Continuity of Operations Plan (COOP) Personnel Pandemic Planning Outline:

Focus on planning for 3 different scenarios:

- **Tier 1 – Containment / Minimal Business Operations Disruption**
    - MDH Containment Phase – Handful of cases. Focus on isolation, contact identification, quarantine.
    - **Minimal disruption to County business and services.**
        - The County issues enhanced communications to employees regarding the practice of CDC or other qualified health authority guidelines and precautions.
        - Consider non-disruptive supportive workplace adjustments such as more regular cleaning of frequently touched surfaces, making hand sanitizer readily available, offering virtual meeting options, etc.
    - *Department leadership and key personnel continue in preparation/planning stage for potential Tier 2 or Tier 3 response.*
    - *Department leadership and key personnel work through preparatory steps such as assessing current business processes for translation to remote work, purchasing supplies, setting up additional staff for remote access, etc.*

- **Tier 2 – Community Mitigation / Moderate Business Operations Disruption**
    - MDH Community Mitigation Phase – Multiple cases from different areas/exposures. May implement school closings, cancel or suspend large community events, promote virtual/video/phone communication where possible.
    - **Moderate disruption to County business and services.**
        - Communities advised to reduce unnecessary gatherings, which may include County meetings or events.
        - The County may recommend or instruct staff to work remotely to the extent possible based on work requirements and make additional modifications to avoid employees coming together at work sites.
        - The County may postpone non-essential in-person meetings.
        - Staff may be instructed to limit face-to-face contact with co-workers, clients, and members of the public to the extent possible.
        - Available staff may be reassigned if needed.
    - ***COOP Personnel Worksheet for Tier 2 Pandemic Planning**** *is recommended to facilitate strategic decision making and ability to timely adjust response.*

- **Tier 3 – Pandemic Management / Significant Business Operations Disruption**
    - MDH Pandemic Management Phase – Widespread transmission, hundreds of cases across the state. Focus is on management of resources. Self-isolation is encouraged.
    - **Significant disruptions to County business and services.**
        - The County may determine that only the most critical identified functions should continue.
        - The County may determine that other County work functions may continue if the work can be performed fully remotely and if there are available staff.
        - Available staff may be reassigned as required.
    - ***COOP Personnel Worksheet for Tier 3 Pandemic Planning**** *is recommended to facilitate strategic decision making and ability to adjust response with limited resources.*

* COOP Personnel Worksheets for Tier 2 and Tier 3 Pandemic Planning – The data compiled in these two sets of COOP Personnel Pandemic Planning Worksheets would allow the County to determine groups of employees requiring fit-testing/PPE and priority levels, vehicle requirements, labor negotiation objectives, high level technology requirements, identification of backup staff for critical functions, backup training priorities, etc. for two different levels of pandemic response.

Outline & General Instructions for COOP Personnel Pandemic Planning:

Activity 1 – Identify Services and Critical Functions with Elimination/Continuation/Modification Intentions for Tier 1, 2, and 3 Response

Department Heads/County Leadership identify and/or review critical functions for each area.

1. Review current services provided in addition to critical functions, and consider which services the County intends to continue providing during each COOP Pandemic Plan Tier.
2. Consider how service delivery methods should be modified responsive to the scenario described for each COOP Pandemic Plan Tier.
3. Identify actions or resources required to modify approach for each COOP Pandemic Plan Tier.

Activity 2 – Complete COOP Personnel Pandemic Planning Worksheets for Tier 2 and Tier 3 Response

Department Heads work with Managers and Human Resources as needed to complete the COOP Personnel Pandemic Planning Worksheets with Tier 2 and Tier 3 scenarios in mind.

1. Respond to the series of questions for each position and person.
2. Where appropriate, responses can be provided for an entire employee group or classification at one time. However, the worksheets provide the option for County leadership to respond at the individual position or employee level.

Activity 1
Identify Services and Critical Functions with Elimination/Continuation/Modification Intentions for Tier 1, 2, and 3 Response

Activity 1 – Identify Services and Critical Functions with Elimination/Continuation/Modification Intentions for Tier 1, 2, and 3 Response:

Department Heads/County Leadership identify and/or review critical functions for their area. Review current services provided in addition to critical functions, and consider which services the County intends to continue providing during each COOP Pandemic Plan Tier. Consider how service delivery methods should be modified responsive to the scenario described for each COOP Pandemic Plan Tier. What actions or resources are required to modify approach for each COOP Pandemic Plan Tier?

Tier 1 Plan - Questions and Topics for Consideration:
1. Are there any services or activities that will be discontinued in Tier 1?
2. Are there any services or activities that will need to be modified in Tier 1? If yes, identify services or activities that will be modified during Tier 1 response. Determine appropriate modifications.
3. Include timely preparation steps in this first stage, discussing coordination and organizational approach as appropriate:
   a. Review options and feasibility of conducting work remotely or virtually to reduce in-person contacts as needed.
   b. Consult with internal resources (e.g. Information Technology Department) to implement options to conduct virtual meetings.
   c. Identify and purchase supplies to support CDC or other qualified health authorities' recommended hygiene practices and more frequent cleaning such as sanitizing wipes, making hand sanitizer readily available in the workplace, and providing tissues as well as no-touch disposal containers.
   d. Consider additional supplies and/or services that should be purchased in areas such as Facilities, Information Technology, and Personal Protective Equipment (PPE) for certain Departments and Work Units.
   e. Discuss whether supplies will be purchased by Department or via centralized purchasing and supplied for countywide use.
   f. Define and begin to practice workplace protocols to comply with CDC or other qualified health authorities' recommendations. For example, provide work direction for staff to clean frequently touched surfaces with disinfecting wipes regularly and at the close of their shift or prior to rotating personnel at a shared work station.
   g. Support and reinforce messages regarding the practice of proper precautions to reduce the spread of illness.
   h. Management should model compliance with recommendations and support their staff in doing so. Encourage and support staff in staying home when sick.
   i. Identify communication methods that will be used to share information with County management and employees. How will employees be notified if they should not report for work, or regarding other important situation changes? Work through set-up and implementation as needed.
   j. Review and update relevant County policies, procedures, and guidance as required. Review leave and communicable disease policies to ensure they are in line with current guidance and recommendations. Consider development and implementation of interim/temporary policies if appropriate.

Tier 2 Plan – Questions and Topics for Consideration Building on Prior Tier:
1. Identify services and activities that will be discontinued in Tier 2 response.
2. Identify services or activities that will be modified during Tier 2 response. Determine appropriate modifications that can be implemented for services and activities the County intends to continue.
3. What is needed to maintain services the County intends to deliver during a Tier 2 response (e.g. personnel, technology, supplies, physical space)?

Tier 3 Plan – Questions and Topics for Consideration Building on Prior Tiers:
1. Identify services and activities that will be discontinued in Tier 3 response.
2. Identify services or activities that will be further modified during Tier 3 response. Determine appropriate modifications and backup plans so that critical services and activities can be continued through periods of significant disruption.
3. What is needed to maintain the most critical operations, potentially with extreme modifications?

Tier 2 and Tier 3 Work Approach Modification Considerations:
1. Consider what actions need to be completed, resources procured, or staff training/instructions delivered in order to implement work modifications. Some potential modifications may include:
    a. Implement remote work arrangements for staff to the extent possible. Aim to reduce the number of staff who come onsite at County facilities.
    b. For staff who must come onsite, consider whether staff can be assigned to rotating schedules for time in the office. For example, office workers could be assigned to Team 1 and Team 2 rotations that are onsite on alternating weeks or at alternating times in order to reduce the number of staff onsite at once. Maintain consistency within each team rather than re-mixing people to reduce the number of individual contacts to the extent possible.
    c. Conduct virtual meetings rather than in-person meetings.
    d. Cancel community and professional association gatherings or provide options for call-in or other virtual attendance and participation if appropriate.
    e. When meetings will be conducted in-person, postpone addressing lower priority and non-time-sensitive items to limit the duration of group gatherings.
    f. Plan for appropriate distancing during workplace activities when staff will gather in-person. Consider providing additional spacing between meeting attendees. Adjust conference room size and seating arrangements accordingly.
    g. Define required protocols to maintain conference room space clean, such as having the meeting organizer or maintenance staff be responsible to wipe down tables and chairs with sanitizing wipes at the conclusion of the meeting.
    h. Share documents and meeting agendas on a screen or electronically rather than passing papers between people whenever possible.
    i. Conduct contacts with colleagues and clients or customers via email, phone, skype, webex, facetime, text message, or other method that eliminate unnecessary in-person contacts.
    j. Provide and use disposable gloves for cleaning followed by thoroughly washing hands.
    k. Provide and use disposable gloves to complete certain work tasks at high touch areas where hand washing facilities may not be readily available – for example, at a vehicle refueling station, followed by cleaning hands with hand sanitizer.
    l. Identify cleaning protocols for County vehicles, tools and machinery, and additional areas that could be overlooked or are typically not subject to regular disinfecting under normal work conditions.
    m. Reduce or eliminate sharing of office supplies, tools, and equipment to the extent possible.

n. Consider what County resources should be transferred to remote work areas and define associated requirements/protocols for employees. This could include hard copy files and documents or physical resources such as County vehicles, etc.
o. Implement closure of certain areas to the public or limit hours of service if acceptable, while allowing staff to continue working.
p. Install or utilize existing physical barriers such as glass/plexiglass at service counters, and consider drive-through service options if feasible.
q. Communicate modified protocols to clients and customers.

2. If remote/virtual work is of highest level importance, what options can help ensure key people remain connected and functional?
3. Identify plans and make arrangements for key staff in the event remote work becomes unexpectedly interrupted. Consider that local internet connection may be overwhelmed and staff who are typically able to work from home could experience connectivity barriers.
4. Plan for increased staff absenteeism.
5. Identify back-up staff and ensure cross-training is completed for critical functions.
6. Consider internal and external backup options to carry on critical services.
7. Are there vendors that should be contacted or contracts that should be established?
8. Identify primary and alternative methods for County leadership and key staff to communicate during significant disruption, as well as primary and alternative methods to communicate with staff. Consider calling trees, radio, text, and mass notification systems such as Everbridge.

Activity 2
Complete COOP Personnel Pandemic Planning Worksheets for Tier 2 and Tier 3 Response

Activity 2 – Complete COOP Personnel Pandemic Planning Worksheets for Tier 2 and Tier 3 Response

Department Heads work with Managers and Human Resources as needed to complete the COOP Personnel Pandemic Planning Worksheets with Tier 2 and Tier 3 scenarios in mind. Respond to the series of questions for each position and person. Where appropriate, responses can be provided for an entire employee group or classification at one time. However, the worksheets provide the option for County leadership to respond at the individual position or employee level.

COOP Personnel Worksheets for Tier 2 and Tier 3 Pandemic Planning

Basic Personnel Data on All County Employees Included in Worksheets for Department Head and HR Use:
[*Tip -* Pull this data from the County's Payroll/HRIS system to populate initial columns in the worksheets]
- Person Code/Employee Number
- Department/Division/Unit
- Employee Last Name
- Employee First Name
- Assignment/Working Title
- Supervisor Name
- Date of Hire
- Location
- Status (Active, Probation)
- Union and Bargaining Unit
- Essential/Non-Essential Per Statute
- Exempt/Non-Exempt
- FTE
- Grade
- Wage Rate

Department Defined Personnel Data in Worksheets:
- Department Leadership will add data within the Excel format worksheets responsive to a series of questions related to positions and persons.
- Responses can be provided for an entire employee group or classification at one time as appropriate.
- Worksheets provide the option for County leadership to respond at the individual position or employee level where appropriate.

Tier 2 Plan – Community Mitigation / Moderate County Business Operations Disruption:

- MDH Community Mitigation Phase – Multiple cases from different areas/exposures. May implement school closings, cancellation of large community events, promote virtual/video/phone communication where possible.
- Moderate disruption to County business and services. Communities advised to reduce unnecessary gatherings and the County wants to avoid employees coming together in the office, attending in-person meetings, or engaging in face-to-face contact as much as possible.

Instructions to Complete COOP Personnel Worksheet for Tier 2 Pandemic Planning:

- Department Heads or Management review their primary functions and services that the County would be committed to continuing in this scenario.
- **Considering how these functions and services could be modified to the extent possible to be performed via remote work, virtual connections versus in-person, and by incorporating additional appropriate health and safety precautions for a Tier 2 scenario, Department Heads or Management respond to the series of questions for positions and people in the COOP Personnel Worksheet for Tier 2 Pandemic Planning (see Excel Worksheet).**
- Check the box or select from drop down menu options in each Excel worksheet response field, either by job group or by individual position or individual employee as appropriate.

Tier 2 Plan – Questions by Job Classification or by Individual Role and Employee:

1. Critical role in Tier 2 Plan (yes/no)
2. Critical employee (yes/no) - This particular person can perform multiple functions or has other critical abilities/training/knowledge, regardless of role assigned.
3. If identified as critical role, is a competent backup identified? (yes/no)
4. If identified as a critical role, is backup person cross-trained? (yes/no)
5. Name the backup person for this critical role (text field)
6. This person is a critical-role backup. (yes/no)
7. Employee can generally work fully functional remotely now. (yes/no)
8. Employee can generally work fully functional remotely but needs additional tech set-up. (yes/no)
9. Role requires face-to-face interaction. (yes/no)
10. Role requires employee to come onsite physically. (yes/no)
11. Role requires use of county vehicle critical to performing the function. (yes/no)
12. If Tier 2 Plan implemented – insufficient work for this role is a concern. (yes/no)

Tier 3 Plan – Pandemic Management / Significant Business Operations Disruption:
- MDH Pandemic Management Phase – Widespread transmission, hundreds of cases across the state. Focus is on management of resources. Self-isolation is encouraged.
- Significant disruptions to County business and services. The County may determine that only the most critical identified functions should continue, and remaining work may continue if it can be performed fully remotely and if there are available staff.

Instructions to Complete COOP Personnel Worksheet for Tier 3 Pandemic Planning:
- Department Heads or Management review their critical functions that the County would strive to continue in this scenario, assuming significant modifications.
- **Considering the most critical functions and services, and how they would be significantly modified under extreme conditions to be performed via remote work, virtual connections, with significant potential for reduced staff availability, and by incorporating additional health and safety precautions for a Tier 3 scenario, Department Heads or Management respond to the series of questions for positions and people in the COOP Personnel Worksheet for Tier 3 Pandemic Planning (see Excel Worksheet).**
- Check the box or select from drop down menu options in each excel response field, either by job group or by individual position or individual employee as appropriate.

Tier 3 Plan – Questions by Job Classification or by Individual Role and Employee:
1. Critical role in Tier 3 Plan (yes/no)
2. Critical employee (yes/no) - This particular person can perform multiple functions or has other critical abilities/training/knowledge, regardless of role assigned.
3. If identified as critical role, is a competent backup identified? (yes/no)
4. If identified as a critical role, is backup person cross-trained? (yes/no)
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