



Board of Supervisors Memorandum

March 26, 2020

**Special Meeting Thursday, March 26, 2020
Report on Various Issues Related to the COVID-19 Pandemic**

Background

The Board of Supervisors has scheduled a Special Meeting to canvass the Presidential Preference Election and to hear appropriate up-to-date responses and requested actions regarding the COVID-19 pandemic.

I am pleased report that the Presidential Preference Election (PPE) went off without a hitch and the election canvass is included in your material under the item related to canvassing the PPE. Of concern during this election was would our poll workers report to their polling stations. More than 92 percent of poll workers assigned at polling stations reported for duty. A testament to their dedication to our election process and for that we congratulate and thank them for their dedication.

Report

2 At Risk Population, as Identified by the Centers for Disease Control and Prevention (CDC)

Supervisor Ally Miller asked that this item be placed on the Addendum for discussion and possible action. To help facilitate the communication, I have provided the attached March 25, 2020 memorandum related to the latest information we have on grocery stores and pharmacies providing pickup and/or delivery services for food and prescription drugs. (Attachment A)

3 (A) Report from Chief Medical Officer Dr. Francisco García and Public Health Director Dr. Bob England on health and medical related issues associated with COVID-19.

An area that I would like our physicians to concentrate on is the area of COVID-19 testing, both the availability of testing kits and actual testing by laboratories. This is an issue that has been widely discussed in the media and reported on ranging from tests are available to anyone that wants one, to tests are not available. Our public health agency, through the leadership of Dr. Francisco Garcia, has been able to obtain University production of COVID-19 test kits, which are the critical link in providing additional tests.

It is important to understand that actual lab testing or the capacity at labs is not the controlling factor presently in the delivery of test results. Test collection kits, or those kits that collect samples that are then sent to laboratories are the critical link.

MPR 2570M0449 PCD KDF RD

Dr

The University has been able to produce test collection kits that meet appropriate standards on a relatively small scale and for limited applications. While these test kits are being assembled, the Health Department is working to secure assurances that the various laboratory contractors will process the specimens collected using these materials. We estimate production can vary from 1,000 test kits per week to 5,000. The County has already requested that production be ramped up to the maximum amount possible.

Because testing and test collection kits remain scarce asset throughout the country and in Pima County in particular, guidance has been provided by the Centers for Disease Control and the Arizona Department of Health Services regarding whom should be prioritized for testing. The goal of testing is to limit introduction of COVID-19 in healthcare and congregate settings and vulnerable populations. For that reason, until sufficient and consistent testing supplies and capacity are widely available, public health and healthcare professionals are prioritizing testing among three specific groups experiencing COVID-19 symptoms:

- Healthcare workers, first responders, and critical infrastructure personnel,
- Individuals living in congregate settings,
- Individuals hospitalized with respiratory symptoms.

Both Dr. Garcia and Dr. England can expand on the public health rationale associated with this testing protocol, which will not be altered at this time.

For your information, I have attached the Health Department's COVID-19 Outbreak Response Briefing. (Attachment B)

- 3 (B) Report from Assistant County Administrator John Voorhees and Office of Emergency Management Director Jeff Guthrie regarding operation of the County Regional Emergency Operation Center, as well as the Joint Information Center, including but not limited to coordination with other jurisdictions and municipalities, including supply and distribution of medical supplies and equipment.

In addition to the written report provided by our Office of Emergency Management (OEM) professionals, I am asking them to orally expand on an issue that has been raised by many. The supply of equipment, more importantly personal protective equipment (PPE). This is the most requested material to be distributed by our OEM. It is important to note that our office receives this material from the federal government, then, in turn receives a distribution from the State in proportion to the County's population through the Strategic National Stockpile (SNS). The resupply of these materials primarily for medical equipment and PPE has not been robust. We have distributed all stockpiles that have been in place at our OEM. In addition, we placed an order for equipment, including COVID-19 test kits on March 18, 2020. Our order of COVID-19 test kits was processed then canceled and more than likely diverted to other states with higher priority.

On March 23, 2020, we received the first shipment of essential supplies and equipment and these supplies are now being distributed primarily to priority users. We have placed a second SNS resupply request to the State. It must be remembered and stressed that these supplies are for essential medical equipment and PPE, they are not supplies for normal sanitation and disinfection. These products should continue to be procured through the normal procurement chains of organizations. They will not be supplied by OEM.

The supply of critical medical equipment including PPE will continue to be an issue. The demand for such equipment far exceeds the supply through the normal channels, for example) after the County received its shipment from the national stockpile the total number of surgical masks in supply was 45,500 items. The total number of requested surgical masks from the community is 511,893. Until production is increased for critical PPE supplies, the region will be forced to triage the distribution of essential products.

Below are the logistics requests as of yesterday compared with what has been received.

	Total number request	Number of requests	Shortfall
Surgical Masks	56	513893	-472593
N95 Masks	46	152903	-141231
Nitrile Gloves, Small (Boxes)	17	3962	-3842
Nitrile Gloves, Medium (Boxes)	24	6048	-5928
Nitrile Gloves, Large (Boxes)	25	4598	-4483
Nitrile Gloves, Extra Large (Boxes)	21	2728	-2728
Face Shields	14	125266	-121209
Goggles	2	11819	-11794
Viral Transport Media	2	1100	-1100
Universal Transport Media	22	1100	-1100
Hand Sanitizer	12	2033	-953
Disinfectant Wipes	1	11166	-11166
PAPRs (complete system)	42	87	-87
Isolation Gowns	8	335224	-332872
Surgical Gowns	0	9690	-9690
Normal Saline (bags)	2	0	0
NP Swabs	2	1687	-1687
OP Swabs	22	1687	-1687
Serum Separator Tubes	12	0	0
Blood Draw Equipment	1	0	0
Rapid Flu Diag. Supplies	42	0	0
Viral Panel (PCR) Supplies	8	100	-100
lactated ringers	0	0	0
Booties	2	103540	-103540
Bonnets	2	17100	-17100

In summary, we will continue to do the best we can in the resupply of this critical equipment, but we are subject to the supply restrictions from the State.

For your information, I have included a March 24, 2020 memorandum from Assistant County Administrator John Voorhees outlining the Emergency Operations Center activities during the COVID-19 Pandemic. (Attachment C)

3 (C) Consideration of extension of the Proclamation dated March 19, 2020 and possible expansion of applicability.

On March 19, 2020, the Board of Supervisors declared a State of Emergency and a subsequent Proclamation limiting public gathering at a number of locations. This pandemic proclamation largely reflected the same proclamation of the City of Tucson. However, it has been brought to our attention that it may have omitted a number of public gathering places such as swap meets and farmers markets where ten or more gather and COVID-19 transmission is possible. In the time since this has been brought to our attention, both areas of concern have effectively resolved themselves.

Expansion of Applicability

First, swap meets and, in particular, the Tanque Verde Swap Meet, has voluntarily closed. In addition, farmers markets, particularly certified farmers markets, are included in the Governor's Executive Order as being essential services. In addition, the Heritage Farmers Markets have developed very specific guidelines for their operations as outlined below:

1. All customers/vendors/staff must stay home if they are sick or if someone in their household is sick.
2. Customers, vendors, and staff are required to observe "social distancing" maintaining a space of six feet from each other.
3. Vendor booths will be spread out to maintain social distancing.
4. No communal food areas will be set up.
5. Only prepackaged food will be for sale at the market.
6. No sampling of food will be permitted.
7. No food preparation food booths will be allowed to operate.
8. The only HeirloomFM transactions that will happen on site will be for those customers with SNAP/EBT. There will be no token sales.
9. Hand sanitizer will be available at our market info booths and additional handwashing stations will be set up at the market.

Therefore, there is no need to amend or expand the previous Proclamation to expand areas covered at this time.

Extension of time

The Governor's Executive Order 2020-09 dated March 19, 2020 is the Order that limited the operations of certain businesses to slow the spread of COVID-19. This Order affects the entire state. This statewide Executive Order also contains Item 7 which states, *"This order shall remain in place until further notice and shall be reconsidered for repeal or revision every two weeks following issuance."* There has been no Executive Order to repeal this order, therefore based on the Executive Order issued on March 19, 2020, two weeks from that date would be Thursday, April 2, 2020, which at this point I would assume will be continued another two weeks to April 16.

The Proclamation approved by the Board on March 19, 2020 extended the prohibition of public gathering to March 31, 2020, it is recommended that the Board extend the Proclamation on the prohibition of public gathering until midnight April 10, 2020, which coincides with the Governor's Proclamation extending school closures as well as state "until further modified by Governor's Executive Order", which would then extend the Proclamation to coincide with the Governor's Executive Order.

Civil Penalties for Proclamation Violators

The County has received a number of inquiries and/or complaints with regard to noncompliant activities in the Proclamation. The only remedy is a criminal citation. In order to provide for more effective, simpler and noncriminal enforcement of the Proclamation, it is recommended the Board insert civil penalties which are designed to encourage compliance. The County Attorney has drafted the additional Proclamation that would accomplish these items. (Attachment D)

3 (D) Informational Report on activities of all County departments and agencies related to the COVID-19 emergency.

Included in the materials is a summary report of all County departments and agencies and the actions they have taken with regard to limiting exposures of their employees as well as the public, to the COVID-19 virus. If the Board has any specific questions of any department or agency regarding their actions, I have asked them to be available by telephone, email or instant messaging. (Attachment E)

4) Pima Serves Plan

At the Special Board Meeting of March 19, 2020 where the prohibition to public gathering was enacted, Supervisor Valadez' proposed *"Pima Serves Plan"*. This item will report on the various activities and actions taken by County departments and agencies to develop such a plan for implementation. (Attachment F)

Finally, I would ask the Board to schedule another Special Meeting or Emergency Meeting on April 2, 2020, beginning at 10:00 a.m. to consider and approve modifications to our Human Resources or Personnel Policies to implement the March 18, 2020 Families First Coronavirus Response Act, which was signed into federal law.

Sincerely,



C.H. Huckelberry
County Administrator

CHH/lab – March 25, 2020

c: Jan Leshar, Chief Deputy County Administrator
Carmine DeBonis, Jr., Deputy County Administrator for Public Works
Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer,
Health and Community Services
Dr. Bob England, Director, Pima County Health Department
John Voorhees, Assistant County Administrator
Jeff Guthrie, Director, Office of Emergency Management and Homeland Security
City/Town Managers -
Mary Jacobs, Town Manager, Town of Oro Valley
Jamsheed Mehta, Town Manager, Town of Marana
Michael Ortega, Manager, City of Tucson
Kelly Udall, Town Manager, Town of Sahuarita
John Vidaurri, City Manager, City of South Tucson


ATTACHMENT A



MEMORANDUM

Date: March 25, 2020

To: The Honorable Chairman and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator 

Re: **Additional Information - Addendum Item #2 on the Board of Supervisors Special Meeting of March 26, 2020 Regarding Actions to Protect Vulnerable Populations from the COVID-19 Virus**

Supervisor Ally Miller indicated concern regarding at risk populations being unnecessarily exposed when purchasing groceries and/or picking up pharmaceuticals and inquired about a delivery system or actions the County may be of assistance in.

The following website contains a list of grocery stores, pharmacies, pet stores, etc. that will deliver or have pickup options:

<https://www.tucsontopia.com/grocery-delivery-tucson/>

Two companies, Instacart and Shipt, provide pickup and delivery services. In addition, a number of grocery stores offer drive thru and curbside services, including Fry's Safeway, Albertsons and Wal-Mart. Most pharmacies require in-person pick up of prescription drugs. CVS and Walgreens have drive thru windows that reduce the need for an individual to enter the store for prescriptions.

Finally, as we continue to inventory essential and non-essential employees, it is likely we can determine if they can provide transportation services to the community, similar to those described by Supervisor Miller.

Our Communications Department will issue appropriate press releases in association of each of the grocery vendors to ensure that individuals including seniors have a clear understanding of their availability to order these supplies online, or by phone and have the groceries and other supplies delivered to their door limiting their need to leave their residence.

CHH/anc

c: Jan Leshner, Chief Deputy County Administrator
Julie Castañeda, Clerk of the Board of Supervisors
Mark Evans, Director, Communications

ATTACHMENT B

Response Timeline of Significant Events

- **January 26, 2020** – AZ Department of Health Services opens their Health Emergency Operations Center in response to the first COVID-19 case in Arizona (Maricopa County).
- **February 1, 2020** – Pima County Health Department activates their virtual Health Emergency Operations Center in order to facilitate and stream line communication with local, state, and federal partners essential for response and preparedness in Pima County.
- **March 9, 2020** – First COVID-19 cases announced in Pima County.
- **March 11, 2020** – Governor Ducey declares state of emergency in Arizona.
- **March 13, 2020** – Pima County activates Emergency Support Function 8 – Public Health and begins coordinating response actions out of the County Emergency Operations Center
- **March 18, 2020** – Pima County establishes a Joint Information Center to coordinate public information activities related to Pima County's response actions.
- **March 19, 2020** – Pima County Board of Supervisors declare a state of emergency.
- **March 23, 2020** – Pima County Health Department announces first COVID-19 related death.

Situational Update as of March 25, 2020

- Cases in Pima County – 46
- Cases in Arizona – 401 in 11 counties
- Deaths in Pima County – 6 (1 in Pima)

Key Response Challenges

- Local and national shortages of critical medical supplies, most notably personal protective equipment such as surgical masks, N95 respirators, face shields, and ventilators.
- Local and national shortages of critical testing related materials, including sample collection swabs and transport media.
- Economic and social impacts of businesses and events within Pima County related to the encouragement of social distancing practices to slow the spread of COVID-19.
- Mass buying of household supplies and food related to panic buying.
- Unemployment as a result of business closures.

Overall Response Objectives

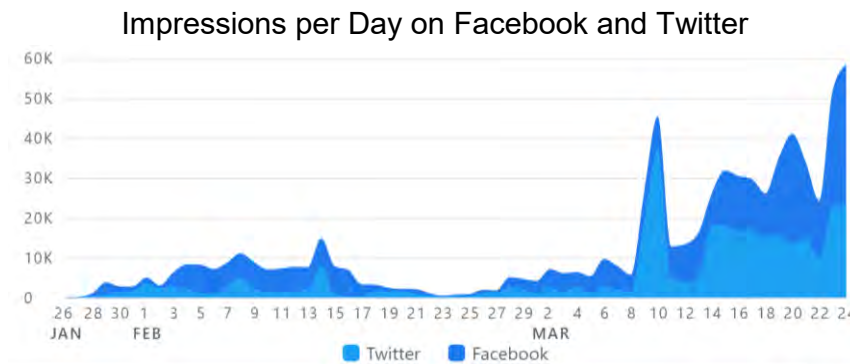
- Provide for the safety of responders, health care providers, and the community by following established safety protocols, by conducting risk management assessments, and by establishing regular communications with cooperators.
- Provide relevant and/or critical information to cooperators in a timely manner to allow for safe and efficient operations.
- Provide information to the public and media as it become available throughout the day, including critical notifications as necessary.
- Develop and implement an ordering, receiving, and distribution plan for all materials and affected entities, including personal protective equipment.
- Develop a plan for surge strategy and plans for health care providers, and communicate this plan to all of them with a written plan.
- Create a recovery process that aligns with the multiple local, state, national disaster declarations.
- Create redundancy roster of secondary and tertiary staffing.
- Develop a plan for infection of response staff and telecommute options.

Logistics and Supply

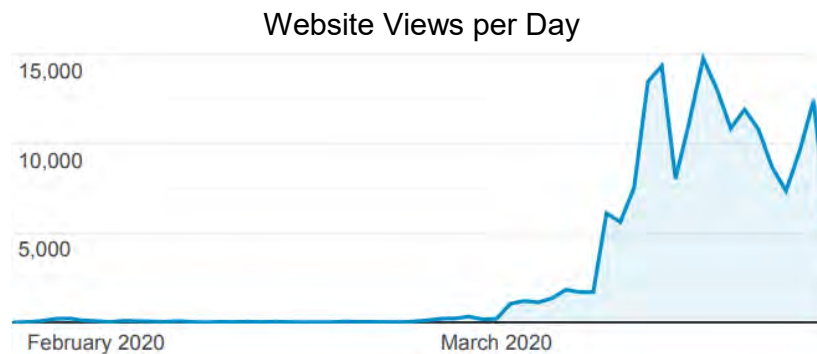
- New requests for supplies are submitted daily. As supplies become available through strategic national Stockpile requests and procurement through current and new contracts, those requests are triaged and fulfilled as quickly as possible.
- Partners that have previously submitted request are continuing to follow up with additional information/specifics.
- Health (hospitals, private practice, long term care, etc.) facilities continue to account for the overwhelming majority of requests.
- Surgical masks, N95 respirators, gloves, and gowns are the most frequently requested supplies.
- The majority of supplies allocated and delivered thus far have been to long-term care partners, with plans for future Strategic National Stockpile and purchased supplies to fulfill requests from larger hospital systems.

Public Engagement

Since January 26, 2020, Health Department social media impressions* and views of the COVID-19 webpage have increased rapidly. There have been nearly 185,000 views of the COVID-19 webpage.



**Impressions are how many times a piece of content is presented to users*



Situational Assessment and Forecasting (needs work)

- **Community Spread** – Local infections will continue to increase in Pima County.
- **Supply Needs** – The supply and delivery of personal protective equipment and laboratory testing supplies will continue to be critical.
- **Identification of High-Risk Clusters** – The need and urgency for public health to identify clusters of COVID-19 cases in high-risk facilities like long term care, congregate living settings, and healthcare workers will continue to increase.
- **Surge Capacity** – Public health will need to continue assisting hospitals to identify solutions for step down and diversion of patients that do not need hospital level care or who can be discharged from hospital care.

ATTACHMENT C



MEMORANDUM

Date: March 24, 2020

To: C.H. Huckelberry
County Administrator

From: John Voorhees
Assistant County Administrator

Re: Emergency Operations Center activities during the COVID-19 Pandemic

The Pima County Emergency Operations Center (EOC) functions as the highest level support mechanism for the region during large-scale disasters. Pima County activated the EOC on Friday, March 13 to execute Emergency Support Function (ESF) 8 – Public Health. This document explains the construct under which the Health Department's public health staff and the Office of Emergency Management are currently operating—namely the National Incident Management System (NIMS). The document also highlights the most recent activities of the EOC and the communities it serves.

The Federal Emergency Management Agency (FEMA) created NIMS in 2004. According to FEMA.gov:

NIMS guides all levels of government, nongovernmental organizations (NGO), and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS defines operational systems, including the Incident Command System (ICS), Emergency Operations Center (EOC) structures, and Multiagency Coordination Groups (MAC Groups) that guide how personnel work together during incidents. NIMS applies to all incidents, from traffic accidents to major disasters.

The Pima County Office of Emergency Management (OEM) organizes, trains, and equips all regional partners to operate in the EOC under the NIMS/ICS construct. The U.S. Department of Homeland Security funds a large portion of the 8-person department's operations. The 2004 Pima County General Obligation bond funded the design and construction of the Pima Emergency Communications and Operations Center (PECOC), which currently houses the EOC. During a large-scale incident, trained members of the community are "activated" to support a designated Incident Commander (IC) - normally the on-scene commander for a disaster. The EOC does not control the incident, but rather functions as a force-multiplier to handle the logistics, security, communications, and policy needs of the IC. This enables the IC to focus on the immediate tactical needs of the problem set.

C.H. Huckelberry, County Administrator

Re: Emergency Operations Center activities during the COVID-19 Pandemic

March 24, 2020

Page 2

Generally, members of the OEM staff, who have been formally trained, lead the major functions of the EOC (EOC Director, EOC manager, Team Chief,...) while other members of the community lead areas corresponding to their particular field of expertise (Public Health, Law Enforcement, Fire, Animal Control,...). The EOC is tailored to meet the immediate needs of the IC and to strategize the most efficient manner to recover back to normal regional operations.

The EOC operates under a whole of government construct. Federal, state, county, city, and town governments all participate as part of the regional support apparatus. For smaller incidents, participation may simply take the form of information exchange. In the current situation, each day at 9:15 am and again at 3:00 pm, EOC staff brief the day's operations to stakeholders throughout the community. Following the 9:15 am briefing, members of the City of Tucson Emergency Management and leadership team participate in an in-person meeting to synchronize the efforts of the two governments. Members of the EOC participate in a host of ad hoc and higher level meetings, with the goal to share the latest information and guidance to the widest appropriate audience. In a full EOC activation, the list of meetings is more defined and systematic but the purpose remains the same. Real-time information and formal requests for resources are shared via a collaborative software platform called WebEOC.

During the COVID-19 pandemic, the EOC operates in a hybrid mode. Due to the nature of the incident, the IC is the Health Department Deputy Director. The EOC manager is the Director of Public Health. The EOC and OEM staff are in direct support of the Health Department as it manages the response to the pandemic. ESF-8 (Public Health) is the primary function that the EOC supports. Logistical support and supply chain management comprise the bulk of tasks delegated to the EOC. The EOC Logistics Section has been procuring and requesting personal protective equipment, COVID-19 test kits, and sanitizing equipment to support regional public (and private) health and public safety agencies. The supply chain experiences periods of critical stress currently. The EOC manages priorities for resupply and tracks the availability of a multitude of products (from office supplies to ICU bed capacity) in order to assist the IC's decision-making ability. Unfortunately, the grim global supply situation frustrates the overall support capability of the EOC. The EOC requested supplies from the Strategic National Stockpile (SNS). The County received its first shipment on March 23. The EOC Logistics Section will exhaust that limited stockpile by close of business March 25.

In most situations, the IC remains focused on the immediate task of solving the incident. The EOC takes a broader view of incident management. In addition to providing immediate support, the EOC takes responsibility for addressing more systemic issues that enable communities to respond and recover quickly. The EOC addressed the supply chain issue by requesting the governor to activate the National Guard to assist with grocery item distribution. Starting March 24, approximately 700 Arizona National Guardsmen will begin driving supplies from warehouses to grocery stores – bolstering the supply chain. Charitable organizations such as the Southern Arizona Community Food Bank have also requested assistance packing and distributing meals. The Pima County EOC met with members of the

C.H. Huckelberry, County Administrator

Re: Emergency Operations Center activities during the COVID-19 Pandemic

March 24, 2020

Page 3

County's Community Services, Employment, and Training (CSET) Department. The goal was to address the economic impacts of COVID-19 on the region's workforce. Through the EOC, CSET will reach out to the community to determine work options for citizens displaced during the pandemic. The EOC coordinates this and a myriad of other such efforts.

Information gathering and dissemination is a critical task. While not part of the EOC, the Joint Information Center (JIC) is an integral part of NIMS. It is comprised of County Communications Department personnel and public information officers from around the region. This centrally located information hub searches for information from all sources and manages the message for the IC and Regional leadership. The Regional JIC has assembled a COVID-19 public website. They take numerous media requests and disseminate the latest information regarding the incident and the region's response.

Finally, in many disasters, our traditionally generous public desires to support its local community. The County's EOC works with community and national non-governmental organizations (NGOs) that span the spectrum of interests. Faith-based organizations, school agencies, homeless shelters, private companies and many more organizations contribute time and resources to their community through the EOC. The EOC will often coordinate volunteer efforts to maximize the effectiveness of their work and contributions. The EOC will utilize agencies skilled in volunteer organization and charitable giving management. On March 24, the EOC requested a volunteer coordinator from the Health Department. This person will work with two primary organizations, (Community Organizations Active in Disasters [COAD] and the Medical Reserve Corps of Southern Arizona [MRCSA]), to manage the resources and requests of volunteer organizations. If the need expands, the EOC will look to the American Red Cross to harness the resources of the community's volunteers. The COVID-19 incident has not grown to a scale necessitating external assistance yet. The EOC's partner organizations have been notified that the request for assistance may come soon, however.

Thirty personnel currently operate the EOC. The Health Department has maintained the IC and EOC lead during this pandemic. Should the problem set expand, the EOC will activate other ESFs to meet the region's needs. The next likely active ESFs would be: ESF-6 (mass care), ESF-4 (Fire), and ESF-13 (Public Safety and Security). Depending on the evolution of the incident and its cascading effects, the EOC leadership team will adjust to meet the needs of the current situation.

JCV

CC: Jan Leshar, Chief Deputy County Administrator

Francisco Garcia, MD, MPH, Deputy County Administrator and Chief Medical Officer,
Health and Community Services

Jeff Guthrie, Director, Pima County Office of Emergency Management

Paula Mandel, Deputy Director, Pima County Health Department

ATTACHMENT D

**PROCLAMATION OF THE PIMA COUNTY BOARD OF
SUPERVISORS REGARDING A STATE OF EMERGENCY
RELATED TO THE COVID-19 OUTBREAK, AMENDING
AND EXTENDING THE DURATION OF THE PROVISIONS
IN THE PROCLAMATION DATED MARCH 19, 2020**

The Board of Supervisors of Pima County, Arizona finds:

1. On March 19, 2020, the Pima County Board of Supervisors adopted Resolution No. 2020-18, declaring an emergency or local emergency to exist in unincorporated Pima County related to the COVID-19 outbreak and adopting the orders contained in an accompanying Proclamation issued the same day.
2. Section 2 of Resolution No. 2020-18 authorized and empowered the Chairman of the Pima County Board of Supervisors to govern by proclamation, as authorized by A.R.S. § 26-311, in consultation with the County Administrator and Chief Medical Officer, as provided in the Proclamation accompanying Resolution No. 2020-18.
3. Section 2 of Resolution No. 2020-18 further provided that any additional or future proclamation or change to the Proclamation dated March 19, 2020 must be approved at a regular or special meeting of the Board.
4. The Pima County Board of Supervisors has determined that, in light of the continued and increasing impact of the COVID-19 outbreak in unincorporated Pima County, it is necessary to extend and prohibitions and restrictions in place under the Proclamation dated March 19, 2020 and to amend the penalty provisions.

NOW, THEREFORE, IT IS PROCLAIMED AND ORDERED, EFFECTIVE IMMEDIATELY, AS FOLLOWS:

SECTION 1. The regulations imposed by Section 1 of the Proclamation dated March 19, 2020, shall remain in effect until April 10, 2020, at 11:59 p.m.

SECTION 2. Section 3 of the Proclamation dated March 19, 2020, is revised as follows (new material is underlined; deleted material is stricken through):

~~Pursuant to A.R.S. § 26-317, a~~ A person who violates any of the above prohibitions or restrictions in the Proclamation dated March 19, 2020 shall be guilty of a Class 1 misdemeanor ~~subject to civil penalties as provided below:~~

1. First violation: a written warning will be issued.

2. Second violation: the person is subject to a civil penalty of \$500.
3. Third and subsequent violations: the person is subject to a civil penalty of \$2,500.

Civil penalties shall be enforced by issuance of a written citation, which shall be heard as a civil matter before a justice of the peace. As an alternative and at the discretion of law enforcement, violations may be enforced as Class 1 misdemeanors as authorized by A.R.S. § 26-317. Any violation that is continuing in nature shall constitute a separate offense on each successive date the violation continues, unless otherwise provided.

SECTION 3. Except as expressly modified by this Proclamation, the provisions in the Proclamation dated March 19, 2020 remain in effect.

PROCLAIMED at _____ this ____ day of _____, 2020.

Richard Elías
Chairman, Pima County Board of Supervisors

ATTEST:

Julie Castañeda
Clerk of the Board

APPROVED AS TO FORM:



Andrew L. Flagg
Chief Civil Deputy County Attorney

ATTACHMENT E



**COVID-19
PIMA COUNTY
DEPARTMENT
ACTIVITIES UPDATES**

Departments

Analytics & Data Governance (ADG) - (Total Employees 16)

As would be expected, the ADG has limited interaction with the public. However, they have limited the number of people allowed into the lobby area of the department and created a waiting list if it becomes necessary.

Internally, most meetings with County staff have been replaced with Skype meetings. High touch areas are disinfected on a daily basis. There are currently eleven staff members who have laptops and could work from a remote location. A plan for performance data and monitoring has been developed for employees that may be approved for telecommuting.

Assessor (AS) - (Total Employees 103)

No response has been received as of this date.

Attractions & Tourism (ED) - (Total Employees 12)

Our Attractions and Tourism Department are working to provide as much updated information as possible to the public. As a key part of our community and tourism, these are difficult times as access is either limited or not available due to the threat of COVID-19. In response to this crisis, the Historic Courthouse and Visitor Center and offices are closed to the public. However, work is continuing throughout the Historic Courthouse and Visitor Center with installation and completion of rooms.

Regarding our Attractions, staff is working with all of them to update, answer questions and provide information as needed. In addition, we are working with Visit Tucson and their partners to provide information and resources to tourism businesses that need information. Individual staff members are being deployed as needed to critical areas of the County, (OEM, Communications).

The current status of Attractions:

- Colossal Cave Mountain Park – Closed
- Old Tucson - Closed
- Arizona Sonora Desert Museum- Closed
- Rillito Race Track – Closed
- Crooked Tree Golf Course – Closed
- Pima Air and Space Museum – Closed
- Titan Missile Museum – Closed
- Pima County Fairgrounds – Fair Cancelled, RV Park open, and events cancelled
- Tucson Dragstrip- Closed
- Tucson Speedway – Closed
- Ajo Golf Course – open but will be closing for the season soon.

Behavioral Health (BH) - (Total Employees 21)

Currently, Behavioral Health is open and conducting business as usual while practicing social distancing guidelines. BH is working closely with the Health Department and our system partners to stay informed of the latest on the COVID-19 situation and developing plans on how best to provide care to the mentally ill and homeless populations.

There are several employees who meet the criteria to work from home and are in daily communication with the office.

Clerk of the Board (CL) - (Total Employees 17)

The Clerk's Office is continuing its everyday functions but has closed their reception area due to the lack of a glass barrier on the public counter. Those activities have been moved to the information counter, which will remain open until further notice.

All other Clerk of the Board's business is proceeding as usual following the COVID-19 precautionary guidelines.

Communications and Graphic Services (CM) - (Total Employees 20)

Currently Communications employees are staffing the Joint Information Center and are responsible for communicating to the public information about prevention and mitigation of the spread of COVID-19.

Public counters are being staffed following social distancing guidelines, and where possible, all meetings are being held via Skype. Those meetings where people must attend in person are being limited to the number of attendees and held in rooms where distancing guidelines can be met.

Community Development & Neighborhood Conservation (CD) - (Total Employees 23)

Community Development and Neighborhood Conservation Department (CDNC) is committed to remain available to the public in need of services. Steps taken in response to this health emergency include the use of Skype for all internal and external meetings including appointments with agencies and constituents as available.

Staff is finalizing a virtual meeting schedule with the Community Advisory Committee for the Outside Agency Program to conduct their non-profit presentations via Skype and Facebook. Agencies have been notified and appreciate this ability to present remotely.

CDNC has informed agencies and groups of over 10 persons that routinely schedule the Pima County Housing Center for community meetings to seek and utilize other means until further notice (most have already canceled or postponed their meetings until further notice).

For the Pima County Housing Center, given the size of the lobby and social distancing guidelines, access to public computers and materials will be limited to 4 persons at any one time. Computers will be made available to the public in 45 minute increments. Signage will be posted and enforced per proper cough and sneeze etiquette, and staff will sterilize public computers and hard surfaces after every use. An informative "Notice," sign-in sheet, and

internet link to the Housing Center's website will also be posted at all entrances and provided to constituents interested in using the community computers, setting appointment, etc. Staff is actively working with IT staff to update its web presence to best accommodate constituents to Department resources, especially during this time.

Community Services, Employment and Training (CS) - (Total Employees 97)

Community Services, Employment and Training's (CSET) services will be needed during this time of great uncertainty, which has brought layoffs and shortages. Balancing both our employees' safety and the public's need and safety is a priority. At this time, all lobbies are open and have been limited to 10 customers and staff. The Pima County One Stop is setting up a hotline for dislocated workers to call in and receive services. The Business Services team conducted a brief survey of local industry in a number of sectors and will continue to do outreach to employers.

Staff are conducting eligibility interviews and case management appointments via phone or Skype and encouraging customers to send documents via email, fax, or mail, unless it poses a barrier to customers receiving services. Social distancing guidelines are being followed where necessary. Due to reception staff capacity, CSET is working with the Pima County Library to identify library staff who can fill in at One Stop locations in case of increased demand and staff shortage. Additional online services for customers are also being developed. Staff are also exploring how we can provide Rapid Response activities for laid off workers and other services in outside areas to be able to serve large numbers of people while reducing potential transmission.

We understand that other agencies are also changing practices. The Sullivan Jackson Employment Center has ceased exiting participants from its housing programs to ensure the continued housing stability of its participants and is limiting home visits. Community Action Agency is working with the state to increase funding for evictions and foreclosures and has received waivers from the state for electronic application signature and self-certification of income. The Pima Vocational High School and Las Artes are following Department of Education guidelines by providing online learning opportunities and making phone contact with all students. Additionally, Program Managers are working on contingency plans for critical upcoming programs like summer youth employment.

Pima County Courts System - (Total Employees 1,129)

The Chief Justice of the Arizona Supreme Court issued Administrative Order No. 2020-47, authorizing the presiding judge of the superior court to determine how court proceedings will be conducted given the unprecedented current conditions and the Governor's declaration of a statewide emergency. Superior Court, Justice Court, including Ajo and Green Valley, Juvenile Court and Constables have implemented procedures to address protecting all parties.

Constables (CO) – (Total Employees 14)

The Constables Offices are subject to Justice Court Administrative Order 2020-2, which orders that all Pima County Consolidated Justice Court cases being continued for 30 days.

However, evictions relating to criminal violations to protect the community will continue to be served according to statute, except certain evictions have been suspended by Governor Executive Order.

Justice Court Tucson (JCT) - (Total Employees 116)

Our consolidated Justice Court (JCT) is also subject to Administrative Order 2020-2, and all Pima County Consolidated Justice Court cases have been continued for 30 days. However, JCT will continue to hear Protective Orders, In-Custody Initial Appearances, In-Custody Video DV Arraignments, In-Custody Video Pre-Trial Conferences, and Preliminary Hearings. Court filings will also continue to be accepted; fine payments will only be accepted online, by telephone or by mail. A secure drop box has been placed on the first floor for new case filings.

Additionally, pursuant to JCT Administrative Order 2020-1, attorneys are permitted to appear telephonically and waive the presence of their client with the exception of changes in plea and sentencing.

At this time, all weddings at the JCT have been cancelled beginning March 23 through April 3rd.

Justice Court Green Valley (JCG) - (Total Employees 8)

Out of great precaution, the Green Valley Justice Court will be closing its doors to the public except for emergencies and protective orders. Court business can be done online, by phone, mail or drop box. Payment can be made online or via www.azcourtpay.com if looking for cash payment information.

Juvenile Court (JU) - (Total Employees 331)

Juvenile Court remains open and has provided a Notice on both Superior Court and Juvenile Court's webpages with detailed information on all court functions informing the public of the court's response to COVID-19.

Regarding employees, they are currently working staggered schedules, and telecommuting where appropriate, to provide essential services. Court facility staff is also providing assistance to JanCo with sanitizing the courthouse.

Superior Court (SC) - (Total Employees 650)

Per mandates outlined in the Arizona Supreme Court Administrative Order 2020-48, as well as Pima County Superior Court Administrative Orders 2020-12 – {Pima County Court Operations During the Public Health Emergency} and 2020-13 – {Pima County Superior Court Criminal Matters During the Public Health Emergency}, Presiding Superior Court Judge Bryson implemented directives in response to COVID-19. Superior Court will remain open. However, individuals who are ill or exhibiting symptoms of COVID-19 will be denied entry or asked to leave, as other arrangements can be made for court appointments.

All Pima County Superior Court Criminal cases are continued to a date after April 17, 2020, except for certain cases, including In-custody appearances, arraignments, preliminary hearings and conditions of release proceedings, domestic violence protective proceedings, child protection custody proceedings, among others. For other court functions, regular jury service is suspended until April 20, 2020. Individuals summoned for jury duty between March 16 and April 13, 2020 have been excused. Existing grand jury proceedings are continuing with jurors practicing distancing guidelines. The Superior Court Law Library and Resource Center is only available via remote access at this time. As noted above, attorneys may request to participate remotely. The Conciliation Court is conducting most mediation and conciliation matters via phone as well. Courthouse visits and court-sponsored public events, including Court Night and Law Day are suspended until further notice.

County Attorney (PCA) - (Total Employees 371)

The County Attorney's Office has also implemented steps in response to COVID-19.

Regarding employees, those who are at higher risk for serious illness from COVID-19 will be permitted to work remotely from home if their job duties can be performed remotely, as approved. Employees affected by school closures will also be permitted to work remotely from home if their job duties can be performed remotely as determined by their program director.

For other programs, voluntary internship programs have been suspended. All law clerks are working remotely. All out-of-state and in-state-travel is suspended through the end of the fiscal year. Video conferencing or webcasts are being utilized for all seminars, conferences and large multi-agency meetings, as well as meetings within the office and whenever possible with victims, witnesses, law enforcement and others.

For other PCA functions, the public window access is being closed and moving to telephonic communications. Public access to the building downtown is being limited by modifying walk-ins interaction. Detectives have been directed to go directly into the field from home. They have also been directed, other than in emergencies or making arrests, to avoid hospitals and other large gathering places and to conduct all interviews via telephone or video conferencing. They are also working to reduce the number of transports provided by our detectives. Training is also being done via video conferencing as possible.

County Administrator (CA) - (Total Employees 20)

County Administration is implementing social distancing guidelines and proper COVID-19 health etiquette in the lobby and public counter. CA continues to provide assistance and information to departments on COVID-19 updates. CA is also coordinating with the Health Department, OEM and Communications on the dissemination of COVID-19 information to the Board, departments and the public. Daily telephonic meetings with key personnel, agencies, as well as, federal, state and local governments on all the latest actions and steps being taken to contain the spread of COVID-19.

County Free Library (LIB) - (Total Employees 587)

Our libraries are an important part of reaching out to our community to provide a myriad of services that go well beyond just reading and book. In response to the threat of COVID-19, all 26 Pima County Public Libraries closed to the public at end of business on March 17, 2020. Library staff are currently reporting to job locations Monday - Friday between the hours of 8:00 a.m. – 5:00 p.m. Services being provided include: an **Infoline phone** that is up and running as well as the online “ask-a-librarian” service, **Online services** include ebooks, audio, downloadable audio and video, as well as a multitude of online learning tools and programs.

Staff is also helping to respond to customer needs with regard to all online and streaming services (customers who have not previously used online services), answering customer emails, and creating content for online users. Staff are also working to acquire more online content (reviewing contracts) and processing any backlog of physical materials. Staff are also preparing available laptops for staff needing to work remotely when approved as well as helping with daily technology needs for online meetings. In addition, staff is working in tandem with County Communications to continue informing over 300,000 library card holders of changes.

There have also been temporary staff reassignments, including responding to requests for covering other departments including the Office of Emergency Management, Health Department, Facilities Management and PACC.

Other possible services include food distribution, as the Library is currently in communication with school districts as possible food distribution points for school lunches.

Regarding our library facilities, Pima County is “spraying down” every library building with disinfectant, including frequent wiping down of high touch surfaces. Current status of particular Libraries include:

- EL Rio Library closed due to the neighborhood center being closed;
- River Center Library closed for remodeling;
- Columbus Library closed for the month of April due to carpeting project; and
- Arivaca Library closed beginning April 17th for an interior project.

Development Services (DSD) - (Total Employees 51)

Development Services had already moved much of their business online to streamline review times and better serve customers, which has been very successful and well received. With that business model already in place, DSD already offers electronic plan submittal, electronic reviews, electronic payments, remote inspections, and records stored digitally for customers.

The department identified approximately 18 individuals as work at home candidates that fit the telecommute criteria. In the last IT equipment replacement, all staff received laptops for mobility. Monitors, keyboards and other equipment will be taken home and jump drives have been ordered for the ability to do offline plan reviews. Inspectors can utilize Skype if in person inspections are halted. This will allow for business to continue. Each supervisor has

put together a plan for performance data and monitoring for employees planning to work from home. Training will be provided on troubleshooting, Skype, and other systems needed to maintain productivity.

Director and Deputy Director will be in the office and communicating with staff. Others in key areas will also remain onsite to serve walk in customers to the public counter unless directed to close counter. All precautions and steps will be communicated to customers via the website and news release.

Elections (EL) - (Total Employees 75)

Modifications have been made to public access in Elections. Beginning on March 24, people filing nomination petitions will be informed that only one filer will be allowed in our lobby at one time. People who appear while another is being served, will be instructed to sign a clipboard and await their turn.

The public counter is disinfected periodically throughout the business day. Employees administering returned/voted ballots are using latex/vinyl gloves as they handle envelopes and voted ballots. Employees receiving/sorting returned materials from the polls are also wearing latex/vinyl gloves and applying disinfectant as necessary. These precautions are being taken to protect all parties.

Environmental Quality (PDEQ) - (Total Employees 39)

Similar to Development Services, the County Department of Environmental Quality already offers many services online, including some permits. The Department has few walk in customers (about 6 – 10 a day although number has fallen lately) and the front desk area is set up to ensure proper distancing.

PDEQ has identified several staff members who may telework from home and has submitted requests for approval. All staff who are approved for telecommuting will have trackable workplans to ensure accountability. Most staff have laptops so they can work from home if/when needed. Meetings are being held via conference call or Skype wherever possible. Inspections are being conducted with an emphasis on safety consistent with the latest procedures and recommendations.

Director and deputy directors are maintaining frequent communication with staff through email and small group meetings to address questions and share information. PDEQ updated the department COOP to ensure all information is accurate and up to date. PDEQ also hosted an exercise with managers to review the COOP under the current situation.

Facilities Management (FM) - (Total Employees 166)

Facilities Management functions remain operational and key management staff is onsite. The department has identified essential personnel that include all maintenance employees who need to be on-site in order to perform their duties such as building heating, cooling, and cleaning, and other key security and maintenance functions. Staff will be on-hand to assist other departments with logistics and help set up temporary work stations as needed. FM is

working to create space and delivery options and are on standby to assist with operational needs depending on requests.

Lobbies, large conference areas, and waiting rooms have been prioritized for disinfecting, with highest priorities to still functioning areas and courtrooms. A schedule for deep cleaning at all libraries has been set in place. Outside consultants are continuing to work from home. FM has established a list of personnel to continue working with them from home if needed. Most business requests are typically via email or Maximo program.

Finance & Risk Management (FN) - (Total Employees 154)

As would be expected, Finance & Risk Management has limited interaction with the public. However, steps have still been taken in response to current situation. Most internal meetings with County staff have been replaced with Skype meetings, with in person meetings limited to no more than 10. Daily meetings with management staff are scheduled to keep them informed of all County COVID-19 related news.

Disinfecting wipe downs of commonly used surfaces is occurring on a regular basis. A department wide tracking database was created to identify which staff members have gone out on Pandemic Leave or have requested telecommuting so that we can ensure appropriate staffing levels for each essential business operation. All essential and non-essential functions and the staffing levels required to continue essential business operations have been evaluated. There are currently 45 staff members who work off laptops as their primary device and there are an additional 30 training laptops available to issue to staff to perform essential functions remotely if necessary.

Fleet Services (FS) - (Total Employees 52)

Fleet Services has implemented some changes to their process in response to COVID-19. Beginning March 23 through April 10, the Service Writer Lobby will be temporarily closed.

Vehicles will be taken in differently to minimize contact. Instead of using the lobby, vehicles should be driven into service lanes and met by a Service Writer. Vehicles can be left in the drop off parking lane and overnight drop envelopes used. In case of a public safety emergency and a need to wait for a vehicle, people can contact 724-2674 to make arrangements.

Before releasing a vehicle back into service, all interior high touch surfaces will be disinfected, including Motor Pool B-Level rental vehicles after each use.

Grants Management & Innovation (GMI) - (Total Employees 44)

In response to this situation, Grants Management and Innovation worked with Finance to development tracking mechanisms to allow the capture of all County COVID-19 expenditures for personnel, material and supplies. GMI is also scanning the federal grants landscape to assure compliance with existing grant obligations, but also to rapidly identify new funding streams for which the County may be eligible.

All meetings are being held via Skype or telephonically whenever possible, and never exceed the ten-person guideline when in person. Staff have also been advised of the guidelines issued on COVID-19.

Health (HD) – (Total Employees 252)

Full report on the Health Department's current plan will be presented to the Board at their March 26, Special hearing on the Pima Serves Plan. Information will continue to be provided as this is continuously changing and being updated.

Human Resources (HR) - (Total Employees 54)

Human Resources has implemented public access limitations in Reception area with sign-in sheet to limit lobby crowding. COVID-19 warning posters have been placed in the lobby and by elevators.

Additional changes include ceasing all training or conducted via Skype, cancelling in person Benefits and Wellness events, (fitness classes, presentations, demonstrations, Weight Watchers at Work, etc.) and creating virtual events where possible instead. Merit Hearings and appeals have been canceled and clerical testing has been postponed. HR is also supplying employees with EAP resources with how to cope and adjust through the COVID-19 response.

HR is processing hiring freeze exceptions, drafting process for Temporary Assignments of Employees, drafting Flexible Work Schedule Policy, and mapping current dental plans to new dental plans in the event an employee does not complete the open enrollment process, so they will continue to have a dental plan. Annual enrollment will be on-line for those who want to participate on-line.

If there is a shut down and HR is still required to provide full services – 20 staff can telecommute and have equipment. If there is a shut down and only have to provide essential services – these cover Benefits (claims payments), EV5 input for Payroll processing, ADP password resets, Employee Updates, Worker Comp transfers, NeoGov (if needed) – 6 employees total.

Information Technology (IT) - (Total Employees 194)

IT is working to take all necessary steps to address this crisis and need for working remotely on a countywide scale.

In the department, essential staff have been identified in order to provide business continuity. Staff who are essential and fit the telecommuting criteria are being reviewed for approval.

COVID-19 intranet and extranet sites have been deployed for employees and the public to receive current information. These sites are being updated immediately as information becomes available. Disinfectant wipes and hand sanitizer have been distributed to IT work areas as well as guidelines provided by the County.

Additionally, server hardware and software have been deployed to enable county employees to telecommute. Support has been provided via equipment, including phones and conferencing software to run the JIC at PECOC. Staff have been assigned to provide backup for OEM/EOC staff. IT is also assisting Superior Court with enabling remote conferencing for court hearings. Additional staff have been added to provide technical support during this time. IT also continues to work on creating and deploying GIS tools to assist Health and OEM efforts, as well as working on solutions that will allow the Board of Supervisors to allow a call to the public during their meetings.

Justice Court Ajo (JCA) - (Total Employees 10)

Judge Peck advised he was preparing information.

Medical Examiner (FSC) - (Total Employees 34)

The Medical Examiner's Office is continuing its services and is business as usual at this time. Without including any viral pandemics, it has been a record breaking year with over 900 year to date decedents reported to the ME Office.

In response to COVID-19, the ME Office has ordered powered respirators to use in-lieu of N-95 masks but not yet delivered. The ME has been conserving PPE and N-95 masks. There has been minimal surveilling of decedents for COVID-19 secondary to shortage of viral swab media.

Natural Resources, Parks and Recreation (PR) - (Total Employees 426)

NRPR has had to implement changes due to health risks. NRPR is canceling almost all Department-organized events and activities at all of its sites due to pandemic. However, PR-operated natural resource parks, urban parks and river parks, and associated facilities are expected to remain open for general public use at this time. Some facilities may require adjusted operating hour, and staff encourages all users to practice social distancing and no assembling into larger groups to the extent that is possible.

Activities and events operated at PR-managed facilities by contracted entities may or may not be cancelled by that entity. Should participants have questions, those should be referred to the event proponent directly.

Non-essential programs at all Community Centers are canceled. The County is modifying its congregate meals program from a 'sit down' to a drive-thru program in order to continue meal service at Ellie Towne Flowing Wells Community Center, Ajo Community Center, and Picture Rocks Community Center. The weekly Canoa Country Markets at Historic Canoa Ranch and the Antique Vintage Fair scheduled for March 21 was canceled. The ranch gate is open for the public to access Canoa Lake and the historic Anza Trail between 6:00 a.m. and 4:00 p.m. Historic site, buildings and exhibits are closed, and all Canoa Ranch tours are suspended, including all environmental education programs.

Office of Emergency Management & Homeland Security (OEM) - (Total Employees 8)

OEM has been staffing the EOC in support of the health department during this health crisis. OEM is updating the City of Tucson first responder Chiefs daily, local emergency manager partners, including the public through news media and social media.

OEM is also participating in daily Arizona State Department of Emergency and Military Affairs calls/tasks, polling local agencies on Personal Protective Equipment needs and procuring when able, requesting and receiving the National Strategic Stock pile, informing those unemployed due to closures of employment opportunities (in cooperation with CSET/Pima OneStop) and monitoring hospital beds and equipment.

Additionally, OEM has requested Activation of the National Guard to move commodities for grocery stores.

Office of Sustainability and Conservation (OSC) - (Total Employees 16)

Steps OSC has taken in response to COVID-19 include the identification of available staff for functions. Each Division has staff in the office while others telecommute using County laptops with access to email, files, and available by phone. Seven of 18 staff are telecommuting with approval and connectivity. Staff is asked to check in via email each morning with Director to confirm work status, i.e. office, telecommute, leave time or modified schedule. Weekly summaries of time and work assignments are required.

Additionally, all field work with staff and consultants has been cancelled. In –office meetings are cancelled except for conference calls and Skype. No major deadlines have been missed or affected.

Pima Animal Care (PACC) - (Total Employees 114)

PACC has also been impacted by COVID-19 and has taken steps to address these. PACC is open and operational, providing essential services only, including emergency animal control services, emergency intake of sick and injured pets and outcomes through foster and adoption. They are now processing all services outdoors, to prevent the public from having to gather in the building and is moving to an appointment-based placement process beginning Tuesday, to further control the flow of people into the facility. All public areas are cleaned and sanitized multiple times each day.

At this time, PACC is attempting to house the majority of pets in foster homes, and maintain a low number of pets housed on site, in order to prepare for the incoming animals who need emergency care and services. PACC anticipates up to 4,000 animals will need PACC support or intake over the next 10 weeks.

PACC staff provide essential services to the public and the community's pets and are reporting to work on their usual schedules or a slightly modified schedule. PACC has created an essential operations plan and staff and volunteers are updated daily. The PACC director is providing daily live updates via the PACC Facebook page. PACC is in the process of

creating a temporary housing plan for pets owned by people who are sick and need to be hospitalized and have no other care options for their animals.

Procurement (PO) - (Total Employees 29)

The Procurement Department has also implemented steps in response to COVID-19. Currently, advertised procurement solicitations have been evaluated and due dates extended if found to be non-essential. Current contracts are being reviewed to determine whether contract may be extended by the Board for a 6th year vs re-solicitation. This frees up staff time, reduces contact and maintains existing contractor relationships. The Procurement COVID-19 waiver and Emergency Procurement Guide was implemented to waive normal procurement practices to meet the County's emergency needs during the pandemic. PO is managing emergency procurements of necessary goods and materials are being done on an as-needed basis. Additionally, PO established a group email for the Procurement Emergency Team (ProcEmergencyTeam@pima.gov). News and Updates related to COVID-19 are posted on the Procurement Internet.

Staff have been advised and instructed of all current health safety guidelines. Cleaning and sanitizing is performed two times per day. Procurement meetings are now directed to be conducted via teleconference. Pre-bid meetings and bid openings are also being conducted via teleconference. PO is limiting in-person meetings to less than 10 with seating kept to no less than 6 feet apart.

PO has identified 4 individuals who qualify as telecommute candidates that fit criteria and requests submitted. Staff has been polled to determine availability of personal home computing devices and high-speed internet - 93% comply. PO is coordinating flexible work hours and Pandemic Outbreak Leave for staff.

Public Defense Services (PDS) - (Total Employees 281)

The Public Defense Services COOP has been reviewed annually and updated since it was put in effect in 2009 after the H1N1 outbreak. PDS has tested their ability to work remotely since 2014. PDS provides administrative support for and supervision of the Public Defender's Office, the Legal Defender's Office, the Legal Advocate's Office, the Mental Health Defender's Office, the Office of Children's Counsel, the Office of the Public Fiduciary, and the Office of Court Appointed Counsel through a staff of 9 employees.

All 8 divisions of PDS have developed processes where tasks are performed on devices and not via-paper or in-person, allowing for more flexibility and mobility. Due to PDS employees not only having to perform duties in the office, but also courthouses, jails, hospitals, and in-home visits, PDS has always had to perform duties remotely. Any in-person mail received is scanned and integrated into their case management system or in the network server is not case related.

Currently, PDS will continue to provide representation at all initial appearances, but due to safety concerns for both jail population and employees, attorneys will appear via video feed. All new protocols implemented by the courts due to the pandemic will be adhered to. All conferences and meetings will be conducted telephonically.

PDS began implementing telecommuting for employees that fit the criteria. As of March 17, 33 percent of PDS work force was telecommuting partially or entirely. PDS is able to review employee performance data and productivity through their Case Management Systems. In reviewing this data recently, productivity levels remain stable.

Regarding the Criminal Justice Reform Unit, it will remain open, although the “in-person” meetings, events and out of town travel have been severely curtailed. Upcoming conferences have been postponed or cancelled. All relevant personnel has been notified that weekly Jail Population Review Committee meetings are postponed for the time being. This decision will be revisited in April.

All CJRU employees have been directed to the Employee Resources page for the COVID-19 pandemic and have been advised on the standard precautions offered by Dr. England and others. There is little to no public contact on the floor.

Currently, one employee will be telecommuting, with status being reviewed every two weeks. There is one contract employee, through MacArthur funds, who comes in the office, but our university intern will no longer be coming due to the university cancelling all internships. There are seven remaining CJRU employees remaining in the office.

Recorder (RE) - (Total Employees 180)

The Recorder’s Office has three locations. The location at 6550 S. Country Club is not open to the public at this time. However, the East side and Downtown office locations remain open to the public but with some modifications to public interaction.

There is consistent and regular communications with representatives for both the title company industry and the real estate industry as well as the groups conducting voter registration drives. All regular customers have been advised that any recording documents must be dropped off and we will notify them when they are ready for pickup. Any customer who must have immediate document recording must wait at a location away from the customer service counters while the document is entered in the database.

Additional changes include the removal of chairs in front of all customer service counters except for one, limiting seating available in the office lobby, a hand sanitizer dispenser has been installed in the office lobby and signs have been posted and spaces marked on the floor in the event we have customers waiting in line. Front counters, equipment and high touch surfaces are disinfected regularly. Staff are also provided with access to hand sanitizer and nitrile gloves for their use as desired.

For high use functions, voter registration forms have been placed in the lobby away from the customer service counters and are to be completed on lobby tables instead of near employees. Groups conducting registration drives have also been encouraged to return completed forms by mail or courier services rather than in-person delivery.

Regional Flood Control District (RFCD) - (Total Employees 54)

RFCD has provided a Notice on the RFCD web page to customers of changes in operations to allow more electronic sharing of information and permitting to minimize human contact and sharing of physical documents, including allowing customers to send request and permits applications using cell phone photos. Customer counts have gone from 10 per day to 2 to 3 per day.

Additionally, the Customer Counter has been set up to be “hands free”, using scanners and printers to electronically receive and provide permits and information. Disposable gloves, sanitizers and bleach wipes are also being used. Meetings are being conducted using Skype and conference calls. Employees providing essential services for drainageway maintenance and construction are commuting from home to job site with reporting done via laptops.

Regional Wastewater Reclamation (RWRD) - (Total Employees 408)

In response to COVID-19, RWRD developed an internal information page for employees regarding COVID-19, as well as a draft Incident Action Plan that includes communications on (1) infection control measures, (2) social distancing, and (3) operations essential functions for identification of linear asset and project management, wastewater treatment, centralized maintenance, engineering, laboratory, community compliance and administration.

Regarding RWRDs Continuity of Operations Plan, RWRD has been working since January 2020 to implement a Pandemic Response Plan. The foundation of the COOP is to maintain essential functions within our Treatment, Conveyance and Laboratory to ensure Critical Infrastructure services are in place to maintain public health. The Pandemic Response Team comprised of Executive Management and subject matter experts, has been initiated and has addressed the following:

- Surveyed supply chain vendors to ensure adequate and timely resources to maintain essential functions.
- Reviewed COOP Annexes for each Division and made updates.
- Posted communications to RWRD regarding COVID 19 Infographics for protection.
- Director initiated COVID-19 information for Safety Share with the requirement for supervisors and managers to initiate safety tailgate. Information included RWRD procedures and infographics from OSHA noting that normal PPE and hygiene procedures for wastewater employees is sufficient to protect them.
- Implemented Department wide general cleaning protocols and handwashing.
- Considering Alternative Work Environment locations for employees to practice social distancing.
- Identified key personnel needed for our Category 1 and 2 essential functions who will need to work at home. Implemented and tested protocols for operations as needed (i.e., Secure SCADA access).

Next steps for RWRD are to implement the Incident Action Plan for severe staff shortages, to support Operations Essential Functions for Treatment, Conveyance and the Lab during the pandemic. Non-essential field staff have been identified that can be redeployed to assist

Treatment and Conveyance Divisions Operations should there be a staff shortage. We have in place site specific training staff and program to facilitate the new environment for these skilled workers. The Lab has an individual COOP and has identified alternate labs and procedures should the need arise. Cleaning protocols for Treatment and Conveyance Division Operations (equipment, cabs, tools, etc.,) are to be increased during pandemic quarantine to ensure essential workforce safety. Safety programming information has been provided to all Safety Coordinators to share with their respective Divisions, and there have been numerous conversations with Safety Coordinators in all of the Divisions regarding this topic.

School Superintendent (SS) - (Total Employees 18)

The Superintendent of Schools has implemented steps to limit in person contact and communicate with constituents via email, phone, website or appointments. The public front lobby traffic is now limited to teacher certifications, home school applicants and school district payroll couriers. Signs stating necessity for maintaining 6 feet of distance and maximum lobby occupancy of 10 people or less at any given time have been placed in the lobby. Receptionists remain onsite for walk in customers, but are wearing gloves and sanitizing interaction areas immediately following contact. The website includes a notice reminding constituents to use online applications. Eight program managers have been identified as work at home candidates and have County issued laptops. Supervisors have developed guidelines for performance monitoring of employees working from home. The Superintendent, Chief Deputy and Special Staff Assistant will currently remain onsite. Finance staff remains in the office to perform essential functions for school districts, including payroll. Ongoing program meetings and trainings are provided using teleconferencing.

Sheriff (SD) - (Total Employees 1,423)

If the PCADC has any detainees identified as possible carriers of COVID-19, they will need to be isolated. Cells designed for two inmates will be converted into a space for single inmate on quarantine. Preparing for this has been difficult with constraints due to current high headcount and lack of housing space in the facility. Reducing the detainee population will be vital if the need for large number of isolation cells comes. Steps proposed for reducing headcount:

- Relocate remanded juveniles to the Juvenile Detention Facility. This temporary move would open a large housing unit ready to convert to isolation cells.
- Take action on cases for detainees held at PCADC with probation violations. These can either be sent to DOC or release them back on probation.
- Suspend the work release program at the PCADC. These inmates may present an inherent risk due to leaving and re-entering the facility every day.
- Review inmates incarcerated on non-Domestic Violence misdemeanors. These present a low overall risk and releasing some of these inmates will help reducing crowding.

- Review inmates housed at PCADC that there on a Writ. If these inmates can be moved to DOC until their trials begin, it would free up needed space at PCADC.
- Inmates ordered to serve their sentences on weekends pose a risk due to their frequent leaving and entering the facility. It is recommended that their sentences either be suspended or that their time be served at once.
- The Sheriff will be appealing to courts to consider commuting sentences for all detainees that are incarcerated with non-violent misdemeanors and have served 50 percent of their sentence.
- The Sheriff has discouraged area agencies from booking misdemeanors when allowable by law given current events.

The Sheriff is also providing a daily report on Sheriff related COVID-19 issues to the County Administrator.

Stadium District-Kino Sports Complex (KSC) - (Total Employees 96)

The Stadium District has implemented several changes to their operations in response to COVID-19. Beginning March 19, 2020, all regular and special events scheduled for the entire Complex were postponed or canceled. Two resident group office operations (FC Tucson/Tucson Sugarskulls) are continuing as of Monday March 23, under the special recommendations of the Health Department for occupancy and distancing.

All facility tours and event related meetings have been postponed until further notice. Grounds maintenance staff is continuing to provide grounds maintenance as needed during growing season. Projects that had been scheduled for coming months where appropriate have been fast tracked to the coming weeks to allow for event use when allowed. Grounds staff is providing 2-3 times daily cleaning/disinfecting of all public park areas restrooms, ramadas, playgrounds, exercise stations. Events staff, including intermittent staff, have restored equipment/supplies distributed for events during March and April to storage, or staging areas. Deep cleaning is being done on all interior spaces previously done in summer have been accelerated.

Lobby access to the public has been discontinued with all payments being made via credit card, or rescheduled. Deliveries are still being accepted at this time. Increased cleaning of all high touch points is taking place. Administration staff is continuing to work on events for May 2020 and beyond, with quotes, contracts, being expedited, so that reschedules and postponements may be handled proactively as they occur.

Communication with event organizers is on-going with planning being developed to accommodate increased use once permitted. Staff requested by other departments will be reassigned based on skill set and need.

Transportation (COT) - (Total Employees 190)

In consideration of the recent COVID-19 Pandemic Outbreak, DOT reviewed the department's Continuity of Operations Plan (COOP) and identified the following as essential functions:

- Safe traffic conveyance through infrastructure maintenance
- Managing requests for critical issues through SeeClickFix/Maximo
- Continuing delivery of Capital Improvement Projects
- Right-of-way permit issuance and inspection
- Purchasing critical items and timely payment of invoices
- Ensuring critical Human Resource functions are performed and keeping DOT personnel informed of current issues

To achieve this, Project inspection staff, the Right of Way Permit inspection staff and the Traffic Signal Technician staff will not enter the office building when they report to work. Each employee has an assigned vehicle, laptop and mobile phone. When they report to work, they will go directly from their private vehicle into their county vehicle and go directly to their field assignment.

The Maintenance and Operations field staff (pothole patching, road and shoulder grading, signing, marking, etc.) will continue to operate as they have. They will limit their time in the office building as much as possible. Pavement Repair and Preservation Work for Fiscal Year 2020 will continue as planned. For the Service Counter and Lobby, DOT has placed signs requesting visitors stand six feet away and not sign in; staff is manually checking them in.

The department has identified staff that currently meet the telecommuting criteria and will telecommute with approval.

Treasurer (TO) - (Total Employees 27)

In response to the health emergency, the Treasurer's Office has restricted general public access to the office to by appointment only. Taxpayers are encouraged to pay on-line, by mail or by using their bank's on-line bill pay. Departments are encouraged to only come in to deposit cash or checks, and other documents can be emailed for in bank deposits. The investment strategy has been modified to ensure liquidity throughout the crisis.

Wireless Integrated Network (WIN) - (Total Employees 12)

PCWiN has also implemented actions in response to COVID-19. Due to the Public Safety mission, the counter remains open due to the Public Safety mission. Customer Service counters are continuously disinfected throughout the day. Additional sanitizing wipes and

liquids have been placed in vehicles and offices. Staff is washing/sanitizing hands after handling radios and accessories.

Additionally, overnight travel to perform Subscriber Preventative Maintenance has been cancelled. The March PCWIN Executive Committee has also been cancelled. Scheduled meetings in April, such as the Operations Working Group, Technical Working Group, and PCWIN Executive Committee may be cancelled as well. All subscriber and infrastructure staff has begun to take their laptops and radios home overnight to be ready to respond to an emergency and also to be prepared in the event of a shelter-in-place order.

ATTACHMENT F

Pima Serves Plan

Background

During the March 19, 2020, Board of Supervisors Special Meeting, the Board directed the County Administrator to develop responses to a Pima Serves Plan as outlined by Supervisor Valadez. This memorandum provides this response. The bold and underlined text are the six items requested. These are followed by staff's responses.

A. County staff that are not able to perform their normal duties may be assigned to provide public service to vulnerable populations in our community.

An initial draft of possible opportunities for staff to provide public service has been developed and methods to connect staff with these opportunities is being refined. Keep in mind that County staff who are not able to perform their normal duties due to the closure of the programs of departments they normally serve, are first being deployed to other departments where there are temporary vacancies caused by the pandemic. (Attachment 1 Temporary Assignment Form)

Opportunities to serve the community include, but are not necessarily limited to:

1. Partner with the Red Cross – they need space to host blood drives and people to staff them.
2. Community Food Bank of Southern Arizona needs individuals to pass out food for drive-by cars.
3. Partner with food banks to pack food boxes that can be picked up at County locations.
4. Assist with the census.
5. Delivery of education materials to students. If viable reach out to school districts, find out what teachers are doing to have students continue learning. Those that don't have internet at home-deliver class materials
6. COVID-19 Facebook Page and post ongoing updates and answer questions.
7. Assign employees to use Skype or another online tool to offer virtual education to families while their children are home without school. Could also include a daily book reading, craft activity, cooking idea, etc.
8. Setup livestream audio via County website for constituents to tune-in and staff can volunteer to read books aloud on the livestream. Record them and have them available for people to listen to, if they want to later.

9. Setup phone lines or Skype for constituents to talk to for any purpose. For those that are isolated and alone or just having questions or scared, they need someone to share it with (we are receiving similar calls from employees in various departments). This will help to stop the panic and remain calm. (COVID-19 Helpline)
10. Get outdoors: Pull buffelgrass, may be able to coordinate efforts with Saguaro National Park, Tucson Mountain Park, etc. This will protect us in coming months/fire season.
11. Skype-facilitated mock interviews to assist individuals with brushing-up on their interview skills.
12. Assist offices with going paperless—redeploy staff to scan files, the hard copies of which can then be destroyed.
13. Organize the medical records that are contained off-site. I believe they are all put in a storage space with no organization.
14. If staff have a particular area of expertise, they can put together and record an educational video that can be put on County's website/YouTube.
15. We may be able to partner with places that have active listings here:
<https://www.nationalservice.gov/serve/search#q=>
16. Collaborate with Pima Council on Aging to assist the elderly community.
17. Businesses around Tucson are hurting but there are some that are thriving during this time. Amazon, Walmart, Target and groceries stores around Tucson are in need of help as they are attempting to hire by the thousands. A program could be developed to supply a job force temporarily to assist these box stores in this time.
18. Governor Ducey has activated the guardsmen to stock shelves. Similarly, activating a Pima County job force to work in the private sector temporarily in order to keep County staff actively employed, is certainly a possibility.
19. Skype sessions on how to properly disinfect.
20. Sanitize parks.
21. Partner with Salvation Army for food-based delivery or drive-through pick-ups.
22. Create website or hotline for elderly and vulnerable where they can advise what they need, i.e. medications, food, supplies. (COVID-19 Help line)
23. Provide sanitizing stations throughout the community.
24. Provide additional resources to Pima Animal Control.

25. Provide assistance for resume writing and interviewing skills.
26. Meals on Wheels has asked for assistance with finding volunteer delivery drivers, as most of the program volunteers are elderly themselves and unable to continue for the time being.
27. Hospitals may need extra volunteers. MC has a large volunteer force that is unable to assist due to mostly being in the medically compromised group.
28. Assist elderly or others that may not be familiar with utilizing services on line (church/library services, etc.)
29. Deliver sanitizing & paper products to areas of low income.
30. Make face shields and/or masks
31. Contact ASRS and PSRPS to see if we can obtain contact information on our longer term retirees & LTD participants to see if they need any assistance.
32. Employees can educate public on how to use social media-based apps such as Marco Polo, Skype, Zoom, for people to maintain social contact with friends, family, etc.
33. Employees can assist with using resource apps, i.e. mental health resources, fitness apps, educational links, etc.
34. Work with Superintendent of Schools to coordinate with local school districts to help clean/sanitize/prepare local schools for the return of students
35. Books on Wheels
36. Community Wellness Checks – similar to neighborhood watch with a focus on “Health of the Community”

B. Where possible, allow temporary reassignment for County employees unable to perform their normal duties to nonprofit organizations serving our community.

The response to this is similar to the above response. County staff who are not able to perform their normal duties due to the closure of the programs of departments they normal serve, are first being deployed to other departments where there are temporary vacancies caused by the pandemic. County staff could also similarly be temporarily deployed to non-profit organizations, if requested.

C. County Housing Department

It was requested that an on-demand library be created covering the following subjects. Each of these should also include a link allowing them to schedule a videoconference or phone call with appropriate County staff, as well as a phone number to do the same

- What to do if I cannot pay my rent or mortgage?

- Housing resources available to me and how to tap into them virtually or by phone
- Mortgage fixes to help me during a difficult economic time and how to talk to my bank about them

Resources of the Housing Division are listed on the Pima County housing center website already. Staff is currently updating the information to include how to schedule an appointment with our staff and to ensure that all referral links are regularly updated to provide the most current information to the public. A direct link to the Housing Division and all the services of Community Development and Neighborhood Conservation (CDNC) will be added to the pima.gov/COVID19 page.

D. Community Services, Employment and Training (CSET)

It was requested that an on-demand library be created to show how to access CSET resources online, and for scheduling videoconference or phone call appointments with the one-stop centers. It was also requested that CSET work with members of the Workforce Investment Board to identify opportunities for temporary employment during declaration period, and if possible, create a listing of temporary employment opportunities. Finally, it was requested that application processes be identified for any resources to help community members who are unable to work during the declaration period, including dislocated workers.

On-Demand Library

Community Services Employment and Training (CSET) resources and are listed prominently on the first tab of CSET's home page, a direct link to which will be established on pima.gov/COVID19. The services listed will be reviewed to determine additional links needed. A link for how to make appointments for video conferencing will be added to the tab. Phone call appointments are now available for both Workforce Development Services as well as Community Action support resources for utility, rent and eviction prevention programs. In both the Workforce and Community Action Program processes, the public is guided over the phone on necessary eligibility documentation needed. This information can be submitted electronically. For those without digital capacity an in- person appointment will be scheduled.

Opportunities for Temporary Employment

Temporary employment opportunities are being addressed in partnership with the Workforce Investment Board. CSET's Business Services Team is coordinating with Pima County Office of Emergency Management to direct dislocated workers to temporary employment openings in our region such as the current need in the Grocery and Construction industries. Local Television and print media have featured our Dislocated Worker Program resources and have broadcast our listing of available temporary jobs this week. Additionally a Dislocated Worker Hotline is being implemented. Dislocated Workers will also be able to access our weekly listings of employment opportunities and Employer sponsored events.

Additional Resources

The Department of Labor announced \$100 million in Dislocated Worker Grants and that States and Indian Tribes are eligible applicants. CSET is in communication with State Workforce Administrators to monitor the process and its impact on Pima County. There is a proposal to increase funding for the Community Services Block Grant (CSBG rent/mortgage assistance) of \$1 billion nationally. If passed, Arizona would see a 37% increase. 1.4 LIHEAP (utility assistance) is also proposed. Locally, Trico Electric allocated Pima County Community Action Agency an additional \$20,000 for rent, mortgage, utilities and other special needs.

E. Economic Development

Restaurants

It was requested that the County encourage local restaurants to convert servers to drivers to service clientele during to go and drive-in period. It was also requested that the County create and host voluntary listing of local restaurants that are available for to go and delivery services and hot to order.

Pima County is establishing PimaEats, which will very soon provide a host of information regarding the availability of take out and drive in restaurant options.



Economic Development Response Plan

It was requested that the County develop an Economic Development Response Plan, to include but not be limited to:

- Measures, in conjunction with our Economic Development Partners, to mitigate, if possible, the effect of this declaration period
- Resources available to local businesses both during and after the declaration period
- How to work with CSET should they need additional help
- Measures or resources that are available and can help businesses unwind from declaration period

The Economic Development Team has developed the following COVID-19 Economic Development Plan:

- Finding jobs and other resources for displaced workers is our highest priority;

- Focus on making businesses aware of programs and resources that are in place or are being developed to facilitate a sustainable economy while this disruption occurs;
- Coordinate updates and timely employment needs to the Community through collaboration with the Emergency Operations Center - Joint Information Center;
- Develop resource networks for each primary industry to establish and maintain communication with the Logistics Team at the Emergency Operations Center in order to improve access to critical resources in the region;
- Utilize those same resource networks to encourage and identify potential employment opportunities for displaced workers;
- Provide a listing of Job Boards at employers to assist unemployed workers in locating job opportunities;
- Work with our regional partners, the State of Arizona and the Federal Government to identify various funding resources available to assist businesses, and non-profits, to sustain operations and maintain continuity of operations;
- Utilize the Pima County Continuity of Operations Planning structure (sample COOP plan Attachment 2) as an example to encourage private sector businesses and non-profits to engage in critical thinking protocols that enable them to visualize and implement plans for operations in unusual times such as these;
- Publicize the role of the Pima County One-Stop in assisting displaced workers in finding employment and encourage enrollment in their systems so skills are available to match up to employment needs;
- Reallocate County staff to expand staffing and technology at the Pima County One-Stop to address the anticipated increases in demand;
- Utilizing the industry resource networks to capture available employment needs in the One-Stop system to facilitate matching workers with needs;
- Develop open-air job fairs to encourage engagement by employers and potential employees to maximize job placement;
- Collaborate with BOMA (Building Owners and Managers Association), property managers, and investors in commercial properties consider temporary rent reduction and extended terms on leases to minimize impact on the commercial sector;
- Collaborate with multi-family property owners and managers to consider temporary rent reduction and extended terms on leases to minimize impact on tenants that are out of work;
- Work with local training institutions to establish training programs to provide needed skills to displaced workers to enhance their employability in the short and long run; and

- Coordinate with regional partners including The University of Arizona to track impacts on economic performance.

F. How can I help

It was requested that the County develop online resource that will help community members determine how they can help during declaration period. The community can assist in much the same way our employees can. The list of non-Pima County opportunities provided to our employees will be shared with the general public on www.pima.gov/covid19

The Emergency Operations Center (EOC) is an operational-level incident response platform. The EOC liaises with partner agencies and volunteer networks to manage the response to a large-scale incident such as the COVID-19 pandemic. It would seem to be an appropriate platform to garner local support for needed efforts around the community. A critical component of the EOC incident management team is the Joint Information Center (JIC). This collection of Communications staff and Public Information Officers from around the community is responsible for gathering and disseminating information around the region. This document will explain how the EOC and the JIC will develop an online resource to attract and direct community support during the emergency declaration period of the COVID-19 pandemic.

Pima County created a public facing website for information regarding COVID-19. The JIC now manages much of the content, which includes tabs at the bottom of the website that provide needed information about the disease and available resources:

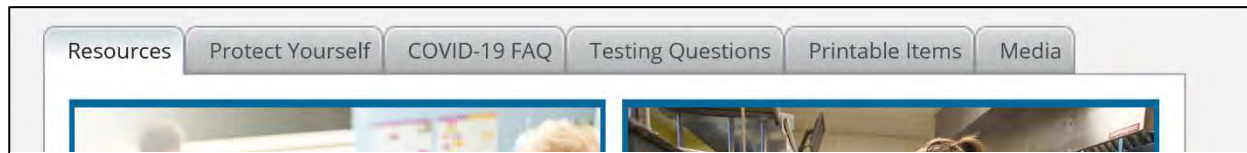
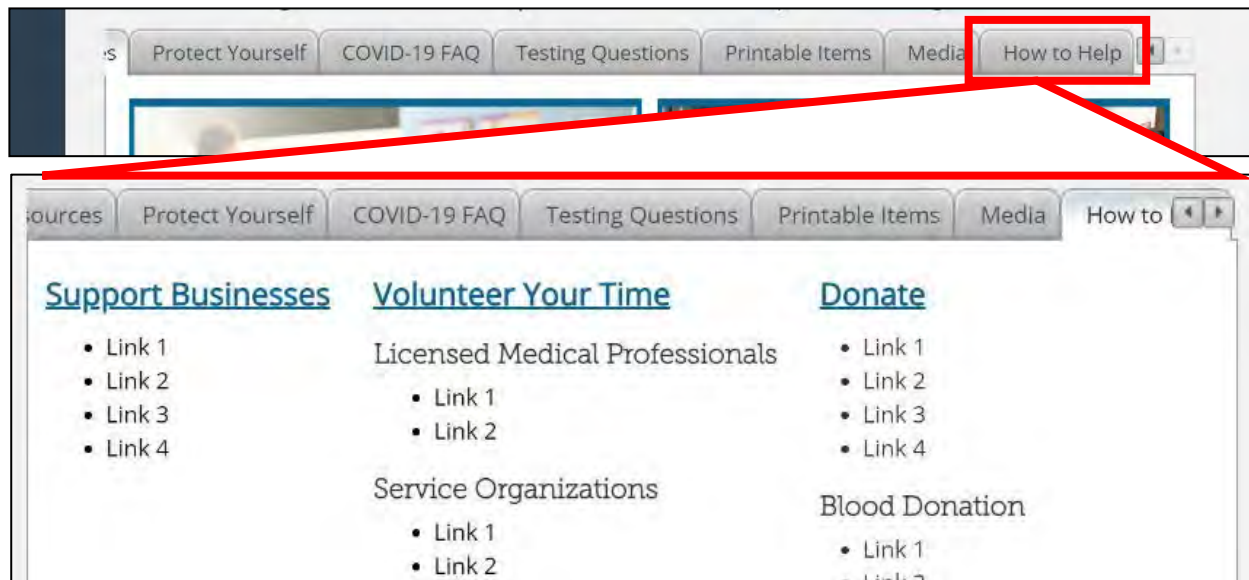


Figure 1: Pima County COVID-19 Website

In order to organize content regarding community assistance the JIC will establish a new tab labeled, "How to help". The tab will contain facts and links that community members will find useful to contribute to the community's response. The community response can be broken into three main categories of service: I. Contributing resources to respond to community needs; II. Organizing Community Information Networks; and, III. Checking on those most vulnerable in the community.



Contributing Resources to Respond to Community Needs

Southern Arizona has a wealth of charitable organizations that meet the needs of the community on a daily basis. The EOC's Community Organizations Active in Disasters (COAD) works hand in hand with local government to respond to disasters. Organizations such as: Christ Community Church, the Church of Jesus Christ of Latter Day Saints, the Knights of Columbus, and Team Rubicon contribute resources and time to solve community problems. During the COVID-19 response, the EOC, through the JIC, will organize the COAD response and create an online forum for community members to volunteer through these organizations. Often times, these organizations have the necessary processes and contacts to be effective but in times of severe crisis lack the personnel to relieve stressed staff or the resources to sustain operations. In this case, the EOC will:

- List needs for the various COAD/NGOs. Those needs could be:
 - o Financial
 - o Personnel
 - o Material
- Develop a volunteer portal (or fuse the portals of other NGOs) to efficiently distribute personnel resources.
- Activate the Volunteer Coordinator program for the EOC. In large-scale incidents, volunteerism is high (at least at the outset of an incident). Larger organizations such as the American Red Cross are highly skilled at organizing volunteer efforts. The EOC can enlist the support of a volunteer coordinator to distribute personnel resources to ensure staff effectiveness throughout the response timeline.
- Bolster the Community Service Employment and Training (CSET) Department's Faith-Based Coordinator. Communities of faith are often first on the scene but can be isolated

in their efforts to help. The Faith-Based Coordinator (FBC) can garner widespread church assistance, especially since most churches have cancelled services and people of faith are looking for ways to serve.

- Add staff to FBC from church denominational leads, regional offices.
- Add website links from large church programs to COVID-19 website.

Organizing Community Volunteer Information Networks

Organizing information is a heavy task during a disaster. The JIC is tasked with the responsibility to promulgate essential information to the community and to fuse information from all sources to create an operational picture for government leadership. Volunteer information is not always critical for leadership decision making and often remains fractured. Unless community members are already familiar with volunteer organizations information can get overlooked or under publicized. COAD, FBC and the Volunteer Coordinator centralize and fuse the information of numerous organizations to ensure the efforts of an NGO agency receive support. The EOC will:

- Develop a website presence for accredited volunteer organizations to post upcoming volunteer events (blood drives, donation drives, fund-raising activities, etc.).
- Vet the participating volunteer organizations to mitigate fraud.
- Create a (or utilize another agency's) community blackboard. This is a collaborative device that permits 'vetted' agencies to post information regarding needs and events into a public forum that has a user-friendly interface.
- Expand the COVID-19 social media presence to include a Pima County COVID-19 volunteer Facebook, Instagram, Next Door, Twitter presence.
- Utilize the County mass notification system, Everbridge, to inform local government employees about opportunities to serve and contribute.

Checking on those most vulnerable in the community

The most challenging part of incident management is reaching those members of the community that are most at risk. The nature of this incident causes isolation and economic hardship. Unemployment will necessarily rise and financial hardship is bound to occur as this incident lingers on. Social distancing norms force the community into isolation. Fear and hopelessness can quickly take over a community if deliberate steps are not taken to counter the incident's cascading effects. Those with a healthy family and friendship network can weather these challenges but there are many who will struggle without a concerted effort to reach them. The EOC must use creative and unconventional methods to meet the community's needs. As the impact of the virus affects the health and economy of the community, the EOC will track and connect shelter availability for individuals with functional and access needs. This is a two-fold problem set: A. Pushing information to the vulnerable community, B. Pulling information from the vulnerable community. Whether pushing information to or pulling information from the vulnerable community members the EOC will

need to work with community organizations such as Pima Council on Aging, Adult Protective Services, ADES, La Fronteria, and the Tucson Pima Collaboration to End Homeless.

A. Pushing Information to the vulnerable community

1. The EOC and the JIC have access to numerous communications platforms that can help disseminate information to the community. Television, Social Media, newsletter, and websites will ensure those who have access stay up to date with the latest news and information about the disease and proper actions to take.
2. For those who are not connected to the internet or don't have access to electronic forms of communication (specifically the homeless), the means of communication become more rudimentary. Gathering intelligence on homeless compounds or large gatherings is essential to be able to push information to this community about available resources. COAD participants often have substantial knowledge of gathering locations and information flows. The EOC will develop a plan to communicate with the homeless and disadvantaged communities using local NGOs as a proxy. The EOC will distribute posters and information to local shelters that give vital information to the public.

B. Pulling information from the vulnerable community

1. For those vulnerable persons with access to electronic communications (the elderly, disabled, or isolated) regular communication through social media can be a lifeline for assistance. Publishing the non-emergency numbers for law enforcement and help lines for community assistance groups will give citizens an avenue to up channel their concerns.
2. Pima County's homeless population is particularly vulnerable to this disease and the social isolation that accompanies it. The EOC will encourage properly equipped COAD partners and Law Enforcement to patrol homeless encampments to assess conditions and provide needed supplies. The EOC can receive those reports electronically and use them to apportion resources to those members of the community who are struggling.

The EOC and JIC will not institute all of these measures immediately. As this incident evolves, EOC leadership will adopt new methods to communicate and disseminate information. The EOC and its processes are dependent on the community's support and activity. Every reasonable effort will be made to engage the community to respond and unite in recovery.

Summary

In summary, this memorandum was a direct response to the Pima Serves Plan outline requests as directed by the Board. It lists opportunities that could be considered for deploying non-essential County staff to assist other departments and non-County community needs. It also provides the Housing Division of Community Development and Neighborhood Reinvestment and CSET, direction for updating their webpage to improve communications with the public regarding services. It also explains that CSET is working collaboratively

regarding its Dislocated Worker Program, and following opportunities for federal and local grant funded assistance. An Economic Development Resource Plan is included, as well as ways in which the community can help during this COVID-19 pandemic to lessen the burden of emergency actions taken by all levels of government to protect our population, healthcare workers and other first responders. Additional information will continue to be communicated to the Board as applicable.

ATTACHMENT 1

TEMPORARY ASSIGNMENT FORM



This form is used for temporary personnel assignment to another department due to curtailment or closure of their operations.

Supervisor must complete and submit this form to their Appointing Authority.

Effective Date:	Action:	
Employee EIN:	Employee Name:	
Job Code and Title:	Home Department:	
Supervisor Name:	Supervisor Title:	
Department Assigned:	Start Date:	End Date: <input type="checkbox"/> 14 days <input type="checkbox"/> 30 days
Assignment Hours:	Assignment Location Address:	
Assignment Supervisor Name:	Assignment Supervisor Title:	

Temporary assignment description:

_____ If driving on County time is required, please include the employee's Driver Authorization form.

Employee Acknowledgement (initial after reading each statement below)

_____ I understand that my supervisor may require a weekly work plan.

_____ I understand that my supervisor may require submittal of a paper timesheet or time adjustment log for payroll purposes.

Supervisor's Comments:

_____ Employee Signature	_____ Date	_____ Appointing Authority Signature	_____ Date
<input type="checkbox"/> Approved <input type="checkbox"/> Denied			
Reason:			
<input type="checkbox"/> HR Reviewed	_____ Date	_____ HR Director Signature	_____ Date

ATTACHMENT 2

CONTINUITY OF OPERATIONS PLAN **TEMPLATE**

Insert your department's logo here.



PIMA COUNTY

Continuity of Operations (COOP) Plan For Pima County

Pima County [Department, Office Name]

[Month, Day, Year]

Pima County [Department, Office Name]

[Street Address]

[City, State Zip Code]

The [Department Name] Continuity of Operations Plan is led by the [Continuity Division/Department, if applicable]. For more information on this plan, contact:

[COOP Program Manager/Planner Name]

[Title]

[Email address]

[Phone number]

Please Note:

In order to provide guidance when building your departmental COOP, you will notice throughout the template that specific information and examples are in red color and italic font. You will also see yellow highlighted areas where department name or information is required.

Table of Contents

PROMULGATION STATEMENT	6
RECORD OF CHANGES.....	7
TRAINING, EXERCISE, AND ENGAGEMENT ACTIVITY	8
INTRODUCTION	9
PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS	9
Purpose	9
Scope	9
Situation Overview	10
Planning Assumptions	11
CONCEPT OF OPERATIONS.....	11
Pre-Event Phase: Readiness and Preparedness	11
Department Readiness and Preparedness	11
Staff Readiness and Preparedness	12
Phase 1: Activation.....	Error! Bookmark not defined.
<i>Phase II: Activation – “Triggers”</i>	Error! Bookmark not defined.
Decision Making	13
Alert and Notification	16
Phase 3: Reconstitution Operations	17
ESSENTIAL FUNCTIONS	19
POSITIONS, ROLES, AND RESPONSIBILITIES	19
ORDERS OF SUCCESSION.....	20
DELEGATION OF AUTHORITY	21
ESSENTIAL RECORDS	22
ALTERNATE FACILITIES	22
LOGISTICS & RESOURCES	23
COMMUNICATIONS RESOURCES	23

DEVOLUTION²⁴

TEST, TRAINING, AND EXERCISE.....	26
PLAN DEVELOPMENT AND MAINTAINANCE	26
AUTHORITIES AND REFERENCES	27
ANNEXES	28
DEVOLUTION ANNEX	29
RECONSTITUTION ANNEX	29
SUPPLEMENTAL INFORMATION.....	30
QUICK REFERENCE INFORMATION.....	31
EMPLOYEE CONTACT LIST	32
ESSENTIAL RECORDS LIST	32
EMERGENCY SUPPLY KITS	32
STANDARD OPERATING PROCEDURES/CHECKLISTS	32
ACRONYMS/GLOSSARY	32

LETTER OF PROMULGATION

PROMULGATION STATEMENT

The **[Department, Office Name]**'s mission is to **[enter mission statement]**. To accomplish this mission, **[Department, Office Name]** must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the **[Department, Office Name]** Continuity Plan and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions.

Key **[Department, Office Name]** personnel who are relocated under this plan are collectively known as the **[Insert name of group, such as Emergency Relocation Group]**. Upon plan activation, these members will deploy to **[insert continuity facility name]**. Upon arrival, continuity personnel will establish an operational capability and perform essential functions within 12 hours from the time of the activation of the Continuity Plan, for up to a 30-day period or until normal operations can be resumed.

This plan is developed in accordance with guidance in the [*National Continuity Policy Implementation Plan*](#); [*Continuity Guidance for Non-Federal Governments \(States, Territories, Tribes, and Local Government Jurisdictions\)*](#), dated July 2013; [*Continuity Guidance Circular 2 \(CGC 2\)*](#), [*Continuity Guidance for Non-Federal Governments*](#), dated October 2013; and other related directives and guidance.

[Department, Office Name Head signs here]
[Enter Department, Office Name Head's name here]
[Enter Department, Office Name Head's title here]
[Enter Department, Office Name here]

RECORD OF CHANGES

Planners should track and record the changes using a record of changes table when changes are made to the Continuity Plan outside the official cycle of plan review, coordination, and update. The record of changes should contain, at a minimum, a change number, the date of the change, the name of the person who made the change, and a description of the change.

[Department Name] maintains the Continuity of Operations (COOP) Plan as a living document intended to be continuously reviewed and revised, with input from all stakeholders, to guarantee the most current plan possible.

PLAN REVIEW, EVALUATION, AND CHANGES			
Date	Summary of Activity	Plan Section	Recommendation By Entry Made By

TRAINING, EXERCISE, AND ENGAGEMENT ACTIVITY

[Department Name] is committed to ongoing training, exercise, and engagement of the COOP Plan, to validate the [Department Name]'s continuity capabilities.

TRAINING, EXERCISE, AND ENGAGEMENT ACTIVITY			
Date	Summary of Activity	Partners Involved	Entry Made By

INTRODUCTION

This section stresses how the Continuity of Operations (COOP) Plan supports the Department's mission and that continuity of operations under any circumstance is needed to ensure there is minimal disruption in service.

Insert summary and introduction to this plan. Include information about the Department/Office and a summary of the plan]

The [Department Name] Continuity of Operations (COOP) Plan is an all-hazards plan addressing the [Department Name]'s hazard and threat environment, including natural, technological, and human-caused emergencies and disasters.

The plan is designed as a high tier Whole Community document identifying the [Department Name]'s roles and responsibilities during a continuity event. The COOP Base Plan does not include procedures. **However, the procedures are attached as annexes.**

The COOP Plan integrates, supports, and is consistent with all applicable federal and state guidance, as listed in the Authorities and References section.

PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS

Purpose

This section explains why COOP planning is important to the department and why the COOP Plan exists. It may also discuss the background for planning, referencing recent events that have led to an increased emphasis on the importance of a continuity capability for the Department.

The purpose of this COOP Plan is to provide the framework for [Department Name] to continue essential functions in the event of an emergency that affects operations. This plan establishes the [Department Name]'s COOP capability for addressing three types of extended disruptions:

- Loss of access to a facility.
- Loss of services due to a reduced workforce (for example: pandemic influenza).
- Loss of services due to equipment or systems failure.

This plan provides implementation strategies for [Department Name]'s Continuity Personnel to continue essential functions during any disruption for up to 30 days.

Scope

This section describes the departmental elements (e.g. divisions or offices) covered by the plan, the times during which the plan is in effect, and its distribution. It also describes the department's mission and goals.

This plan applies to [Department Name] personnel in all departments and all locations where essential functions are conducted. It also applies to all events and hazards that could threaten the Department and its performance of essential functions.

The COOP Plan is applicable to the following departments:

- [Department Name] Headquarters
- [Department Name] Division of Receivables
- [Department Name] Division of Deliverables

The COOP Plan does not apply to temporary disruptions of service, including minor IT system or power outages and any other scenarios where essential functions can be easily and readily restored in the primary facility within 4 hours during normal working hours.

The COOP Plan has been distributed to [Department Name] senior leadership, and training has been provided to personnel with identified responsibilities.

The COOP Plan outlines the actions that will be taken to activate a viable COOP capability within 4 hours of an emergency during normal working hours and within 12 hours outside of normal working hours and to sustain that capability for the first 30 days.

The COOP Plan covers all facilities, systems, vehicles, and buildings operated or maintained by [Department Name]. The COOP Plan supports the performance of essential functions and provides for continuity of management and decision-making at the Department if senior leadership or essential personnel are unavailable.

Situation Overview

This section addresses the situations that may influence COOP planning, such as number of personnel affected, whether the department is in a rural or urban area, size of the primary facility, and other details.

The following situations impact [Department Name]'s COOP Plan:

- [Department Name] is in [Location], a complex urban environment.
- The [Department Name]'s primary facility houses multiple departments, including administration, human resources, operations, etc. There are approximately 40 total personnel, in addition to 20 contractors, and typically 10 to 20 Department visitors daily.
- The [Department Name]'s primary facility is located adjacent to railroad tracks and highways that carry hazardous materials. In the past, there were over 25 accidents on those highways closest to the primary facility, two of which affected [Department Name]'s operations.

Planning Assumptions

This section lists the planning assumptions that guide the development of the plan, such as the training of personnel, resources available at primary and alternate facility locations, and other considerations.

Emergencies and disasters can occur with little or no warning, potentially causing significant loss of life and environmental and economic damage. In an emergency, it will be necessary to continue [Department Name]'s essential functions to respond to day-to-day needs of customers and stakeholders. These disasters are considered continuity events.

Employees who have been assigned specific responsibilities within the COOP Plan are trained in their roles and are willing and able to carry out their responsibilities.

As part of their commitment to this plan, [Department Name]'s COOP Program Manager/Planner will engage in systematic assessments of procedures, resources, and training to ensure continued ability to carry out its responsibilities as outlined in this plan.

CONCEPT OF OPERATIONS

This section explains how the department will implement the COOP Plan and specifically address each continuity element. This section should be separated into four phases: Readiness and Preparedness, Activation, Continuity Operations, and Reconstitution Operations. When applicable, devolution planning strongly correlates in each phase but is addressed in a separate section.

Pre-Event Phase: Readiness and Preparedness

This section addresses the readiness and preparedness activities that ensure personnel can continue essential functions. Readiness is the ability of a department to respond to a continuity event. This phase includes those readiness and preparedness activities and systems that are applicable to this plan.

The [Department Name] will participate in the full spectrum of readiness and preparedness activities to ensure personnel can continue essential functions in an all-hazard/threat environment. This will include having a continuity culture throughout the [Department Name]. [Department Name]'s readiness activities are divided into two key areas:

- Department readiness and preparedness
- Staff readiness and preparedness

Department Readiness and Preparedness

The [Department, Office Name] preparedness incorporates hazard/threat warning systems, which includes [list threat and warning systems here]:

- NOAA Weather Alerts

- Pima County Emergency Alerts System
- Local news and social media

The [Department Name] also creates a continuity culture as part of their preparedness, which includes robust personal and Departmental preparedness, mitigation efforts for resiliency, and a Test, Training, and Exercise (TT&E) program.

Staff Readiness and Preparedness

The [Department, Office Name] personnel will prepare for a continuity event and plan for emergencies and disasters. Personnel will also develop a Family Support Plan to increase personal and family preparedness. The www.ready.gov website provide guidance for developing a Family Support Plan and emergency supply kits.

[Department Name] Continuity Personnel will create and maintain emergency supply kits and be responsible for carrying these to the alternate facility.

A typical drive-away kit should contain those items listed in the table below. The [Department, Office Name] will implement the following procedures to maintain currency of the drive-away kits: [Insert procedures here, such as having continuity personnel bring kits on annual exercises, distributing materials updated quarterly or establishing an acquisition program to regularly replace department-supplied emergency items].

Drive Away Kit	
COOP plan Identification and charge cards Organization identification card Driver's license Organization purchase card Communication equipment Organization cell phone Personal cell phone Hand-carried essential records Flashlight	Business and personal contact numbers Emergency phone numbers and addresses (relatives, medical doctor, pharmacist) [Insert additional recommended items such as facility keys, operational manuals, etc.]

In addition, the [Department Name] will conduct the following continuity readiness and preparedness activities *[insert any additional organization readiness and preparedness measures for organization personnel here, such as orientation training, brown bags or working lunch informational sessions, and senior management addresses to the organization regarding continuity, etc.]*:

- Monthly staff meetings to include mini table top exercises
- Quarterly telework drills
- Annual review inventory of all emergency supply kits and relocation drills

Phase 1: Activation

This section explains what strategy/process will be used to activate the COOP Plan to maintain operational capability with minimal disruption.

To ensure the ability to attain operational capability and with minimal disruption to operations, the **[Department Name]** will activate the COOP Plan and the Devolution Plan, as applicable, in accordance with the following sections.

Decision Making

To determine if activation is warranted, consider the following:

- *Is there a threat aimed at facilities, surrounding areas, or personnel?*
- *Are facilities, personnel, or infrastructure affected?*
- *How long will it take until you can return to normal operations? Will this time change your decision to activate or not?*

Based on the type and severity of the emergency, the **[Department, Office Name]** COOP Plan may be activated by one of the following methods:

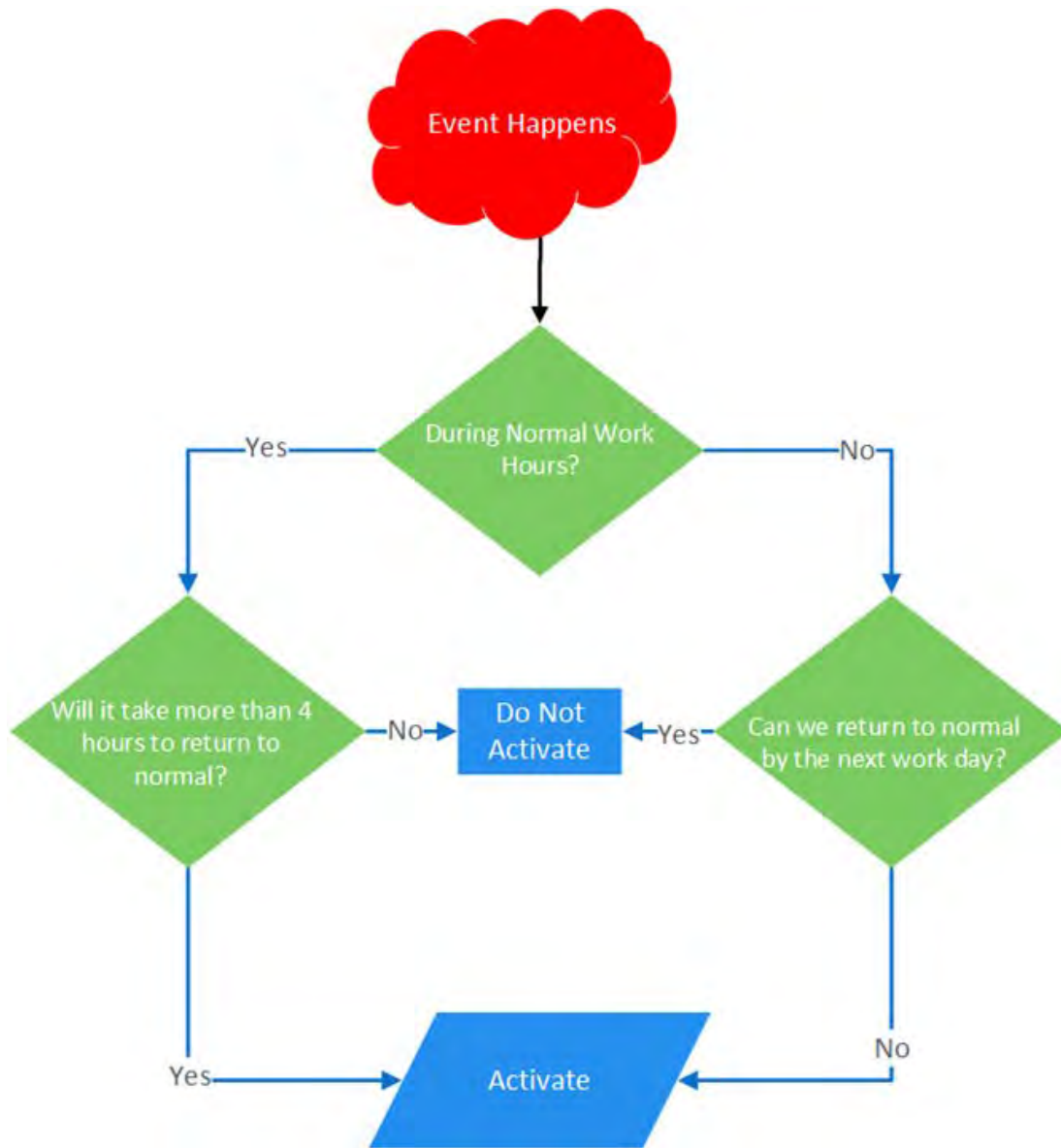
- The Pima County Administrator or designee may initiate continuity activation.
- The **[Department, Office Head]**, or a designated successor, may initiate the COOP plan activation for the entire Department, based on an emergency or threat directed at the organization.
- **[Insert additional activation measures here if applicable].**

COOP Plan activation is a scenario-driven process that allows flexible and scalable responses to the full spectrum of threats and hazards that could disrupt operations at any time.

The decision to activate the COOP plan and related actions will be tailored for the situation and based on projected or actual impact and whether or not there is warning. To support the decision-making process regarding plan activation, key organization personnel will use the decision matrix below to support that process.

Sample Decision Making Process				
	During Work Hours	Answer/Action	Outside Work Hours	Answer/Action
Event with Warning	Is the threat aimed at facilities, surrounding areas, or personnel?	Yes / activate No / do not activate	Is the threat aimed at facilities, surrounding areas, or personnel?	No / do not activate Yes
	Is staff unsafe remaining in the facility or area?	Yes / activate No / do not activate	and Is it safe for staff to return to work the next day?	and Yes / do not activate No – activate

Sample Decision Making Process				
Event without Warning	Are facilities and/or personnel affected?	Yes / activate No / do not activate	Is a facility affected?	No / do not activate Yes
	How soon must the department be operational?	Within 4 hours / activate Next business day / do not activate	and How soon must the department be operational?	and Within 4 hours / activate Next business day / do not activate

Sample Decision Flow Chart

As the decision authority, the [Department Head] will be kept informed of the threat environment using all available means. This includes, but is not limited to the Pima County Office of Emergency Management, the Pima County Sheriff's Department Dispatch, Pima County Communications, the Everbridge notification system, state and local reporting channels, and the news media. The [Department Head] will evaluate all available information relating to:

- Direction and guidance from higher authorities;
- The health and safety of personnel;
- The ability to execute essential processes;
- Changes in threat advisories;
- Intelligence reports;
- The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment; and
- [Insert other considerations here];
- The expected duration of the emergency.

Alert and Notification

The [Department Name] maintains procedures for communicating and coordinating activities with personnel before, during, and after a continuity event. These can be found with the standard operating procedures (SOPs) at the back of this plan. However, the communication resources available for use are in the Communications section of this plan.

or

The [Department, Office Name] maintains plans and procedures for communicating and coordinating activities with personnel before, during, and after a continuity event.

Upon activation of the COOP Plan, consider the following:

- *Who needs to know about this event and activation?*
 - ☐ *Employees*
 - ☐ *Supervisors/leadership/higher authorities*
 - ☐ *Devolution partner*
 - ☐ *Customers*
 - ☐ *Vendors/suppliers*
 - ☐ *Family members*
 - ☐ *Media*
- *What information needs to be included in the notifications?*
 - ☐ *Continuity activation status*
 - ☐ *Operational and communications status*
 - ☐ *Anticipated duration of activation*
 - ☐ *Assignments or tasks to be undertaken*

Phase 2: Continuity Operations

This section describes the capability of the Continuity Personnel to continue essential functions. It may also include any pre-determined decisions to relocate to the alternate facility or implement remote or telework locations. All procedures for this section should be located with the SOPs.

Upon activation of the COOP Plan, the [Department Name]'s staff will continue to operate normally until otherwise ordered by the staff's higher authority using any available communication method.

The Director or successor, in coordination with the COOP Program Manager/Planner, should consider the following:

- Are all employees, visitors, and contractors/vendors accounted for?*
- What functions are affected? Are any of these affected functions essential?*
- If the facility is affected, what essential functions and Continuity Personnel should relocate to the alternate facility or should telework be activated?*
- If there is not enough Continuity Personnel to perform essential functions, will devolution be necessary? If so, what essential functions should be transferred to the devolution partner(s) and for how long?*

Upon activation of the COOP Plan, the [Department Name] may need to procure necessary personnel, equipment, and supplies that are not already in place for continuity operations. The [Department Name] Director or successor maintains the authority for emergency procurement. Procurement procedures are located with the SOPs at the back of this plan.

Phase 3: Reconstitution Operations

Departments should identify and outline a plan to return to normal operations once it is determined that reconstitution operations can be initiated. A department may choose to develop a reconstitution plan or use the sample text.

To determine implementation strategies, the Director or successor, in coordination with the Reconstitution Manager, should consider the following:

- Is a damage assessment necessary?*
- When can the damage assessment start?*
- Who is the lead individual to perform the damage assessment?*
- Can the primary facility be repaired, or does the department need a different/new facility?*
- Are repairs warranted?*
- When can repairs start?*
- Who is responsible for managing the repairs?*

- *Are there any mitigation strategies that can be implemented before reoccupying the facility?*

Before returning to the primary facility or another permanent facility, the Director or successor, in coordination with the Reconstitution Manager, should consider the following:

- *Is it safe to return to the primary facility?*
- *Is security sufficient?*
- *Are health (physical or mental) assessments or health related mitigation strategies warranted?*

Upon a decision by the Director, or successor, that the primary facility can be reoccupied or that the department will be reestablished in a different facility, consider the following:

- *Are all systems, communications, and other required capabilities available for normal operations?*
- *What is the prioritized order of functions, personnel, and records to be brought back to the facility?*
- *Who should be notified?*
 - ☐ *Employees*
 - ☐ *Supervisors/leadership/higher authorities*
 - ☐ *Customers*
 - ☐ *Vendors/suppliers*
 - ☐ *Family members*
 - ☐ *Media*

The [Department Name] Director, or successor, decides when to initiate reconstitution operations once the continuity event has ended and is unlikely to reoccur.

Once the decision to reconstitute has been made, the following individuals will initiate and coordinate operations to salvage, restore, and recover the [Department Name]'s primary facility after receiving approval from the appropriate state and local law enforcement and emergency services:

- The [Department Name] Headquarters Logistics Manager will serve as the Reconstitution Manager for all phases of the reconstitution process.
- Each [Department Name] subcomponent's designated reconstitution point of contact will work with the reconstitution team during the process.

Once the appropriate [Department Name] authority has made this determination in coordination with other state, local, or other applicable authorities, one or a combination of the following options may be implemented, depending on the situation:

- Continue to operate from the alternate facility until further notice.
- Reconstitute the [Department Name] primary facility, and begin an orderly return to the facility by recovering non-essential functions first, then recovering essential functions by order of priority.
- Begin to establish a reconstituted [Department Name] in another facility or at another designated location.

ESSENTIAL FUNCTIONS

This section includes a list of the department's prioritized essential functions. The COOP Plan should identify the components, processes, and requirements that ensure the continued performance of the department's essential functions. The information for this section should come from the Essential Function Identification, Process Analysis, and Impact Analysis tools.

The following functions have been designated essential by leadership and are priorities for continuation and recovery.

Essential Function	Prioritization for Continuation and Recovery

POSITIONS, ROLES, AND RESPONSIBILITIES

The department determines the Continuity Personnel that are fully equipped and authorized to perform the essential functions. Also, consider positions that may not have a specific role or responsibility to a specific essential function but support recovering the department. Position titles should be used rather than names because personnel may change often, but titles generally do not. Once these positions are identified, the department should establish and maintain a roster of trained Continuity Personnel. In addition, departments should identify replacement personnel and augmentees, as necessary. This information should come from the Essential Function Identification, Process Analysis, and Impact Analysis tools.

Rosters, at a minimum, should include names and home, work, and cellular telephone numbers, as applicable. Due to privacy concerns and the need for constant revision, this information should be kept separately or in the Supplemental Information section of this plan.

The following positions have been designated as essential or have a role in [Department Name]'s continuity, reconstitution, or both, activities. This list also includes their responsibilities.

Day-to-Day Position	Continuity Position	Continuity/Reconstitution Responsibility

ORDERS OF SUCCESSION

This section identifies current orders of succession to the department head and key positions. Revisions should be distributed to personnel as changes occur. The successor should be notified pre-event in writing. Sample notification documents are in the Arizona COOP Program document.

The Director or successor, in coordination with the COOP Program Manager/Planner, should consider the following:

- *Based on the pre-determined key positions, what positions will replace the primary position if that position is vacated, or the appropriate individual is incapacitated, or not available? Having a three-deep succession is a good business practice, but try not to overlap positions.*
- *Who needs to know that this succession has happened?*
 - ☐ *Higher authority*
 - ☐ *Employees*
 - ☐ *Successors*
 - ☐ *Internal and external partners to include vendors*

The following table outlines the orders of succession for key positions within [Department Name].

Sample Orders of Succession

Position	Successor 1	Successor 2	Successor 3	Successor 4

DELEGATION OF AUTHORITY

This section identifies, by name, the authority for individuals to make key policy, financial, legal, and personnel decisions during a continuity event. A delegation of authority should describe explicitly the authority being delegated, with appropriate limitations. All delegates should be notified pre-event in writing. Sample notification documents are in the Arizona COOP Program document.

The Director or successor, in coordination with the appropriate departments, should consider the following:

- *Based on the pre-determined delegations for those personnel that have specific authority (legal, financial, human resources), who can fill the position, and what authority are they given if the primary is not available?*
- *Who can replace the primary individual if they are incapacitated or not available? Having a three-deep list is a good business practice, but try not to overlap authorities.*
- *Are there any limitations to this authority?*
- *When does the authority start and end?*
- *Who needs to know that this delegation has been activated and deactivated?*
 - ☐ *Higher authority*
 - ☐ *Employees*
 - ☐ *Successors*
 - ☐ *Internal and external partners to include vendors*

The following table outlines the delegation of specific authorities, to include triggers and limitations.

Sample Delegations of Authority

Authority	Individual Holding Authority	Successor 1	Successor 2	Successor 3	Triggering Conditions	Limitations

ESSENTIAL RECORDS

This section addresses the essential records management requirements needed to support essential functions during a continuity event. The identification, protection, prioritization for recovery, and availability of essential records (e.g. databases, applications, and hard copy documents) needed to support essential functions, are critical elements of a successful COOP plan. This information can be found using the Process Analysis and Impact Analysis tools.

The Director or successor, in coordination with the Records Manager, should consider the following:

- *What forms, data, applications, and/or records are required to perform the essential functions?*
- *Where are the records located?*
- *What software or hardware is needed to create, access, edit, and distribute these records?*
- *Who has or needs access to these records?*
- *Is there a duplicate or backup system in place for the records?*

The following table documents the essential records required to support the essential functions.

Record Name	Type Paper/Electronic	Location(s)	If Electronic, software/equipment needed to access	Recovery Priority

Note: If the essential records list is more than 1 page long, it is recommended that either the Process Analysis and Impact Analysis tools be revised or the list be added as an annex to the plan.

ALTERNATE FACILITIES

Departments should identify and maintain at least one alternate facility. The facility should include alternate uses of existing facilities, for the relocation of all necessary staff to support/perform the essential functions. A facility should be identified that is located geographically outside of any threat or hazard that may be affecting the primary facility. An alternate capability may include telework or virtual office options. Use the information from the Process Analysis and Impact Analysis tools.

The following table documents the location(s) of the alternate facilities and capabilities and which essential functions and Continuity Personnel will relocate to which facility/capability.

Essential Function(s)	Primary Location(s)	Alternate Location/Capability

LOGISTICS & RESOURCES

This section addresses the logistical support and resource requirements needed to support essential functions during a continuity event. Resources include people, supplies, equipment, vehicles, and finances. The identification, protection, and availability of these resources are critical elements of a successful COOP plan. Use the information from the Process Analysis and the Impact Analysis tools.

The Director, or successor, in coordination with the COOP Program Manager/Planner and the Logistics Manager, should consider the following:

- Who has replacement resources and where are they located?*
- Will special equipment be needed to transport the resources to the specified location?*
- Will procurement procedures be required to procure these resources?*
- Do you have SOPs for procuring the resources needed to include hiring temporary or replacement personnel? If so, these should be located with the rest of the SOPs.*

The following table provides a list of the logistical and resource requirements needed to continue the performance of each essential function.

Essential Function(s)	Supplies/Equipment Needed	Facilities Needed	Staff Needed	Fiscal Requirements

COMMUNICATIONS RESOURCES

This section addresses communications systems needed to ensure connectivity during continuity events. The ability of the department to execute its essential functions using its continuity capabilities depends on the identification, availability, and redundancy of critical communications and information technology (IT) systems to support connectivity among staff, stakeholders, and customers. Use the information from the Process Analysis and Impact Analysis tools and from the Communications Annex of the Tool Kit document.

The Director or successor, in coordination with the COOP Program Manager/Planner and Logistics Manager, should consider the following:

- *Where are the communication resources located?*
- *Do they have power backup for up to 30 days?*
- *Are there SOPs for the use of these resources? Have the appropriate personnel been trained on these resources and procedures?*

The [Department Name] has identified available and redundant critical communications systems that are located at the primary and alternate facilities. Further, the [Department Name] maintains fully capable communications that support department needs during all hazards and emergencies to include pandemic and other related emergencies, and consider supporting social distancing operations including telework and other virtual offices as a continuity capability. In addition, the [Department Name] maintains communications equipment for use by employees with access and functional needs.

All [Department Name]'s necessary and required communications and IT capabilities should be operational within 4 hours of continuity activation.

Communication Inventory									
Type	Location of Resource	Resource Required	Output Stakeholder	Make/Model of System or Units	# of Units Available	Current Provider	Alternate Provider	Sharable	Comments/Notes

DEVOLUTION

Devolution supports the overall continuity planning effort and addresses the potential inability of the department's leadership or staff to support the performance of essential functions. The department may choose to develop a devolution plan or utilize the sample text provided.

To determine implementation strategies, the Director or successor, in coordination with the COOP Program Manager/Planner and the Devolution Manager, should consider the following:

- *Who needs to be notified that devolution has commenced and ended?*

- ☐ *Devolution partner*
- ☐ *Higher authority*
- ☐ *Leadership, staff, vendors, stakeholders, etc.*
- *Are all or part of the essential functions being devolved? If not all, which ones?*
- *Does the devolution partner have the correct SOPs to continue their responsibilities in maintaining the essential functions of the primary department? Are there other SOPs that are devolution specific, such as triggers to activate and deactivate, authorities, communication with primary department with specific intervals, reconstitution of the primary department, continuity of the devolution partner where applicable, etc.?*

The [Department Name] is prepared to transfer all or some of its essential functions and responsibilities to personnel at a different location should a continuity event render leadership or staff unavailable to support the execution of [Department Name]'s essential functions. If deployment of Continuity Personnel is not feasible due to the unavailability of personnel, temporary leadership of the [Department Name] will devolve to [Devolution Department Name].

The [Insert office/title] maintains responsibility for ensuring the currency of the [Department Name] devolution strategy/plan. The [Department Name] devolution strategy includes the following items:

1. Program plans and procedures, budgeting and acquisitions, prioritized essential functions, orders of succession and delegations of authority specific to the devolution site, interoperable communications, essential records management, staff, TT&E, and reconstitution. These can be found within this COOP Plan or as part of a separate devolution plan.
2. Triggers for activation and deactivation of the devolution option. These triggers include:
 - Temporary transfer directed by [Department Name] leadership until such a time that [Department Name] leadership requests deactivation of devolution.
 - Incapacitation of [Department Name] leadership to include full line of successors.
 - [Insert any other triggers]
3. Lists or references of the necessary resources (i.e., equipment and materials) to facilitate the immediate and seamless transfer of and performance of essential functions at the devolution site. The list of necessary resources for devolution is found at [Location].
4. Procurement processes and procedures with appropriate delegated authorities.

The [Department Name] conducts and documents annual training of devolution staff and a biennial exercise to ensure essential functions are capable of being performed during devolution. This documentation includes the dates of all TT&E events and names and titles of participating staff. The [Department Name] devolution TT&E documentation is maintained by [Office/title] and is found at [Location]. Further, the [Department Name] Corrective Action Program supports the devolution program. The [Department Name] Corrective Action Program is maintained by [Office/title], and related documentation is found at [Location].

TEST, TRAINING, AND EXERCISE

This section focuses on the department's Test, Training, and Exercise (TT&E) program. Departments should incorporate their continuity TT&E into their existing TT&E program, if applicable. A continuity TT&E program provides for the conducting and documenting of TT&E.

The [Department Name] has established an effective TT&E program to support the department's preparedness and validate the continuity capabilities, program, and ability to perform essential functions during emergencies or disasters. The testing, training, and exercising of continuity capabilities are essential to demonstrating, assessing, and improving the [Department Name]'s ability to execute the continuity program, plans, and procedures.

Training familiarizes essential personnel with their roles and responsibilities in support of the performance of a department's essential functions during a continuity event.

Tests serve to ensure that equipment and procedures are kept in a constant state of readiness.

Exercises serve to assess, validate, or identify for subsequent correction, all components of continuity plans, policies, procedures, systems, and facilities used in response to a continuity event.

The [Department Name] formally documents and reports all conducted continuity TT&E events, including the event date, type, and participants. Documentation also includes test results, feedback forms, participant questionnaires, and other documents resulting from the event. Continuity TT&E documentation for the [Department Name] is managed by the [Office/title] and is found at [Location]. Further, the [Department Name] conducts a comprehensive debriefing or hot wash after each exercise, which allows participants to identify systemic weaknesses in plans and procedures and recommend revisions to the COOP Plan. Documentation from hot washes is found at [Location].

The [Department Name] has developed a Corrective Action Program to assist in documenting, prioritizing, and resourcing continuity issues identified during TT&E activities, assessments, and emergency or disaster operations. The [Department Name] incorporates evaluations, AARs, and lessons learned from a cycle of events into the development and implementation of its Corrective Action Program. The [Department Name] Corrective Action Program is maintained by the [Office/title] and documentation is found at [Location].

PLAN DEVELOPMENT AND MAINTAINANCE

This section describes the process the department uses to maintain the currency of the COOP Plan. It identifies who is responsible for maintaining the plan, how often the plan will be reviewed and updated, and describes the coordination process.

The [Department Name] COOP Plan is a living document, meant to be continuously reviewed and revised. All involvement with the COOP Plan follows the [Department Name] efforts to plan, train, exercise, and operationalize. Following this cycle ensures that the [Department Name] COOP Plan remains a current and dynamic plan.

Development and maintenance of the COOP Plan is coordinated by [Department Name] and as a living document in the most current form possible, which requires continuous commitment from all involved staff and departments.

[Department Name], in coordination with departments identified in the COOP Plan, reviews this plan on an on-going basis. Updates to the COOP Plan continuously occur based on departmental and policy changes, gaps identified during exercises and actual events, and changes in roles and responsibilities. The [Department Name] Director shall review the COOP Plan on an annual basis.

[Department Name] departments are strongly encouraged to review and update their respective SOPs in accordance with this and all future versions of the COOP Plan.

AUTHORITIES AND REFERENCES

This section lists references that give authority to develop and implement the COOP Plan.

- FEMA, Continuity Guidance Circular 1 Continuity Guidance for Non-Federal Governments, 2013.
- FEMA, Federal Continuity Directive 1, 2017.

ANNEXES

DEVOLUTION ANNEX

RECONSTITUTION ANNEX

SUPPLEMENTAL INFORMATION

The information that follows may include quick reference material, standard operating procedures, checklists, and other information that departments may want included but does not fit in the plan itself.

QUICK REFERENCE INFORMATION

This information comes from the consolidated Process Analysis and Impact Analysis tools as well as from corresponding sections of the COOP Plan. It can be used as a quick reference or to help correlate information from other sections of the plan into one table.

Essential Function	Essential Personnel and Back-up	Vendors and External Contacts	Essential Records	Equipment	Systems	RTO
<i>Payroll</i>	<i>John Smith Jane Doe Joe Johnson</i>	<i>ADP</i>	<i>Payroll Records</i>	<i>PC, phone</i>	<i>Internet access to ADP software</i>	<i>12 to 72 hours</i>

EMPLOYEE CONTACT LIST

ESSENTIAL RECORDS LIST

EMERGENCY SUPPLY KITS

STANDARD OPERATING PROCEDURES/CHECKLISTS

ACRONYMS/GLOSSARY