

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

- No service delivery modifications are needed.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc.)?

- Current trend of workload volume continues to be higher than normal and this could be a challenge if it continues throughout the winter months.
- As colds, flus, other respiratory illnesses are more common in colder months, we may see more staff calling in sick. Therefore, stabilizing our staffing in the Service Centers and having a robust plan for back-up will be another challenge.

Deputy County Manager Comments

- The department's continued focus on resident and staff health and safety is to be commended. As cold weather approaches and flu season begins, keeping everyone healthy is the goal.
- Continue to develop backup plans to ensure coverage in case large numbers of staff become ill over the upcoming winter months.
- Thank you for your continued dedication to spending CARES dollars and for expanding eligibility criteria to reach more individuals.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Housing Stability

1. Describe how service delivery went during the month of September. What has been working well?

- COVID-19 strategies seem to be working well in the Ramsey County shelter system. Two large testing events have led to very few positive cases amongst residents and staff of Dorothy Day Place. After testing almost 400 people only 2 positive cases emerged.
- Hotel and Respite Operations continued their ability to overcome adversity including a fire, which required residents to be moved to a temporary hotel. Staff and supervisors have continued to step up and provide stability for residents.
- Shelter expansion planning work continues with the city of Saint Paul and a real estate brokerage firm. Cost effective options for contracted shelters have emerged and planning will continue to work with our provider network, operations and executive team to lay out a strategic vision.
- Residents of homeless operations continue to be connected to housing referrals and placements thanks to strong work of Health and Wellness planners, an AmeriCorps Navigator and staff from FAS and the Service Centers.

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?

- Outreach teams and the Homeless Services Unit are coming across more unsheltered families. The majority of these families are African American or of mixed race, lack connections to mainstream benefits, and also have involvement in Child Protection Services (CPS) and may be in need of chemical dependency treatments. New resources and partnerships, both internal and external, will be needed to address this emerging crisis. Staff are currently reaching out to other counties, school districts, Mother's First, CPS, Heading Home Ramsey and others to develop more holistic approaches to service delivery.
- The vast majority of staff in Homeless Operations are black, indigenous, or persons of color. Continuity of service planning for 2021 may affect their limited duration employment. Strategies for continued employment with Homeless Operations in 2021 or connections to other employment opportunities could be explored.

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

- With the rise in unsheltered families we may reserve one or two rooms in the family shelter waitlist hotel program for families who show up at Safe Space at night. The shelter has seen two families come into the adult shelter and had no ability to serve them. Additional food resources and essentials are needed for unsheltered families as they come into hotels because they are not yet connected to SNAP.
- Housing Navigation and Referral providers will begin working at Homeless Operations facilities to enhance our ability to connect residents to housing and remove barriers to housing readiness. We anticipate that we will be able to house scores more residents by the end of 2020 with the additional resources.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?
- Winter is an enormously challenging time for our homeless shelter system. We will expand day shelter services and hours at our two largest shelters and aid Saint Paul in their goal of opening an additional day center. This will ensure that there is warm, indoor space for residents 24 hours per day, 7 days per week for the first time.
 - Like the Winter of 2019-2020, Ramsey County will play a coordinating role in the capacity of our shelter beds across our shelter system.
 - Shelter expansion planning will aim to have additional beds for single adults and families open by the end of 2020 to respond to the unsheltered crisis.

Deputy County Manager Comments

- Excellent work by many to coordinate and execute two testing events for the homeless. The results were fabulous!
- Continue to diligently work on increasing the capacity for homeless individuals as we move into the cold winter months.
- A written communication is being developed for limited duration staff to assure them of the intent to continue their employment beyond year end.
- I support the service delivery modifications noted above.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN**DEPARTMENT****Health and Wellness Administrative Division****1. Describe how service delivery went during the month of September. What has been working well?**

- Overall Service Delivery has gone well and there has been improved communication.
- Evaluation is focused on CARES projects and has evaluation plans for all projects. We are interviewing for the 3 emergency positions approved by the board in September. The interviews will be completed by October 16, 2020. We have a case aide who was redeployed to help with surveys and administrative tasks. The help is appreciated.
- Contracts workflow has improved with the addition of a new Management Analyst and Contract Manager.
- The Cherwell ticketing system was rolled out in September and will help prioritize and handle technology requests. The Statement of Work and consultant contracts for the Human Services Tech Modernization Planning Project have been executed and the business, administration, and technical resources are being mobilized.
- The Infolinx upgrade has been a little bumpy but it's moving forward. We are hoping to find an approved vendor to order the Philips recorders. They need to be tested before the go-live date of Oct. 16.

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?

- Exploring new approaches to incorporate community-based contracting into delivery and monitoring of contracted services. This work is happening both with HWAD contracts and planning and gathering learning from CARES projects through Research and Evaluation.
- Community conversation with the Family Service Center shelter showed that children experiencing homelessness and housing instability need assistance with schoolwork. Internet is critical and the need for coordinated response between Comcast and departments underway, including small, diverse businesses.
- Workflows around improving payment options to community members assisting in community engagement events need to be finalized. Better ad hoc / off-hour purchasing / payment options ISO needed for the Social Services Department's Diversion Unit.
- Cross-departmental work on community conversations with Public Health and Social Services are needed to address disparities in early childhood. Planning is working to host these conversations.

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

- Even with additional staff, the Evaluation unit will be unable to take on new projects for HWST beyond what they are currently doing. Current non-CARES projects include Children's Services Redesign, Healing Streets, HUD Continuum of Care monitoring, and business analytics reporting for various Social Services divisions.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- We don't have extra workload cushion if staff are out of office as a result of COVID, flu, etc.
- People coming to work sick and don't feel pressured to come to work sick. Some staff have to come into office and cannot work at home. Reinforcing the need to stay home if you are not feeling well.
- Grant writing and identifying grant opportunities may be more critical in the coming year. HWAD is working with the EMPO to streamline and strengthen grant writing capabilities and processes.
- HWAD is undertaking several large projects that will improve processes and structures to fit our new work environment. Some address long-standing needs that pre-date COVID. These are a review of the grant management process, a fiscal services reconfiguration, Revenue Maximization, HWST Admin 2.0, review of the Department of Human Services Cost Allocation Plan, and Human Services Tech Modernization. These will require increased EPMO assistance, consultants, and time of existing staff. Staff time will need to be re-allocated for these projects and possibly additional staffing resources. Improved processes and structures that fit new work environment.

Deputy County Manager Comments

- Continue to plan for staff illness in the coming months and reinforce the message that staff who are sick need to stay home.
- The list of large projects underway despite continuing to provide IMT support is impressive.
- Thank you for your unfaltering dedication to providing supportive services to those front-line workers who serve residents!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN**DEPARTMENT****Public Health****1. Describe how service delivery went during the month of September. What has been working well?****Health Protection**

- Drive-thru testing for COVID-19 is going well. We (Ramsey County) are responsible for about 20% of the total number of swabs the state emergency operations center (SEOC) has been able to distribute statewide.
- Engagement with Social Services to support connectivity to testing for residents who need it most (training for Social Service supervisors on contact tracing is on the way, as are registration links for specific communities at Aldrich testing site).

Administration

- House Calls – requests for energy assistance and rental grants increased. Staff transitions present challenges.
- Vital Records – request for in-person service exceeds appointment slots. Expansion is requested, see attached request.

WIC

- At the time of the Aug service delivery check-in, we were preparing for a partial reopening of client facing services. On September 21st, WIC received another extension of waivers on a federal level. Waivers in place, which allow over the phone service, are extended until 30 days after the PH Emergency Declaration ends. Currently the declaration has been renewed until mid-February 2021.
- WIC staff continue to provide appts over the phone as well as curbside pick-up for their WIC materials.
- 350 curbside visits in the past two months.
- RC leads the state in Farmer's Market voucher redemption.
- Baby Café - 8 families attend our August event. Two families attended the September event.

Family Health

- Home visiting staff continue to open new clients and engage, conduct, and bill for virtual visits with clients.
- Family Health continues to receive referrals for FHV services and work with WIC colleagues to return to pre COVID referral rates.
- Workplan 2.0 approved for in-person visits.
- Family Health resumed work on electronic referral form on RC website.
- With changes in ICS operations, some PHN staff are returning to full time home visiting from COVID Essential Services work.

Correctional Health

- Service delivery went well.

Environmental Health

- Yard waste site use steadily increased during the month; increase in site use at three sites with the new reciprocal agreement with Washington County; 17% of users on average were from Washington County
- Household hazardous waste site use is at a higher level than last year; reopening of the reuse room saw good participation with a soft launch only.

MONTHLY SERVICE DELIVERY CHECK-IN

- Credit card payment through designated phone and online payment popular, 60% of businesses are using it. Going smoothly.
- Collaborating with IS for website portal for S&HW and CEH.
- COVID-19 prevention requirement complaints continue at steady pace, still mostly related to face coverings and physical distancing.
- CEH continues workplace contact tracing for EH licensed establishments and cluster follow ups for all Ramsey County based businesses.
- Continuing to work with Hennepin and Washington Counties on a number of solid and hazardous waste programs
- Prepared workplace 2.0 documents for office in Maplewood and field staff

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?

Health Protection

- Continue to see a disparate impact on health outcomes for residents who are persons of color. More are diagnosed with COVID-19, as well as other infectious diseases (tuberculosis).
- Encourage staff who are persons of color to participate in Employee Resource Groups and the new DOID training for leaders.

WIC

- Considering re-opening prior to the waiver expiring in order to better assess our most high – risk participants.
- Offering in-person lactation appointments at our East Side WIC location. We have offered two outdoor Baby Café events. These are free services offered to Ramsey County Residents to establish and support the best health & nutrition in infancy. The WIC lactation support staff represent the diversity of our community.

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.
- Of the 25 cases within MN of MIS-C (unknown number in Ramsey County) 16 are African American. Additionally, 16 are boys. What investigation and analysis are being completed on this very concerning risk data? Are there ways for us to better understand and prevent the disparity?
- Profound concern for the educational learning and well-being of children with ongoing distance learning in Saint Paul Schools. Based on the significant racial diversity of the SPPS and the knowledge that distance learning is not effective with young children, what community supports can be developed to prevent ongoing educational loss for these children. Also, fewer pregnant and parenting teens appear to be enrolling and/or attending their virtual learning school opportunities as evidenced by the significant decreased enrollment/engagement at Agape.
- Continued focus on COVID-19 testing sites that consider the perspectives of all community groups and their ability to trust governmental services. Although language has a significant influence on the ability to arrange and use services, African American residents also verbalize concern over accessibility of testing sites in their neighborhoods or at trusted community buildings.

MONTHLY SERVICE DELIVERY CHECK-IN

- 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 approaching. As housing becomes overcrowded due to more space sharing, increased potential for COVID spread and increased challenge for in home in person home visits.
- Individuals working at low paying jobs and not eligible for financial assistance, share that they go to work even when not feeling well increasing potential COVID risk for themselves, their families, and others with whom they are in contact.

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

- **Administration** – See Service Delivery expansion request for Vital Records (at end of report)
- **Clinical Services** – See Service Delivery expansion request for MNsure enrollment and home HIV testing (at end of report)
- **Family Health** – See Service Delivery expansion request to initiate in-person/ outside visits, adhering to approved Workplace 2.0 Plan.

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

Health Protection

- Finance has approved costs associated with cold weather gear at testing sites; will likely see additional items to address temperature at those sites (heaters, weather-proof tents), and additionally cold weather provisions for COVID vaccine distribution
- I would anticipate additional cases among staff as we move inside for the winter.

Clinical Services

- Additional space needed to bring Syringe Services program and clients back into 555 Cedar building. Convenient space to provide this service and accommodate distancing requirements is challenging and being discussed.

Administration

- Queuing line for 555 Cedar building may need to be moved further into the building so clients do not need to wait outside.

WIC

- Curbside services may be challenging for clients in the colder winter months, particularly for clients with limited transportation options.

Family Health

- Outside in-person home visits this fall/winter may be limited and will need to plan for modifications to the policy for indoor home visits.
- Prior to COVID, teen parents and their infants and children were often visited by PHNs in the high schools they attended. With distance and hybrid learning, this is not possible. Anticipate that visiting will continue to remain challenging.
- As the Beam office closes by December 31, daily staff operations and functioning will change dramatically with transition to permanently working from home and relocation of support staff and supplies.

MONTHLY SERVICE DELIVERY CHECK-IN

Correctional Health

- Flu and Cold virus challenges. More patients possibly in isolation due to viral illness is a possibility. We are working with the jails to ensure we have plans in place for housing people appropriately. We will be offering flu vaccine in the facilities to patients and testing for flu as well as COVID for symptomatic patients.

Environmental Health

- For yard waste monitors/service workers that do not have internet access, being able to participate in training that is available/accessible to other staff via LMS
- The continuation of completing environmental health activities and services (e.g. inspections, lead hazard response,) with the very involved role of program staff in the ICS response.

Deputy County Manager Comments

- I support service delivery redesign modifications as described on page 4-7 which include administration, clinical services, and family health.
- Thank you for your continued dedication to offering accessible testing sites to the community.
- Our St. Paul/Ramsey County Public Health Department continues to play an integral role in ensuring ongoing safety for our staff and community. Efforts to date have been absolutely incredible!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

Vital Records - Service Delivery Expansion Proposal - October 7, 2020

Proposed service expansion:

Expand to serve approximately 60 clients in person at 555 Cedar Street, Monday through Friday 8-4:30. Thursday evening services will be added when clinical services begin evening clinics as well, likely to be requested for January 2021. Vital Record services include marriage licenses and records, birth/death/notary/credentials of ordination services by appointment only basis. Vital Records has been providing face to face services in this manner successfully for the past 2 ½ months. Service requests exceed the current appointment limitation. Currently appointments are being scheduled out 4 weeks. Ramsey County clients are being directed to submit requests via mail, or to other neighboring counties to get their records in person if needed.

Proposed start date: *November 2, 2020*

Demonstration of Need:

Client demand exceeds currently available appointment times. Revenue has been significantly impacted and this re-establish a means to generate typical revenue. Customers need vital record documents and with these additional in-person services more client needs will be met.

Consequence of Not Expanding this Service:

Lack of revenue and lack of service availability to meet customer needs. Ramsey County residents not conveniently being served.

Impact on Race Equity:

Face to face services ensure a barrier isn't created due to language or an inability to read or write in English. Interpreters are utilized as needed.

Impact on Community Partners:

All Vital Records offices are dealing with this crisis with different approaches. Ramsey County's proposed redesign will provide expanded access to these services with more in-person appointments. Mail requests continue to be processed.

of Estimated Clients/Day:

Approximately 60 clients per day to be served in-person. Additional clients served by mail processing.

Appointments or Walk-ins: Appointments.

555 Cedar doors unlocked, or escorted entry only:

Clients will be screened at entry through Door #2 and directed to Vital Records seating area.

Additional supports needed (Lab, Central Registration, Financial Counselor): none

Proposed workflow:

Staff will schedule appointments for all services via phone call or email. Clients will enter through Door #2 and be screened for COVID symptoms and provided a mask if needed. Services will be scheduled for 2 appointments every 15 minutes to allow for adequate spacing in the lobby.

Safety provisions for staff and clients:

Continued use of masks for staff & customers, counter barriers, client spacing 6 feet apart, client screening at entrance to building, limit number of people coming for in person contact when possible. (example: only adults in household where signatures are required).

New/Additional technology needs: None

Building modifications needed prior to service expansion: None.

Communication needed regarding change in services (updates to website, etc.): Ramsey County websites, door signage.

MONTHLY SERVICE DELIVERY CHECK-IN

Clinic 555/Sexual Health Proposed service expansion:

1. Provide on-site assistance for clients who qualify for MNSure insurance
2. Pilot a mail based, at-home HIV test kit to high risk clients who qualify

Proposed start date: *November 2, 2020*

Demonstration of Need: Many Clinic 555/Sexual Health clients are under or uninsured. Grant funding supports payment for a portion of these visits. However, if we can assist clients who qualify with the MNSure insurance process, we can increase revenue stream, refer clients to primary care to address health care concerns and potentially decrease uninsured client trips to the ED.

In the midst of COVID and an HIV outbreak in Ramsey County, high risk clients have limited options in which to immediately test for HIV and STD's. Clinic 555 has opted to pilot a HIV home test kit program with unspent HIV grant funding. This pilot will run for 6 months and has been approved by the Minnesota Department of Health.

Consequence of Not Expanding this Service: Continued financial impact on Ramsey County to pay for uninsured clinical services. Potential increase in HIV case in the high-risk community.

Impact on Race Equity: Providing insurance assistance services at 555 Cedar free of charge provides an opportunity to enroll underserved, diverse and low-income population groups that do not have coverage, and as a result, less access to health care services. Language line will be used for all ESL clients. Staff member who will be providing this service is bi-lingual, Spanish speaking. Ad campaign that targets Black and Latino, MSM, men and women will be initiated with the HIV home testing project. This is based on the skyrocketing number of cases in these communities.

Impact on Community Partners: Clinic 555 has been working with community agencies, such as Dorothy Day, MN Community Care, Peoples Inc, Higher Ground and Radius Health to partner and provide services to populations that may benefit from the expansion of these services. We are the only agency in Ramsey County who has provided testing and prevention clinical services, such as immunizations, at a community level. Community partners reach out to our outreach department to request services, as identified.

of Estimated Clients/Day: Unknown – The plan is to have specific times in which insurance services are available 5 days a week.

Appointments or Walk-ins: Appointments for MNSure sign-up

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

Additional supports needed (Lab, Central Registration, Financial Counselor): Confidential space.

Proposed workflow: For insurance assistance, Clinical Services clients will be assisted to register in the MNSure system. There will be specific days/ times for a trained staff member to provide this service to clients. Existing Clinical Services clients will be able to make an appointment or receive services during their existing appointment times if assistance is available.

For the HIV home testing pilot: An advertisement campaign will be initiated through RC Communications that targets high risk Black and Latino MSM, men and women. Potential high-risk clients will be able to click on a link electronically, take a HIV health assessment, which will be stored on a HIPAA compliant program, and then receive an HIV home test kit in the mail if they qualify. A gift card incentive is offered if the client voluntarily reports their test results back to Clinic 555.

Safety provisions for staff and clients: 555 Cedar Workplace 2.0 protocol will be followed. Staff will be provided with clean surgical masks and face shields for themselves and for the clients. Staff and client will be seated at least 6 feet apart. Hand sanitizer will be readily available, and use will be encouraged.

New/Additional technology needs: Currently working with the IS department to integrate a program by which electronic information can be stored confidentially.

Building modifications needed prior to service expansion: N/A

Communication needed regarding change in services (updates to website, etc.): N/A

MONTHLY SERVICE DELIVERY CHECK-IN**Family Health Home Visiting****Guidance for In-person Visit During COVID-19 Pandemic****Objective:**

To provide guidance for staff who would like to provide in-person visits to meet the needs of families needing in-person visits during COVID-19. In-person visits are voluntary for home visitors and clients. The safety of staff and the families that we serve is our priority. Decisions to provide in-person visits will be informed by current incidence of community spread within MN and Ramsey County and based on CDC and MDH recommendations.

Procedure:

Before visit:

1. Home visitor determines interest, ability (per CDC guidelines) and willingness to provide in-person home visit
2. Home visitor consults with supervisor about providing in-person visit and determine which families to offer in-person HV. Factors to consider may include, but not limited to:
 - a. Meeting a newly enrolled client
 - b. Graduation from EBHV program
 - c. PPNB/breastfeeding assessment
 - d. Infant/child weight concerns
 - e. Child development concerns
 - f. IPV concerns
 - g. High depression / anxiety screens
 - h. Families with limited community contacts
 - i. Availability of space in the home or outside of the home
3. Home visitor talks with family, assesses family's interest and willingness to accept in-person home visit voluntarily. Plan with family:
 - a. Location of visit (i.e. backyard, if inside, limit what part of the house you are in, visiting from a window)
 - b. How to social distance with toddlers, such as the use of a stroller or wagon
 - c. How to incorporate interpreter into the visit, if needed (i.e. in-person, on speaker phone)
 - d. Who will be present (Limited to parents and child if possible)
 - e. Length of visit (i.e. Limit length of visit time from usual 1 hour in-person home visit)
4. Wear disposable mask and face shield, bring disposable masks for client also
5. Use hand sanitizer as needed
6. Sanitize all equipment used at visit as needed
7. Maintain social distancing as much as possible
8. Begin one visit per day

On Day of Scheduled In-person Visit:

1. Home visitor will take own temperature. If 100.4 degrees F, or higher, or any signs of illness reschedule the home visit.
2. Home visitor will call the family and screen with following questions:
 - a. Has anyone in the home tested positive for COVID and is currently under quarantine?
 - b. Has anyone in the home had recent travel or attended large group events (past 14 days)
 - c. Has anyone in the home recently or currently ill with the following:
 - i. Fever or chills
 - ii. Cough
 - iii. Shortness of breath or difficulty breathing
 - iv. Fatigue
 - v. Muscle or body aches

MONTHLY SERVICE DELIVERY CHECK-IN

- vi. Headache
- vii. New change/loss of taste or smell
- viii. Sore Throat
- ix. Congestion or running nose
- x. Nausea or vomiting
- xi. diarrhea
- d. If family answers “yes” to any of the above questions, cancel visit and reschedule 2 weeks (14 days) out or after time that quarantine is lifted. Visits could be made by telehealth.
- e. If “no” to health screening questions, and client/family still comfortable with having visit, review the plan discussed together and proceed to have the visit
- f. Wash hands with soap/water and use hand sanitizer before visit

Items to bring:

1. Folding chair or stool for sitting if needed, or washable blanket for ground
2. Pad or washable blanket to put supplies on
3. Masks in plastic bag (cloth or disposable) for everyone in family including children over age 2, if needed
4. Mask and face shield for home visitor
5. Hand Sanitizer
6. Gloves if needed
7. Trash bag for any items/equipment needing sanitizing after visit
8. Sanitizing wipes
9. Usual home visit supplies (papers/forms needed, activities to occupy child (bubbles, chalk, book)

During In-Person Visit:

1. Home visitor takes families temperature. If temp is 100.4 F, cancel visit.
2. Use hand sanitizer and offer to client, use at beginning and end of visit
3. Home visitor wears masks and offers masks to client and anyone else at the visit. Support client and family in wearing mask properly
4. Maintain social distancing of at least 6 feet at all times
5. At end of visit, place any equipment needing sanitizing in a large plastic bag

Home visitor to consider (optional):

1. Ask client for feedback about how the visit went, what felt comfortable or uncomfortable, plans for the next visit?
2. Home visitor will notice what felt comfortable or uncomfortable for self, what can we learn and do better?

After In-Person Visit:

1. Use hand sanitizer again when in car
2. Clean any equipment needing sanitizing using protocol, either after visit or when back at home/office (see equipment sanitizing protocol)
3. Discuss with supervisor how the in-person visit went, important considerations for evaluation and planning for improved practice and safety

Group Encounters

All in-person procedures above will be followed, as well as:

1. Individually packaged food
2. Ensure that sites provide MDH approved hygiene and sanitation standards
3. Adhere to room capacity for Club Mom and Club Dad groups

MONTHLY SERVICE DELIVERY CHECK-IN**DEPARTMENT****Social Services****1. Describe how service delivery went during the month of September. What has been working well?****Care Center**

- 24 staff screened off. Staffing fragile but comes together for each day
- Testing Tuesdays means 340+ test each week between staff and residents. Contact rate in county well over 10%, which means testing will continue as long as that rate remains over 10%. We had only two positives in September. Both have recovered.
- Several positions now posted.

Lake Owasso

- Service delivery went smoothly in September. Some residents (8) returned part time to day programs and one younger one to school part time and this has gone well so far. The remainder continue receiving Services During the Day at LOR. Family visits under the visiting tent have gone smoothly as well.

Child Protection Intake

- Ramsey County Child Protection Intake had 172 new assessments in September compared to 224 in September 2019.
- Child Protection Intake continually focuses on working with families and addressing issues without the need for court involvement. This practice has led to a decrease in court involvement for families and in the removal of children from the home.
- Child Protection has implemented a new Diversion program with the goal to “divert” families from the child protection system while continuing to ensure child safety. Additionally, the Diversion program is working with the St. Paul Police Department to provide real time assistance in the field when situations arise that could lead to the breakup of the family unit. Initially there was some fine tuning to be made to get this new program up and running; however, by the end of September we were seeing some positive outcomes from the new processes put in place.

Early Intervention

- Service delivery went well during September. We experienced a slight increase in case assignments due to changes in programming, but it wasn’t anything we weren’t able to appropriately address. What’s been working well is the consistent communication amongst staff and leadership.

Youth Intervention

- The new Youth Intervention Team has been officially formed. We will be ready to fully implement by the end of 2020. We are excited to better align services for youth ages 10-18 and their families within SSD and CFS. We are working hard to support young people during distance learning.
- Many staff worked to see children and families face to face while practicing social distancing and meeting outdoors. Staff have mostly shown a tremendous dedication to the work.
- The court system has begun to function more efficiently via Zoom hearings. Parents and youth reported having an easier time accessing court due to being virtual rather than in-person (especially considering parking and waiting for hearings to start sometimes for hours).

MONTHLY SERVICE DELIVERY CHECK-IN**CP Case Management**

- Caseloads are steady; workers have an average of 9/10 cases on their caseloads. Staff are seeing clients face to face as often as they can and they are taking the necessary safety precautions -- wearing the correct PPE, asking the COVID questions and practicing the social distancing as best they can. Staff have really focused on conducting visits in outdoor areas whenever possible.

Family Support

- Adoption court work is happening virtually, on-line. There is some backlog in the Court system to process petitions for adoption work. Child Protection trials also resumed and took precedence. We should see an uptick in Adoptions work in next two months. Adoptions staff still need to confirm with licensing that a full Adam Walsh fingerprinting Background Study has been completed.
- Licensing Teams are proud of their providers – unfortunately, annual recognition dinners cannot be held this year due to restaurants not being able to accommodate group size. Licensing teams wanted to say thank you to Commissioners for recognizing our foster homes and family childcare and signing certificates to recognize their years of service. Family childcare staff personally hand-delivered plaques and certificates to providers who are being recognized. FCC has received a shout out on Facebook with a thank you to Ramsey County for celebrating their years of service with a personalized touch. Personalized service during COVID, this was a heart-felt response from providers. Thank you to all who helped make this a success.
- Adoption staff are trying to work with St. Paul Public School (SPPS) systems through Google Meets app. Adoption staff were able to problem solve downloading the app to a laptop. “Google Meets” appears to be preferred means of communication. Staff are invested in trying this out. For students who have iPads from SPPS, this app might also be an additional mechanism for adoptions staff to communicate with youth in our care.

Detox

- Work on the detox unit has been running smoothly. There is enough PPE and cleaning supplies. Staff are wearing masks and patients are asked to wear masks as well.
- The front desk on the first floor of 402 has also been providing masks to clients and requesting that masks be worn while in the building.
- Signs about wearing masks, washing hands and room capacity have been placed throughout the building.
- Plastic barriers for our 402 front desk in the lobby as well as the nurse’s station in Detox have been installed.

Mental Health Center

- MHC - Clients being seen in person/remotely as appropriate. Started some in person groups using PPE, remote groups and hybrid (in person and remote). Staff has been available for clients that opt to come in for more one to one service and clients that may need assistance with getting signed in, etc.
- Staff are assisting clients with getting acclimated to using Chromebooks as well, when needed to accomplish this task.
- ADC - There appears to have been an increase in acuity of mental health symptoms within the jail (possibly a result of hospitals not admitting patients psychiatrically and lack of community resources currently available). Continued use of non-contact interview rooms and/or use of PPE.
- CRT – Continued mix of in-person visits with clients with the use of PPE and social distancing, as well as phone check-ins.
- Mental Health Court – Still primarily using virtual means to meet with clients. Treatment courts moving toward resumption of random drug testing for participants.

MONTHLY SERVICE DELIVERY CHECK-IN**Adult Support**

- TCM - In exploring how many clients Adult Mental Health had seen face to face over a 2-week period, there were 38 clients. Pre COVID this number would've raised significant concern. This allowed us to assess both staff and client readiness to increase face to face contact and start thinking about what safety measures would need to be considered. Adult Mental Health continues to work on training staff in utilizing the S drive to file client documents electronically.
- Adult Protection - implemented a new system for managing the increase in intakes. Thus far, this has seemed to support staff and manage burnout.
- Prepetition Screening has remained stable and averages about 16 intakes per week. During the week that there was an increase in petitions, Prepetition still met deadlines and filed petitions in a timely manner.
- Consistent unit meetings and contact with staff allow for supervisors to provide support and gauge how staff are continuing to manage the changes made to service delivery due to COVID.

MnCHOICES

- Going well – waivers in place for some MNC assessment docs.
- Occasional face to face assessments when requested/needed by resident.

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

Care Center

- They struggle with the Testing Tuesday.

Child Protection Intake

- We know that our families of color are disproportionately affected by COVID and that the impact of COVID can lead to child protection involvement, increasing the disparities that already exist in our system. Parents/caregivers who are ill and potentially quarantined face challenges in parenting their children and meeting financial needs, and this can cause significant mental stress. Education of children is difficult due to virtual learning. COVID has made it difficult to arrange for in home services and parent-child visits due to restrictions regarding quarantine and safe distancing. It has also been difficult to set up needed mental health services. Technology is used to provide many services as well as education for children during COVID, and it is not always available to the families we work with. Community agencies that provide services are also having difficulty serving families.
- African American families who have been disparately impacted by COVID have had additional stress and frustration due to the unrest and riots that occurred following George Floyd's death. Families are suffering trauma from the recent events that have occurred; are facing financial hardships, lack of housing, and even lack the feeling of being safe that most of us take for granted. Children are confused and having experiences that no child should have to endure. Child Protection struggles with identifying trauma that families suffer which can lead to unnecessary involvement in the system, exposing families to additional trauma and opening them up to biases from other entities that are supposed to be providing supportive services. Child Protection can be overly intrusive into family's lives and oftentimes places expectations on families that are biased, unreasonable, and set up a family to fail. While practices are being put in place to address disparities, there is still a long way to go.

MONTHLY SERVICE DELIVERY CHECK-IN**Early Intervention**

- We experienced a few displaced children as a result of virtual learning. A couple of our licensed homes were not able to accommodate the educational needs of the students. We were able to locate alternative homes, but it caused a disruption in their placements during a very stressful time for the students and the families. They need stability now more than ever during this pandemic.

Youth Intervention

- We are struggling with equity issues in service delivery to clients due to inconsistency with providing face to face contact across areas in SSD. Many times, when working with children and families, virtual services are simply not a high enough level of service to support children and families fully. Many of our voluntary service areas are providing services virtually at this time, and less intensively than pre-COVID. This puts even more of a strain on our involuntary services in Child welfare and also our Crisis services. For example, if a young person isn't able to meet with a case manager a few times per month plus go to in-person therapy plus go to school, families are left to call Children's crisis to manage longer term case plans. The racial equity implications regarding voluntary v. involuntary show up clearly here i.e. a family gets a visit from a CP worker but can't get in-person therapy. POC are overrepresented in our involuntary services and underrepresented in our voluntary services.

CP Case Management

- Housing and affordable living continue to be issues that we see with our clients, foster parents and the children in their care. Black, White, Hmong, and Hispanic clients/foster parents are being affected during this time. They are using more community resources and making more requests from the agency to help make ends meet. Staff appear to be in line with our racial equity work and most are open to discuss the inequities facing our clients. I believe staff are working hard to treat all families in a fair and equitable way. I see staff focusing on safety and family solutions and trying to avoid placements at all costs. The staff have embraced the newly implemented Signs of Safety® model and are using mappings and other tools to focus on the issues/problems in partnership with families.

Family Support

- Most of our foster care homes (85% or more) are relatives/youth of color that are located in communities with poverty, and many without jobs. Approximately 15% of our homes do not have laptops or hotspots. School systems have tried to help by providing iPads, but there are some who don't have this technology or have more than one child sharing an iPad. School resource centers are closed, so our kids and families are going without help/resources. For those without technology, COVID has isolated them even more. When children are hard to locate or are not responding to calls, staff see this as an opportunity to do a home visit and arrange to do so with social distancing and meeting outdoors. Staff are going to homes to reach providers and youth to ensure they have access to resources and have their needs met; to ensure they are not overlooked.

Adult Support

- There continues to be concern about individuals not seeking support as well as not coming to the attention of providers until there is a significant event. Part of this could be due to cultural beliefs as well as the identity that government systems have within communities of color.

MONTHLY SERVICE DELIVERY CHECK-IN**Mental Health Center**

- ACT - We are intentionally reaching out and strongly encouraging all clients to get Flu shots this year- but with knowledge that people of color are disproportionately affected by health issues such as this; putting even stronger focus on our clients of color.
- MHC (Chemical Health) – There has been no observable change in the racial equity impacts for residents we are serving.
- Staff at the MHC would like to see more people of color seeking services at the MHC but the barriers (those known and those unknown) for people of color remains a factor. We believe that one reason is because for many people of color their continues to be negative stigma for those who seek supports around getting MH or CH services. We receive referrals, but the turnout of people who come to see us is low. Some have reported that when seeking services, they tread lightly because their family system is a closed system due to distrust. Our team continues to meet people of color where they are in order to meet their needs as come into our clinic.
- Staff have engaged in conversations about “the change they want to be.” They understand that change occurs one day at a time and it must start somewhere as we strive to improve how we respond to communities of color. We continue to discuss how we can meet the needs of the people of color we serve by engaging the community in the decision making.

Detox

- All patients are being accepted at this time as there has not been a capacity issue.

MnCHOICES

- Barriers with needing signatures on FAS documents which is delaying/preventing services to be opened for residents.
- Assessors are experiencing increased issues with Language Line not accommodating the length of assessment appointments and being increasingly unavailable when assessors contact to both schedule and meet for assessment appointments. This is particularly difficulty with seeking Karen language interpretation, which is needed for multiple assessments being worked on for the month of September.
- The CHS-Interpreter department has indicated they are not able to make exceptions for assessments planned to be completed by phone despite the issues with the Language Line.

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

- Some Social Services staff have responsibilities that require face to face visits with residents in the community. Staff who are unable or unwilling to make face to face visits will be redeployed to do data entry and/or other tasks within the department to fill the 40-hour work week.
- Staff who do face to face visits will have screening questions that include asking clients to wear masks and will offer them masks if they do not have one. Staff may leave homes if masks are refused but should use their best skills to convince people to use masks.
- Face shields will be ordered for staff who continue to see clients in homes, and extra face masks will be provided so they can offer the masks to clients at meetings. Workers can wear gloves for home visits.

Care Center

- Outdoor visit guidance was just announced by MDH in view of colder weather. We are working with MDH and Fire Marshal to convert Gazebo to temporary shelter for outdoor visits which we will have to continue with our community COVID rate above 10%.

MONTHLY SERVICE DELIVERY CHECK-IN

- MDH has issued new guidelines that require the screener to be more engaged and verify that it is safe to enter the facility.
- Screening logs do not contain protected health information. Based on MDH recommendations for retention and the significant increase in regular audits, screening logs will be scanned and retained for one year.

Lake Owasso

- No significant changes anticipated. Some additional day programs are formulating re-opening plans so more residents may begin to attend.

Child Protection Intake

- Continue to educate our workers and clients on the supports available to them that can assist clients in meeting their needs.

Youth Intervention

- As the weather turns colder, we may need access to better quality PPE to continue meeting with folks in person. I.e. Face shields, etc.
- New positions for Crisis services were approved today and will go a long way to supporting ongoing Crisis work during COVID.
- We are working with SPPS to embed 1-2 social workers in the temporary learning/tutoring centers within the next month. When school opens, we will partner to embed social workers in other school locations to provide preventative services for children and families. Social workers will come from Youth Engagement Program, Parent Support Outreach Program, or Early Intervention units.

Adult Support

- Due to the increase in maltreatment reports and being down 2 staff, Adult Protection developed a rotation system to support staff in managing the increase as well as ensuring that concerns regarding residents continue to be addressed in a timely manner. As staff are hired, Adult Protection will be looking to maintain this system or divide the team into one group who focuses on intakes and the other group will address investigations.
- Prepetition Screening is exploring having case managers complete revocation reports. This allows for case managers to be more involved in the revocation process. In addition, Prepetition Screening is beginning to dialogue ways to address changes in civil commitment statute specifically around engagement services. We want to focus on working with clients voluntarily as opposed to seeking civil commitment when possible.

Mental Health Center

- We will need to adapt the way we get our paperwork signed as we have difficulty getting things returned via mail. We are actively working on electronic paperwork.
- ACT - will begin indoor groups in October (Art Therapy Group and Wellness Group), in Ramsey Room with max capacity attendance limits.
- SUD (Chemical Health) – With the addition of Youth Groups, we are in process of evaluating needs for services in the evenings to meet the needs of this population who are in school during the day.

MONTHLY SERVICE DELIVERY CHECK-IN**Detox**

- Dr. Ogawa and her team went through Detox to assess the site for proper distancing of patients. One issue was the dining area tables. There are 4 sets of two tables. Each set of two tables seat 12 and are joined by a hinge that maintenance stated they cannot remove for safety reasons. This reduces the number of people eating in a social distancing manner during mealtimes. In addition, these tables are about 10 years old and are showing significant wear including rust at the hinge. We need 8 new tables that are single self-standing and not joined.
- Dr Ogawa determined we could open the Women's Dorm which can accommodate 6 women. She reported there is appropriate social distancing in this dorm. This would increase our reduced census from 20 to 26 patients and guarantee 6 women these beds on a daily basis. It would also help to have the additional seating in the dining area to safely accommodate this increase in census as mentioned in the bullet point above.

MnCHOICES

- Currently evaluating our service delivery to identify race equity/disparities and how they can be addressed/remedied.

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

Care Center

- Staffing, staffing and more staffing. We will struggle with this high number being screened off.

Lake Owasso

- Challenges with continuing to keep COVID at bay with increased participation of residents in day programming outside the facility. Challenges with potential influenza exposure and infections among staff and residents on top of the ongoing pandemic. Awaiting our influenza vaccine shipment for resident vaccinations.

Child Protection Intake

- Homelessness continues to be a significant challenge for our clients and with COVID and winter fast approaching; these issues will have an even greater impact on the population we serve.

Early Intervention

- Meeting our families Face to Face during the winter months has been brought up in several conversations with the teams. We are exploring ways to meet resident needs and keep everyone safe as possible in the process. Our residents need us operating at full capacity during this pandemic.

Youth Intervention

- Planning for how we will continue to provide quality face to face visits when the weather turns colder and meeting outside is not as accessible.

MONTHLY SERVICE DELIVERY CHECK-IN**CP Case Management**

- Question continues to come up about how we will conduct face to face visits in the winter months. There are concerns from workers regarding not being able to meet clients outside, concerns about the lack of ventilation in clients' homes and clients refusing to wear masks during visits in their homes. Staff are wondering if virtual visits will be accepted during the winter months.
- Where will supervised visits take place if programs shut down? How will we address visits that take place outside of St. Paul? These are questions I am receiving from staff.

Family Support

- Staff in PCU/Adoptions and in Licensing (Foster care and Childcare) have found times when doing face to face work helped our assessments or helped complete a license. What has worked is arranging meetings outdoors with our clients, youth in our care, and our licensed homes and childcares. Meetings held at offsite facilities and/or foster care homes has worked when staff have been able to wear masks and continue with social distancing. As fall/winter (in particular) approaches, there is an increased concern about working indoors, in family homes. Staff will want additional guidance on how to do in-person visits that are in close quarters to remain safe.

Adult Support

- Staff are concerned about the ability to meet residents safely indoors. At the same time, it is difficult to go an extended period of time with not meeting clients face to face. This is especially true for the ability to see clients in facilities. Is it safe to go into hospitals and Hi-Rise buildings? What extra precautions should be taken in meeting with clients in these living environments.
- There is also concern about decompensation of residents as we continue to navigate COVID. As COVID lingers, are we going to see an increase in symptoms.
- How will clients be supported if they test positive for COVID? How will we be able to ensure that they receive medications such as their injections or food?
- There is also concern about homeless clients who refuse to go into shelter. There is not only concern about weather but just overall physical and mental well-being.
- Staff are also concerned about the physical and mental well-being of their peers.

Mental Health Center

- MHC/ACT Concerned about the increased need to do indoor visits with clients and staff concerns about spending more than 15 minutes in close quarters with less availability to meet outdoors. (ACT and some MHC programs are providing in-home services) Also, we will need to monitor office space; currently all client sessions are held in group rooms, not therapist's offices due to safe distancing. Currently, the mixture of telehealth and in person visits is working well space wise. We are consulting with public health on this.
- We may see increased in services provided via telehealth. Due to COVID/Flu/Kids in schools, parents may need additional support and the availability of telehealth may increase the need.
- We continue to move toward serving clients and meeting them where they are during COVID-19 pandemic, as well as practice safety while we are present in the MHC for both the clients and staff.
- ADC – We will likely see an increase in census, as residents seek safe/warm shelter in the jail, as well as increase in mental health/crisis needs as a result.

MONTHLY SERVICE DELIVERY CHECK-IN

- CRT / Mental Health Court – Visits in-person are currently conducted outdoors, which will become an issue once the weather changes.
- Many staff are attempting to balance having small children participating in distance learning and working from home. With increases in illnesses over the winter months, I anticipate staff will need amplified flexibility.

Detox

- The demand could increase due to the weather changing and our ability to meet that demand due to a reduced census for social distancing needs.

Deputy County Manager Comments

- Continue to put plans in place for backup staffing as we enter the winter months and likely increase in staff illnesses within our facilities and regular operations to ensure effective ongoing service.
- I support the service delivery redesign changes recommended above.
- Continue to pay close attention to the mental and physical health of those we serve. Keep the DCM apprised of any necessary resource needs to address the concerns.
- Excellent work adapting to the challenges of COVID and for readjusting service delivery as we move deeper into the pandemic.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Veterans Services

1. Describe how service delivery went during the month of September. 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.
- Increased use of technology continues to drive change in service delivery. Adaptations made as part of service delivery redesign have improved staff ability to work remotely which will be beneficial in the winter months.
- Efforts to increase use of the Service Center for in-person appointments have had limited success. Service Center operations and staff do provide a resource for the residents and finding ways to maximize this resource for the people we serve remains a goal for the staff of Veterans Services.
- Weekly staff meetings have helped with communication, connection and coordination. Rotating facilitation of the meeting has generated some great conversations and helped all staff with reinventing how we work as a team in COVID times.
- Homeless Justice Outreach staff has begun working directly with the Ramsey County Veterans Court to serve justice involved veterans.
- Veterans Services Outreach staff continues to serve veterans as part of team of external partners serving a steadily increasing numbers of homeless residents.
- Veterans Service Social Worker has expanded and intensified focus on utilizing available funding and resources to prevent veterans and their families from ending up homeless.

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?

- Racial equity impacts on our clients remain unclear at this time. It does seem likely that the same impacts that have informed the implementation of Service Centers are experienced by some of the residents that we serve.
- Staff of Veterans Services have not experienced racial equity impacts based on redesigned services.
- Veterans Services will begin an on-going series of meetings with Racial and Health Equity Core Team.

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

- We see possibilities with the new Service Center model and will look forward to providing feedback on how the Service Centers could support the efforts of Service Center building tenants who see potential for partnership in providing in person service.
- 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.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?
- Veterans Service Officers continue to conduct appointments in the community. Many of these meetings occur outdoors at locations where staff can strictly follow guidelines for safe social distancing. As the weather gets colder these options will no longer be available.
 - Staff serving Ramsey County residents living outdoors and at locations not meant for human habitation will be directly impacted by winter weather.
 - Maintaining recommended practices for limiting the spread of COVID and seasonal flu will be increasingly difficult for outreach staff.

Deputy County Manager Comments

- Continue to share your ideas for improving the service centers with the appropriate leaders.
- Thank you for your unwavering dedication to serving veterans!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

County Assessor

1. Describe how service delivery went during the month of September. What has been working well?

- Service delivery went well, the disaster reassessment is complete and most property owners who qualify for a disaster abatement have contacted us. There are a few property owners we have not heard from even after multiple mailings, we are continuing efforts to reach them.
- September was focused on completing reviews of real estate sales. The process was adapted to be completed via phone interviews and implemented technology such as street level photography, aerial maps and Eagleview (fka Pictometry). The appraisers have found the process to be working well, it is also in alignment with how neighboring counties are completing their sale reviews.

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 process changes to quickly identify areas that could be impacting vulnerable residents. At this time, we have not identified any unintended negative impacts. Our appraisers and supervisors are sensitive to the challenges faced by residents with limited technology resources and are quick to adapt their approach to overcome these barriers.

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

- Permit work and picking up new construction details are undergoing the same process changes as other field work. Appraisers will be conducting phone interviews, doing exterior property reviews when they feel it is necessary and using implemented technology to complete permits and new construction.
- TNT meetings are coming up in November. We will not have an in-person presence at the City TNT, our phone number and email will be provided on the informational insert included with the mailing. We will have an in-person presence at the County TNT meeting.

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- We don't anticipate additional challenges due to weather conditions. The appraisers are conditioned to being outside during extreme weather, the virtual approach we are using with most processes will reduce the need to be exposed to cold, snow and ice. That will in turn reduce the risk of employee injury due to weather issues. Remote work will also benefit many appraisers who have long commutes which are exacerbated during winter storms.
- It's unknown what effect flu season will have on COVID. Hopeful that remote work will reduce infection risk.

Deputy County Manager Comments

- Team is innovative in approach to delivering appraisal services.

MONTHLY SERVICE DELIVERY CHECK-IN

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Communications & Public Relations

1. Describe how service delivery went during the month of September. What has been working well?

- Things continue to go well for us from a technical perspective as we work remotely. MS Teams is integral to our work each week. We're continuing to build on and acculturate the use of Teams as a project tracking and management tool.
- We remain grateful for the additional support through redeployment for the open data portal (Kristine Coulter) and Public Health IMT JIC (Pa Shasky, Terese Bordeau), as well as for support covering Government Relations.
- Our contract with Dajon Ferrell for general communications support related to COVID-19 has benefitted our efforts greatly.

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 coordinate translation of key messages and documents based on needs raised through IMT and departments, and we continue work to identify adequate staff support to provide responsive and successful partnership with the RECERT team.
- We've been in regular coordination with RECERT on materials produced through the trusted messengers and media partners program. We've also been providing partners with ongoing and up-to-date county resources, website links and design materials on public health guidelines, mask use, assistance programs (particularly RISE) and other key messages.

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

- Department leadership will begin providing in-person staff support in the County Manager's Office. We will do this abiding with the department's Workplace 2.0 Plan for the department and office.

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- Despite ongoing efforts to retain a strong team culture while working remotely (e.g. regular remote team-building activities and occasional socially-distanced in-person engagements), we share in what appears to be a general concern of increasing fatigue and isolation with shorter days and limited in-person interaction moving into the restrictive winter months. We are actively exploring ways to address this.

Deputy County Manager Comments

- No additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Administration

1. Describe how service delivery went during the month of September. What has been working well?

- Tax, Recording and Assessing Services operations continue to be fully staff (onsite), processing most work through mail, drop box and online services. Walk-up traffic has increased as second half tax payment deadline approaches.
- The Unified Team remains current and statutorily compliant. Document Recording continues to be 30% higher than 2019.
- As Elections ramps up, the Unified Team continues to support and assist wherever and whenever possible.

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.
- Staff continue to be encouraged to utilize internal racial equity training opportunities offered by the County.

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

- In conjunction with Elections, Property Management, Service Center staff and Public Health, we've made some adjustments to accommodate increased traffic at the building due to early voting, ballot drop off and property tax payments. Modifications include tents on the plaza (to provide weather protection and proper distancing), increased number of staff directing visitors (to monitor building occupancy) and a reduction of floor decals inside (to ensure proper distancing).
- With few exceptions, the entire Unified Team staff has been onsite since before the onset of COVID-19. The nature of the work, along with a shortage of mobile equipment (laptops), made remote work/work from home impractical on a large scale for this team. With a potential second wave of COVID cases and increased visitors to the Plato building this fall, we will be moving to a work-from-home rotation that ensures minimum staff coverage in the building. IS is in the process of upgrading most Unified Team staff to laptops, to facilitate the work-from-home rotation.
- Continuing discussions with Property Management, regarding security staff duties and expectations at the Plato building.
- The space formerly used for Title Company Research is being reconfigured for use by the Service Center. Specific utilization is TBD.

Additional Question For This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- Maintaining a healthy workforce is certainly a concern, if not a challenge. Our work-from-home rotation will go a long way to reducing exposure and ensure staff availability for in-person service delivery in the coming months.

MONTHLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- No additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Information Services

1. Describe how service delivery went during the month of September. What has been working well?

- We have made low cost investments in technology that allow the service redesign efforts to be operationalized and become more sustainable as the pandemic continues. This will also inform the long-term technology needs as we migrate to Residents First more holistically.
- Received CARES funding to make a major investment in laptop technology to make staff more productive as we work from home and/or from multiple locations on a regular basis. We were able to secure this technology and are moving into deployment mode. This will have great value to county staff that we transitioned to work from home in the immediate aftermath of the declaration of emergency, where many staff are using sub-optimal technology and will now have industry standard technology for a remote worker.

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?

- While we support a great number of initiatives indirectly, there are a couple areas where we are engaged more directly in support of those most vulnerable and impacted by Covid-19:
 - As part of IS efforts to recruit in communities of color and to be engaged directly in the community, we are working with Workforce Solutions to have IS staff engaged with residents in WFS technology-oriented programs that are directed toward people of color.
 - Partnering with Corrections and St. Paul schools to enable virtual education for students in the Juvenile Detention Center (JDC). A substantial majority of youth at the JDC are people of color and the pandemic disrupted the previous, in person, education approach. Recently achieved a key milestone of students having technology access to enable distance learning.

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

- Minor changes to bolster our Liaison function as we become more engaged in the early stages of business change that leads to technology solutions.
- With the major investment in laptop technology, we will have to drive efficiencies in ongoing costs to offset the refresh cycle increase in the out years, 2022 and beyond: engineer a lower cost end user device option to full laptops, reduce the ratio of devices to staff, continuous improvement in remote support tools and methods.

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- Our challenges are related to capacity to absorb the increasing demand for technology solutions, which are instrumental to service design.
- This also translates into ongoing support capacity since many of the technologies being deployed are incremental rather than replacing current systems and or manual processes.
- Cybersecurity is an area of focus as the 2020 election cyber threats compound the already heightened COVID-related cyber risks. It is truly challenging to stay current on information security while meeting the demand for rapid technology

MONTHLY SERVICE DELIVERY CHECK-IN

deployment in support of the great service being provided by the county during the pandemic.

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 during the month of September. What has been working well?

- Elections: There has been record breaking in-person absentee voting and ballot return activity. Tents were put up outside the Plato building to accommodate socially distanced queueing for both voters and taxpayers making their October 15th property tax payment. Tents will also be going up at the other two absentee voting locations to accommodate outside voter queueing (Roseville Public Library and New Brighton Community Center).
- 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.
- Tax accounting and Examiner of Titles: Employees continue to work successfully using a hybrid model of home and office work.

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 will be hosting an elections townhall on 10/20. While outreach concerning the townhall will be countywide, targeted outreach will be conducted in historically low voter turnout communities and precincts. The co-facilitators (leaders in the black community) will be recording a short video promoting the townhall that will be shared across their wide network of connections within the black community, and Ramsey County social media platforms (social media posts for the event will be paid/boosted to reach a broader audience in the zip codes that historically see lower registration and turnout). Elections and RECERT are also working to have translators available during the townhall to translate the discussion.
- Elections: To encourage the widest possible participation in the elections process, Elections will be using grant funds awarded through the Center for Tech and Civic Life to continue the partnerships with community organizations for election and voter registration related outreach. Work to be performed will include election judge recruitment, translation of election materials, and outreach in historically low registration and participation precincts.

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

- Elections: Count center activities will shift to the lower level of Metro Square and will take place October 21 – November 10. Starting October 20th, four additional absentee voting locations will be available, for a total of seven absentee voting locations (Plato Building, Frogtown Rec. Center, Arlington Hills Community Center, First tee at the Highland Golf Course, Roseville Library, White Bear Lake Library, and New Brighton Community Center). The ten ballot drop-off locations will continue to be available through November 2. Ballot drop-off events will be announced soon.
- Tax Accounting: Working with Communications to edit the TNT statement and notifications to include COVID-19 specific meeting accommodations.
- Tax-Forfeited Land: Will be working with occupiers and former owners of newly tax-forfeited properties to establish leases, with the goal of repurchase. The Unified Team and Tax-Forfeited Land Teams are partnering to begin outreach work with property owners whose properties will potentially tax-forfeit in 2021.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- Elections: As the weather turns cold, voters will potentially be queueing outside at the absentee voting and ballot drop-off locations. Tents and heaters will be set up outside at the most active locations to help protect voters from the elements.
- TFL: TFL has been contacted by the District 10 Como Community Council requesting use of the vacant TFL lot located at the corner of Front and Jameson for food distribution beginning in November. TFL is working to get a use agreement in place with the Council to help facilitate this activity.
- TFL: Late in September, there was a tent set-up on the TFL property located at 705 E 7th in St. Paul. The tent’s occupant has since left the property, but TFL is in contact with the Housing Stability team in case further encampments are established.

Deputy County Manager Comments

- No additional comments besides this team is awesome and is doing great work in service to our residents!

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT Emergency Communications Center

1. Describe how service delivery went during the month of September. 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 and why? Please note, significant changes will need to be approved by the county manager.
 - No anticipated service delivery modifications.

Additional Question For This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?
 - The possibility of unrest - we would require additional staff to answer high call volumes, which will include additional overtime costs. We would also need to consider additional trauma/emotional support for staff.
 - Heading into the normal fall/winter illness season will also complicate everyone’s fear that any illness or cold symptom could be interpreted as potential COVID-19, requiring more employee testing and the need to remain off the schedule until test results are determined.

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 during the month of September. What has been working well?

- No problems to report. Our department is functioning well.

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

- Our primary outreach concept has been delayed, however at the end of the month we did work with RECERT to do our first Townhall and are actively developing a modified outreach strategy.
- Normal services have had no negative impact.

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

- Only major change is to train in Bryan Mayer as the 3rd (back-up) CIM due to changes in the IMT model.

Additional Question For This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- Physical response will be hindered if road conditions between employee homes and scenes of emergencies deteriorate. However, we cope with this during non-business hours routinely.
- Anticipate additional issues due to ongoing increases in unsheltered persons.
- We are planning for potential issues surrounding the election and post-election periods.

Deputy County Manager Comments

- Reviewed and no additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT	Medical Examiner
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1. Describe how service delivery went during the month of September. What has been working well?
- Service delivery has gone 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 remained the same and we are able to provide service to all Ramsey County residents as needed.
3. What service delivery modifications (if any) will you need to make and why? Please note, significant changes will need to be approved by the county manager.
- No service delivery modifications are needed at this time.

Additional Question For This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?
- We anticipate our services to continue uninterrupted moving into the fall and winter.

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 during the month of September. What has been working well?
- Fine. Trials appeared to have settled in on approximately 3 per week.
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.
3. What service delivery modifications (if any) will you need to make and why? Please note, significant changes will need to be approved by the county manager.
- No modifications anticipated.

Additional Question For This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?
- None presently anticipated.

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 during the month of September. What has been working well?

- The Sheriff's Office framework for our response remains in place and there has been a steady increase in demands for services, especially in light of increases in crime and court staffing demands.
- 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 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.
- Emergency response/patrol functions continue to be performed with proper safeguards.
- The Sheriff's Office has provided security at county assets and at protests/demonstrations in the county.
- County parks and waterways continued to experience increased use, which will now subside with the colder weather.
- 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 department's service delivery approach? What about racial equity impacts for staff in the department 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.

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

- The Sheriff's Office remains resilient and has built the capacity to respond, adapt, and thrive under changing conditions, including COVID-19.

Additional Question for this Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc.)?

- Meeting the needs and demands of the court with current staffing levels is very challenging. A backlog in court cases has the potential to become "the new bail." This backlog can create more disparities by delaying the resolution of justice system matters. Data shows black, indigenous, and people of color (BIPOC) are overrepresented in the justice system. In turn, a person can spend several more months or years involved in the justice system than necessary. Justice system involvement has several personal, family, and professional consequences: family, seeing kids, childcare, employment, housing, and education. Every opportunity must be provided to ensure that individuals who come into contact with the justice system exit promptly and in a better space than when they entered the system.

MONTHLY SERVICE DELIVERY CHECK-IN

Deputy County Manager Comments

- Reviewed and no additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

County Manager's Office

1. Describe how service delivery went during the month of September. What has been working well?

Admin Team

- The drop box is still going well, and front coverage is manageable.
- Phone calls continue to be very light.

Policy and Planning

- Working remotely is going well for all Policy & Planning and IMT Planning Functional Team (PFT) members. With PFT member transition to support CARES-related contract management and IMT transitions, PFT members no longer meet weekly but continue to communicate by email as needed.
- 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 work: Continue to manage 2020 grants, respond to request for information and assistance, and actively coordinate with state and other metro area partners on census-related issues. Board workshop scheduled 11/24.
 - Immigration: A new round of immigration application went live on August 17th to provide wrap around services that includes outreach and education on impacts of COVID-19 on immigration detention, removal proceedings, access to government benefits/programs and more. Board workshop scheduled 11/24.
 - Strategic Plan: The 2020 Strategic Plan has been finalized and is posted to the public on [ramseyCounty.us](https://ramseycounty.us) [page](#).
 - Supplemental Budget and Performance Measures: Policy & Planning and Finance finalized supplemental budget documents as well as performance measures for all service teams. Service Teams presented their departmental performance measures with the Budget Core Team in early August.
 - 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): The project sponsors and core planning team have re-established a meeting cadence and drafted workplan and next steps to reconvene all Service Team PCATs in September.
 - Vendor payment process mapping: Policy & Planning working with Finance to map out the vendor payment process, using RECERT invoices as a pilot. Process improvements were identified and implemented to enhance the process. 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 Bethesda and RCSO.

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?**

Admin Team

- There have not been any calls to the courthouse, but when we do receive calls, many are fluent English speakers so it is unclear if residents who cannot speak English fluently are aware of where to seek assistance and who to call if they have a question. It is also unclear if they are going elsewhere for assistance that is able to translate or interpret as needed.
- There have been no major concerns regarding staff. It is hoped that if a staff is experiencing challenges from COVID, they reach out to their supervisor or peers for support. This expectation or hope for them to reach out may be challenging, but check-ins occur as twice a week for the admin team and once a week for the policy team.
- It is also important to acknowledge the disappointment of Breonna Taylor's case, and being there for our Black staff and others who have been following the case to ensure they are mentally and emotionally okay. This case has developed even more trauma and mistrust of our system, even though it is outside of our County, we are all government and our Black residents may feel even less supported and have increased fear for the Courthouse.

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.

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

Admin Team

- Administrative staff will be scheduled to work remotely twice a week from the initial once a week remote, with the new administrative assistant still on-site five days a week until projects increase for work to be done from home.
- The on-site manager/director coverage will be expanded on a rotating schedule to ensure shared responsibility and prevent over burning the few staff who are on-site often at the CMO.
- With the change of workshops now occurring outside of the board meeting (either immediately following or at 1:30 p.m.), and with the administrative tasks to be completed by the Chief Clerk's Office after the board meetings (resolutions, minutes, contract management, for example), we are looking at enlisting the help of the Admin. Asst. 4s to provide the administrative support in managing the workshops.

Policy & Planning

- Policy & Planning and PFT members will continue to uplift our racial equity work and ensure that racial equity remains at the forefront in all that the county does, in areas such as service delivery redesign, planning and implementation, and in response to community unrest and trauma. Team members are dedicating significant time to examining the racial equity impacts on service delivery, access to food and basic needs and housing, 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.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc.)?
- No major challenges – the drop box will still be available and easily accessible to go down and pick up any items, phones will still be available, and a front desk staff will be on-site five days a week still.
 - Impacts and uncertainty of ongoing pandemic, elections results, and community reaction to trial of Derek Chauvin and other officers.

Deputy County Manager Comments

- Reviewed by Policy Director and no further comments or additions.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Finance

1. Describe how service delivery went during the month of September. What has been working well?

- Completed over 180 contracts related to CARES act spending for WFS, Food, Homelessness and RECERT
- Worked with Communications to complete the open data portal dashboard which provides detailed information on spending on COVID.
- We finalized COVID payroll information including redeployed, temporary, partial redeployments and other COVID related staff changes. We included this data in the October CARES submission to the Treasury.
- We are working on ideas for additional spending of CARES Act funding based on estimates for the major areas – FAS, Housing, WFS and CED. This will be a major area of work over the next few weeks.
- Submitted our second CARES Treasury report.
- We completed guidance on accounting for equipment/assets purchased with CARES funds after December 30.
- Finalized the contract monitoring plan and started training for both employees and vendors. Monitoring work has just begun.
- We spent a significant amount of time and effort with the Compliance and Oversight team developing ways to pivot in the final quarter to use any remaining CARES funding.

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 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.
- 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 and why? Please note, significant changes will need to be approved by the county manager.

- We do not anticipate any changes.
- We will be pivoting to some new programs at the end of the year to spend CARES funding and we will return to the Board to report on that in October/November.

MONTHLY SERVICE DELIVERY CHECK-IN

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc.)?
- The main challenge facing Finance is getting the CARES act funds spent by the end of the year, including the contracting and procurement that is required, and ensuring we have the data to report back to the Treasury.
 - There could be a challenge related to subrecipient monitoring if vendors are not meeting the requirements and virtual meetings are not helping to get to a resolution, resulting in a potential on-site visit.

Deputy County Manager Comments

- Reviewed and no additional comments.

County Manager Comments

MONTHLY SERVICE DELIVERY CHECK-IN

DEPARTMENT

Human Resources

1. Describe how service delivery went during the month of September. What has been working well?

- Virtual services, interviews, meetings and training seems to be working well. Team is able to adapt quickly when we encounter technological issues.
- Virtual bargaining with AFSCME has started using the WebEx platform facilitated by the Bureau of Mediation Services and the teams are adapting to the challenges of the virtual environment.
- Presentations of employee achievement awards by the board are being resumed since COVID-19 began.
- Development and launch of the race equity learning cohorts and employee resource groups.

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?

- Virtual talking circles seem to be less effective than in person talking circles. Continuing to look for new ways to engage with staff virtually.

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

- Online access to and distribution of all open enrollment material unless employees request physical copies.

Additional Question for This Month

4. What challenges do you anticipate facing in service provision and/or in your daily operations as we move into fall and winter (considering weather, COVID, etc)?

- Concerns around how to support employees who may experience increased stress or mental health issues during the winter season.
- Concerns around how to prevent staff burn out at all levels of the organization due to the compounding impacts of COVID-19 and lack of social interaction.

Deputy County Manager Comments

- Reviewed and no additional comments

County Manager Comments