

City of Redmond

Pandemic Plan (V.4 Final Aug 11,2020)

ANNEX VIII

OF THE CITY OF REDMOND

COMPREHENSIVE EMERGENCY

MANAGEMENT PLAN (CEMP)

A Pandemic Preparedness and Response Plan



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Record of Changes to this Plan

Version Number	Date	Affected Section	Summary of Changes
1.00	09-18-2009	All	Pre-production draft
2.00	03-05-2020	All	Update during COVID-19 activation period
3.00	08-05-2020	Overview Concept of Operations Emergency Management Division Public Works	Final edits approved by the Directors Team

Table of Contents

I.	ABOUT THIS DOCUMENT	5
II.	Potential Impact of a Pandemic on the City	6
III.	AUTHORITIES.....	7
IV.	PLAN OVERVIEW	10
	A. Plan Activation and Goals	10
	B. Plan Assumptions	11
V.	CONCEPT OF OPERATIONS.....	13
	A. Direction and Control.....	13
	B. Organization	13
	Responsibilities	14
VI.	ASSIGNMENT OF RESPONSIBILITIES.....	15
	A. City of Redmond Departments	15
	B. Emergency Management Division (EMD).....	15
	C. Purchasing Department	16
	D. Technology & Information Services Department	16
	E. Finance Department	17
	F. Human Resources Department	17
	G. Public Works	17
	H. Parks and Recreation	18
	I. Citywide Recovery Activities	18
VII.	ESSENTIAL SERVICES	20
VIII.	LOGISTICS.....	21
	A. Resource Management	21
	B. Alternate Locations and New Facilities	23
	C. Integrating Outside Assistance	23
	D. Mutual Aid and Inter-local Agreements.....	24
IX.	FINANCIAL MANAGEMENT	25
	A. Financial Challenges.....	25
	B. Fiscal Responsibility	25
	C. Financial Reimbursement.....	26
X.	HUMAN RESOURCES.....	27
	A. Social Distancing.....	27
	B. Communicating with Employees	27
	G. Communicating with Limited English Populations.....	28

XI.	ASSESSMENT AND REPORTING	29
A.	Impact Reporting	29
B.	Absence Reporting	30
XII.	PLAN ADOPTION AND TRAINING	31
A.	Schedule	31
B.	Plan Adoption	31
C.	Responsible City Officials	31
D.	Distribution	32
E.	Maintenance	32
F.	Training	32
G.	Exercises	33
Appendix A: Communications Strategy		
Appendix B: City Department Lines of Succession		
Appendix C: City Department Essential Services		
Appendix D: Information Technology Plan		

I. ABOUT THIS DOCUMENT

The purpose of the City of Redmond Pandemic and Influenza Plan is to define the non-medical issues and challenges associated with an influenza or pandemic and to provide a planning guide so that the City of Redmond can continue to provide essential services in the event such an incident. This plan supplements the City of Redmond Hazard Mitigation Plan (HMP), City's Emergency Support Functions (ESFs) and is Annex VIII to the City of Redmond's Comprehensive Emergency Management Plan (CEMP).

Although the threat of a pandemic is the primary catalyst for development of this plan, the City of Redmond may undertake some or all of the measures outlined herein to provide an effective response to any contagious pathogen that achieves pandemic proportions.

The goal of this plan is to minimize the loss of life, economic and societal disruption, and impact on the provision of essential City services in the event of a pandemic or any contagious biological event.

The plan begins with the potential impact an outbreak of pandemic proportions could have on the City of Redmond. Next, the plan specifies the authorities various state and local officials have with respect to protecting public health and safety. This information is critical to understanding how a pandemic incident is declared and who has responsibility for activating various emergency plans. Finally, the essential services that must be maintained are identified, along with logistical Planning, financial management, and reporting requirements that shall be activated in the event of a pandemic. Specific guidance for implementing the plan is also included.

II. Potential Impact of a Pandemic on the City

A pandemic could have far-reaching negative consequences for the health and well-being of Redmond residents and for the economic and social stability of the Puget Sound region.

For example, a pandemic has the potential to infect 30 percent or more of the population, with an average of 20 percent of the workforce unable to work for an extended period of time. In an affected community, a pandemic outbreak could last beyond eight weeks.

Multiple waves (periods during which community outbreaks occur across the country) of illness might also occur, with each wave lasting two to three months. Historically, the largest waves have occurred in the fall and winter, but the seasonality of a pandemic cannot be predicted with certainty¹.

Increased absenteeism among City workers and a requirement to implement social distancing to help delay the spread of a pandemic could place a severe strain on all City services, particularly public safety and health-based services. Alternative methods of operations may be required. Effective planning and preparation can minimize the negative impacts of an influenza pandemic.

City Preparations

- Define the essential services that must be maintained during an influenza pandemic.
- Identify employee positions that must be staffed and functions that must be maintained during an influenza pandemic.
- Identify a line of succession for all City departments and agencies, with particular emphasis on those departments and agencies that perform essential services.
- Develop a plan and process for both internal and external communication so that everyone will know what they can and cannot expect of Redmond City government during a pandemic.
- Develop draft communications, vetted in advance of a pandemic so that they only require minor technical updates from subject matter experts prior to release.
- Define personnel policies before a pandemic emergency is declared so that the City and its employees will share a clear understanding of expectations and procedures.
- Develop procedures that limit the spread of illness within the work environment.
- Provide appropriate support mechanisms and information for employees regarding self-care and care of family members.
- Work to ensure there is minimal economic loss to businesses and minimal social disruption to the community.
- Ensure that the City's Pandemic Influenza Plan is internally consistent and coordinated with King County, the State of Washington, and the federal government where appropriate.

¹ <http://www.pandemicflu.gov/Plan/pandPlan.html>

III. AUTHORITIES

Developing a pandemic plan at the City level is complicated by the fact that various Washington state and local public officials have overlapping authorities with regard to protecting public health and safety. The Mayor of Redmond, Governor, State Board of Health, State Secretary of Health, King County Executive, local Board of Health, and the Local Health Officer each can issue directives aimed at protecting public health, including increasing social distancing by closing public or private facilities as required to control the spread of the disease.

Following is a description of the relevant authorities of the officials who have a role in protecting public health and safety:

Governor of Washington State: The Governor has authority to proclaim a state of emergency after finding that a disaster affects life, health, property, or the public peace. RCW 43.06.010(12). The Governor may assume direct operational control over all or part of local emergency management functions if the disaster is beyond local control. RCW 38.52.050. After proclaiming a state of emergency, the Governor has the authority to restrict public assembly, order periods of curfew, and prohibit activities that he or she believes should be prohibited in order to maintain life and health. RCW 43.06.220.

State Board of Health: The State Board of Health has authority to adopt rules to protect the public health, including rules for the imposition and use of isolation and quarantine and for the prevention and control of infectious diseases. RCW 43.20.050(2). Local boards of health, health officials, law enforcement officials, and all other officers of the State or any county, city, or town shall enforce all rules that are adopted by the State Board of Health. RCW 43.20.050(4).

The State Secretary of Health: The Secretary of Health shall enforce all laws for the protection of the public health, and all rules, regulations, and orders of the State Board of Health. RCW 43.70.130(3). The Secretary also shall investigate outbreaks and epidemics of disease and advise Local Health Officers about measures to prevent and control outbreaks. RCW 43.70.130(5). The Secretary shall enforce public health laws, rules, regulations, and orders in local matters when there is an emergency and the local board of health has failed to act with sufficient promptness or efficiency or is unable to act for reasons beyond its control. RCW 43.70.130(4). The Secretary has the same authority as local health officers but will not exercise that authority unless: (a) the Local Health Officer fails or is unable to do so; (b) by agreement with the Local Health Officer or local board of health; or (c) when in an emergency the safety of the public health demands it. RCW 43.70.130(7).

King County Executive: The King County Executive may proclaim a state of emergency within the County when, in the judgment of the Executive, extraordinary measures are necessary to protect public peace, safety and welfare. K.C.C. 12.52.030.A. Under a state of emergency, the Executive may impose curfews, close any or all private businesses, close any or all public buildings and places including streets, alleys, schools, parks, beaches and amusement areas, and proclaim any such orders as are imminently necessary for the protection of life and property. K.C.C. 12.52.030.B.

King County Board of Health: The jurisdiction of local Board of Health is coextensive with the boundaries of the county. RCW 70.05.035. The local Board of Health shall supervise all matters pertaining to the preservation of the life and health of the people within its jurisdiction. RCW 70.05.060. The Board shall enforce through the Local Health Officer the public health statutes of the state and the rules promulgated by the State Board of Health and the Secretary of Health. RCW 70.05.060(1). The Board may also enact such local rules and regulations as are necessary to preserve and promote the public health and to provide the enforcement of those rules and regulations. RCW 70.05.060(3).

Local Health Officer: The Local Health Officer acts under the direction of the local Board of Health. RCW 70.05.070. The Local Health Officer enforces the public health statutes, rules and regulations of the state and the local Board of Health. RCW 70.05.070(1). The Local Health Officer has the authority to control and prevent the spread of any dangerous, contagious or infectious diseases that may occur within his or her jurisdiction. RCW 70.05.070(3).

- i) The Local Health Officer shall, when necessary, conduct investigations and institute disease control measures, including medical examination, testing, counseling, treatment, vaccination, decontamination of persons or animals, isolation, quarantine, and inspection and closure of facilities. WAC 246-100-036(3). The Local Health Officer may initiate involuntary detention for isolation and quarantine of individuals or groups pursuant to provisions of state regulations. WAC 246-100-040 through -070.
- ii) The Local Health Officer has the authority to carry out steps needed to verify a diagnosis reported by a health care provider, and to require any person suspected of having a reportable disease or condition to submit to examinations to determine the presence of the disease. The Local Health Officer may also investigate any suspected case of a reportable disease or other condition if necessary and require notification of additional conditions of public health importance occurring within the jurisdiction. WAC 246-101-505(11).
- iii) The Local Health Officer shall establish, in consultation with local health care providers, health facilities, emergency management personnel, law enforcement agencies, and other entities deemed necessary, plans, policies, and procedures for instituting emergency measures to prevent the spread of communicable disease. WAC 246-100-036(1).
- iv) The Local Health Officer may take all necessary actions to protect the public health in the event of a contagious disease occurring in a school or day care center. Those actions may include, but are not limited to, closing the affected school, closing other schools, ordering cessation of certain activities, and excluding persons who are infected with the disease. WAC 246-110-020(1). Prior to acting, the Local Health Officer shall consult with the State Secretary of Health, the superintendent of the school district or the chief administrator of the day care center, and provide them and their board of directors a written decision directing them to take action. WAC 246-110-020 (2).

- v) The Local Health Officer's powers are not contingent on a proclamation of emergency by the county Executive or an executive head of a city or town.

Mayor of Redmond: The Mayor of Redmond may proclaim a state of civil emergency within the City when, in the judgment of the Mayor, extraordinary measures are necessary to protect public peace, safety and welfare. RMC 9.12.020. Under a state of civil emergency, the Mayor may impose curfews, close any or all business establishments, close any or all public buildings and places including streets, alleys, schools, parks, beaches and amusement areas, direct the use of all public and private health, medical and convalescent facilities and equipment to provide emergency health and medical care for injured persons, and proclaim any such orders as are imminently necessary for the protection of life and property. RMC 9.12.030.

Because these authorities sometimes overlap, there must be close communication and coordination between elected leaders and the Local Health Officer to ensure decisions and response actions are clear and consistent. **Appendix A: Pandemic Emergency Communications Strategy** clarifies the various thresholds for release of public information and internal guidance around a pandemic. Other sections of this plan specify as appropriate when City officials must act in coordination with State and local officials to activate or execute on any part of this plan.

IV. PLAN OVERVIEW

The City of Redmond has employed a two-pronged approach to its pandemic planning effort. Public Health - Seattle & King County (PHSKC) has identified the specific activities that must be undertaken by the Health Department and the public health community at a countywide level to prepare for and respond to the medical aspects of a pandemic. The details of that interagency plan are specified in the document titled “Pandemic Influenza Response Plan – Public Health Seattle& King County.” A copy of the current version of that Planning document is available at <https://www.kingcounty.gov/depts/health/emergency-preparedness/preparing-yourself/~media/depts/health/emergency-preparedness/documents/pandemic/pandemic-flu-response-plan.ashx>.

EMD, through this planning process, has identified the essential services that must be undertaken by City departments and agencies to maintain City operations during a pandemic and to address the non-medical aspects of the pandemic emergency from preparation through to recovery.

Departmental Continuity of Operations Plans (COOP) should address business continuity and include lines of succession for key management and leadership positions, resource management and requirements for emergency response, equipment needs, and training.

A. Plan Activation and Goals

A worldwide pandemic is different from other natural disasters in that it develops over time and over a potentially distant geographic area, and the disease development pattern is tracked by international, national, state, and local health authorities. For this reason, the City of Redmond will not on its own designate a pandemic emergency. Rather, the United States Department of Health and Human Services shall use the Pandemic Alert Levels identified by the World Health Organization (WHO) to determine the extent of disease spread throughout the country. When appropriate, PHSKC shall announce a public health emergency for influenza based on the designated criteria within its Pandemic Influenza Response Plan. Based on the potential impact on Redmond, the Mayor, working with EMD, may proclaim an emergency or activate this plan at the appropriate level.

The City of Redmond has strategically correlated its planning goals and response activities with the three activation levels of the ECC. **Table 1** provides a summary of those three levels, along with the activities that occur at each level.

Table 1: Descriptions and Actions for Activation Levels

A	B	C
ECC Full Activation	ECC Partial Activation	Monitoring
Daily Conference Calls	Daily Conference Calls	EMD Monitoring
No Public Access	Restricted Public Access	Standard Precautions
No Meetings	Limit Meetings	Education Occurring
Mandatory Social Distancing	Voluntary Social Distancing	Supplies Stockpiled
Emergency Proclamation	Emergency Support Functions (ESF) 5	Vendor Agreements Reviewed/Updated
Alternate Service Delivery	Emergency Support Functions (ESF) 8	Plans Reviewed/Tested
Alternate Work Solutions	Alert All ESFs	Standard Work Schedules

B. Plan Assumptions

This plan is built on the following assumptions:

- All incidents that require any level of activation of the Emergency Coordination Center (ECC) will be managed according to the National Incident Management System (NIMS), specifically the Incident Command System (ICS).
- During an incident, departments, and divisions, including all activated emergency support functions, will work in a coordinated manner and share resources toward a common goal under the direction of the Incident Commander.
- Depending on the scale and scope of the incident, the ECC may be activated and staffed with appropriate personnel and departments that have responsibilities as outlined in the Comprehensive Emergency Management Plan (CEMP).
- The Emergency Preparedness Council will support the Incident Commander in satisfying policy setting; it will not direct tactical operations.
- The Emergency Coordination Center will support the Incident Commander in satisfying operational objectives; it will not direct tactical operations.
- Incident Command directs tactical operations.
- Pandemic waves could last from six weeks up to an 18-month period. The second wave may occur several months after the first and the level of illness may be different than in the first wave.
- Because a pandemic is likely to be a global event, mutual aid and federal assistance should not be assumed when a pandemic occurs.
- The Mayor of Redmond, in consultation with EMD, shall proclaim a state of emergency when warranted.
- During a pandemic, up to 50 percent of the work force could be absent for an extended

period of time (weeks or months depending on circumstances).

- The City of Redmond will develop a prioritized list of essential services.
- The City of Redmond will implement alternative work arrangements (e.g. telecommuting) to ensure that strategies to keep the influenza from spreading among employees are successful.
- City systems such as telephones, intranet, internet email, and other applications that support essential City services will remain functional during the pandemic emergency.
- Many City buildings may have to be closed during parts of the pandemic.
- As supply chains are affected, the City may have to ration or reallocate its limited resources of fuel, other supplies, and materials to ensure that essential services are sustained.
- The impact of widespread illness and the social distancing imposed to mitigate it may have a severe impact on the City's revenues as businesses curtail their hours or close and construction activity declines.
- Vaccines and anti-viral drugs may not exist or will be in extremely limited supply and provided on a public health specifically defined basis, with first responders in the high priority group.
- Specific groups may be harder hit than others by the disease itself and by the disruption of the social services on which these groups depend. These groups may include low income, immigrant, people who identify as disabled, people who speak English as an additional language, the elderly, and medically fragile populations.
- Long-term recovery from a severe pandemic will likely span many months or years. The psychosocial and economic consequences may also be long lasting.

The health planning assumptions included in this plan are based on the most current information available from international, federal, state, and local health agencies at the time of publication.

V. CONCEPT OF OPERATIONS

The Comprehensive Emergency Management Plan (CEMP) provides the essential framework for the City's concept of operations for a general emergency and is applicable in the event of a pandemic. The City of Redmond Emergency Coordination Center (ECC) will be the focal point of the City's non-medical response and recovery to a pandemic emergency. When fully activated for a pandemic, the ECC shall include selected representatives of Redmond departments (those providing essential City services and those aiding logistical support).

Partial or full activation of the ECC for a pandemic requires the use of non-traditional procedures in comparison with other disasters. Per the direction of PHSKC, personal protective measures shall be implemented, including social distancing, the use of telecommuting, and enhanced communications systems (video teleconferencing, computer, conference calls, etc.) to reduce the risk of infection to ECC representatives and staff.

Prior to and during a pandemic, the ECC shall be responsible for supporting response with selected logistics, assistance in public information and education, and the acquisition of information on the status of essential City services, critical infrastructure, and selected businesses. Normal reporting systems (SharePoint, e-mail, and conference calls) shall be used, and upon activation of the ECC, Situation Reports will routinely be compiled and may contain additional information on the number of employees absent and the number of those working from home.

The sections that follow describe the organizational structure that will be activated in the event of a pandemic, including who has authority to direct and control implementation of this plan, how City of Redmond processes will be organized during the pandemic, and how responsibilities for critical activities will be allocated between City departments.

A. Direction and Control

As indicated in the CEMP, the City of Redmond and all response partners will operate under the Incident Command System (ICS) for the response to any emergency, including a pandemic. PHSKC will provide unified command for the medical response community. The Redmond ECC will provide incident coordination for the City's non-medical aspects of its response to a pandemic.

Ultimate authority of the City and the ECC is vested with the Mayor. In a pandemic, this includes determining the most appropriate way to implement guidance on social distancing and directives issued by the Local Health Officer. Available to support the Mayor is the Chief Operating Officer, Emergency Preparedness Council, the Mayor's Communications Manager and the ECC staff. The Legal Advisor supports both the Mayor and ECC Director by providing legal counsel and by reviewing all legal documents before they are presented to the Mayor.

B. Organization

The organization of the City of Redmond's government processes during an emergency is based on an Incident Command System (ICS) that incorporates the National Incident Management System (NIMS) standards. The activation of this plan will be coordinated and monitored by EMD and other City staff both at the ECC and Department Operations Centers, as well as at remote locations if required for social distancing. In-depth information on ECC operations and Emergency

Support Functions (ESFs) can be found in the Comprehensive Emergency Management Plan (CEMP).

Because a pandemic will likely create an emergency over an extended period of time, realized in the absences of City employees, each City department or agency has included a line of succession in **Appendix B: Line of Succession**.

Responsibilities

The City of Redmond has a responsibility to maintain essential services to the public during an influenza pandemic. The Emergency Management Division (EMD) has led the City of Redmond's pandemic Influenza preparation and planning efforts and has directed the preparation of this plan, which provides the primary framework for incident planning, response, and recovery in support of maintaining the City's essential services.

Responsibilities of the City of Redmond shall be allocated as follows.

- Assist PHSKC in educating City employees and the public about how to protect themselves from becoming infected and infecting others.
- Assist pandemic planning and preparedness efforts in conjunction with regional, state, and federal response partners.
- Plan and prepare for the provision of essential City services to the public to ensure continuity of the public health and safety during and after a pandemic.
- Conduct training, drills, and exercises to enhance City readiness to respond to a pandemic.
- Coordinate activation and management of the Redmond ECC.
- Through the ECC, coordinate planning and response activities with Redmond departments, ECC representatives, and other entities as required.
 - ✓ Assist with the development of departmental COOP Plans.
 - ✓ Support departmental efforts to test and improve plans and update them as required in response to incidents.
- Develop and implement a situation status report that will enable Redmond departments to provide rapid, concise situation reporting to the ECC and via the ECC to City departments, elected officials, and other government agencies.
 - ✓ Monitor the status of essential City services and provide for internal and external reporting.
 - ✓ Monitor City employee absenteeism to help ensure that City resources are allocated appropriately for the continuity of essential services.

VI. ASSIGNMENT OF RESPONSIBILITIES

The CEMP describes appropriate actions to be taken by the City through its departments in the areas of Mitigation, Preparedness, Response, and Recovery during any major threat.

The sections that follow outline the specific responsibilities of those City of Redmond departments and agencies providing essential services during each of the three phases described previously.

A. City of Redmond Departments

All City of Redmond departments and agencies shall:

- Create, review and update COOP Plans as needed and coordinate other work necessary to improve City, resident and local business preparations.
- At ECC activation level C, develop and implement strategies for securing necessary operating supplies, stockpile as needed, and develop agreements with suppliers where practical to do so.
- At ECC activation level B, invoke their COOP Plans.
- At ECC activation level A and B report on workforce and service impacts of the pandemic consistent with direction from EMD.

B. Emergency Management Division (EMD)

During ECC Activation Level C the Emergency Management Division shall:

- Revise the Redmond Pandemic Influenza Plan no less often than every four years or immediately after a severe pandemic. Revise the Citywide line of succession list (see **Appendix B Line of Succession**) and key contact information of partners, resources, and facilities, annually as well as incrementally as changes occur.
- Conduct updates to inform ECC staff, other key officials, and various stakeholders on the status of influenza pandemic preparedness.
- Review, exercise, and modify the plan as needed on a periodic basis.
- Conduct meetings with appropriate partners and stakeholders to review major elements of the plan and evaluate level of preparedness.
- Modify the plan as needed on an urgent basis.
- Coordinate with bordering jurisdictions as required.

During ECC Activation Level B EMD shall:

- Partially activate the ECC to increased alert and readiness.
- Activate enhanced communications procedures.
- Activate enhanced plans for operational priorities.
- Arrange for appropriate facilities use.

- Notify key officials of need for additional resources, if necessary.
- Coordinate with the Finance department to allocate funding for and document expenses of pandemic response.

During ECC Activation Level A EMD shall:

- Activate the ECC to coordinate with PHSKC, City departments, and key external stakeholders the full activation of this plan.
- Monitor and report status of essential City services.
- Coordinate activities with neighboring jurisdictions and other major institutions.
- Coordinate with the Finance department to allocate funding for and document expenses of pandemic response.

C. Technology & Information Services Department

The Technology & Information Services Department shall:

- Prior to ECC Activation Level B, enhance the City's infrastructure and necessary licensing to support an increased use of remote access technologies and applications that support essential City services. This expansion shall be based on requirements established and communicated to Technology & Information Services (TIS) by departments as part of the development of their Pandemic Influenza Information Technology Needs Assessment and reviews of interdependencies.
- Assist and support employees who request to telecommute during a pandemic by providing clear instructions on how to use the tools that have been assigned to them.
- Discuss critical TIS support needs and alternative support strategies with those departments that request support.

D. Finance Department

The Finance Department shall:

- Prior to ECC Activation Level B, monitor the City's emergency-related funds and amount of reserves the City has on hand which could be used to help overcome revenue shortfalls during a pandemic.
- During ECC Activation Levels A and B, monitor revenues and expenses and notify departments of changes in the City's financial condition to help them prepare for any resulting cutbacks.
- Track pandemic influenza related expenditures.

Purchasing Unit

The Purchasing Unit shall:

- Prior to ECC Activation Level B, identify and catalog alternative sources of fuel, materials, and parts.
- During Activation Levels A and B, execute contracts for fuel and essential materials that may be in short supply, in coordination with PW Central Stores and other Departments.
- Renew contracts as requested by departments to assist with the continuity of their operations and services.
- Assist departments with emergency contracts for purchases of essential goods and services.
- During ECC Activation Levels A and B, ensure that fuel and essential materials are stockpiled, conserved and allocated appropriately to ensure that the City's essential services can continue to the greatest extent possible.
-

E. Human Resources Department

The Human Resources Department shall:

- During ECC Activation Level C, brief Directors Team and representatives from affected unions on areas of the labor contract that may need to be addressed, in response to an influenza pandemic.
- During ECC Activation Level C, coordinate briefings and information for City employees regarding the City's plans and employee options.
- During Activation Level B, identify minimum staffing to provide essential services.
- During Activation Level B assist departments with final preparations for workforce disruptions and dislocations.
- During ECC Activation Levels A and B, track and report absenteeism on a daily basis to the ECC and/or others as required.
- In coordination with the ECC, manage the use of non-essential City personnel.

F. Public Works

Public Works shall:

- Provide essential services (see Appendix C) including: (1) maintaining the transportation system; (2) maintaining utility services; (3) providing for fleet operations and maintenance; (4) coordinating central stores and ordering of essential supplies and (5) construction inspection and contract management.
- Support Fire/Police first responders as needed
- During ECC Activation Level C, identify minimum staffing patterns and just-in-time training that may be needed to provide essential services.
- Adjust staffing schedules, develop safety practices SOPs in coordination with HR and Union. Stockpile PPE.
- During ECC Activation Level B, identify access restrictions at MOC to manage visitors, deliveries, and access to the buildings as most field staff will be on-site. Ensure infrastructure/resources are available and in place to execute any restrictions.
- During ECC Activation Level C, identify essential services that can be done remotely. Develop a plan to deliver these services remotely. Ensure resources to deliver essential services remotely are in place.

- During ECC Activation Level C, identify essential supplies, including fuel and chemicals for water distribution. Develop a plan to order, stockpile, and effectively distribute essential supplies.
- During ECC Activation Level C, determine risk to utility operations staff and implement appropriate mitigation levels and resources.

G. Parks and Recreation

Parks and Recreation shall:

- During ECC Activation Levels A and B, make staff available to support essential services within the Parks and Recreation Department.
- During ECC Activation Levels A and B, make staff available to support essential services in other departments.
- During ECC Activation Levels A and B, open and assist in staffing selected facilities, as requested by the ECC for public health or logistics support purposes (this could include non-City facilities).
- During ECC Activation Levels A and B, provide necessary sanitation support for City facilities and assets. including face masks, hand sanitizer, cleaning wipes, and/or other appropriate supplies and janitorial services
- During ECC Activation Level A, ensure that all City buildings receive adequate fresh air to help slow down the spread of the pandemic.
- During ECC Activation Levels A and B, coordinate continuation of Senior Service's Meals on Wheels program or other appropriate nutrition services to homebound seniors.
- During ECC Activation Levels A and B, coordinate continuation of payment receipting, reconciliation, services requests, activity registrations, and other general customer services.

H. Citywide Recovery Activities

Since a pandemic is likely to occur in waves, the City of Redmond may need to prepare for and perform recovery activities between each wave. It will be important for all City departments and agencies to take the following actions between each wave of the pandemic:

- Assess all physical, economic, and social impacts of the most recent pandemic wave.
- Adjust recovery actions based upon actual impacts and circumstances.
- Assess costs and prepare for the next wave.
- Monitor local and national health information sources for any updates on future pandemic waves.
- Balance recovery actions with essential preparedness for the next wave.
- Adjust staffing resources where possible.

Long-term recovery for the larger community, especially if the pandemic is severe in terms of loss of life and economic consequences, will be daunting and protracted. In particular, the City of Redmond may find both its revenues and service demands affected by the following conditions as it struggles to return to normal levels of activity:

- Smaller businesses have fewer resources to withstand a pandemic, which is likely leading to business failures. They are also likely to be less competitive than larger firms when it comes to employee retention. The business community as a whole will need to work together to mitigate the impacts of competition and recovery on smaller businesses.
- Lower-income and middle-income workers will be heaviest hit and they are least likely to have sufficient financial reserves. They will need assistance in accessing business and government worker recovery support programs.
- Large businesses will not be totally immune and may encounter plant shutdowns due to loss of staff. Restoring operations could be problematic.

City government, therefore, must approach its own recovery sequence with an understanding of the continuing, long-term impacts of a pandemic on the larger community. Streamlining support and eliminating any non-essential barriers to business recovery will be essential. The City of Redmond's Recovery Plan provides more information and details about the recovery process (<https://www.redmond.gov/DocumentCenter/View/1319/Recovery-Plan-PDF>).

VII. ESSENTIAL SERVICES

During a pandemic, there may come a time when all available City resources must be used to provide only the highest priority essential services. In such a situation, the City will not be able to support other jurisdictions or businesses or provide non-essential City services.

For that reason, as part of the planning process, each City of Redmond department or agency identified all the essential services it provides. The delivery of these essential services may be prioritized as a pandemic progresses depending on the severity and nature of its impacts.

Appendix C outlines those services that have been identified as critical to the health and safety of Redmond residents and the continued operation of City government. For more information about the criteria used to define an essential service, see **Appendix C: Essential Services**.

VIII. LOGISTICS

While the City of Redmond has a good deal of experience in responding to incidents such as rain and windstorms, it has very little experience in planning for and effectively dealing with a severe pandemic that may be long lasting and have even longer lasting consequences. The Comprehensive Emergency Management Plan (CEMP) provides a good framework for establishing Resource Support responsibilities. ESF 7 of the CEMP assigns leadership for Resource Support Planning and execution with the Finance, Technology & Information Services, and Purchasing Departments. While this guidance shall apply during a pandemic, the extraordinary demands of a pandemic dictate the need for additional planning and coordination with regard to resources and facilities.

The sections that follow outline additional planning and preparation the City needs to undertake to effectively manage resources and facilities during an influenza pandemic. Information with respect to outside assistance and mutual aid is also addressed in this section.

A. Resource Management

ESF 7 of the CEMP provides the structure and framework for obtaining additional resources when City departments are unable to meet their needs. During a pandemic event, resource needs may be administrated through ESF 7 in the ECC.

A pandemic will likely be a long-term event lasting many months, and resource management needs will undoubtedly change throughout that period. The ESF 7 Primary Agency, in coordination with ECC leadership, shall regularly evaluate resource management needs and determine the most effective approach to meet those requirements. Assessments shall be conducted at the end of each wave of the pandemic with the analysis and results informing refined planning for subsequent waves.

Resource Shortages

During a pandemic, common resources may be difficult to obtain or unobtainable for a variety of reasons. Many businesses today maintain “just in time” inventories which will quickly be depleted during a pandemic and difficult to replenish. The supply chain is likely to be disrupted by the pandemic, and vendors and suppliers may be forced to close their doors for an extended period of time due to lack of supplies or staff shortages. Unlike other disasters, obtaining supplies from another city may not be an option. State and federal support will also not be available, particularly in the short term.

In addition, certain supplies will be in high demand, not only among public agencies but also private businesses. Items in short supply may include PPE, cleaning supplies, fuel, food, medicines and medical supplies, toiletries, office supplies, and parts needed to keep equipment in good working order.

It is important that City departments identify, and secure where prudent to do so, resources that support essential services before a pandemic develops. Obtaining additional resources during a pandemic may be possible, but these resources will likely take extra effort and time to procure and prices could be at a premium.

Resource Reserves

The City of Redmond must remain able to provide essential services for its residents, businesses, and visitors. The ability to provide these services lies not only in staff required to perform the duties, but also in the equipment and supplies needed to support those services. Through the COOP and pandemic influenza planning process, each City department should identify resources critical to essential operations and consider maintaining a 60-day supply of those resources in reserve. This level is consistent with the likely duration of one of the pandemic waves. The types and quantities of resources kept in reserve will vary by department and be affected by a variety of circumstances, including funding sources, resource lifespan, and storage availability.

Resource Conservation

The City recognizes that multiple solutions are required to deal with resource shortages. Resource conservation should be considered at the beginning of a pandemic so that resources can be shifted from non-essential missions to those that provide essential services.

In preparing for a pandemic, the ESF 7 Primary Agency, in close coordination with the ECC and City agencies that provide essential services, shall develop a resource management strategy, including conservation and reallocation guidelines, to help preserve fuel, automotive parts and equipment, sanitation supplies, and other resources. The ESF 7 Primary Agency shall also review facility cleaning and maintenance contracts and explore provisions which would help minimize the spread of disease where practicable. This strategy will be executed during the Response Phase; conservation and reallocation activities are likely to continue during the Recovery Phase as supply chain disruptions in some instances are likely to last well after the pandemic. Each City department must also consider alternate methods of doing business during a pandemic that will preserve resources on hand.

Recommended Resource Planning

ESF 7 describes how resources will be procured and who will be tasked to work on logistics when a disaster strikes. The City must be prepared to execute its resourcing strategy and to purchase emergency supplies and equipment immediately upon the indication that a significant pandemic is at hand. The inability to obtain needed resources during a pandemic event could result in an ineffective response to critical missions. Waiting until supplies are depleted will be very costly at best.

Each City department should include a resourcing strategy in its COOP and pandemic influenza plan. When developing a resource plan, departments should identify:

- All resources required to support essential services;
- Location of sources within the city that may be used to supplement needed resources;
- A funding mechanism to support resource stockpiles;
- Secured locations for storage of resources;
- How to incorporate rotating resource reserves into their everyday operations.

Once individual departmental needs have been identified, the EMD will review plans and strategies for commonalities and interdependencies so departments can achieve some shared efficiencies and to ensure that one department's plans do not inadvertently disturb essential services of another.

Before an event, each department may also want to identify multiple vendors, including some smaller local companies, that carry parts or supplies that sustain essential services. In some cases, it may be beneficial to develop Memoranda of Understanding with companies identifying specific items that may be needed to support essential services. Though there is no guarantee that a vendor will be able to deliver the part or item, this type of agreement helps build a relationship between the City and businesses that could be beneficial during a disaster.

B. Alternate Locations and New Facilities

Each department must assess its need for alternate or additional workspace for employees as well as space for storage of supplies, equipment, or other special needs. If social distancing is implemented during a pandemic or if additional staff is needed to perform essential services, then it may be necessary to obtain additional facility space. (In some cases, the solution may be to utilize workspace that is used by work groups that are not supporting essential services.) Security and other support services (e.g., voice and network communications capabilities) for alternate or additional work and storage locations must also be addressed and planned for in advance.

One unusual circumstance that must be considered during a pandemic is the need to have a room or area where persons who become symptomatic of the illness can stay. Employees who become ill at work may either refuse to go home or be unable to go home because of their condition. It is important that those who are symptomatic not be in close proximity to those who are not displaying symptoms, but there may be no medical facility that can immediately receive them. As an alternative, the City may want to establish dedicated rooms for ill employees by individual work group or by building or building floors.

Because of the potentially high mortality rate of a severe pandemic, the management of the remains of deceased persons may also become a logistics challenge. It is the responsibility of PHSKC to identify and resource facilities that can be used to hold the bodies of those who have died during the pandemic. City personnel must work with Public Health staff to determine facility requirements and to conduct assessments to determine candidate locations for temporary storage of remains if requested by PHSKC. Contingency agreements with potential facility providers may be warranted.

C. Integrating Outside Assistance

During a pandemic, City agencies should not expect to receive assistance from other agencies. Any outside assistance that is received will be integrated into existing operations. Staging areas will be established for incoming resources through the ECC using the Incident Command System.

D. Mutual Aid and Inter-local Agreements

All planning must assume that mutual aid will not be available during a pandemic. A shortage of personnel resources and supplies will dictate that agencies keep their limited personnel resources close to home and that supplies will be fully consumed providing service to their own jurisdictions.

IX. FINANCIAL MANAGEMENT

In addition to the challenges of maintaining essential City services in the face of staffing shortages and supply chain disruptions, the City may also confront significant financial difficulties during and after a pandemic. The Response and Recovery phases of a severe pandemic are likely to be more prolonged than other disasters, placing additional importance on overall financial planning and fiscal management.

A. Financial Challenges

During an extended pandemic, the City can expect to confront higher than normal or unanticipated costs for the following reasons:

- Supply shortages may drive up the cost of fuel, replacement parts, supplies, and other components essential to service provision. In some cases, “doing without” will not be an option for the City, especially in areas of public safety and providing basic services.
- New functions and services may be required of the City; these might include the operation and maintenance of short-term emergency medical facilities, the support of children whose parents are ill or have died, or the extended protection of pharmacies whose supplies are being rationed. These are examples that help to illustrate the City’s role as the level of government closest to Redmond residents may evolve rapidly and unexpectedly during a pandemic.

While costs may increase, the City may find that its revenues are decreasing. If a pandemic is short-lived or if its impacts are relatively mild, revenue declines may not become an issue. If a pandemic occurs as a cycle of intense waves a serious economic downturn may result which may affect all three primary pillars of the City’s tax base.

- The City’s Sales Tax revenue could decline if supply chains become disrupted and development or construction activity is curtailed. Stores and businesses may see fewer customers and reduced sales due to the fear of encountering infected individuals.
- As businesses see their sales decline, the City’s Business and Occupation Tax revenue could similarly decline if businesses are not able to stay operational.
- Property Tax revenue should be much more stable, especially in the short-term. It is possible that an extended pandemic could cause some property owners to no longer be able to pay their property taxes due to illness, unemployment, or other circumstances. If the pandemic has impacts on the greater economy, property values could be impacted which would result in decreased Property Tax revenue in future years.

B. Fiscal Responsibility

To prepare for the financial challenges created by a pandemic, the City, under the leadership of the Finance Department, must take the following actions:

- Continue to maintain the City’s Emergency Fund and similar reserves at current levels or higher.

- Maintain its prioritized list of essential services and identify potential reductions in non-essential activities. Any service reductions that could yield immediate expense relief should be identified and those reductions should be implemented if rapid reductions in expenditure become necessary.
- Explore opportunities for temporary reductions in work hours and associated costs for non-essential City employees during a declared pandemic emergency.
- Develop revenue and expenditure monitoring mechanisms that can be implemented quickly when a pandemic emergency is declared.

C. Financial Reimbursement

As with other emergencies, documentation of all activities and costs associated with a pandemic shall follow the established guidelines. These guidelines ensure proper fiscal management during a pandemic and allow City leadership and elected officials to be informed of the cost of a pandemic crisis.

FEMA Disaster Assistance Policy DAP9523.17, Emergency Assistance for Human Influenza Pandemic, describes certain costs associated with a pandemic which may be eligible for federal reimbursement. While the City of Redmond will work with FEMA and all possible jurisdictions and levels of government for potential cost recovery, it is recognized that a severe pandemic will affect national and local economies, and that federal assistance may be received after the fact. Therefore, City planning and response is not predicated on rapid or complete reimbursement of expenses from the federal government.

X. HUMAN RESOURCES

A pandemic is likely to have many unforeseen impacts, especially in areas relating to personnel. The City will reference its established labor relations processes and inform union leadership about changes to personnel practices that affect contracts. Then at a later date Human Resources will negotiate the impacts of these changes with the appropriate unions as necessary.

Guiding Principles

- The health and well-being of the City's workforce is of paramount importance. Employees and their family members will need to be supported with alternative virtual care options during what will be very stressful times.
- Maintaining adequate staffing to support essential City services will be of primary concern. Essential services will be staffed first and other functions will be staffed secondarily.
- In the event that a pandemic is proclaimed; management may be required to take actions to protect the public and City employees that conflict with existing personnel rules and collective bargaining agreements. It is the City's intent to minimize the number and the duration of these disruptions and to honor all appeal processes to the extent practical.
- Human Resource processes may be simplified, and the administration of the Personnel Rules and/or collective bargaining provisions narrowed in order to meet operational staffing needs during an emergency period.
- The effect of these policies does not grant new privileges, rights of appeal, rights of position, transfer, demotion, promotion or reinstatement of any City of Redmond employees, contract or temporary workers or volunteers. These guidelines and policies do not constitute an express or implied contract. They provide general guidance and cannot form the basis of a private right of action.

A. Social Distancing

In a pandemic, one of the key strategies the City will adopt to prevent it spreading among all City employees is social distancing. This may require sending individuals home without work to do, having them work from home, having them work extended hours, or having them work overtime. Some or all of these issues have labor relations implications, including potential adverse impacts on employees, which may be addressed to the extent practical given the emergency period.

B. Communicating with Employees

Communicating regularly, directly, and honestly with City employees regarding the City's plans for and response to a pandemic as it occurs will be essential to the success of that response. The City's Communications Strategy covers both internal and external communications and the general timing of their release during the pandemic incident lifecycle. Explicit strategies and responsibilities for communicating with City employees are detailed in **Appendix A: Pandemic Influenza Emergency Communications Strategy**.

G. Communicating with Limited English Populations

<https://apps.leg.wa.gov/RCW/default.aspx?cite=38.52.070>

(3)(a) Each local organization or joint local organization for emergency management that produces a local comprehensive emergency management plan must include a communication plan for notifying significant population segments of life safety information during an emergency. Local organizations and joint local organizations are encouraged to consult with affected community organizations in the development of the communication plans.

(i) In developing communication plans, local organizations and joint organizations should consider, as part of their determination of the extent of the obligation to provide emergency notification to significant population segments, the following factors: The number or proportion of the limited English proficiency persons eligible to be served or likely to be encountered; the frequency with which limited English proficiency individuals come in contact with the emergency notification; the nature and importance of the emergency notification, service, or program to people's lives; and the resources available to the political subdivision to provide emergency notifications.

(ii) "Significant population segment" means, for the purposes of this subsection (3), each limited English proficiency language group that constitutes five percent or one thousand residents, whichever is less, of the population of persons eligible to be served or likely to be affected within a city, town, or county. The office of financial management forecasting division's limited English proficiency population estimates are the demographic data set for determining eligible limited English proficiency language groups

- Top languages spoken by significant populations of residents in the City of Redmond include:
 - English
 - Spanish
 - Chinese
 - Hindi
 - Russian

(b) Local organizations and joint local organizations must submit the plans produced under (a) of this subsection to the Washington military department emergency management division, and must implement those plans. An initial communication plan must be submitted with the local organization or joint local organization's next local emergency management plan update following July 23, 2017, and subsequent plans must be reviewed in accordance with the director's schedule.

(4) When conducting emergency or disaster after-action reviews, local organizations and joint local organizations must evaluate the effectiveness of communication of life safety information and must inform the emergency management division of the Washington military department of technological challenges which limited communications efforts, along with identifying recommendations and resources needed to address those challenges.

XI. ASSESSMENT AND REPORTING

When EMD determines that a pandemic threat exists locally, and the CEMP and Pandemic Influenza Plan are activated, each City department will be required to assess its current situation. One of the first tasks each department shall undertake upon activation of the CEMP is an evaluation of its personnel strength, as the performance of essential services depends upon the availability of personnel to perform tasks associated with those missions. Each department must also review and evaluate its Line of Succession to ensure that there is enough depth to maintain a leadership presence at all times. Personnel strength and deficiencies will be reported to the ECC in accordance with the City's Pandemic Influenza Sick Call process. At ECC Activation Levels A and B, individual departments will report their staffing levels to HR who will relay this information to the ECC.

In addition to staffing levels, any conditions that impair the ability of the department to perform essential services shall be reported to the ECC. Personnel strength, absence of managers or supervisors, malfunctioning equipment, inappropriate or insufficient operating space, or lack of supplies or parts may all affect the ability to provide service. Any significant issues that need additional help for resolution should all be reported to the ECC where alternative solutions may be recommended.

The sections that follow describe the type of reporting activities that will be required of all City departments during an influenza pandemic.

A. Impact Reporting

In order to track the impacts of a pandemic on City services and the public, departments will be required to report regularly on any changes in service levels, quality of service, or key performance indicators. Departments should submit situation reports to the ECC Operations Section.

An impact should be reported as soon as possible after it occurs. Changes in the status of a previously reported impact—either improvements or further degradations in service—should likewise be reported as updates to the original situation report.

It is expected that at its height, a pandemic will create many impacts. Departments should focus on those impacts that are most significant to the public, to City policymakers, and to other departments. When evaluating whether to report an impact, departments should consider whether the impact:

- Affects an essential service;
- Is expected to be of noticeable duration;
- Poses a significant reduction in service;
- Has policy implications;
- Affects large numbers of people or vulnerable groups of people; or
- May require significant additional resources to mitigate.

By maintaining a collective picture of impacts and their expected durations, the City will be in a better position to reallocate resources as needed to restore or retain essential services at acceptable levels.

B. Absence Reporting

Departments and the ECC need to know the resources that each department has available to perform service so that resource shortages can be addressed for essential services. In addition, PHSKC requires this information to help track the magnitude and spread of a pandemic.

Therefore, each department is required to report daily by 10:00 AM:

- How many employees, including part-time and temporary employees, the department has on their payroll;
- How many employees have reported physically to work;
- How many employees are working remotely;
- How many employees are absent;
- And, to the extent known, the reason for absences: sick leave due to flu-like-illness (FLI), family sick leave, scheduled absence, or other.

Each department, as part of plan development, should create a procedure for gathering this information daily for weekday, day shift employees.

XII. PLAN ADOPTION AND TRAINING

This plan creates some unique implementation challenges. Most disasters are of short duration, yield no more than a few days of disrupted service, and affect only a small and well-defined number of employees or work units. In contrast, during a pandemic, most employees will be affected, and many businesses will change their level of service, some more than others. This impact will likely be felt across all of City government for several months or longer.

Because a pandemic will impact employees and services across the City of Redmond, it is critical that all employees be adequately prepared to respond to a pandemic. Every City department should ensure that its employees receive training on those portions of the Comprehensive Emergency Management Plan (CEMP), the department's COOP Plan, and the Pandemic Influenza Plan that directly affect their work or their well-being. Furthermore, the City should conduct a series of drills and exercises to prepare all employees for their role in providing essential services during a pandemic.

The sections that follow provide a schedule for plan completion, adoption, and maintenance, and guidelines for training employees on plan logistics and conducting implementation exercises.

A. Schedule

The Emergency Management Division has created the following schedule to produce an update to this functional pandemic plan annex.

- Directors Team appoint individuals to conduct a final read through and edit of their section of the Pandemic Plan on or before July 24, 2020
- EMD creates final plan on or before August 3, 2020
- Final plan presented to Directors Team, Internal Public Safety Committee, Public Safety Committee of the Whole for review and discussion.
- Present Pandemic Annex to City Council for approval
- EMD publishes final plan and begins training and exercise calendar rotation on the plan.

B. Plan Adoption

This plan becomes effective upon the approval of the Directors Team and the subsequent adoption by the Mayor and Redmond City Council.

C. Responsible City Officials

This plan is an Annex to the City of Redmond Comprehensive Emergency Management Plan (CEMP) and is subject to the same policy guidelines and responsibilities therein. Given their predominant roles in a pandemic, the Leads for ESFs 2 (Communication), 6 (Mass Care, Housing and Human Services), 7 (Resource Support), 8 (Public Health and Medical Services), 14 (Long-Term Community Recovery and Mitigation), and 15 (External Affairs) shall play major roles in the administrative processes to ensure the plan is effective.

Department heads, especially those providing essential City services, are responsible for ensuring the adequacy of their COOP and pandemic Influenza plans and departmental preparations.

D. Distribution

It is the responsibility of EMD to ensure proper distribution of the plan to City department and agency directors and other appropriate parties. The plan shall be transmitted by EMD to the Directors Team distribution list either electronically or by hard copy as necessary. In addition, because much of this plan impacts all City employees, EMD shall post it on the City's intranet. City department and agency directors are responsible for ensuring that all employees within their departments have access to the plan.

E. Maintenance

EMD staff is responsible for maintaining the Pandemic Influenza Plan, with input from individual department staff and/or ESF representatives. This plan and its appendices shall be reviewed every four years.

However, certain portions of this Plan must be reviewed more frequently. **Appendix D: Pandemic Influenza Emergency Information Technology Plan**, for example, should be reviewed at least every two years to ensure that it adequately addresses the most current technologies in use at the City. This is particularly critical in relation to strategies for telecommuting. In the event of an influenza pandemic, it is imperative that all equipment and software used by employees to telecommute be up-to-date and compatible with City systems, as the expectation is that many employees will telecommute during the pandemic.

Similarly, Human Resources policies may change as union contracts are renegotiated and thus, they should be reviewed at least every two years.

Additionally, when the WHO declares that the influenza pandemic has moved to Phase 4, this plan should be reviewed and updated as required. Training and exercise schedules may also be accelerated based on WHO and PHSKC guidance.

F. Training

Training will vary from general overview materials to detailed procedures. Departments are responsible for insuring their employees are aware of this plan and its impact on them and their department's functions.

Each department shall develop training that includes specific policies and procedures their employees will use during an influenza pandemic. Training that familiarizes employees with department COOP and Pandemic Influenza Plans, particularly those areas affected by a pandemic, is critical and should address issues such as Lines of Succession, Delegation of Authority, and which units will cover for others if there is a shortage of personnel.

The Primary Agency for each ESF is responsible for reviewing current procedures and modifying them as appropriate for response to a pandemic. The EMD is responsible for ensuring training and drills are developed and delivered, and that After-Action Reports are reviewed with the Director of EMD. There are also some unique forms of technical training that may need to be developed. Examples include TIS training on remote access for those employees who may be working from home, agreed upon exceptions to union contracts, and modifications to procurement or payroll

submissions. City departments will coordinate with ESF Primary Agencies and work units with technical expertise to ensure that all gaps are identified, and training issues addressed.

The purpose of this training is to help employees understand the priorities of City government, including essential services during an event of this type. In addition, the training will identify City employees' roles in providing essential services during a declared pandemic crisis, ways they can help themselves and their families overcome challenges they may face during a pandemic, and ways to help the community and those they serve. General information about pandemic influenza, basic health and safety recommendations, social distancing guidelines, human resource issues, and TIS instruction should also be included in the training.

Training Delivery

While EMD is tasked with developing portions of pandemic influenza training and drills, it is the responsibility of each department to enhance that basic training with department specific information and to ensure that their employees receive training. Methods that may be used to deliver training to City of Redmond employees include train-the-trainer, direct classroom instruction, web-based training modules, and video presentations.

EMD shall conduct at least one training session for all department directors, separately elected officials and their key staff, and selected managers. These sessions shall include basic information for all staff as well as pandemic specific ECC training.

When the WHO declares that the influenza pandemic has moved to Phase 4, training shall be accelerated and provided online as much as possible so that every employee receives basic pandemic training prior to the onset of the disease in Redmond. The training schedule may be modified based on the advice of PHSKC.

G. Exercises

Disaster exercises perform three vital functions. They:

- Validate response Plans and procedures to the extent that those plans and procedures are adequate in guiding responses to exercise scenarios.
- Expose gaps or shortcomings which can be corrected and validated in the next exercise.
- Reinforce employee behaviors and increase employee confidence in using the plan to respond to a disaster.

Activities typically build from the simple to the complex over time and generally require budgets that increase with the complexity of the exercise.

To ensure an effective response to pandemic influenza, the full range of exercises from the drill to the full-scale simulation will be necessary. These exercises enable the City to test its plans and help employees to understand their roles in the response and to practice critical activities.

Each department shall conduct training, drills, and tabletop exercises that include appropriate managers and selected personnel. Some departments may need to execute multiple exercises in order to cover all business groups. EMD staff will be available to assist with the design or facilitation

of these exercise activities. Elected officials and their key staff should also participate in training and exercise activities so they will be prepared when a pandemic occurs.

To practice social distancing, some drills should include employees connecting to City computer systems and departmental applications from home. Other activities that should be practiced in a drill or discussed in a tabletop exercise include testing call down lists, impact reporting, and absence reporting.

Following training, drills and tabletop exercises, a City-wide exercise should be conducted to test the role of the ECC and ESFs during a pandemic. This exercise should also provide a platform for testing department COOP plans as they relate to a pandemic. EMD will take the lead for this exercise which should be conducted within two years of the adoption of this plan.

This City-wide exercise also provides an excellent opportunity to engage external stakeholders in the testing of their pandemic plans, especially where they interface with the City's plans. The City, through EMD, should work with other jurisdictions, private businesses, and non-government organizations, to make this City-wide exercise a multi-jurisdictional event. This participation will facilitate greater communication and collaboration among key stakeholders in preparing for an influenza pandemic.

Appendix A: Pandemic Influenza Emergency Communications Strategy

The purpose of this appendix is to guide the communication efforts of the City of Redmond to educate and prepare City staff, residents, community and social service agencies, faith-based organizations, and business owners for an influenza pandemic. Effective and timely communication is critical before, during and after a pandemic.

This communications plan includes:

- A strategic framework for communication during an influenza pandemic, including the approval process for all communications.
- Identification of key influencers and spokespersons and strategies for leveraging these parties to strengthen the City's communication plan.
- A high-level implementation plan that outlines key topics the City must address at each phase of a pandemic and the tools currently available for addressing those topics.

Scope

The Communications Plan addresses several areas critical to successful public and stakeholder communications before, during and after a pandemic. The plan identifies core goals, objectives, strategies, key messages and audiences, key spokespersons, approval processes, media relations and evaluation common to all pandemic periods. It describes specific actions required during the pandemic alert, pandemic, and post-pandemic periods.

The information needs of internal and external stakeholder audiences in each phase are identified and appropriate messages and information products are described for each. Risk (or crisis) communications principles are incorporated in each phase.

Objectives

The objectives of the City's Pandemic Influenza Communications Strategy are as follows:

- To establish a broad network for disseminating information during all phases of a pandemic;
- To provide clear, accurate messaging to all audiences during all phases of the pandemic;
- To communicate transparently, accurately, and in a timely manner through a variety of methods to reach all audiences.

Guiding Principles

To help ensure high quality, credible communications, messaging for the pandemic will be driven by the following general principles:

- Messaging will be informed by research, so information is accurate and credible.
- Information will be timely to help ensure that it is trustworthy and helpful.

- All strategies employed will leverage the reach and resources of key influencers to ensure that information is provided to all Redmond employees, residents, including non-English speakers and those with other communication challenges.
- Strategies will use existing communication channels and protocols wherever possible to reduce confusion and maximize efficiency.
- Messages and delivery strategies will be developed through broad collaborations of internal and external stakeholders to ensure that adequate attention is given to the diversity of audiences the City must reach.

Appropriate risk communication considerations should be applied before, during and after any major crisis. Effectively communicating complex, scientific or technical information can improve public responses. In this regard, the City will strive to:

- Provide information that is relevant and easily understood.
- Provide information that is specific to the potential threat including, to the greatest extent possible, the nature of the threat, when and where it is likely to occur, over what time period, and guidance on actions to be taken.
- Protect the credibility of the agencies providing information by being honest and direct.
- Avoid over-reassuring or underestimating risk.
- Show empathy; acknowledge fear and hardship.
- Advise people about what they can do to prevent infection or otherwise help.
- Ensure consistency with response partners.

Information Approval Process

Public Health Seattle & King County (PHSKC) serves as the lead agency in King County for risk communications messaging and public education regarding the medical aspect of and medical response to an influenza pandemic. Prior to the activation of the City's Emergency Coordination Center (ECC), PHSKC will follow its standard internal information development process as the primary focus is on what residents and businesses need to do to prepare for a pandemic including pandemic health etiquette. The City of Redmond through the ESF 15 Public Affairs Primary Agency will coordinate with PHSKC to ensure consistency of communications and education messaging regarding pandemic influenza on any information the City disseminates internally (to staff and managers) or externally through standard emergency communication tools (television, radio, etc.).

When the Redmond ECC is at activation levels A or B for a Pandemic Influenza incident all communications releases will follow the standard ECC/ICS approval process before release.

Planning and Preparedness

Communication planning and preparedness for a pandemic is of paramount importance. Because communications in this context are complicated by overlapping authorities, multiple perspectives, multiple stakeholders, and the threat of dire consequences, including loss of life, key issues must be resolved during the early stages when staff and stakeholders are more available for deliberations and development work. The City must complete the following communications tasks:

- Determine intra- and inter-agency communications roles. A pandemic is distinguished by both medical and emergency management messages that must be communicated throughout the incident, often by different spokespersons representing different organizations. All stakeholders in the process must determine:
 - ✓ Who is responsible for final approval of the content?
 - ✓ How is content vetted for both technical accuracy and psychosocial impacts?
 - ✓ Who needs to be involved in the internal review?
 - ✓ Who is the primary spokesperson?
 - ✓ How do responsibilities change once an emergency is proclaimed?

The consensus and approval of the Mayor on these processes is important to a successful outcome.

- Develop and disseminate internal and external public education and public information materials through multiple communications channels. This includes:
 - ✓ Translating into other languages suitable for all City residents.
 - ✓ Customizing where necessary for special needs populations.
 - ✓ Following up to ensure communications have been effective.
- At the outset, proactively build and maintain relationships with critical community partners and purveyors of information to citizens of Redmond, including the media, City agencies, other governmental agencies, non-profit and community organizations, elected officials, unions, faith-based organizations, representatives of vulnerable populations and other advocacy groups, the health care community, businesses, and others in the private sector.
- Train key staff and elected officials in crisis communications and the criticality of maintaining credible communications.
- Participate in exercises and drills to strengthen readiness. Practice emergency communications scenarios with personnel from other City departments.
- Review and revise where needed emergency management plans to facilitate a fast transition to emergency communications roles when a pandemic occurs.
- Prepare basic template/draft scripts, public service announcements, press releases, fact sheets, and talking points, and vet those with stakeholders in advance of the pandemic.
- Pre-test emergency materials and messages.

- Build trust by regularly communicating with partners and stakeholders who can help with emergency information dissemination.

Key Influencers

Key influencers play a critical role in helping the City prepare for a pandemic and in informing and preparing their own stakeholders and communities. These key influencers are:

- City elected officials, especially the Mayor;
- Public Health representatives and the larger medical community;
- Senior department leadership staff (agency heads, division leaders);
- Labor representatives;
- Schools;
- Church and other faith-based organization leaders;
- Leaders in non-English speaking communities;
- Community service providers;
- Business associations;
- Daycare and childcare providers.

The City should plan to leverage these key influencers to assist in communicating critical information to Redmond residents, business owners, and staff about the influenza pandemic and how to respond to it. In the early communication stages of an influenza pandemic, key influencers can play a vital role in informing and assisting their own clients and stakeholders to prepare. During the later stages, their equally critical role will be to dispel rumors and misinformation, provide leadership, hope and emotional support, and encourage and reinforce community-sustaining behaviors.

Key influencers can help stakeholders, including Redmond residents and City staff, to:

- Recognize the severity of the crisis and its consequences.
- Understand the importance of adhering to prevention and mitigation measures.
- Initiate and maintain a rational response.
- Support medical, community and other primary responders.

Critical Messaging

During a pandemic, the City, in collaboration with King County, PHSKC, and key influencers, must communicate three critical messages:

- What PHSKC and the City of Redmond and others in the region are doing to reduce illness and death and minimize societal disruption;
- What the City of Redmond is doing to monitor and maintain essential services for City agencies and in support of key businesses and neighborhood needs;
- What the public can do to reduce illness and death and minimize societal disruption.

- City of Redmond will share the same messaging as the lead organization and disseminate via all necessary City of Redmond communication platforms to insure consistent messaging for the community.

For example, Public Health currently provides timely and helpful information and advice about how individuals can protect their own health and what to do if they, family members, or others become ill. If a pandemic is proclaimed, the City of Redmond will provide timely information on the status of essential City services and how the City is working to help citizens and businesses during this crisis.

Key Spokespersons

PHSKC leadership (the Director of Public Health, the Director of Communicable Disease Control, or comparable PHSKC health authorities) shall be the spokespersons around all health and medical aspects of a pandemic. In that regard, they shall provide information directly to consumers as well as to key influencers, including the City of Redmond.

As the chief elected official in the City of Redmond, the Mayor, or their designee, shall provide information to citizens, employees, and business owners on the status of essential City services and on what the City is doing to help Redmond prepare for and respond to a pandemic. City directors and managers shall use this information both internally with their staff and labor representatives and externally with other key stakeholders in support of the overall public education and information process.

The City of Redmond, PHSKC, and King County must work together to engage key influencers. Coordinated efforts will ensure consistency of messages, minimize confusion and make the best use of community partners' time. **Table 1** lists messages by pandemic phase and targeted audience.

Table 1: Key Message by Pandemic Phase
(Each Activation Level includes messages from the previous Activation Level)

AUDIENCE	ECC ACTIVATION LEVEL 1MESSAGES	ECC ACTIVATION LEVEL 2MESSAGES	ECC ACTIVATION LEVEL 3 MESSAGES	RECOVERY MESSAGES (in addition to messages from Level C)
All Audiences	<p>We must all be responsive</p> <p>Directive on how community can stay safe and healthy</p> <p>We understand the seriousness of the situation</p>	<p>Here is the situation status, content formatted to specific audience</p> <p>Here is what we need you to do to help us respond</p> <p>We understand how serious this may become</p>	<p>How we all prepare and respond can influence outcomes. Being prepared will lessen the impact</p> <p>We are planning for a serious situation</p>	<p>We must assess the initial impacts and prepare for the next wave</p>

AUDIENCE	ECC ACTIVATION LEVEL 1 MESSAGES	ECC ACTIVATION LEVEL 2 MESSAGES	ECC ACTIVATION LEVEL 3 MESSAGES	RECOVERY MESSAGES <i>(in addition to messages from Level C)</i>
City Depts. and elected officials	<p>Directive on how to remain safe and healthy.</p> <p>Describe seriousness of the situation</p>	<p>You and your family's health and safety are your priority. Public information has been prepared</p> <p>We are responding to myths and rumors with facts</p> <p>Maintaining consistent messaging with lead agencies is critical We have disseminated information for residents and businesses</p>	<p>Solicit feedback from influencers to confirm that messages are effectively reaching people</p> <p>Public information has been prepared</p>	<p>Your constituents will be looking to you for input/direction, please share outlined resources with constituents (provide same messaging and links the City and County are using for consistent messaging.</p> <p>Full recovery may take a long time</p> <p>We are working to support businesses and community needs</p>
Community Service Providers		<p>Tell us what you need</p> <p>Your support and partnership in sharing information and services is critical.</p>	<p>Are you prepared or are there places you need support from the City or other governmental agencies?</p>	
Unions	<p>Directive on how to remain safe and healthy.</p> <p>Describe seriousness of the situation</p>	<p>City government and health officials have a plan in place.</p> <p>Our elected leaders understand the seriousness of the situation</p> <p>Decisive and quick action is needed-follow leadership direction</p> <p>We understand your members may be under a great deal of stress. We want to support you while they help maintain essential services.</p>	<p>We need you to help remind people what's coming and how to prepare for it</p> <p>Develop pre-planned materials to help with timely and consistent communications</p> <p>Your family and neighborhood preparedness can reduce the impact</p> <p>Be aware of workers' needs and potential workplace or work schedule changes</p>	

AUDIENCE	ECC ACTIVATION LEVEL 1MESSAGES	ECC ACTIVATION LEVEL 2MESSAGES	ECC ACTIVATION LEVEL 3 MESSAGES	RECOVERY MESSAGES <i>(in addition to messages from Level C)</i>
Unions Continued		<p>Please let us know if there are ways, we can make our messages more accessible and clearer and make your job easier.</p> <p>Your stakeholders will be looking to you for input/direction</p> <p>Prepare for changes in workplace policy</p>		
Business Associations	<p>Directive on how to remain safe and healthy.</p> <p>Describe seriousness of the situation</p>	<p>City government and health officials have a plan in place.</p> <p>Our elected leaders understand the seriousness of the situation</p> <p>Decisive and quick action is needed-follow leadership direction</p> <p>We understand your members may be under a great deal of stress. We want to support you while they help maintain essential services.</p> <p>Please let us know if there are ways, we can make our messages more accessible and clearer and make your job easier</p>	<p>Especially for small businesses, this presents a significant threat to your viability</p> <p>Create a Business Continuity Plan to reduce the impact</p> <p>Workplaces are a key information channel for community members.</p> <p>Create communication strategies through business-oriented communications channels to help spread the word</p>	<p>Full recovery may take a long time</p> <p>We are working to support business and provide information to help you and your employees plan for potential workplace challenge</p>
Media	<p>Here is what we need you to do to help us respond</p> <p>Give 24-hour access to key spokesperson and contact information for PIO</p>	<p>You are a critical communication source between us and the community.</p> <p>Your reporting will help ensure citizens understand what's going on, what they</p>	<p>We will provide you with a list of credible information sources</p> <p>We need you to help remind people what's coming and how to prepare for it</p>	

AUDIENCE	ECC ACTIVATION LEVEL 1 MESSAGES	ECC ACTIVATION LEVEL 2 MESSAGES	ECC ACTIVATION LEVEL 3 MESSAGES	RECOVERY MESSAGES <i>(in addition to messages from Level C)</i>
	Establish a regular daily news conference to provide information updates and reinforce key messages and safety tips	<p>can do to protect themselves, and what the City is doing</p> <p>Please let us know if there are ways, we can make our messages more accessible and clearer and make your job easier. What do you need?</p>	<p>Develop pre-planned materials to help with timely and consistent communications</p> <p>Consistent messaging and materials as lead agency</p>	
Churches and Other Faith-based Organizations	Maintain two-way communication with leadership	<p>You can help people remain calm and stable during times of great stress</p> <p>We have been planning for a pandemic</p> <p>You are a critical information source between the City and the community</p>	<p>You are crucial in helping to get our communities prepared, especially for those individuals who depend on your organization</p> <p>Are you prepared or are there places you need support from the City or other governmental agencies</p> <p>Educate and inform around the current pandemic threat</p>	<p>Full recovery may take a long time</p> <p>Social service and faith-based organizations are critical for sharing of information and volunteer resources</p>
Community Leaders	You can help people remain calm and stable during times of great stress by sharing the messaging that we have provided for you	<p>We have been planning for a pandemic</p> <p>City departments have plans to maintain essential functions</p>	<p>It is very important to become educated so you will know what to expect and how you need to respond</p> <p>We have provided information resources to share with constituents</p>	Full recovery may take a long time

Phasing of Key Messages

Each level of ECC activation will require a different emphasis in terms of the messages the City conveys. All messages should adhere to risk communications principles.

Table 2 provides a summary of topics by phase and audience.

Table B-2: Pandemic Communication Topics

Activation Level	Topics for General Public	Topics for City Employees
1	<p>Proclamation of a pandemic influenza emergency</p> <p>Use of City's plan including continual attention to the circumstances by City Leaders</p> <p>Explanation of change in Alert Phase</p> <p>Alternate care sites</p> <p>Vaccine or testing procedures and locations</p> <p>Antiviral medication distribution</p> <p>Pandemic influenza information and prevention</p> <p>Healthy behaviors that help to limit the spread of the flu</p> <p>Use of public transportation</p> <p>Bereavement and mental health support services</p> <p>Social distancing measures</p> <p>Mortuary services</p> <p>Caring for ill at home</p> <p>Role of law enforcement</p> <p>Role of Medic 1/9-1-1</p>	<p>Direction for the implementation of social distancing</p> <p>Work rules, including alternative work schedules, telecommuting, and others</p> <p>Staff redeployment</p> <p>Hiring contingent or temporary workers</p> <p>Administration of volunteers</p> <p>Facility closure/ reduction in force</p> <p>Compensation and employee pay policies</p> <p>Benefit Plan changes</p> <p>Leave administration</p> <p>School and daycare closures</p> <p>Discipline for conduct including unauthorized absences</p> <p>Life insurance and other survivor benefits</p> <p>Vaccine or testing procedures and locations</p> <p>Mental health support services (EAP referrals)</p>
2	<p>Explanation of change in Alert Phase</p> <p>Pandemic influenza overview and response</p>	<p>Social Distancing</p> <p>Work rules, including alternative work schedules, telecommuting, and others</p>

B continued	<p>Healthy behaviors that help to limit the spread of flu</p> <p>Use of City's plan including continual attention to the circumstances by City leaders</p> <p>Prepare for changes:</p> <ul style="list-style-type: none"> - School/daycare closures - Social distancing - Health care access and standards of care - Caring for ill at home 	<p>Remote access and technical support</p> <p>Administration of volunteers (e.g. identification of functions where volunteers could complement City resources with initiatives such as neighborhood preparedness)</p> <p>Compensation and employee pay policies</p> <p>Leave administration</p> <p>School and daycare closures</p> <p>Family care plans and options</p> <p>Activate Lines of Succession</p> <p>Mask guidance</p>
3	<p>Pandemic influenza history, overview, and response</p> <p>Healthy behaviors that are effective in limiting the spread of respiratory illnesses</p> <p>Preparedness Steps:</p> <ul style="list-style-type: none"> - Prepare to get by at home for at least one week, ideally longer - Stock up on food, water, medicine, and other supplies - Make plans for childcare if schools and daycares close - Know work policies for sick leave and working from home - Wash your hands 	<p>Department/Division leadership lines of succession</p> <p>Identification of essential services</p> <p>Compensation and employee pay, and quarantine policies</p> <p>Social distancing</p> <p>Work rules, including alternative work schedules, telecommuting, and others</p> <p>Remote access and technical support</p> <p>Leave administration</p> <p>Employee Assistance Program</p> <p>Family care plans and options</p>
Recovery	<p>Statement that pandemic influenza period is ending</p> <p>Preparation for recurrences</p> <p>Normal availability of local health care system</p> <p>Pandemic influenza prevention techniques</p> <p>Healthy behaviors that help to limit the spread of flu</p> <p>Bereavement and mental health support services</p>	<p>Identification of City functions which may be brought back into full service</p> <p>Employee return-to-work instructions</p> <p>After Actions and Lessons Learned Reports</p>

Appendix B: City Department Lines of Succession

The following table identifies the line of succession for each City department.

Department/Office	Line of Succession	Incumbent	Primary Telephone
Executive Office Administrative Policy Decisions	Mayor	Angela Birney	425-556-2101
	Mayor Pro Tem (Council Pres.)	Tanika Padhye	425-403-9478
	Council Vice President	Jeralée Anderson	425-588-1619
Executive Office Operational Decisions	Mayor	Angela Birney	425-556-2101
	Chief Operating Officer	Maxine Whattam	425-556-2310
Executive Office Communications	Communication & Marketing Manager	Lisa Maher	425-556-2427
	Video Specialist	Chip Cornwell	425-556-2459
Executive Office Prosecutor's Office	Supervising Attorney	Rebecca Mueller	425-556-2115
	Prosecuting Attorney	Polly Peshatz	425-556-2119
	Prosecuting Attorney	Stefanie Snow	425-556-2901
Emergency Management Division	Emergency Manager	Pattijean Hooper	425-223-1119
	EM Program Coordinator	Janeen Olson	425-556-2251
	Deputy Fire Chief Support Services	Todd Short	425-556-2208
Fire	Acting Fire Chief	Don Horton	425-556-2202
	Acting Deputy Chief	Todd Short	425-556-2208
	Acting Deputy Chief	Thomas Langton	425-556-2249
	Medical Services Administrator	Jim Whitney (Provisional)	425-556-2201
	On-Duty Battalion Chief	On-Duty Battalion Chief	425-556-2234
TIS	Technology and IS Director	Jonny Chambers	425-556-2160
	Infrastructure and Operations Manager	Keith Laycock	425-556-2139
	GIS Manager	Melissa Brady	425-556-2134
	Customer Care Manager	Linda Hermanson	425-556-2170
	Security and Compliance Manager	Simrat Sekhon	425-556-2137
	Business Solutions Manager	Sue Meza	425-556-4200
	Project Manager Office Manager	Dawn Johnson	425-556-2179

Department/Office	Line of Succession	Incumbent	Primary Telephone
Finance	Finance Director	Malisa Files	425-556-2166
	Deputy Finance Director	Kelley Cochran	425-556-2748
	Fiscal Services Manager	Debbie Keranova	425-556-2159
	Accounting Manager	Julie Elsom	425-556-2181
Human Resources	Director	Cathryn Laird	425-556-2125
	Deputy Director	Kristy Hulverson	425-556-2132
	Compensation and Benefits Manager	Nicole Bruce	425-556-2124
Police	Police Chief	Darrell Lowe	425-556-2529
	Police Captain	Erik Scairpon	425-556-2611
	Police Captain	Ron Harding	425-556-2589
Planning and Community Development	Director	Carol Helland	425-556-2107
	Deputy Director	Vacant	
	Development Services Assistant Director	Jason Lynch	425-556-2483
Public Works	Director	Dave Juarez	425-556-2733
	Deputy Director	Steve Flude	425-556.2721
	Assistant PW Director	Jeanne Justice	425-556.2887
	Utilities/Environmental Division Manager	Gary Schimek	425-556-2742
	Utilities MOC Manager	Andy Rheume	425-556-2741
	Construction Division Manager	Jon Spangler	425-556-2823
	Streets/Asset Management MOC Manager	Ernie Fix	425-556-2758
	Traffic Operations and Safety Engineering Division Manager	Paul Cho	425-556-2751
Parks and Recreation	Director	Carrie Hite	425-556-2326
	Acting Deputy Director	Dave Tucheck	425-556-2318
	Recreation Division Manager	Jeff Hagen	425-556-2312
	Engagement Manager	Bethany Kennedy	425-556-2366
	Acting Park Operations Manager	Eric O'Neal	425-556-2325
	Facilities Manager	Lee Ann Skipton	425-556-2398

Appendix C: City Department Essential Services

The ability of the City of Redmond to provide services will be severely impacted during a pandemic. As part of the departmental COOP planning process, each department identified their essential services. The following factors were used in determining priority service levels:

- Health, welfare and safety of employees;
- Health, welfare and safety of citizens;
- Protection of City assets;
- Economic impact of not providing service;
- Impact of performing (or not performing) services;
- Ability to provide services during a pandemic; and
- Availability of alternate methods of delivering services.

Table of Contents

Executive: Mayor's Office	C-4
Executive: Communications	C-7
Executive: Liaison with City Departments.....	C-10
Executive: Prosecuting Attorney.....	C-13
Executive: City Clerk	C-16
TIS: Security and Compliance	C-19
TIS: Customer Care	C-22
TIS: GIS and Assets.....	C-25
TIS: Business Solutions	C-28
TIS: Infrastructure and Operations.....	C-31
TIS: Project Management Office	C-34
Finance: Accounting	C-37
Finance: Purchasing.....	C-41
Finance: Revenue	C-44
Finance: Treasury	C-47
Finance: Financial Planning	C-50
Finance: Risk Management.....	C-53
Fire: Fire Suppression	C-56
Fire: EMS	C-59
Human Resources: Administrative Support.....	C-63
Human Resources: Employee Benefits	C-66
Human Resources: Recruiting and Hiring	C-69
Human Resources: Workers Compensation	C-72
Human Resources: Employee/Labor Relations	C-75
Human Resources: Training	C-78
Human Resources: Policy and Administration	C-81
Human Resources: Compensation	C-84
Parks: Senior Center	C-87
Parks: Operations.....	C-90

Parks: Support	C-96
Parks: Facilities.....	C-90
Parks: Customer Service	C-96
Planning: Building Division	C-102
Planning: Construction Division	C-105
Planning: Plan Review.....	C-108
Planning: Development Engineering	C-111
Planning: Code Enforcement.....	C-114
Planning: Community Development	C-117
Planning: Human Services.....	C-120
Planning: Long Range Planning.....	C-123
Planning: Transportation	C-126
Planning: MS Refresh	C-129
Police: Emergency Response.....	C-132
Police: Communications 9/11.....	C-135
Police: CID.....	C-139
Police: Records.....	C-142
Police: Administrative Support.	C-145
Police: Emergency Supply Inventory	C-147
Public Works: Transportation.....	C-149
Public Works: Utilities.....	C-154
Public Works: Fleet.....	C-160
Public Works: Central Stores.....	C-163
Public Works: Construction.....	C-166

Executive: Mayor's Office

Department:	Executive	Division:	Mayor's Office
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Priority Rank:	1	Service:	Executive Powers / Administrative Policy Decisions
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Potential limited access, resulting in delayed actions/decisions.	
Alternate Delivery Method:	Telework with laptops with VPN; conference calls.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Some limits in ability to meet/communicate due to small staff.	
Alternate Delivery Method:	Telework with laptops w/VPN; decrease in number of meetings; use conference calls when able.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	No impacts.	
Alternate Delivery Method:	Telework as needed.	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Potential limited access, resulting in delayed actions/decisions.	
Alternate Delivery Method:	Telework with laptops w/VPN; conference calls.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Some limits in ability to meet/communicate due to small staff.	
Alternate Delivery Method:	Telework with laptops w/VPN; decrease in number of meetings; use conference call when able.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Mayor	Angela Birney	Maxine Whattam	TBD
Assistant to the Mayor			
Chief Policy Advisor	Nina Rivkin		
Executive Asst. to the Mayor	Anika Van Ry		
Communications Manager	Lisa Maher	Jackie Lalor	Jill Smith

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2-week supply	Basic office supplies
2	Laptops with access to City Intranet, Outlook, Internet
4-week supply	Hand sanitizer, masks
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Executive: Communications

Department:	Executive	Division:	Communications
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Priority Rank:	2	Service:	Communications and Community Outreach
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Decreased ability to inform the community.	
Alternate Delivery Method:	Telework with laptops and VPN.	
Workplace Modifications:	Heightened hygiene strategies, social distancing measures followed, briefings completed over telephone or email.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	No decrease in ability to inform the community.	
Alternate Delivery Method:	Telework with laptops and VPN.	
Workplace Modifications:	Heightened hygiene strategies.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	No impacts.	
Alternate Delivery Method:	Telework as needed.	
Workplace Modifications:	Educational messaging on preventative health practices.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Decreased ability to inform the community.	
Alternate Delivery Method:	Require assistance from other department personnel or request additional PIO support from other agencies.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical – telecommute when possible to preserve health of remaining staff.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Decreased ability to inform the community.	
Alternate Delivery Method:	Require assistance from other department personnel.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical – telecommute when possible to preserve health of remaining staff.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Slight modification ability to inform the community- timing may be delayed across communication platforms.	
Alternate Delivery Method:	May require assistance from other department personnel.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	No decrease in ability to inform the community.	
Alternate Delivery Method:	Telework with laptops and VPN.	
Workplace Modifications:	Educational messaging on preventative health practices.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	No decrease in ability to inform the community.	
Alternate Delivery Method:	Telework with laptops and VPN.	
Workplace Modifications:	Educational messaging on preventative health practices.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Communications Manager	Lisa Maher	Jackie Lalor Andrea Wolf-Buck	Jill Smith
Digital Specialist	Justin Brewer	Tyler Balser	
PIO	Lisa Maher	Jackie Lalor	Jill Smith Andrea Wolf-Buck
RCTV Coordinator	Chip Cornwell	Austin Horner	Gabe Shelton-Jenck
AM 1650 Coordinator	Janeen Olson		

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2-week supply	Basic office supplies
4	Laptops with access to Wi-Fi, Outlook, Internet, SharePoint Designer software (on 2), Microsoft Meetings
4-week supply	Hand sanitizer, Masks
--END--	

Executive: Liaison with City Departments

Department:	Executive	Division:	Mayor's Office
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Priority Rank:	4	Service:	Liaison with City Departments and Other Community Stakeholders
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Decreased ability to meet/communicate.	
Alternate Delivery Method:	Telework with laptops with VPN or home computers; conference calls.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Some limits in ability to meet/communicate due to small staff.	
Alternate Delivery Method:	Telework with laptops w/VPN or home computers; decrease in number of meetings and use conference calls when able.	
Workplace Modifications:	Limited personal contact; community by email and telephone where practical.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	No impacts.	
Alternate Delivery Method:	Telework as needed.	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Decreased ability to coordinate and plan with staff and other community stakeholders.	
Alternate Delivery Method:	Laptops or home computers; telephone; assistance from personnel in other departments.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Decreased ability to coordinate and plan with staff and other community stakeholders.	
Alternate Delivery Method:	Laptops or home computers; telephone; assistance from personnel in other departments.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Slight decrease in ability to coordinate.	
Alternate Delivery Method:	Laptops or home computers; telephone; assistance from personnel in other departments.	
Workplace Modifications:	Limited personal contact; communicate by email and telephone where practical.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Mayor	Angela Birney	Maxine Whattam	TBD
COO	Maxine Whattam	Malisa Files	
Chief Policy Advisor	Nina Rivkin		
Executive Asst. to the Mayor	Anika Van Ry		
Communications Manager	Lisa Maher	Jill Smith	Brant DeLarme

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2-week supply	Basic office supplies
2	Laptops with access to City Intranet, Wi-Fi, Outlook, Internet
4-week supply	Hand sanitizer, masks
--END--	

Executive: Prosecuting Attorney

Department:	Executive	Division:	Prosecuting Attorney
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Priority Rank:	3	Service:	Court Operations
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Delay in most court hearings; prosecution to work with judges, court staff, and defense attorneys to reset cases (similar to what was done in winter 2008-2009 when court was closed due to heavy snowfall).	
Alternate Delivery Method:	Reset court hearings pursuant to CrRLJ 3.3(e)(8) Unavoidable or unforeseen circumstances or CrRLJ 3.3(f)(2) Continuance required in administration of justice.	
Workplace Modifications:	Personal contact only as necessary; close office doors when occupied; communicate by e-mail and telephone unless face to face communication absolutely required.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Length of court hearings may increase.	
Alternate Delivery Method:	Minimize number of staff personnel needed for court appearances.	
Workplace Modifications:	Limited personal contact; communicate by e-mail and telephone where practical.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Normal operations.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Replies to telephone messages delayed; responses to discovery requests delayed but will be filled within 21-day period allowed by court rule.	
Alternate Delivery Method:	Paralegal back legal assistant and vice versa; prosecutors back each other to cover court calendars; prosecutors take over administrative functions and answer telephone as needed if both paralegal and legal assistant absent.	
Workplace Modifications:	None	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	None – normal operations so long as absence is short term.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Legal assistant	Rebecca Mueller	Teresa Keogh	Available prosecutor
Paralegal	Polly Peshtaz	Stephanie Snow	Available prosecutor
Deputy prosecutor, full time			Stefanie Snow
Deputy prosecutor, part time	Stefanie Snow	Larry Mitchell	Jill Klinge
Prosecutor, full time	Larry Mitchell	Jill Klinge	Stefanie Snow

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2-week supply	General office supplies
--END--	

Executive: City Clerk

Department:	Executive	Division:	City Clerk
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Priority Rank:	7	Service:	Records, Legislative Services, Public Information
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Limited staffing available for any City Council meetings, legal notices, records access, public records responses and other public interaction.	
Alternate Delivery Method:	Possible telecommuting provided City electronic resources are available.	
Workplace Modifications:	Masks for in-office work; lead staff may need access to City VPN to be able to work from home.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Minimal impacts. All services would be available, delivery may be slowed.	
Alternate Delivery Method:	Inform requestors of information that response to their request may be slowed.	
Workplace Modifications:	Masks for those persons who want to wear one.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Delayed response time; possible legal notice and legal response timelines compromised.	
Alternate Delivery Method:	Staff would need the ability to work from home to be able to meet all legal requirements.	
Workplace Modifications:	VPN access would be needed to be able to access all necessary systems/data; Masks – social distancing where possible.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Delayed response time.	
Alternate Delivery Method:	Inform public records requestors that their request fulfillment may be delayed; an estimated response time would have to be provided to the requestor.	
Workplace Modifications:	None	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
City Clerk	Cheryl Xanthos	Kalli Biegel	Sara Smith/ Charliann Cross
Deputy City Clerk	Kalli Biegel	Cheryl Xanthos	Sara Smith/ Charliann Cross

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
1 box	Protective Face Masks
2	VPN connections – 1 for Clerk, 1 for Deputy Clerk
--END--	

TIS: Security and Compliance

Department:	Technology and Information Services	Division:	Security and Compliance
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Priority Rank:	1	Service:	Designs, implements and maintains an Information Security and Compliance Program that protects the City's systems, services and data against unauthorized use, disclosure, modification, damage and loss
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Security and Compliance work continues in direct relationship to the availability of the City staff assisting with Security Assessments. All security assessment related activities will be adjusted as necessary and schedules will be updated. Only essential activities related to Security Operations would be supported (i.e. Security Incident Response, Malware outbreaks, Email Security, Phishing Incident response).	
Alternate Delivery Method:	Majority of system support done remotely.	
Workplace Modifications:	All Security and Compliance staff work remotely.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Security and Compliance work continues in direct relationship to the availability of the City staff assisting with Security Assessments. All security assessment related activities will be adjusted as necessary and schedules will be updated. Only essential activities related to Security Operations would be supported (i.e. Security Incident Response, Malware outbreaks, Email Security, Phishing Incident response).	
Alternate Delivery Method:	All Security and Compliance staff work remotely to minimize contact with others in the organization.	
Workplace Modifications:	All Security and Compliance staff work remotely.	

City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	Continue to use current method of service delivery.	
Workplace Modifications:	Provide staff with hand sanitizer, gloves, etc.	
Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 50% staff in Security and Compliance team, the focus would be on keeping essential IT security systems operational, responding to reported or suspected security incidents, responding to malware incidents, reported phishing email incidents and suspending work on projects and security assessments as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Project and team meetings continue as scheduled in Microsoft Teams.	
Workplace Modifications:	All Security and Compliance staff work remotely.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 60% staff in Security and Compliance team, the focus would be on keeping essential IT security systems operational, responding to reported or suspected security incidents, responding to malware incidents, reported phishing email incidents and suspending work on projects and security assessments as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Project and team meetings continue as scheduled in Microsoft Teams.	
Workplace Modifications:	All Security and Compliance staff work remotely.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 70% staff in Security and Compliance team, the focus would be on keeping essential IT security systems operational, responding to reported or suspected security incidents, responding to malware incidents, reported phishing email incidents, and suspending or rescheduling work on projects and security assessments as necessary. Triage all requests to determine what will need to wait	
Alternate Delivery Method:	Project and team meetings continue as scheduled in Microsoft Teams.	
Workplace Modifications:	All Security and Compliance staff work remotely.	

Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 80% staff in Security and Compliance team, the focus would be on keeping essential IT security systems operational, responding to reported or suspected security incidents, responding to malware incidents, reported phishing email incidents, rescheduling work on projects and security assessments as necessary. Triage all requests to determine what will need to wait	
Alternate Delivery Method:	Project and team meetings continue as scheduled in Microsoft Teams.	
Workplace Modifications:	All Security and Compliance staff work remotely.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Reduced ability to respond to all inquiries. Begin identifying work that would be suspended if absentee rate increases.	
Alternate Delivery Method:	Project and team meetings continue as scheduled in Microsoft Teams.	
Workplace Modifications:	All Security and Compliance staff work remotely	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Security and Compliance Manager	Simrat Sekhon	Michael Maddock	Keith Laycock

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
	Clorox wipes
	Gloves
	Hand Sanitizer
--END--	

TIS: Customer Care

Department:	Technology and Information Services	Division:	Customer Care
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Priority Rank:	1	Service:	Provides a wide range of services for city employees
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Take all non-essential systems offline. Only essential systems would be supported (i.e. email, telecom systems required for ECC), response will be to break/fix of computers/systems for essential personnel.	
Alternate Delivery Method:	Majority of system support done remotely.	
Workplace Modifications:	Limit onsite staff to those necessary to support activity of the ECC. Rotate staff that will be onsite every 2 – 3 days. Ensure 2 individuals are onsite to handle support of essential personnel.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Minimal – support will be done remotely either from I.S. area or outside location. Direct contact with staff will be kept to a minimum.	
Alternate Delivery Method:	Majority of support will be accessing computer, servers, etc. with remote control tools to minimize contact with others in the organization.	
Workplace Modifications:	Reduce onsite staff to no less than 2 individuals each day and have some people work from home.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	Continue to use current method of service delivery.	
Workplace Modifications:	Provide staff with hand sanitizer, gloves, etc.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 50% does not mean everyone in one group (i.e. all Network), focus would be on keeping essential systems operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home. Effective delivery of support will require at least 2 people onsite. Request assistance from other work groups within TIS as necessary.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 40% does not mean everyone in one group, focus would be on keeping essential systems operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home. Effective delivery of support will require at least 2 people onsite. Request assistance from other work groups within TIS as necessary.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 30% does not mean everyone in one group, focus would be on keeping essential systems operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home. Effective delivery of support will require at least 2 people onsite. Request assistance from other work groups within TIS as necessary.	

Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Reduced ability to respond to all inquiries. Begin identifying work that would be suspended if absentee rate increases.	
Alternate Delivery Method:	Have staff onsite.	
Workplace Modifications:	Provide hand sanitizer, gloves, provide most support remotely and via the phone. Assist in person as needed.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Reduced ability to respond to all inquiries. Begin identifying work that would be suspended if absentee rate increases.	
Alternate Delivery Method:	Have staff onsite	
Workplace Modifications:	Provide hand sanitizer, gloves, provide most support remotely and via the phone. Assist in person as needed.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Customer Care Manager	Linda Hermanson	Steve Eastham	Matthew McHugh
Senior Systems Analyst	Steve Eastham	Eric Mullins	Matthew McHugh Cameron Kosina Michelle Wisener
Technical Systems Coordinator	Eric Mullins	Steve Eastham	Matthew McHugh Cameron Kosina Michelle Wisener
Systems Support Specialist	Matthew McHugh	Cameron Kosina	Michelle Wisener

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
6 canisters	Clorox wipes
3 boxes of each size	Gloves (S/M/L)
6 large dispensers	Hand sanitizer
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TIS: GIS and Assets

Department:	Technology and Information Services	Division:	GIS and Assets
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Priority Rank:	1	Service:	Manages and maintains the City's Geographic Information System infrastructure and enterprise GIS databases. Develops new GIS applications as well as standard maps and performs consulting and spatial analysis.
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Take all non-essential systems offline. Only essential systems would be supported (i.e. GIS applications required for ECC), response will be to break/fix of computers/systems for essential personnel.	
Alternate Delivery Method:	Majority of system support done remotely.	
Workplace Modifications:	Limit onsite staff to those necessary to support activity of the ECC.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Minimal impact. All online map viewers, ArcGIS Desktop and Lucity will remain operational, supported by available essential personnel. Support will be done on-site and remotely either from TIS area or outside location. Direct contact with staff will be kept to a minimum.	
Alternate Delivery Method:	Majority of support will be via remote tools to minimize contact with others in the organization.	
Workplace Modifications:	Reduce onsite staff and have more people work from home.	

City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	Continue to use current method of service delivery.	
Workplace Modifications:	Provide staff with hand sanitizer, gloves, etc.	
Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 50% does not mean everyone in one group, focus would be on keeping online map viewers, ArcGIS Desktop, and Lucity operational, operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 40% does not mean everyone in one group, focus would be on keeping online map viewers, ArcGIS Desktop, and Lucity operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 30% does not mean everyone in one group, focus would be on keeping online map viewers, ArcGIS Desktop, and Lucity operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Reduced ability to respond to all inquiries. Begin identifying work that would be suspended if absentee rate increases.	
Alternate Delivery Method:	Have some staff working from home.	
Workplace Modifications:	Provide hand sanitizer, gloves, provide most support remotely and via the phone.	

Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Reduced ability to respond to all inquiries. Begin identifying work that would be suspended if absentee rate increases.	
Alternate Delivery Method:	Have some staff working from home.	
Workplace Modifications:	Provide hand sanitizer, gloves, provide most support remotely and via the phone.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
GIS and Assets Manager	Melissa Brady	Stacy Myers	Kevin Klein
GIS Analyst	Kevin Klein	Nate Fears	Stacy Myers
Senior Programmer Analyst	Dan Dulan	Melissa Brady	Roman Ris

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
	Clorox wipes
	Gloves (S/M/L)
	Hand sanitizer
--END--	

TIS: Business Solutions

Department:	Technology and Information Services	Division:	Business Solutions
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Priority Rank:	1	Service:	Partnering with departments to design technological solutions that address current and emerging business requirements and keep up with the pace of technological innovation
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Take all non-essential systems offline. Only essential systems would be supported (i.e. email, telecom systems required for ECC), response will be to break/fix of computers/systems for essential personnel.	
Alternate Delivery Method:	Majority of system support done remotely	
Workplace Modifications:	Limit onsite staff to those necessary to support activity of the ECC.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Minimal – support will be done remotely either from I.S. area or outside location. Direct contact with staff will be kept to a minimum.	
Alternate Delivery Method:	Majority of support will be accessing computer, servers, etc. with remote control tools to minimize contact with others in the organization.	
Workplace Modifications:	Reduce onsite staff and have more people work from home.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	Continue to use current method of service delivery.	
Workplace Modifications:	Provide staff with hand sanitizer, gloves, etc.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 50% does not mean everyone in one group, focus would be on keeping essential systems operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 40% does not mean everyone in one group, focus would be on keeping essential systems operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 30% does not mean everyone in one group, focus would be on keeping essential systems operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Reduced ability to respond to all inquiries. Begin identifying work that would be suspended if absentee rate increases.	
Alternate Delivery Method:	Have some staff working from home.	
Workplace Modifications:	Provide hand sanitizer, gloves, provide most support remotely and via the phone.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Reduced ability to respond to all inquiries. Begin identifying work that would be suspended if absentee rate increases.	
Alternate Delivery Method:	Have some staff working from home.	
Workplace Modifications:	Provide hand sanitizer, gloves, provide most support remotely and via the phone.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Business Solutions Manager	Sue Meza	Julie Kearns	Keston Woodyatt
Business Analyst	Traci Disher	Keston Woodyatt	Kiran Gadepalli
Business Analyst	Gus Olivo	Steve Eastham	Julie Kearns
Business Systems Analyst - HRIS	Debra Emami	Julie Kearns	Steve Eastham
Senior Business Systems Analyst - HRIS	Julie Kearns	Debra Emami	Steve Eastham
Senior Business Systems Analyst - ERP	Tim Smith	Mark Pratt-Barlow	Jay Freeland
Senior Programmer Analyst	Kiran Gadepalli	Mark Pratt-Barlow	Dan Dulan
Senior Systems Analyst	Mark Pratt-Barlow	Kiran Gadepalli	Tim Smith
Senior Systems Analyst	Dan Werr	Eric Mullins	Steve Eastham
Senior Systems Analyst	Keston Woodyatt	Traci Disher	Kiran Gadepalli

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
1 case	Clorox wipes
6 boxes of each size	Gloves (S/M/L)
1 case	Hand sanitizer
1 Stand	Hand sanitizer stand
2-month refill	Hand sanitizer refills
--END--	

TIS: Infrastructure and Operations

Department:	Technology and Information Services	Division:	Infrastructure and Operations
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Priority Rank:	1	Service:	Manages servers, network appliances, desk phones, internet access, and email among other things
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Only essential IT systems required to maintain City's critical business functions would be supported (i.e. email, remote connectivity services, voice communications including telecom systems required for ECC). Response will be limited to break/fix of IT systems and IT services for essential personnel.	
Alternate Delivery Method:	Majority of system support done remotely	
Workplace Modifications:	Limit onsite staff to those necessary to support activity of the ECC.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Minimal – support will be done remotely either from TIS area or outside location. Direct contact with staff will be kept to a minimum.	
Alternate Delivery Method:	Majority of support for IT systems and IT services will be done with remote control tools to minimize contact with others in the organization.	
Workplace Modifications:	Reduce onsite staff and have more people work from home.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	Continue to use current method of service delivery.	
Workplace Modifications:	Provide staff with hand sanitizer, gloves, etc.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 50% does not mean everyone in one group, focus would be on keeping essential IT systems operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 40% does not mean everyone in one group, focus would be on keeping essential IT systems operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Assuming 30% does not mean everyone in one group, focus would be on keeping essential IT systems operational, responding to break/fix, suspending work on projects as necessary. Triage all requests to determine what will need to wait.	
Alternate Delivery Method:	Have most staff working from home.	
Workplace Modifications:	Limit onsite personnel having others work from home.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Reduced ability to respond to all inquiries. Begin identifying work that would be suspended if absentee rate increases.	
Alternate Delivery Method:	Have some staff working from home.	
Workplace Modifications:	Provide hand sanitizer, gloves, provide most support remotely and via the phone.	

Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Reduced ability to respond to all inquiries. Begin identifying work that would be suspended if absentee rate increases.	
Alternate Delivery Method:	Have some staff working from home.	
Workplace Modifications:	Provide hand sanitizer, gloves, provide most support remotely and via the phone.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Infrastructure and Operations Manager	Keith Laycock	Jose May Aguilar	Tom Coglianese
Infrastructure Systems Engineer	Tom Coglianese	Julie Skaw	Jim Larsen Jose May
Network Analyst	Jim Larsen	Jose May Aguilar	Julie Skaw Tom Coglianese
Network Systems Engineer	Jose May Aguilar	Keith Laycock	Tom Coglianese
Senior Systems Analyst	John Fetrow	Jim Larsen	

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
	Clorox wipes
	Gloves (S/M/L)
	Hand sanitizer
--END--	

TIS: Project Management Office

Department:	Technology and Information Services	Division:	Project Management Office (PMO)
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Priority Rank:	1	Service:	Provides a standard Project Management methodology which helps to minimize risk and recognize the economies of repetition in the execution of projects around the city
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	PMO and Project work continues in direct relationship to Core Team Members continued availability. Project schedules and vendor contracts are adjusted as necessary, to reflect changes in team member availability based on involvement in and support of the ECC.	
Alternate Delivery Method:	Project meetings continue as scheduled in Teams.	
Workplace Modifications:	All PMO staff work remotely.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	PMO and Project work continues in direct relationship to Core Team Members continued availability. Project schedules and vendor contracts are adjusted as necessary, to reflect changes in team member availability based on involvement in and support of the ECC.	
Alternate Delivery Method:	Project meetings continue as scheduled in Teams.	
Workplace Modifications:	All PMO staff work remotely.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	Continue to use current method of service delivery.	
Workplace Modifications:	Provide staff with hand sanitizer, gloves, etc.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	PMO would need to assess the impact on each project depending on the availability of resources. Project schedules and vendor contracts are adjusted as necessary.	
Alternate Delivery Method:	All PMO workload is completed remotely. Switch focus from Project work to PMO framework when project teamwork is delayed.	
Workplace Modifications:	All PMO staff work remotely.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	PMO would need to assess the impact on each project depending on the availability of resources. Project schedules and vendor contracts are adjusted as necessary.	
Alternate Delivery Method:	All PMO workload is completed remotely. Switch focus from Project work to PMO framework when project teamwork is delayed.	
Workplace Modifications:	All PMO staff work remotely.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	PMO would need to assess the impact on each project depending on the availability of resources. Project schedules and vendor contracts are adjusted as necessary.	
Alternate Delivery Method:	All PMO workload is completed remotely. Switch focus from Project work to PMO framework when project teamwork is delayed.	
Workplace Modifications:	All PMO staff work remotely.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	PMO would need to assess the impact on each project depending on the availability of resources. Project schedules and vendor contracts are adjusted as necessary.	
Alternate Delivery Method:	All PMO workload is completed remotely. Switch focus from Project work to PMO framework when project teamwork is delayed.	
Workplace Modifications:	All PMO staff work remotely.	

Department Absentee Rate	10%	Of personnel absent from workplace	
Service Delivery Impact:	PMO would need to assess the impact on each project depending on the availability of resources. Project schedules and vendor contracts are adjusted as necessary.		
Alternate Delivery Method:	All PMO workload is completed remotely. Switch focus from Project work to PMO framework when project teamwork is delayed.		
Workplace Modifications:	All PMO staff work remotely.		
Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Project Management Office Manager	Dawn Johnson	Maria O'Neill	Kristy Hardy
Technology Project Manager	Maria O'Neill	Kristy Hardy	Dawn Johnson

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
	Clorox wipes
	Gloves (S/M/L)
	Hand sanitizer
--END--	

Finance: Accounting

Department:	Finance	Division:	Accounting Services
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Priority Rank:	2	Service:	Accounting/Payroll
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Note: Payroll would be considered the highest priority or 2A in the group with all other accounting services considered 2B

Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Reduced customer service levels. Reductions include limited non-urgent financial service support to departments and employees, longer delays in getting new accounts set-up, delay in reconciling and posting transactions and processing travel reimbursements. Remitting of taxes may be delayed.	
Alternate Delivery Method:	E-mail, E-fax, US mail, phone, use of paper receipts, remote access to City applications, network drives, saved favorites from home computer or City laptop.	
Workplace Modifications:	Realign staff to provide cover duties in descending order of importance: 1-Payroll, 2-Posting of transactions, 3-Maintain financial system. Increased telecommuting options, use of masks, gloves, hand sanitizers, etc.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Some customer service levels reduced. Impact on accounting would be a slowed posting schedule, account set-ups delayed and financial support to departments slowed.	
Alternate Delivery Method:	E-mail, E-fax, US mail, remote access to City applications, network drives, saved favorites from home computer or City laptop.	
Workplace Modifications:	To minimize impact on Payroll, reassign staff from Accounting to ensure payroll is processed timely and pay dates are met. Use of masks, hand sanitizers, etc. and some telecommuting options.	

City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Very little	
Alternate Delivery Method:	E-mail, E- fax, US mail, phone, remote access to City applications, network drives, saved favorites from home computer or City laptop.	
Workplace Modifications:	Encourage proper hygiene, hand sanitizers, etc.	
Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Staff should focus on processing Payroll thus directly impacting accounting and reconciling and posting of transactions in the financial system. New account number set-up or changes will be deferred.	
Alternate Delivery Method:	E-mail, E-fax, US mail, phone, telecommuting options, remote access to City applications, network drives, saved favorites, monitoring of E1 system by TIS.	
Workplace Modifications:	Increased telecommuting options, use of masks, gloves, hand sanitizers, etc. To meet reporting deadlines within Payroll, may need to allocate staff from Accounting thus may not be able to provide full services.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Staff should focus on processing Payroll thus directly impacting accounting and reconciling and posting of transaction in the financial system. New account number set-up or changes will be deferred.	
Alternate Delivery Method:	E-mail, E-fax, US mail, phone, telecommuting options, remote access to City applications, network drives, saved favorites, monitoring of E1 system by TIS.	
Workplace Modifications:	Increased telecommuting options, use of masks, gloves, hand sanitizers, etc. To meet reporting deadlines within Payroll, may need to allocate staff from Accounting thus may not be able to provide full services.	

Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Staff should focus on processing Payroll thus directly impacting accounting and reconciling and posting of transaction in the financial system. New account number set-up or changes will be deferred	
Alternate Delivery Method:	E-mail, E-fax, US mail, phone, telecommuting options, remote access to City applications, network drives, saved favorites, monitoring of E1 system by TIS.	
Workplace Modifications:	Increased telecommuting options, use of masks, gloves, hand sanitizers, etc. To meet reporting deadlines within Payroll, may need to allocate staff from Accounting thus may not be able to provide full services.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Impact on Payroll should be limited to delayed reconciling and transmitting of taxes, retirement contributions, etc. Reduced response to financial system updates, account number set-up, research items.	
Alternate Delivery Method:	Telecommuting, access to City applications.	
Workplace Modifications:	Reassign some staff from Accounting to ensure pay dates are met	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Impact on Payroll should be limited to delayed reconciling and transmitting of taxes, retirement contributions, etc. Reduced response to financial system updates, account number set-up, research items.	
Alternate Delivery Method:	Telecommuting, access to City applications.	
Workplace Modifications:	Reassign staff from Accounting to ensure pay dates are met.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Payroll Supervisor	Mark Berens	Tracy Kimmel	Amy Kam
Payroll Analysts	Tracy Kimmel	Amy Kam	
Senior Accountant	Nida Hermoso	Stephanie Woo	Katia Matuzova

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Supplies on hand	Manual paper receipts
12 months	Hand sanitizers, masks, front counter shield, Kleenex, gloves, etc.
1	Laptop – Access City applications (e.g. Payroll (Eden), Dynamics)
1	General supplies – printer, telephone, copier, scanner
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Finance: Purchasing

Department:	Finance	Division:	Purchasing
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Priority Rank:	3	Service:	Procurement/ Accounts Payable
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Payment to vendors extended to 45-60 days. Non-essential acquisitions on hold. Emergency-related purchases prioritized. Under an emergency declaration, competitive bidding is waived. Other requests deferred.	
Alternate Delivery Method:	Staff telecommutes. Rotate schedule. Can use paper forms/fax if computer is down. Can increase ProCard limits on a case by case basis.	
Workplace Modifications:	Heightened hygiene strategies, social distancing measures followed, no physical contact with the public.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Payment to vendors extended to 30-45 days. Slower response times. Priority given to emergency items. Decreased attention to special projects.	
Alternate Delivery Method:	Reduce staff's exposure by telecommuting.	
Workplace Modifications:	Heightened hygiene strategies pursued, social distancing measures put in place, minimal contact with the public.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None anticipated.	
Alternate Delivery Method:		
Workplace Modifications:		

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Non-essential acquisitions on hold.	
Alternate Delivery Method:	Invoice payments delayed or extended.	
Workplace Modifications:	Priority given to emergency acquisitions.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Non-essential acquisitions on hold.	
Alternate Delivery Method:	Invoice payments delayed or extended.	
Workplace Modifications:	Priority given to emergency acquisitions.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Non-essential acquisitions on hold.	
Alternate Delivery Method:	Invoice payments delayed or extended.	
Workplace Modifications:	Priority given to emergency acquisitions.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Response times slow on non-essentials.	
Alternate Delivery Method:	Invoice payments delayed or extended.	
Workplace Modifications:	Priority given to emergency acquisitions. Slower response times	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Response times slow on non-essentials.	
Alternate Delivery Method:	Some invoice payments delayed.	
Workplace Modifications:	Slower response times.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Purchasing Agent – to issue purchase orders	Audrey Stenerson	Adam O'Sullivan	Lucas Cometto
Accounting Manager – if computers are up and we can print claims checks	Julie Elsom	Stephanie Woo	
If computers are down and we have to prepare manual checks, the following are check signers on file at the bank for this account	Malisa Files Kelley Cochran Debbie Keranova Angela Birney		
Transmit "positive pay" file to bank – electronically if possible, via telephone if not	Julie Elsom	Stephanie Woo	Mark Berens
Check approval – "positive pay" on-line approval	Maria Ubezzi	Tamera Oskierko	Debbie Keranova

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
900	Emergency Checks (pre-numbered containing A/P Claims Check bank acct. #)
180 – Active cards, already on hand throughout all city departments	ProCards
100 photocopies – we could make more copies if needed, these are only single ply not multiple part forms	Paper Purchase Order Forms
Set by Ordinance	Petty Cash – see Debbie Keranova's spreadsheet for totals
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Finance: Revenue

Department:	Finance	Division:	Revenue
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Priority Rank:	4	Service:	Utility Billing
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Decreased customer service level, no front counter service, reduced staffing, may be limited services in licensing, cashiering (e.g. may not be able to deposit within 24 hours of receipt, unable to provide state-mandated final bill estimates within 3 business days. May be a delay in invoices and other), invoicing, utility billing services, petty cash (recommend pro-card use), and no advance travel.	
Alternate Delivery Method:	E-mail, E-fax, US mail, phone, Skype or Microsoft Teams. Remote access to City applications and network drives on City laptop.	
Workplace Modifications:	Close office to the public, heightened hygiene strategies, social distancing measures followed, increased telecommuting options, use of masks, gloves, hand sanitizers, etc. Proper early determination of activation level (policy) and notification of all essential employees and backup personnel.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Reduced customer service level.	
Alternate Delivery Method:	E-mail, E-fax, US mail, phone, Skype or Microsoft Teams. Remote access to City applications and network drives on City laptop.	
Workplace Modifications:	Heightened hygiene strategies pursued, social distancing measures put in place, minimal contact with the public. Use of masks, hand sanitizers, etc. and some telecommuting options.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Encourage proper hygiene, hand sanitizers, etc.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Slow response and may not be able to provide some direct services to the public in person.	
Alternate Delivery Method:	E-mail, E-fax, US mail, phone, telecommuting options, remote access to City applications, network drives.	
Workplace Modifications:	As a preventative measure, close office to the public. Increased telecommuting options, use of masks, gloves, hand sanitizers, etc. To meet coverage requirements, may need to allocate staff to vacant positions. May not be able to provide full services if more than 50% of personnel are absent from workplace (e.g. customer service). Proper early determination of activation level (policy) and notification of all essential employees and backup personnel is critical to continued operation.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Slow response and may not be able to provide some direct services to the public in person.	
Alternate Delivery Method:	E-mail, E-fax, US mail, phone, telecommuting options, remote access to City applications, network drives.	
Workplace Modifications:	As a preventative measure, close office to the public. Increased telecommuting options, use of masks, gloves, hand sanitizers, etc. To meet coverage requirements, may need to allocate staff to vacant positions. May not be able to provide full services if more than 40% of personnel are absent from workplace (e.g. customer service). Proper early determination of activation level (policy) and notification of all essential employees and backup personnel is critical to continued operation.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Delayed response and may not be able to provide some direct services to the public in person.	
Alternate Delivery Method:	Telecommuting options, remote access to City applications, network drives.	
Workplace Modifications:	Realign staff where needed depending on availability of primary personnel in each area.	

Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Delayed response if primary staff in any areas are absent or unable to work.	
Alternate Delivery Method:	Telecommuting, access to City applications.	
Workplace Modifications:	Realign staff to provide 80% service level coverage depending on availability of primary personnel in each major area.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Delayed response if primary staff in any areas are absent or unable to work.	
Alternate Delivery Method:	Telecommuting, access to City applications.	
Workplace Modifications:	Realign staff to provide 90% service level coverage depending on availability of primary personnel in each major area.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Utility Billing, Customer Service	Tamera Oskierko	Eric Barrans	Rizka Budiati

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Supplies on hand	Materials for manual paper processes (leak adjustments, final bills, direct debit applications).
12 months	Hand sanitizers, masks, front counter shield, Kleenex, gloves, disinfectant, etc.
2	Laptop – access to City applications (e.g. Springbrook, Tyler Cashiering, Energov, Outlook, Internet).
1	General supplies – computer, telephone, copier/printer.
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Finance: Treasury

Department:	Finance	Division:	Treasury
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Priority Rank:	5	Service:	Treasury
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	None if internet, e-mail and voice accessible. Telecommute with laptop and personal phone/cell. Function does rely on A/P, Accounting, Cashiers and Payroll to obtain information on certain transactions affecting bank accounts so activity could be slowed by their affected capabilities.	
Alternate Delivery Method:	Without internet will contact banks or other agencies via phone and make transfers as needed manually. Function does rely on A/P, Accounting, Cashiers and Payroll to obtain information on certain transactions affecting bank accounts so activity could be slowed by their affected capabilities.	
Workplace Modifications:	Other depts/divisions may need assistance during event. Alternative approaches used to communicate deposits made, manual checks issued, payroll check coverage and other City related banking services.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	None if internet, e-mail and voice accessible. Telecommute with laptop and personal phone/cell or function will be performed by back-up staff in office. Function does rely on A/P, Accounting, Cashiers and Payroll to obtain information on certain transactions affecting bank accounts so activity could be slowed by their affected capabilities.	
Alternate Delivery Method:	Use back-up staff to handle banking issues. Function does rely on A/P, Accounting, Cashiers and Payroll to obtain information on certain transactions affecting bank accounts so activity could be slowed by their affected capabilities.	
Workplace Modifications:	In cases of extended periods, may need to provide additional staff access to bank systems. Can contact bank by phone to set-up.	

City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	None	
Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Minimal, but depends on staff absent and ability to get information.	
Alternate Delivery Method:	Minimal, but depends on staff absent and ability to get information.	
Workplace Modifications:	Telecommute to avoid exposure.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Minimal, but depends on staff absent and ability to get information.	
Alternate Delivery Method:	Minimal, but depends on staff absent and ability to get information.	
Workplace Modifications:	Telecommute to avoid exposure.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Minimal, but depends on staff absent and ability to get information.	
Alternate Delivery Method:	Minimal, but depends on staff absent and ability to get information.	
Workplace Modifications:	Telecommute to avoid exposure.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Minimal, but depends on staff absent and ability to get information.	
Alternate Delivery Method:	Minimal, but depends on staff absent and ability to get information.	
Workplace Modifications:	Telecommute to avoid exposure.	

Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Minimal, but depends on staff absent and ability to get information.	
Alternate Delivery Method:	Minimal, but depends on staff absent and ability to get information.	
Workplace Modifications:	Telecommute to avoid exposure.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Treasury	Maria Ubezzi	Tamera Oskierko	Debbie Keranova

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
1	Laptop – currently the primary and both back-ups have them to take home.
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Finance: Financial Planning

Department:	Finance	Division:	Financial Planning
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Priority Rank:	6	Service:	Forecasting and Budget
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Decrease financial analysis services with the exception of fund balance monitoring, emergency cost monitoring for emergency procurement purposes and cash flow monitoring.	
Alternate Delivery Method:	Reduce staffing to one person with adequate signing authority; all other staff can telecommute.	
Workplace Modifications:	Heighten hygiene strategy; no physical contact with the public and other departments; social distancing measures followed.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Decrease attention to special projects; continue budget monitoring and assistance with emergency procurement, if needed. Decrease in availability to assist other departments with financial needs.	
Alternate Delivery Method:	Reduce staff's exposure by telecommuting.	
Workplace Modifications:	Heighten hygiene strategy, minimal contact with public and other city departments; social distancing measures put in place.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Continue normal level of service.	
Alternate Delivery Method:	Staff remains in City Hall at regular workstations.	
Workplace Modifications:	Hygiene strategies in place.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Focus work on fund balance monitoring; emergency cost monitoring for emergency procurement purposes and cash flow monitoring.	
Alternate Delivery Method:	All staff would telecommute, if necessary.	
Workplace Modifications:	Follow heightened hygiene strategies; no contact with the public or other city departments.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Focus work on fund balance monitoring; emergency cost monitoring for emergency procurement purposes and cash flow monitoring.	
Alternate Delivery Method:	All staff would telecommute, if necessary.	
Workplace Modifications:	Follow heightened hygiene strategies; no contact with the public or other city departments.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Focus work on fund balance monitoring; emergency cost monitoring for emergency procurement purposes and cash flow monitoring.	
Alternate Delivery Method:	All staff would telecommute, if necessary.	
Workplace Modifications:	Follow heightened hygiene strategies; no contact with the public or other city departments.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Decrease attention to special projects; work on highest priority projects and assist with emergency procurement, if needed.	
Alternate Delivery Method:	All staff would telecommute, if necessary.	
Workplace Modifications:	Follow heightened hygiene strategies.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Decrease attention to special projects; work on highest priority projects and assist with emergency procurement, if needed.	
Alternate Delivery Method:	All staff would telecommute, if necessary.	
Workplace Modifications:	Follow heightened hygiene strategies.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Deputy Finance Director	Kelley Cochran	Malisa Files	

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
	No additional supplies necessary other than laptop and access to the computer network.
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Finance: Risk Management

Department:	Finance	Division:	Risk Management
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Priority Rank:	8	Service:	Receiving/ Handling Claims
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Claim can be forward directly to Insurance - Bannon Carlson & Kessel @ 1-800-221-4789 for handling. Malisa Files or claim can be input online at www.redmond.gov	
Alternate Delivery Method:	Claims can be emailed or input online at redmond.gov.	
Workplace Modifications:	City damage can be repaired, billing codes sorted out later.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Claim can be forward directly to Insurance -Bannon Carlson & Kessel @ 1-800-221-4789 for handling. Malisa Files or front counter cashier could receive claim if available.	
Alternate Delivery Method:	Claims can be emailed or input online at redmond.gov.	
Workplace Modifications:	City damage can be repaired, billing codes sorted out later.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Risk Management can receive claim. If emergency, can forward directly to Insurance - Bannon Carlson & Kessel @ 1-800-221-4789 for handling.	
Alternate Delivery Method:	Claims can be emailed or input online at redmond.gov.	
Workplace Modifications:	City damage can be repaired, billing codes sorted out later.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Delay in contacting claimant or repairing city property.	
Alternate Delivery Method:	Bannon Carlson & Kessel will make initial contact with claimant.	
Workplace Modifications:	Handle claims on the back end.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Delay in contacting claimant or repairing city property.	
Alternate Delivery Method:	Bannon Carlson & Kessel will make initial contact with claimant.	
Workplace Modifications:	Handle claims on the back end.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Delay in contacting claimant or repairing city property.	
Alternate Delivery Method:	Bannon Carlson & Kessel will make initial contact with claimant.	
Workplace Modifications:	Handle claims on the back end.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Delay in contacting claimant or repairing city property.	
Alternate Delivery Method:	Malisa Files or front counter cashier will contact claimant or Canfield & Associates Bannon Carlson & Kessel to give direction.	
Workplace Modifications:	Handle claims on the back end.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Delay in contacting claimant or repairing city property.	
Alternate Delivery Method:	Malisa Files or customer service counter will contact claimant or Canfield & Associates Bannon Carlson & Kessel to give direction.	
Workplace Modifications:	Handle claims on the back end.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Risk Management	Irene Banschbach	Malisa Files	Bannon Carlson & Kessel @ 1- 800-221-4789 Or Maria Ubezzi

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
1	Computer, scanner
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Fire: Fire Suppression

Department:	Fire	Division:	Fire Suppression
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Priority Rank:	1	Service:	Fire Suppression/ Rescue Response and Hazard Mitigation
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Change response plans and guidelines to reduce call volume / unit assignment.	
Alternate Delivery Method:	Limit unit assignment (exposure) on unconfirmed incidents.	
Workplace Modifications:	Social distancing / eliminate non-emergency public contact.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Evaluate and modify response plans and guidelines to reduce call volume.	
Alternate Delivery Method:	None / heightened awareness of exposure.	
Workplace Modifications:	Personal hygiene / reduce non-emergency public contact.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Products for personal hygiene made available.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Reduce response capability by three engines, one ladder, and two aid cars.	
Alternate Delivery Method:	Reduce units assigned to unconfirmed incidents.	
Workplace Modifications:	Close Stations 12 and 13; Station 11 with cross staffing. Aid cars only at Stations 14 and 16.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Reduce response capability by two engines, two aid cars.	
Alternate Delivery Method:	None / heightened awareness of exposure.	
Workplace Modifications:	Close Stations 12 and 13; Station 11 with cross staffing. Personal hygiene / reduce non-emergency public contact.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Reduce response capability by one engine, two aid cars.	
Alternate Delivery Method:	None / heightened awareness of exposure.	
Workplace Modifications:	Close Station 13; Stations 11 and 12 with cross staffing. Personal hygiene / reduce non-emergency public contact.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Reduce response capability by one engine, two aid cars	
Alternate Delivery Method:	None / heightened awareness of exposure	
Workplace Modifications:	Stations 11 and 12 with cross staffing. Aid car only at Station 13. Personal hygiene / reduce non-emergency public contact.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Reduce response capability by two aid cars.	
Alternate Delivery Method:	None / heightened awareness of exposure.	
Workplace Modifications:	Stations 11 and 12 with cross staffing. Personal hygiene / reduce non-emergency public contact.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Battalion Chief	On duty shift	Off duty BC (OT)	Captain (Acting BC)
Engine Co. officer (x6)	On duty shift	Off duty C/O (OT)	Acting C/O
Ladder Co. Officer (x1)	On duty shift	Off duty C/O (OT)	Acting C/O
Driver/Engineer (x7)	On duty shift	Off duty D/E (OT)	Acting D/E
Firefighter (x10)	On duty shift	Off duty FF	N/A
Apparatus Mechanic	Brian Barrett	Aaron Miller	Outside agency

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
One Command Unit	Battalion Chief vehicle with full equipment complement
Fire Engine (x5)	Fire engine with full equipment complement
Aerial Ladder Truck (x1)	Aerial ladder truck with full equipment complement
Heavy Rescue Truck (x1)	Heavy rescue truck with full equipment complement
Aid Car (x7)	BLS EMS aid unit with full equipment complement
Aid car supplies	Adequate aid supplies for seven aid units for eight weeks
Fuel	Top off MOC fuel tanks (2,000-gal diesel; 4,000-gal gas). Ensure all station emergency generator fuel tanks are full. Acquire necessary small engine fuel to sustain operations if supply chain is disrupted.
Reserve Engine (x1)	Reserve fire engine with full equipment complement
Reserve Aerial Ladder Truck (x1)	Reserve aerial ladder truck with full equipment complement
Reserve Aid Car (x2)	Reserve EMS aid unit with full equipment complement
Reserve Command Unit (x1)	Battalion Chief vehicle with full equipment complement
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Fire: EMS

Department:	Fire	Division:	Operations-EMS
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Priority Rank:	2	Service:	Provide Emergency Medical Services (ALS and BLS)
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Change response plans and guidelines to reduce call volume / unit assignment.	
Alternate Delivery Method:	Wearing of appropriate PPE, follow heightened hygiene strategies.	
Workplace Modifications:	Masks, social distancing when possible.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Evaluate and modify response plans and guidelines to reduce call volumes.	
Alternate Delivery Method:	None, follow heightened hygiene strategies.	
Workplace Modifications:	Wearing of appropriate PPE, social distancing when possible.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Products for personal hygiene made available.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Reduce response capability by three engines, one ladder, and potentially three aid cars.	
Alternate Delivery Method:	Move 3 staff members to ALS, BLS service (aid car) may be reduced. Staffing will be at EMT/PM level for 3 medic units.	
Workplace Modifications:	Eliminate staffing of MSO position. Close Stations 12, 13, and 14; Station 11 with cross staffing. Aid car only at Station 16 and Station 17.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Reduce response capability by two engines, two aid cars.	
Alternate Delivery Method:	Move 3 staff members to ALS, BLS service (aid car) will be reduced. Staffing will be at EMT/PM level for 3 medic units.	
Workplace Modifications:	Close Stations 12 and 13; Station 11 with cross staffing. Aid cars only at Stations 14 and 16.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Reduce response capability by one engine, two aid cars	
Alternate Delivery Method:	Move 2 staff members to ALS, BLS service (aid car) will be reduced. Staffing will be at EMT/PM level for 2 medic units	
Workplace Modifications:	Close Station 13; Stations 11 and 12 with cross staffing, Aid cars only at Stations 14 and 16.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Reduce response capability by one engine, two aid cars	
Alternate Delivery Method:	Move 1 staff member to ALS, BLS service (aid car) will be reduced. Staffing will be at EMT/PM level for 1 medic units	
Workplace Modifications:	Stations 11 and 12 with cross staffing. Aid car only at Station 13.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Reduce response capability by two aid cars.	
Alternate Delivery Method:	Move 1 staff member to ALS, BLS service (aid car) will be reduced. Staffing will be at EMT/PM level for 1 medic unit.	
Workplace Modifications:	Stations 11 and 12 with cross staffing. Aid car only at Station 13.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Battalion Chief	On-Duty BC	Off-Duty BC	Captain qualified as Acting BC
MSO	On duty MSO	Off-duty MSOs	Acting MSOs, Paramedics
Paramedic (x3)	On duty Paramedic	Off-duty Paramedic	MSO. Change operation to EMT-P PRN, reduce in-service units
MSA	Jim Whitney	MSO	Deputy Chief
Engine Co. Officer (x6)	On-Duty Shift	Off-Duty CO (OT)	Acting CO
Ladder Co. Officer (x1)	On-Duty Shift	Off-Duty CO - Ladder Qualified (OT)	Acting CO - Ladder qualified
Driver/Engineer (x7)	On-Duty Shift	Off-Duty D/E (OT)	Acting D/E
Firefighter (x10)	On-Duty Shift	Off-Duty FF (OT)	N/A
Administrative Assistant	Mia Karlsson	Sarah Howland	Any qualified individual
MSO/ Supplies and pharmaceuticals	Dave Knight	Gary Anderson (BLS Supply)	MSO
Apparatus Mechanic	Brian Barrett	Aaron Miller	Outside agency

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
One Command Unit	Battalion Chief vehicle with full equipment complement
MSO Unit	Chevrolet Tahoe with full equipment complement
Medic Unit (x3)	ALS medic unit with full equipment complement
Fuel	Top off MOC fuel tanks (2,000-gal diesel; 4,000-gal gas)
Fire Engine (x5)	Fire engine with full equipment complement
Aerial Ladder Truck (x1)	Aerial ladder truck with full equipment complement
Heavy Rescue Truck (x1)	Heavy rescue truck with full equipment complement
Aid Car (x7)	BLS EMS unit with full equipment complement
12 weeks supplies at normal call volumes	EMS supplies, ALS pharmaceuticals
12 weeks of supplies at normal call volumes	EMS supplies, ALS IV fluids, Ad sets, needles, etc.
(6-hour life worn 24/7) 6 per person per day 60-day supply at increased usage levels	EMS supplies and PPE (masks, glasses, nitrile gloves, and gowns)
16 weeks of supplies at normal call volumes	EMS supplies (emphasis on increased stock of oxygen delivery devices) and PPE (masks, glasses, gloves, and gowns)
6 weeks of supplies at normal call volumes	EMS supplies, ALS, airway equipment ET, BVM, ET holders, stylets, ETco2
4 weeks of supplies at normal call volumes	Basic EMS supplies (bandages, dressings, splints, etc.)
Reserve Command Unit	Battalion Chief vehicle with full equipment complement
Reserve MSO Unit	Chevrolet Tahoe with full equipment complement
Reserve Medic Unit (x3)	ALS EMS unit with full equipment complement
Reserve Aid Car (x2)	BLS EMS unit with full equipment complement
Reserve Fire Engine (x2)	Reserve fire engine with full equipment complement
Reserve Aerial Ladder Truck (x1)	Reserve aerial ladder truck with full equipment complement
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Human Resources: Administrative Support

Department:	Human Resources	Division:	
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Priority Rank:	1	Service:	Data entry into HRIS for payroll and benefit purposes
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	High impact, in person contact may only take place for receiving hard copy originals of I-9 form documentation for new hires. Behind the scenes staff will come into process PANs.	
Alternate Delivery Method:	Close office to public or operate from other alternative City locations. Alert customers to call or e-mail with inquiries if possible.	
Workplace Modifications:	None needed since cubicles are spaced far enough apart to allow for social distancing if the front counter is open.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Moderate impact, if practice social distancing when escorting candidates to interviews. Work can be done telephonically or by computer.	
Alternate Delivery Method:	None needed since cubicles are spaced far enough apart to allow for social distancing.	
Workplace Modifications:	None needed since cubicles are spaced far enough apart to allow for social distancing.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Low impact as staff of pulled into ECC to prepare for anticipated emergency event.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Close office.	
Alternate Delivery Method:	Telecommute for essential tasks (i.e. Eden entries for payroll).	
Workplace Modifications:	Sign indicating office closed.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	No longer staff front desk. All calls routed to other staff members.	
Alternate Delivery Method:	Telecommute for project-based, essential work.	
Workplace Modifications:	Sign to ring bell at front desk for HR assistance.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work and maintain presence at front counter.	
Alternate Delivery Method:	Ask customers to email inquiries rather than dropping in.	
Workplace Modifications:	Set-up rotation schedule for front desk coverage.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work and maintain presence at front counter.	
Alternate Delivery Method:	Ask customers to email inquiries rather than dropping in.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work and maintain presence at front counter.	
Alternate Delivery Method:	Ask customers to email inquiries rather than dropping in.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Specialist	Brandon Dolquist	Kirsten McDonnell	Mary Grady

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Varies	Basic office supplies (Current supplies are adequate for several weeks.)
30-day supply.	Hand sanitizing supplies (i.e. hand sanitizer and Lysol cleaning wipes)
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Human Resources: Employee Benefits

Department:	Human Resources	Division:	
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Priority Rank:	2	Service:	Employee Benefits
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	High impact as certain benefits paperwork must be performed in the office, and other preparatory work can be done telephonically or by computer. In person services to employees may be cancelled.	
Alternate Delivery Method:	Work from home or other alternative City locations.	
Workplace Modifications:	None needed since cubicles are spaced far enough apart to allow for social distancing.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Moderate impact, since most work can be done telephonically or by computer. In person services to employees may be postponed or in person meetings could be done in meeting spaces that allow for appropriate social distancing.	
Alternate Delivery Method:	Work from home or other alternative City locations.	
Workplace Modifications:	None needed since cubicles are spaced far enough apart to allow for social distancing.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Low impact as staff of pulled into ECC to prepare for anticipated emergency event.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Close office.	
Alternate Delivery Method:	Telecommute for essential tasks (i.e. Eden benefit entries and vendor portal coordination for payroll)	
Workplace Modifications:	Sign indicating office closed.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work with essential tasks being completed.	
Alternate Delivery Method:	Telecommute for project-based, essential work	
Workplace Modifications:	May need signs or other types of notification that staff are not available	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	All benefit inquiries must be via email, no in person meetings or drop-ins.	
Workplace Modifications:	May need signs or other types of notification that staff are not available	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Ask customers to email inquiries rather than dropping in.	
Workplace Modifications:	May need signs or other types of notification that staff are not available	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Ask customers to email inquiries rather than dropping in.	
Workplace Modifications:	May need signs or other types of notification that staff are not available	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Senior Human Resources Analyst	Nicole Bruce	Kirsten McDonnell	Mary Grady

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Varies (forms)	Basic office supplies (Current supplies are adequate for several weeks.)
30-day supply	Hand sanitizing supplies.
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Human Resources: Recruiting and Hiring

Department:	Human Resources	Division:	
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Priority Rank:	3	Service:	Recruiting and Hiring
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	High impact as communication with candidates, hiring managers, and interview panels would need to continue.	
Alternate Delivery Method:	Work from home or other alternative City locations.	
Workplace Modifications:	None needed since cubicles are spaced far enough apart to allow for social distancing.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Moderate impact, since most work can be done telephonically or by computer. In person services to the public may be still be possible since the front counter area is large enough to allow for appropriate social distancing.	
Alternate Delivery Method:	Work from home or other alternative City locations to contact public.	
Workplace Modifications:	None needed since cubicles are spaced far enough apart to allow for social distancing.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Low impact as staff of pulled into ECC to prepare for anticipated emergency event.	
Alternate Delivery Method:	None	
Workplace Modifications:	Low impact as staff of pulled into ECC to prepare for anticipated emergency event.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Close office.	
Alternate Delivery Method:	Telecommute for essential tasks and recommend majority of interviews be held via videoconference or phone.	
Workplace Modifications:	Sign indicating office closed.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work with essential tasks being completed.	
Alternate Delivery Method:	Telecommute and work on top vacancies to fill and other essential work	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	All recruitment inquiries must be via email, no in person meetings or drop-ins.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Ask customers to email inquiries rather than dropping in.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Ask customers to email inquiries rather than dropping in.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Human Resource Analyst	Teresa Tremble	Kirsten McDonnell	Tiah Branson

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Varies	Basic office supplies (Current supplies are adequate for several weeks.)
30-day supply	Hand sanitizing supplies
--END--	

Human Resources: Workers Compensation

Department:	Human Resources	Division:	
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Priority Rank:	4	Service:	Workers Compensation and Safety
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	High impact as communication with employees, supervisors, and Penser North America would need to continue.	
Alternate Delivery Method:	Work from home or other alternative City locations.	
Workplace Modifications:	None needed since cubicles are spaced far enough apart to allow for social distancing.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Moderate impact, since most work can be done telephonically or by computer. In person services to the public may be still be possible since the front counter area is large enough to allow for appropriate social distancing.	
Alternate Delivery Method:	Work from home or other alternative City locations to contact public.	
Workplace Modifications:	None needed since cubicles are spaced far enough apart to allow for social distancing.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Low impact as staff of pulled into ECC to prepare for anticipated emergency event.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Close office.	
Alternate Delivery Method:	Telecommute for essential tasks.	
Workplace Modifications:	Sign indicating office closed.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work with essential tasks being completed.	
Alternate Delivery Method:	Telecommute for essential tasks.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Ask for documents and forms to be scanned and sent via email, no in person meetings or drop-ins.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Ask for documents and forms to be scanned and sent via email, no in person meetings or drop-ins.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Ask for documents and forms to be scanned and sent via email, no in person meetings or drop-ins.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
HR Safety Program Manager	John Assaker	Kristy Hulverson	Tiah Branson
Human Resources Analyst	Tiah Branson	Kirsten McDonnell	Teresa Tremble

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Varies	Basic office supplies (Current supplies are adequate for several weeks.)
30-day supply	Hand sanitizing supplies (i.e. hand sanitizer and Lysol cleaning wipes)
--END--	

Human Resources: Employee/Labor Relations

Department:	Human Resources	Division:	
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Priority Rank:	5	Service:	Employee/Labor Relations
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	High impact as formal labor relations negotiations would be postponed. Employee relations issues would be prioritized with most urgent addressed first.	
Alternate Delivery Method:	Work from home or alternative locations.	
Workplace Modifications:	None needed since labor relations can be done from alternative locations or through alternative delivery methods.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Moderate impact, since majority of meetings and other types of contact could be done telephonically or by computer.	
Alternate Delivery Method:	Work by telephone and computer from home or other alternative location.	
Workplace Modifications:	None needed, since most employee contact could be done telephonically or at alternative locations.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Low impact as staff of pulled into ECC to prepare for anticipated emergency event.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Close office.	
Alternate Delivery Method:	Telecommute for essential tasks (i.e. employee relations)	
Workplace Modifications:	Sign indicating office closed.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work with essential tasks being completed.	
Alternate Delivery Method:	Telecommute for project-based, essential work.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Human Resources Director	Cathryn Laird	Lindsay Smith (Labor)	Kristy Hulverson (Labor and Employee Relations)

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Varies	Basic office supplies (Current supplies are adequate for several weeks.)
30-day supply	Hand sanitizing supplies (i.e. hand sanitizer and Lysol cleaning wipes)
--END--	

Human Resources: Training

Department:	Human Resources	Division:	
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Priority Rank:	6	Service:	Training
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	High impact as majority of training projects would be placed on hold to allow staff to work on higher priority tasks.	
Alternate Delivery Method:	Work from home or alternative locations.	
Workplace Modifications:	None needed since work can be done from alternative locations or through alternative delivery methods.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Moderate impact, since most meetings and other types of contact could be done telephonically or by computer.	
Alternate Delivery Method:	Work by telephone and computer from home or other alternative location.	
Workplace Modifications:	None needed, since most employee contact could be done telephonically or at alternative locations.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Low impact as staff of pulled into ECC to prepare for anticipated emergency event.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Close office.	
Alternate Delivery Method:	Telecommute for essential tasks, which is not training.	
Workplace Modifications:	Sign indicating office closed.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Re-purpose training analyst to work on other essential department tasks.	
Alternate Delivery Method:	Telecommute for other essential work.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Senior Human Resource Analyst	Charity True Miller	Kristy Hulverson	Nicole Bruce

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Varies	Basic office supplies (Current supplies are adequate for several weeks.)
30-day supply	Hand sanitizing supplies (i.e. hand sanitizer and Lysol cleaning wipes)
1	Laptop computer set up to work in alternative locations or training sites.
--END--	

Human Resources: Policy and Administration

Department:	Human Resources	Division:	
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Priority Rank:	7	Service:	Policy and Administration
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	High impact as majority of policy and administrative activities would be placed on hold to allow staff to work on higher priority tasks.	
Alternate Delivery Method:	Work from home or alternative locations.	
Workplace Modifications:	None needed since work can be done from alternative locations or through alternative delivery methods.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Moderate impact, since most meetings and other types of contact could be done telephonically or by computer.	
Alternate Delivery Method:	Work by telephone and computer from home or other alternative location.	
Workplace Modifications:	None needed, since most employee contact could be done telephonically or at alternative locations.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Low impact as staff of pulled into ECC to prepare for anticipated emergency event.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Close office.	
Alternate Delivery Method:	Telecommute for essential tasks, which is not compensation.	
Workplace Modifications:	Sign indicating office closed.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Re-purpose analyst to work on other essential department tasks.	
Alternate Delivery Method:	Telecommute for other essential work,	
Workplace Modifications:	May need signs or other types of notification that staff are not available,	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Human Resources Director	Cathryn Laird	Kristy Hulverson	Lindsay Smith

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Varies	Basic office supplies (Current supplies are adequate for several weeks.)
30-day supply.	Hand sanitizing supplies (i.e. hand sanitizer and Lysol cleaning wipes)
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Human Resources: Compensation

Department:	Human Resources	Division:	
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Priority Rank:	8	Service:	Compensation
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	High impact as all salary and classification reviews would be placed on hold to allow staff to work on higher priority tasks.	
Alternate Delivery Method:	Work from home or alternative locations.	
Workplace Modifications:	None needed since work labor relations can be done from alternative locations or through alternative delivery methods.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Moderate impact, since most meetings and other types of contact could be done telephonically or by computer.	
Alternate Delivery Method:	Work by telephone and computer from home or other alternative location.	
Workplace Modifications:	None needed, since most employee contact could be done telephonically or at alternative locations.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Low impact as staff of pulled into ECC to prepare for anticipated emergency event.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Close office.	
Alternate Delivery Method:	Telecommute for essential tasks, which is not compensation.	
Workplace Modifications:	Sign indicating office closed.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Re-purpose compensation analyst to work on other essential department tasks.	
Alternate Delivery Method:	Telecommute for other essential work.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize work.	
Alternate Delivery Method:	Encourage email inquiries and arrange online meetings rather than in-person.	
Workplace Modifications:	May need signs or other types of notification that staff are not available.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Sr. Human Resources Analyst	Mary Grady	Cathryn Laird	Nicole Bruce

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Varies	Basic office supplies (Current supplies are adequate for several weeks.)
30-day supply	Hand sanitizing supplies (i.e. hand sanitizer and Lysol cleaning wipes)
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Parks: Senior Center

Department:	Parks and Recreation	Division:	Recreation/ Senior Center
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Priority Rank:	1	Service:	Nutrition for Seniors
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	On-site meal program will close. Meals on Wheels deliveries may be delivered per Sound Generations guidelines/requirements.	
Alternate Delivery Method:	Shelf stable emergency meals will be in place at homebound seniors' homes if delivery is not possible.	
Workplace Modifications:	Senior Center will be closed. Staff will be checking voice messages and email regularly, possibly remotely. Mandatory distancing of staff with coworkers and public.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	On-site meal program may close. Meals on wheels delivery should still take place.	
Alternate Delivery Method:	Meals on Wheels delivered to per Sound Generations guidelines/requirements.	
Workplace Modifications:	Available staff will work in separate spaces and/or remotely. Good hygiene practices followed. Create distancing between customers and staff. Routine/regular sanitation of high traffic areas, fixtures, public kiosks, etc.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Emphasize good hand washing practices. Hand sanitizers readily available. Signage at each entrance for awareness. Signage in restrooms. Educate participants in good practices and to stock essential supplies at their homes. Store extra frozen meals for homebound clients.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	On-site meal may not be available. Volunteers could still deliver Meals on Wheels.	
Alternate Delivery Method:	Available staff would deliver shelf stable emergency meals to be used by homebound clients.	
Workplace Modifications:	Mandatory distancing of staff with coworkers and public. Routine/regular sanitation of high traffic areas, fixtures, public kiosks, etc.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	On-site meal may not be available. Volunteers could still deliver Meals on Wheels.	
Alternate Delivery Method:	Available staff would deliver shelf stable emergency meals to be used by homebound clients.	
Workplace Modifications:	Mandatory distancing of staff with coworkers and public. Routine/regular sanitation of high traffic areas, fixtures, public kiosks, etc.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Volunteers could still deliver meals.	
Alternate Delivery Method:	Available staff would help deliver.	
Workplace Modifications:	Hand sanitizers, signage, social distancing, good hand washing practices. Routine/regular sanitation of high traffic areas, fixtures, public kiosks, etc.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Volunteers could still deliver meals.	
Alternate Delivery Method:	Available staff would help deliver.	
Workplace Modifications:	Hand sanitizers, signage, social distancing, good hand washing practices. Routine/regular sanitation of high traffic areas, fixtures, public kiosks, etc.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Volunteers could still deliver meals.	
Alternate Delivery Method:	Available staff would help deliver.	
Workplace Modifications:	Hand sanitizers, signage, social distancing, good hand washing practices. Routine/regular sanitation of high traffic areas, fixtures, public kiosks, etc.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Nutrition Coordinator	Marty Boggs	Karen Phillips	Sara Bouwman
Site Meal Manager	Marty Boggs	Karen Phillips	Sara Bouwman

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
4 weeks supply of normal volumes	Frozen meals, dry milk, water
4 weeks supply	Basic office supplies
4 weeks supply	Hand sanitizers, masks, gloves
--END--	

Parks: Facilities

Department:	Parks	Division:	Facilities
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Priority Rank:	2	Service:	Essential Building Operations
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Support provided to essential facilities only (Public Safety, Fire Stations, City Hall & Maintenance Operations Center). No routine maintenance performed.	
Alternate Delivery Method:	For City Hall, Wright Runstad maintains a contact list of contractors which could be used for necessary services.	
Workplace Modifications:	Increased hygiene standards enforced. Minimal time spent inside buildings.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Limited work at non-essential facilities. Emphasis on HVAC operations for essential facilities.	
Alternate Delivery Method:	None	
Workplace Modifications:	Hygiene strategies followed.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Stocking up on supplies for essential buildings.	
Alternate Delivery Method:	None	
Workplace Modifications:	Emphasize personal hygiene	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize health and safety issues at essential facilities, no routine/preventive maintenance will be completed.	
Alternate Delivery Method:	Utilize other Parks Dept. staff or vendors for assistance.	
Workplace Modifications:	Mandatory distancing of staff with coworkers and public. Mandatory heightened hygiene protocols observed.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize health and safety issues at essential facilities, no routine/preventive maintenance will be completed.	
Alternate Delivery Method:	Utilize other Parks Dept. staff or vendors for assistance.	
Workplace Modifications:	Mandatory distancing of staff with coworkers and public. Mandatory heightened hygiene protocols observed.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize health and safety issues at essential facilities, no routine/preventive maintenance will be completed.	
Alternate Delivery Method:	Utilize other Parks Dept. staff or vendors for assistance.	
Workplace Modifications:	Mandatory distancing of staff with coworkers and public. Mandatory heightened hygiene protocols observed.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize health and safety issues at facilities, no routine/preventive maintenance will be completed.	
Alternate Delivery Method:	Utilize other Parks Dept. staff or vendors for assistance.	
Workplace Modifications:	Voluntary heightened hygiene protocols implemented.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize health and safety issues at facilities, no routine/preventive maintenance will be completed.	
Alternate Delivery Method:	Utilize other Parks Dept. staff or vendors for assistance.	
Workplace Modifications:	Voluntary heightened hygiene protocols implemented.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Facilities Manager	Lee Ann Skipton	Quinn Kuhnhausen	Scott Anderson
HVAC Technician	Ken Houghton	Kevin Swaney	Robert Hearne

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
1-month supply	HVAC Filters
1	Laptop Computer
8	Cell Phones
--END--	

Parks: Operations

Department:	Parks and Recreation	Division:	Park Operations
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Priority Rank:	3	Service:	Park Safety
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Address highest priority safety concerns. Low and or medium risk items may not be promptly addressed.	
Alternate Delivery Method:	Mitigate hazards, if possible, until City Activation Level decreases.	
Workplace Modifications:	Mandatory distancing of staff with coworkers and public. Routine/regular sanitation of high traffic areas, fixtures, public restrooms, etc.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Decreased response time to address identified hazards within the park system.	
Alternate Delivery Method:	None	
Workplace Modifications:	Voluntary heightened hygiene protocols implemented.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize and respond to the most serious safety and liability concerns proportionate to absenteeism rate.	
Alternate Delivery Method:	Reduction in safety inspection frequencies. Change shift length and schedules to address appropriate safety and liability concerns.	
Workplace Modifications:	MOC Parks closed to unauthorized public and vendor access.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize and respond to the most serious safety and liability concerns proportionate to absenteeism rate.	
Alternate Delivery Method:	Reduction in safety inspection frequencies. Change shift length and schedules to address appropriate safety and liability concerns.	
Workplace Modifications:	MOC Parks closed to unauthorized public and vendor access.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize and respond to the most serious safety and liability concerns proportionate to absenteeism rate.	
Alternate Delivery Method:	Reduction in safety inspection frequencies. Change shift length and schedules to address appropriate safety and liability concerns.	
Workplace Modifications:	MOC Parks closed to unauthorized public and vendor access.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize and respond to the most serious safety and liability concerns proportionate to absenteeism rate.	
Alternate Delivery Method:	Reduction in safety inspection frequencies. Change shift length and schedules to address appropriate safety and liability concerns.	
Workplace Modifications:	None	

Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize and respond to the most serious safety and liability concerns proportionate to absenteeism rate.	
Alternate Delivery Method:	Reduction in safety inspection frequencies. Change shift length and schedules to address appropriate safety and liability concerns.	
Workplace Modifications:	None.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Director of Parks and Recreation	Carrie Hite	Dave Tuchek	Meg Angevine
Park Operations Supervisor	Meg Angevine	TBD	Eric O'Neal

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
	Fully stocked maintenance shed
--END--	

Parks: Customer Service

Department:	Parks and Recreation	Division:	Customer Service and Guest Services
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Priority Rank:	4	Service:	Financial Transactions, Service Requests and General Customer Assistance
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Non-essential personnel remain home, delays will occur in receipting and reconciling, service request response time may be delayed.	
Alternate Delivery Method:	Telecommuting required for non-essential staff.	
Workplace Modifications:	Mandatory heightened hygiene protocols observed.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Non-essential personnel remain home and on call if needed for essential functions.	
Alternate Delivery Method:	Telecommuting encouraged when possible.	
Workplace Modifications:	Voluntary heightened hygiene protocols implemented.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Personnel report to work.	
Alternate Delivery Method:	None	
Workplace Modifications:	Voluntary heightened hygiene protocols implemented.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Personnel resources are reduced proportionately to absenteeism rate, delays will occur in receipting, reconciling, service requests, registrations/reservations, and general response times to customer inquiries.	
Alternate Delivery Method:	Change shift length and schedules to accommodate needs.	
Workplace Modifications:	Some facilities may be closed to the public, events and activities canceled to slow the spread of any virus or disease.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Personnel resources are reduced proportionately to absenteeism rate, delays will occur in receipting, reconciling, service requests, registrations/reservations, and general response times to customer inquiries.	
Alternate Delivery Method:	Change shift length and schedules to accommodate needs.	
Workplace Modifications:	Some facilities may be closed to the public, events and activities canceled to slow the spread of any virus or disease.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Personnel resources are reduced proportionately to absenteeism rate, delays will occur in receipting, reconciling, service requests, registrations/reservations, and general response times to customer inquiries.	
Alternate Delivery Method:	Change shift length and schedules to accommodate needs.	
Workplace Modifications:	Some facilities may be closed to the public, events and activities canceled to slow the spread of any virus or disease.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Personnel resources are reduced proportionately to absenteeism rate, delays may occur in receipting, reconciling, service requests, registrations/reservations, and general response times to customer inquiries.	
Alternate Delivery Method:	Change shift length and schedules to accommodate needs.	
Workplace Modifications:	None	

Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Personnel resources are reduced proportionately to absenteeism rate, delays may occur in receipting, reconciling, service requests, registrations/reservations, and general response times to customer inquiries.	
Alternate Delivery Method:	Change shift length and schedules to accommodate needs.	
Workplace Modifications:	None	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Engagement Manager	Bethany Kennedy	Ryan Spencer	Brittany Pratt

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
1-month supply	Face masks
1-month supply	Hand sanitizer and sanitary wipes
1-month supply	Nitrile gloves
Current inventory	Laptop computers, cell phones, credit card pin pads
--END--	

Parks: Support

Department:	Parks and Recreation	Division:	Both Parks and Recreation
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Priority Rank:	5	Service:	Support of other City Departments
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Non-essential personnel remain home and on call if needed by other Departments.	
Alternate Delivery Method:	Telecommuting required for non- essential staff; however, some staff may report to work and remain on call for any assistance needed by other Departments, but isolated from public (MOC, ORSCC, Senior Center, etc.)	
Workplace Modifications:	Mandatory heightened hygiene protocols observed.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Non-essential personnel remain home and on call if needed by other departments.	
Alternate Delivery Method:	Program and maintenance schedule modifications implemented to reduce exposure risks. Telecommuting encouraged when possible.	
Workplace Modifications:	Voluntary heightened hygiene protocols implemented.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Personnel report to work and are available to assist other Departments as needed.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Personnel resources are reduced proportionately to absenteeism rate.	
Alternate Delivery Method:	Change shift length and schedules to accommodate needs.	
Workplace Modifications:	Some facilities may be closed to the public, events and activities canceled to slow the spread of any virus or disease.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Personnel resources are reduced proportionately to absenteeism rate.	
Alternate Delivery Method:	Change shift length and schedules to accommodate needs.	
Workplace Modifications:	Some facilities may be closed to the public, events and activities canceled to slow the spread of any virus or disease.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Personnel resources are reduced proportionately to absenteeism rate.	
Alternate Delivery Method:	Change shift length and schedules to accommodate needs.	
Workplace Modifications:	Some facilities may be closed to the public, events and activities canceled to slow the spread of any virus or disease.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Personnel resources are reduced proportionately to absenteeism rate.	
Alternate Delivery Method:	Change shift length and schedules to accommodate needs.	
Workplace Modifications:	None	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Personnel resources are reduced proportionately to absenteeism rate.	
Alternate Delivery Method:	Change shift length and schedules to accommodate needs.	
Workplace Modifications:	None	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Operations Manager	Dave Tuchek	Meg Angevine	Eric O'Neal
Facilities Manager	Lee Ann Skipton	Quinn Kuhnhausen	Scott Anderson
Recreation Manager	Jeff Hagen	Cindy Johnson	Marty Boggs
Engagement Manager	Bethany Kennedy	Ryan Spencer	Loreen Hamilton

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
1-month supply	Face masks
1-month supply	Hand sanitizer
1-month supply	Nitrile gloves
Current inventory	Laptop computers, cell phones, vehicles and equipment
--END--	

Planning: Building Division

Department:	Planning	Division:	Building Division
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Priority Rank:	1	Service:	Building Inspections
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Modify or reduce coverage areas of inspections.	
Alternate Delivery Method:	Inspectors work out of vehicles, no office contact.	
Workplace Modifications:	Inspections completed without contacting the applicant. Inspectors wear masks, glasses and gloves during inspections.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Slight reduction in completed inspections.	
Alternate Delivery Method:	Potential solution is deferring to Special Inspection agencies.	
Workplace Modifications:	Limit contact to 6-foot rule.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Good hygiene practices / staff location in field.	
Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Turnaround times triple to 72 hours.	
Alternate Delivery Method:	Staff works overtime reducing wait to 48 hours.	
Workplace Modifications:	Staff completely in the field application.	

Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Inspection turnaround 48 hours.	
Alternate Delivery Method:	Staff evenly divides workload/overtime to complete workload.	
Workplace Modifications:	Shift schedule; Isolation/Field application only. Plan review may be completed in “on-available” basis only.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Inspection turnaround 48 hours.	
Alternate Delivery Method:	Staff evenly divides workload/overtime as needed.	
Workplace Modifications:	Shift schedule; Isolation/Field application only. Implementation of 6’ social distancing rule. May elect to bypass organized training events.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Working staff may request overtime or carry-over to next day.	
Workplace Modifications:	Shift schedule; reduce internal meetings to a minimum. Plan review time for ELEC, MECH, PLUM may be extended.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Staff collectively gets daily operations completed.	
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Inspection Services	Brett Shepard	Talon Bengochea	Kenny McLeod
Building Inspector	Kenny McLeod	Marvin Seal	Dustin Crawford
Plumbing/Mechanic	Brett Shepard	Bruce Brown	Willy Schmidt
Electrical	Talon Bengochea	Craig Bottman	Dennis Bordeaux
Admin Staff	Cyndi Bishop	Gloria Meerscheidt	

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Tablet w/ wi-fi connection	iPad issued to each inspector on duty
1 Vehicle w/ fuel access	Inspection staff already assigned vehicles
2 weeks supply	Forms, placards and applications
Smart phone w/ wi-fi	Inspection staff already assigned phones
2 weeks supply	Masks, gloves, hand sanitizer
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Planning: Construction Division

Department:	Planning	Division:	Construction Division
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Priority Rank:	2	Service:	Construction Inspections
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Modify or reduce coverage areas of inspections	
Alternate Delivery Method:	Inspectors work out of vehicles, no office contact.	
Workplace Modifications:	Inspections completed without contacting the applicant. Inspectors wear masks and gloves during inspections.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Slight reduction in completed inspections.	
Alternate Delivery Method:	Overtime as needed.	
Workplace Modifications:	Limit contact to 6' foot rule.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Good hygiene practices / staff location in field.	
Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Turnaround times triple to 72 hours.	
Alternate Delivery Method:	Staff works overtime possibly reducing wait to 48 hours.	
Workplace Modifications:	Staff completely in the field application.	

Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Inspection turnaround may become 72 hours.	
Alternate Delivery Method:	Staff evenly divides workload/overtime to complete workload.	
Workplace Modifications:	Shift schedule; Isolation/Field application only.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Inspection turnaround 48 hours.	
Alternate Delivery Method:	Staff evenly divides workload/overtime as needed.	
Workplace Modifications:	Shift schedule; Isolation/Field application only. Implementation of 6' social distancing rule. May elect to bypass organized training events.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Working staff may request overtime or carry-over to next day.	
Workplace Modifications:	Shift schedule; reduce internal meetings to a minimum.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Staff collectively gets daily operations completed.	
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Team Supervisor	Joe Johnson	Marc Larson	
Inspection Staffing	Marc Larson	Vinh Nguyen	Trevor Kirschmann
Admin Staff	Cyndi Bishop	Gloria Meerscheidt	

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Tablet w/ wi-fi connection	iPad issued to each inspector on duty
1 Vehicle w/ fuel access	Inspection staff already assigned vehicles
2 weeks supply	Forms, placards and applications
Smart phone w/ wi-fi	Inspection staff already assigned phones
2 weeks supply	Masks, gloves, glasses and hand sanitizer
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Planning: Plan Review

Department:	Planning	Division:	Plan Review/ Permitting
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Priority Rank:	3	Service:	Permit Review/Issuance
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Only essential permits related to life safety, hospital and financial implication will be processed, delay in day to day permit activity. All permits accepted online/via email only.	
Alternate Delivery Method:	Email, electronic upload of plans only for permit application.	
Workplace Modifications:	6' distancing/telecommuting/phone conferencing only. All permit processing done online.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Moderate decrease in permit applications and turnaround timelines.	
Alternate Delivery Method:	Limited permit submittal available, electronic or drop off point.	
Workplace Modifications:	Discourage in-person permit submittals. Encourage email/online permit applications. Phone calls/email customer responses.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Slight decrease in applications reviewed and received	
Alternate Delivery Method:	Limit application on intake, electronic, e-mail, fax, phone meetings	
Workplace Modifications:		

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Double all turnaround timelines, online applications out next day or 2 days.	
Alternate Delivery Method:	All deadlines extended; only essential applications processed.	
Workplace Modifications:	Isolate staff from each other/ work remotely.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Delayed approval and timelines.	
Alternate Delivery Method:	PDF, email, electronic plan review.	
Workplace Modifications:	Isolate create working groups remotely; Sneeze guards, hygiene, educate on strain and incubation period.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Delayed approval and timelines.	
Alternate Delivery Method:	PDF, email, electronic plan review.	
Workplace Modifications:	Isolate create working groups remotely; Sneeze guards, hygiene, educate on strain and incubation period.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Delayed approval and timelines.	
Alternate Delivery Method:	PDF, email, electronic plan review.	
Workplace Modifications:	Isolate create working groups remotely; Sneeze guards, hygiene, educate on strain and incubation period.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Delayed approval and timelines.	
Alternate Delivery Method:	PDF, email, electronic plan review	
Workplace Modifications:	Isolate create working groups remotely; Sneeze guards, hygiene, educate on strain and incubation period.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Building Official	Jason Lynch	Brett Shepard	Carol Lewis
DSC Supervisor	Carol Lewis	John Rientjes	Janise Goucher
Plans Examiner	John Rientjes	Janise Goucher	Matt Schimmel-Bristow

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2 weeks	Basic office supplies
2 weeks	Computers with access to City intranet and City email system. Printer access
2 weeks	Hygiene, gloves and masks for direct interaction; hand sanitizer
2 weeks	Forms, applications, business cards, rubber approval stamps if needed
Phone with Wi-Fi	Staff have on-call phone that can be manned at all times for phone conversations
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Planning: Development Engineering

Department:	Planning	Division:	Development Engineering
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Priority Rank:	4	Service:	Utilities/Transportation Engineering
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Modify or reduce coverage areas of review. Intake of new projects put on hold to prioritize repair/maintenance review/permits for critical infrastructure. Review timelines put on hold due to prioritization of staff work.	
Alternate Delivery Method:	Staff coverage of other disciplines to complete work.	
Workplace Modifications:	Telecommute. Email/phone conversations only. Skype meetings only.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Slight reduction in completed reviews on time.	
Alternate Delivery Method:	Possible coverage of another reviewers' work to complete.	
Workplace Modifications:	Limit contact to 6-foot rule. Telecommute.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Good hygiene practices / staff location in field.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Staff may reject or put project review on hold due to limited staff resources. Current projects in review will be incomplete due to not all disciplines being available. Applicants notified of delay of project review.	
Alternate Delivery Method:	Email correspondence only. Standard staff meetings for during project review cycles put on hold.	
Workplace Modifications:	Telecommute. Email/phone conversations only. Skype meetings only.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Reviews completed on time reduced by 25%.	
Alternate Delivery Method:	Staff evenly divides workload/overtime to complete workload.	
Workplace Modifications:	Telecommute. Email/phone conversations only. Skype meetings only.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Reviews completed on time reduced by 25%.	
Alternate Delivery Method:	Staff evenly divides workload/overtime as needed.	
Workplace Modifications:	Telecommute. Email/phone conversations only. Skype meetings only.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Working staff may request overtime.	
Workplace Modifications:	Reduce internal meetings so staff can focus on project reviews.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Staff collectively gets daily operations completed.	
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Manager	Andy Chow	In Luo	Heba Awad
Transportation Engineer	Min Luo	Andy Chow	Rich Meredith
Utility Engineer	Zheng Lu	Heba Awad	Man Truong
Stormwater Engineer	Seethu Babu	Andrew Steele	Cindy Wellborn
Associate/Engineer Technician	Fatima Prado	Pat Fry	Pat Lyga
Admin Staff	Duniel Murillo	Fatima Prado	

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2 weeks	Basic office supplies
2 weeks	Computers with access to City intranet and City email system. Printer access. Sprint wireless cards.
2 weeks	Hygiene, gloves and masks for direct interaction; hand sanitizer.
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Planning: Code Enforcement

Department:	Planning	Division:	Code Enforcement
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Priority Rank:	5	Service:	City Code Review/ Enforcement
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Potentially modify or reduce coverage areas and completion timelines.	
Alternate Delivery Method:	Code officers work out of vehicles and/or at home via remote connection. No office contact.	
Workplace Modifications:	Field visits completed without contacting reporting parties in person. Telephone or email contact only. Code officers wear masks and gloves during field visits. Code vehicles taken to and from home as needed. Reduced office time.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Potential reduction in field visits and completion timelines. Prioritize issues based on severity of response need.	
Alternate Delivery Method:	Code officers work out of vehicles and/or at home via remote connection, taking turns in limited office contacts	
Workplace Modifications:	Limit contact to 6' rule. Encourage telephone contact. Reduced office time.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Operational field visit and timeline impacts.	
Alternate Delivery Method:	Code officers work out of vehicles and/or at home via remote connection, taking turns in limited office contacts.	
Workplace Modifications:	Good hygiene practices and staff location in field. Reduced office time.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Turnaround times triple in time. Area boundaries reduced or change as necessary.	
Alternate Delivery Method:	Code officers work overtime when necessary.	
Workplace Modifications:	Code officers work out of vehicles and/or at home via remote connection, taking turns in limited office contacts.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Turnaround times double in time. Area boundaries reduced or change as necessary.	
Alternate Delivery Method:	Code officers work overtime when necessary.	
Workplace Modifications:	Alternate schedules as necessary. Limit to 6' rule. Encourage telephone contact.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Turnaround times double in time. Area boundaries reduced or change as necessary.	
Alternate Delivery Method:	Code officers work overtime when necessary.	
Workplace Modifications:	Alternate schedules as necessary. Limit to 6' rule. Encourage telephone contact.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Reduced service delivery times.	
Alternate Delivery Method:	Code officers work overtime as needed.	
Workplace Modifications:	Alternate schedules as necessary. Limit to 6' rule. Encourage telephone contact.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Minimal delay.	
Alternate Delivery Method:	Code officers work overtime as needed.	
Workplace Modifications:	Alternate schedules as necessary. Limit to 6' rule. Encourage telephone contact.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Field Visits-North	Carl McArthy	Stephanie Moline	
Field Visits-South	Stephanie Moline	Carl McArthy	
Sign Permit Review	Carl McArthy	Matt Schimmel-Bristow	Travis Salley
Business License Review	Stephanie Moline	Carl McArthy	Andrea Kares
Admin	Cyndi Bishop	Duniel Murillo	Gloria Meerscheidt

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2 weeks	Basic office supplies
Tablet with wi-fi connection	iPad issued to each code officer in field or working remotely at home as needed
1 vehicle with fuel access	Code officer staff already have assigned vehicle
2 weeks	Forms, applications, business cards, stop work orders as needed
Smart phone with wi-fi	Code officer staff already have assigned phones
2 weeks supply	Masks, gloves, hand sanitizer
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Planning: Community Development

Department:	Planning	Division:	Community Development and Implementation
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Priority Rank:	6	Service:	Planning Review/ Economic Development
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Review timelines will be impacted due to school closures. WFH is also not feasible for staff members. Staff available for coordination meetings internally and external meets take place via Teams/Skype.	
Alternate Delivery Method:	Portals, teams, website, phone, email.	
Workplace Modifications:	Telecommute. Email/phone conversations only. Skype meetings only.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Review timelines will be impacted due to school closures. WFH is also not feasible for staff members. Staff available for coordination meetings internally and external meets take place via Teams/Skype.	
Alternate Delivery Method:	Portals, teams, website, phone, email.	
Workplace Modifications:	Telecommute. Email/phone conversations only. Team meets only. Forward phone calls as needed.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Good hygiene practices.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Should be no impact other than less convenient at times for certain meetings. If staff were unable to work from home, timelines and responsiveness impacted.	
Alternate Delivery Method:	Via portals, teams, website, phone and email. Would prioritize projects as needed if limited staff available. Send communications to customers on what to expect	
Workplace Modifications:	Telecommute. Email/phone conversations only. Team meets only. Forward phone calls as needed.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Should be no impact other than less convenient at times for certain meetings. If staff were unable to work from home, timelines and responsiveness impacted.	
Alternate Delivery Method:	Via portals, teams, website, phone and email. Would prioritize projects as needed if limited staff available. Send communications to customers on what to expect	
Workplace Modifications:	Telecommute. Email/phone conversations only. Team meets only. Forward phone calls as needed.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Should be no impact other than less convenient at times for certain meetings. If staff were unable to work from home, timelines and responsiveness impacted.	
Alternate Delivery Method:	Via portals, teams, website, phone and email. Would prioritize projects as needed if limited staff available. Send communications to customers on what to expect	
Workplace Modifications:	Telecommute. Email/phone conversations only. Team meets only. Forward phone calls as needed.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Timelines	
Alternate Delivery Method:	Operations as normal.	
Workplace Modifications:	Staff collectively gets daily operations completed.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Staff collectively gets daily operations completed.	
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Manager	Sarah Pyle	David Lee	Cathy Beam
Planner	Cameron Zapata	Ben Sticka	Elise Keim Scott Reynolds
Admin	Jodi Daub	Gloria Meerscheidt	

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2 weeks	Basic office supplies
2 weeks	Computers access to City intranet and City email system. Printer access. Sprint wireless cards.
2 weeks	Hygiene, gloves and masks for direct interaction; hand sanitizer
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Planning: Human Services

Department:	Planning	Division:	Human Services
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Priority Rank:	7	Service:	
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Prioritize continuation of funding to service providers, eliminate performance measures for funding approval to ensure continuation of funding. Identify non-profit service provider needs and shortages and work with local and regional partners to close supply, personnel and funding gaps.	
Alternate Delivery Method:	6-foot distancing/telecommuting/phone conferencing only. Live remote business meetings of the Human Services Commission, encouraging remote participation for all attendees, will need to be made available for the public.	
Workplace Modifications:	6-foot distancing / telecommuting / phone conferencing only.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Prioritize continuation of funding to service providers, relax performance measures for funding approval to ensure continuation of funding. Identify non-profit service provider needs and shortages and work with local and regional partners to close supply, personnel and funding gaps.	
Alternate Delivery Method:		
Workplace Modifications:	6-foot distancing/telecommuting/phone conferencing only. Live remote business meetings of the Human Services Commission, encouraging remote participation for all attendees, will need to be made available for the public.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Significant delays in processing funding to non-profit service providers and regional coordination of service delivery. Homeless outreach significantly impaired.	
Alternate Delivery Method:	Police can assist with homeless outreach. In order to extend working hours, telecommuting will be encouraged. Telecommuting: responding to emails and phone calls; Teams meetings; and SharePoint and server access will facilitate continued work products and service delivery.	
Workplace Modifications:		
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Moderate delays in processing funding to non-profit service providers and regional coordination of service delivery. Homeless outreach impaired.	
Alternate Delivery Method:	Police can assist with homeless outreach. In order to extend working hours, telecommuting will be encouraged. Telecommuting: responding to emails and phone calls; Teams meetings; and SharePoint and server access will facilitate continued work products and service delivery	
Workplace Modifications:		
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Moderate delays in processing funding to non-profit service providers and regional coordination of service delivery. Homeless outreach impaired.	
Alternate Delivery Method:	In order to extend working hours, telecommuting will be encouraged. Telecommuting: responding to emails and phone calls; Teams meetings; and SharePoint and server access will facilitate continued work products and service delivery.	
Workplace Modifications:		
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Fully operational.	
Alternate Delivery Method:	In order to extend working hours, telecommuting will be encouraged. Telecommuting: responding to emails and phone calls; Teams meetings; and SharePoint and server access will facilitate continued work products and service delivery.	
Workplace Modifications:		

Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Fully operational	
Alternate Delivery Method:	None	
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Senior Planner	Brooke Buckingham	Alaric Bien	Principal Planner
Homeless Outreach Coordinator	Kent Hay	Police TBD	Police TBD

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2 weeks	Basic Office supplies
2 weeks	Computers access to City intranet and City email system. Printer access.
2 weeks	Hygiene, gloves and masks for direct interaction. Hand sanitizer
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Planning: Long Range Planning

Department:	Planning	Division:	Long Range Planning
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Priority Rank:	8	Service:	Long Range Planning
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Service delivery may shift away from meeting city long range planning efforts to support grant funding and pandemic resilience and recovery planning.	
Alternate Delivery Method:	We will be conducting all required business meetings with the Planning Commission via remote participation. The public will be encouraged to participate remotely.	
Workplace Modifications:	6-foot distancing/telecommuting/phone conferencing only. Live remote business meetings of the Planning Commission will need to be made available for all attendees.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Long range planning projects and efforts will be delayed with more work likely dedicated to supporting pandemic resilience and recovery plans and grant management.	
Alternate Delivery Method:	We will be encouraging Planning Commissioners and the public to participate in required business meetings remotely as an extra precaution.	
Workplace Modifications:	6-foot distancing/telecommuting/phone conferencing only. Live remote business meetings of the Planning Commission will need to be made available for all attendees.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Impact to city long range planning: delayed compliance with growth management long-range state planning requirements; contract management and projects will be slowed down considerably and project timelines would be extended. Shifting of staff to support grant management and pandemic resilience and recovery may further impact long-range planning project needs.	
Alternate Delivery Method:	In order to extend working hours, telecommuting will be encouraged. Telecommuting: responding to emails and phone calls; Teams meetings; and SharePoint and server access will facilitate continued work products and service delivery.	
Workplace Modifications:		
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Impact to city long- range planning: delayed compliance with growth management long-range state planning requirements; contract management and projects may be slowed down considerably and project timelines would be extended. Shifting of staff to support grant management and pandemic recovery may further impact long-range planning project needs.	
Alternate Delivery Method:	In order to extend working hours, telecommuting will be encouraged. Telecommuting: responding to emails and phone calls; Teams meetings; and SharePoint and server access will facilitate continued work products and service delivery.	
Workplace Modifications:		
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Operational with some delays project timelines – still maintaining compliance with growth management objectives and requirements. Contract management and timelines only moderately affected.	
Alternate Delivery Method:	In order to extend working hours, telecommuting will be encouraged. Telecommuting: responding to emails and phone calls; Teams meetings; and SharePoint and server access will facilitate continued work products and service delivery.	
Workplace Modifications:		

Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Operational	
Alternate Delivery Method:	In order to extend working hours, telecommuting will be encouraged. In order to extend working hours, telecommuting will be encouraged. Telecommuting: responding to emails and phone calls; Teams meetings; and SharePoint and server access will facilitate continued work products and service delivery.	
Workplace Modifications:		
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Fully operational	
Alternate Delivery Method:	None	
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Long-Range Planning Manager	Beverly Mesa-Zendt	Judy Fani	Beckye Frey

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2 weeks	Basic office supplies
2 weeks	Computers access to City intranet and City email system. Printer access.
2 weeks	Hygiene, gloves and masks for direct interaction; hand sanitizer
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Planning: Transportation

Department:	Planning	Division:	Transportation/ Engineering
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Priority Rank:	9	Service:	Planning and Engineering of City Transportation Infrastructure
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Impact on review timelines/internal deadlines.	
Alternate Delivery Method:	Remote broadcast/streaming of required meetings.	
Workplace Modifications:	Telecommute. Email/Phone conversations only. Skype meetings only.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Effect on public meetings.	
Alternate Delivery Method:	Remote broadcast/streaming of required meetings.	
Workplace Modifications:	Telecommute. Email/Phone conversations only. Skype meetings preferred.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Good hygiene practices.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Impact on review timelines/internal deadlines.	
Alternate Delivery Method:	Remote broadcast/streaming of required meetings.	
Workplace Modifications:	Telecommute. Email/phone conversations only. Skype meetings only.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Impact on review timelines/internal deadlines.	
Alternate Delivery Method:	Remote broadcast/streaming of required meetings.	
Workplace Modifications:	Telecommute. Email/phone conversations only. Skype meetings only.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Impact on review timelines/internal deadlines.	
Alternate Delivery Method:	Remote broadcast/streaming of required meetings.	
Workplace Modifications:	Implementation of 6' social distancing rule. May elect to bypass organized training events.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Operations as normal.	
Workplace Modifications:	Staff collectively gets daily operations completed.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Staff collectively gets daily operations completed.	
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Manager	Don Cairns	Jeff Churchill	Peter Dane
Planner/Engineer	Max Miller	Josh Mueller	

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2 weeks	Basic office supplies
2 weeks	Computers access to City intranet and City email system. Printer access.
2 weeks	Hygiene, gloves and masks for direct interaction; hand sanitizer
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Planning: MS Refresh

Department:	Planning	Division:	MS Refresh Team
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Priority Rank:	10	Service:	Land Use, Civil, Building review and inspection of MS Campus refresh project
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	City's ability to meet contract timelines seriously impacted.	
Alternate Delivery Method:	City to seek private contract services for plan review and negotiate with Microsoft for lenience to contract.	
Workplace Modifications:	All meetings virtual. No staff telecommute.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	City's ability to meet contract timelines impacted.	
Alternate Delivery Method:	City to seek plan review from DSC or contract services.	
Workplace Modifications:	Limit contact to 6' rule.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Good hygiene practices / staff location in field.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	City unable to meet permit review times.	
Alternate Delivery Method:	City to seek alternate plan review through contract service.	
Workplace Modifications:	All meetings virtual through MS Teams. All staff telecommute.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	City unable to meet permit review times.	
Alternate Delivery Method:	City to seek alternate plan review through contract service for certain work groups.	
Workplace Modifications:	All meetings virtual through MS Teams. All staff telecommute.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	City's ability to meet contract timelines seriously impacted.	
Alternate Delivery Method:	May need to have plan review completed by DSC or outside service.	
Workplace Modifications:	All meetings virtual. All staff telecommute. Implementation of 6' social distancing rule. May elect to bypass organized training events.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Meetings are virtual using MS Teams.	
Workplace Modifications:	Reduce internal meetings to a minimum.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Operations as normal.	
Alternate Delivery Method:	Staff collectively gets daily operations completed.	
Workplace Modifications:	Meetings are virtual using MS Teams.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Manager		Aaron Ruffin	Jozanne Moe
Engineering	Teresa Jennings	Man Truong	
Traffic Engineering	Richard Meredith	Andy Chow	
Plans Examiner	Jozanne Moe	Mason McGonagall	
Structural Review	Deepali Jodh	Kimberly Kung	
Admin. Asst.	Jaime Allen	Eric Chen	

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
2 weeks	Basic office supplies
2 weeks	Computers access to City intranet and City email system. Printer access. Sprint wireless cards.
2 weeks	Hygiene, gloves and masks for direct interaction; hand sanitizer
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Police: Emergency Response

Department:	Police	Division:	Patrol
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Priority Rank:	1	Service:	Emergency Response
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Service Delivery Alterations			
City Activation Level		A	Highest: mandatory social distancing, no public access, alt. service delivery, no meetings, ECC full activation
Service Delivery Impact:		Emergency CFS only; Jails Closed; No Court Appearances.	
Alternate Delivery Method:		All non-emergency calls routed to online reporting or via phone.	
Workplace Modifications:		Proper PPE equipment worn at all times; Mandatory sanitization practices; Mandatory 12-hour shift; assigned patrol cars; Sleep accommodations. Strict no-visitor policy at police facilities.	
City Activation Level		B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:		Priority CFS; Non-Emergency medical calls require staging for fire; non-emergency police calls involve evaluation of caller for sickness; possible jail and justice interruptions.	
Alternate Delivery Method:		Enhanced Online Reporting; Offering phone reports	
Workplace Modifications:		Proper PPE equipment during high-risk calls; Strict sanitization practices; Public access restricted to station; cancelled public education events and meetings; Communications inquiring as to level of sickness in home for calls; Surgical masks for prisoners exhibiting symptoms.	
City Activation Level		C	Lowest: Standard precautions, Education Occurring, Vendor Agreements, supplies stockpiled, Plans reviewed/tested, No ECC activation
Service Delivery Impact:		None	
Alternate Delivery Method:		None	
Workplace Modifications:		None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Emergency CFS only; all other calls held to later date or sent to online reporting for later follow-up.	
Alternate Delivery Method:	None available	
Workplace Modifications:	All commissioned personnel into uniform and assigned to field service.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize CFS; Online Reporting Enhanced.	
Alternate Delivery Method:	Phone reports in lieu of personal contact; online reporting.	
Workplace Modifications:	Additional specialty unit staff assigned back to patrol.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize CFS; Online Reporting Enhanced.	
Alternate Delivery Method:	Phone reports in lieu of personal contact; online reporting.	
Workplace Modifications:	Some specialty unit staff assigned back to patrol.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Limited to no impact.	
Alternate Delivery Method:	None required.	
Workplace Modifications:	Overtime to backfill staff.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	No Impacts.	
Alternate Delivery Method:	None.	
Workplace Modifications:	None.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Operations Captain	Erik Scairpon	Ron Harding	Tim Gately
Operations Lieutenant	Brian Coats	Martin Fuller	Tim Gately
Patrol Officer	On duty staff	Specialty staff	Off duty staff / Mutual Aid

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Patrol cars	25 marked police cars
Transport van	2 marked prisoner vans
Radio Batteries	4 batteries per officer
6 weeks supplies for PPE	Masks, disposable gowns, hand sanitizer, MRE, gloves, glasses
6 weeks patrol supplies	Basic patrol supplies

Police: Communications / 911

Department:	Police	Division:	911
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Priority Rank:	2	Service:	Communications Center
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Service Delivery Alterations		
City Activation Level	A	Highest: mandatory social distancing, no public access, alt. service delivery, no meetings, ECC full activation
Service Delivery Impact:	Life/safety call dispatch only.	
Alternate Delivery Method:	Online reporting for all non-emergency calls.	
Workplace Modifications:	Heightened hygiene strategies; eliminate employee overlap; physical distancing in call center; Individual workstation equipment issuance, Eliminate non-communications personnel in communications center	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Change call dispatch priorities to reduce CFS volumes	
Alternate Delivery Method:	Enhanced online reporting offered and phone reports for non-emergency calls	
Workplace Modifications:	Sanitize all equipment before and after individual use, reduce non-communications personnel in communications center	
City Activation Level	C	Lowest: Standard precautions, Education Occurring, Vendor Agreements, supplies stockpiled, Plans reviewed/tested, No ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	None, sanitizer readily available	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Reduce CFS to priority calls only	
Alternate Delivery Method:	Mandatory 12-hour shifts; work out of class	
Workplace Modifications:	<ol style="list-style-type: none"> 1. Staff work 5 (12) hour shifts during the work week. 6 of the 8 shifts would have 2 consecutive days off. The schedule would provide 3 staff members on duty for all but one day. Suspending scheduled leave would need to be evaluated on an individual basis. 2. Staff work 4 (12) hour shifts during the work week. All shifts would have 3 consecutive days off. The schedule would provide 2 staff members on duty for 5 days and 3 on for 2 days. Leave would need to be suspended with this schedule. Supervision would provide meal breaks and assist with phone traffic. 3. Staff work 1 (12) hour shift and are off for 36 hours—a 12 hour shift every other day. Leave would need to be cancelled. Supervision would provide meal breaks and assist with phone traffic. Most administrative duties would likely need to be suspended or delayed – warrant entries, audio requests, etc. This schedule has been added to Telestaff beginning 3/1/21 so it can be viewed. <p>A reduction of more than 50% would require additional 12-hour workdays or mutual aid to maintain operations.</p>	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Reduce CFS to priority calls only; nonpriority calls to Records	
Alternate Delivery Method:	Mandatory overtime; voluntary work out of class	
Workplace Modifications:	Restriction of access to Comm Center – additional modifications possibly required see 50% level	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Reduce CFS to priority calls only; nonpriority calls to Records	
Alternate Delivery Method:	Staffing minimums not impacted. Leave would need to be evaluated on a per day basis. Schedule shortfalls would be filled with mandatory overtime, likely to include loss of a day off during each rotation for most staff. No other operational changes necessary.	
Workplace Modifications:	Restriction of access to Comm Center	

Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Little to no impacts	
Alternate Delivery Method:	Staffing minimums and leave not impacted. Schedule shortfalls would be filled with mandatory overtime. No operational changes would be necessary.	
Workplace Modifications:	Restriction of access to Comm Center	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	No Impacts	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Support Services Manager	Sheryl Mullen	Erik Scairpon	Ron Harding
Comm Sup	Robert Clemmons	Jason Fisher	Anne Tychsen
Lead Dispatch	Anne Tychsen	MarySue Balazic	ECS / Mutual Aid
Communications Specialists	On duty specialists	Off duty specialists	Mutual Aid

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
25 per person	Individual issue headset, keyboard, mouse
6 weeks supplies	Office supplies
6 weeks supplies	Sanitation supplies (wipes, hand sanitizer, mask)

Note: Mutual Aid Options Available

- All remaining staff could be shifted to a modified day/day power schedule and route 911 calls and radio dispatch to NORCOM for limited periods. Our administrative lines would have to be abandoned during periods when NORCOM provides this service (If NORCOM was in a position to assist).
- Issaquah and RPD co-locate at RPD and pool our collective staffing to provide service for both agencies.

Depending on where in the schedule a reduction occurs, we may need to change shift assignments temporarily to ensure coverage.

Call response--we would follow the direction of patrol operations regarding patrol response to CFS. Continued focus on CopLogic use or patrol response by phone.

Police: CID

Department:	Police	Division:	CID (Investigations)
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Priority Rank:	3	Service:	Criminal Investigations
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Service Delivery Alterations			
City Activation Level		A	Highest: mandatory social distancing, no public access, alt. service delivery, no meetings, ECC full activation
Service Delivery Impact:		Response to persons crimes/Class A felony calls only;	
Alternate Delivery Method:		Nonviolent calls handled through online reporting system	
Workplace Modifications:		Detectives re-assigned to patrol	
City Activation Level		B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:		Person crimes prioritized; increased use of phone online reporting; limited in-person contact for interviews.	
Alternate Delivery Method:		Enhanced online reporting for non-violent CFS.	
Workplace Modifications:		Non-essential staff assigned to work from home. Enhanced PPE protocols.	
City Activation Level		C	Lowest: Standard precautions, Education Occurring, Vendor Agreements, supplies stockpiled, Plans reviewed/tested, No ECC activation
Service Delivery Impact:		None	
Alternate Delivery Method:		None	
Workplace Modifications:		None	
Department Absentee Rate		50%	Of personnel absent from workplace
Service Delivery Impact:		Response to violent persons crimes only; all other investigations held.	
Alternate Delivery Method:		None.	
Workplace Modifications:		Re-assignment of CID staff to patrol; Case completion deadlines suspended; reduce limit non-essential administrative tasks or products (crime analysis, etc.).	
Department Absentee Rate		40%	Of personnel absent from workplace
Service Delivery Impact:		Prioritize cases for future investigation.	
Alternate Delivery Method:		Phone reports in lieu of personal contact; online reporting; Property crime investigations delayed	
Workplace Modifications:		Administrative staff telecommuting; detectives assigned back to patrol.	

Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize cases for future investigation.	
Alternate Delivery Method:	Phone reports in lieu of personal contact; online reporting; Property crime investigations delayed	
Workplace Modifications:	Administrative staff telecommuting; detectives assigned back to patrol.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize cases for future investigation.	
Alternate Delivery Method:	Limited to no impacts.	
Workplace Modifications:	Administrative staff telecommuting	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	No Impacts	
Alternate Delivery Method:	None required.	
Workplace Modifications:	None.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Lieutenant	Tim Gately	Brian Coats	Marty Fuller
Sergeant	AnnMarie Fein	Greg Patrick	Doug Krueger
Detective	On duty	Off duty	Mutual Aid

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
3 Inv vehicles	Call out cars
5 major case supplies	Call out supplies for investigations

Police: Records

Department:	Police	Division:	Records
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Priority Rank:	4	Service:	Support Services
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Service Delivery Alterations		
City Activation Level	A	Highest: mandatory social distancing, no public access, alt. service delivery, no meetings, ECC full activation
Service Delivery Impact:	No records services for the public other than remote delivery; request fulfillment delayed.	
Alternate Delivery Method:	Proper PPE equipment; Mandatory sanitization practices; Employee distancing.	
Workplace Modifications:	Close records counter and police lobby. Online requests and phone contact only. No volunteers allowed in the building other than those approved by Chief of Police.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Postpone all CPL licenses and non-essential fingerprinting.	
Alternate Delivery Method:	None.	
Workplace Modifications:	Strict sanitization practices; Voluntary wearing of PPE; reduction of volunteer services for public	
City Activation Level	C	Lowest: Standard precautions, Education Occurring, Vendor Agreements, supplies stockpiled, Plans reviewed/tested, No ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50 %	Of personnel absent from workplace
Service Delivery Impact:	Answer only emergency records requests and critical data entry	
Alternate Delivery Method:	<p>Phone reports and online reporting. Public records requests to be either fulfilled by telecommute or deliver by date pushed out</p> <p>This would leave records with only 2 – 2.5 FTE, below the minimum staffing requirement of 3 FTE. The supervisor would need to assume specialist duties and cover breaks and lunches, and non-essential services would need to be reduced or halted. Potential closure of the PSB lobby and phones may be considered. Mandatory OT may be considered if needed to complete essential functions. Leave would likely need to be cancelled.</p> <p>A reduction of more than 50% would likely result in closure of PSB lobby and phones, mandatory OT, and further reduction of essential and non-essential duties. The supervisor would need to assume specialist duties. Leave would have to be cancelled.</p> <p>*If the Police Program Coordinator was unable to report to work, this would require 1 specialist FTE to assume the program coordinator's PRR duties and further impact the number of specialist staff available to handle essential and non-essential functions. Leave would likely need to be cancelled. The supervisor would need to cover breaks and lunches and assume specialist duties.</p>	
Workplace Modifications:	Close front counter	
Department Absentee Rate	40 %	Of personnel absent from workplace
Service Delivery Impact:	Prioritize data entry and postpone outside duties	
Alternate Delivery Method:	Phone reports in lieu of personal contact; online reporting	
Workplace Modifications:	Significant Reduction in public services offered	
Department Absentee Rate	30 %	Of personnel absent from workplace
Service Delivery Impact:	Prioritize data entry and postpone outside duties	
Alternate Delivery Method:	See 20% reduction.	
Workplace Modifications:	Reduction in public services	
Department Absentee Rate	20 %	Of personnel absent from workplace
Service Delivery Impact:	Limited to no impacts.	
Alternate Delivery Method:	This would equate to 1-2 fewer FTEs than currently available. There would be a moderate impact on staffing	

	requirements, but the workload on remaining staff would be increased to the extent that the supervisor may need to cover lunches and breaks, and possibly assist with specialist duties.	
Workplace Modifications:	None.	
Department Absentee Rate	10 %	Of personnel absent from workplace
Service Delivery Impact:	None.	
Alternate Delivery Method:	None required.	
Workplace Modifications:	None.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Records Supervisor	Cori Baker	Sheryl Mullen	Erik Scairpon
Support Specialist	On duty staff	Off duty staff	Other administrative staff

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
6 weeks supplies	General Office supplies
6 weeks PPE	General PPE supplies

Police: Administrative Support

Department:	Police	Division:	Administrative/Support
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Priority Rank:	5	Service:	Non-emergency/ general business services
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Service Delivery Alterations		
City Activation Level	A	Highest: mandatory social distancing, no public access, alt. service delivery, no meetings, ECC full activation
Service Delivery Impact:	Suspension of regular Crime Prevention and Community Outreach programs/meetings. Deferral/Suspension of non-emergency customer services. Regular Training/ Govt. Travel suspended. Staff reassignment to support essential service delivery.	
Alternate Delivery Method:	Public education, updates, and information requests disseminated via web, fax, email, and post mail.	
Workplace Modifications:	Closure of Public service counter, mandatory hygiene & sanitation practices, social distancing.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Suspension of public/group meetings. Reduction of police volunteer utilization in the workplace. Suspension of recruiting and hiring testing/screening.	
Alternate Delivery Method:	Delayed processing of service requests.	
Workplace Modifications:	Personal hygiene measures, social distancing.	
City Activation Level	C	Lowest: Standard precautions, Education Occurring, Vendor Agreements, supplies stockpiled, Plans reviewed/tested, No ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Deferral/suspension of non-essential services. Staff reassignment to core services.	
Alternate Delivery Method:	Sneeze guards, hygiene, educate on strain and incubation period	
Workplace Modifications:	Closure of public service counter, screening, telecommuting.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	No services. Staff reassignment to core services.	
Alternate Delivery Method:	Online engagement only, if able.	
Workplace Modifications:	Personal hygiene, social distancing, telecommuting, etc.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Training operations limited to essential Pandemic Flu Planning and preparations. Delayed processing of service requests.	
Alternate Delivery Method:	Utilize alternative communication methods for Community Outreach, public education, PIO operations.	
Workplace Modifications:	Personal hygiene, social distancing, telecommuting, etc.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Limited to no impact.	
Alternate Delivery Method:	None required.	
Workplace Modifications:	None.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	No Impacts.	
Alternate Delivery Method:	None.	
Workplace Modifications:	None.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Community Engagement	Julie Beard	Andrea Wolf-Buck	Aggie Dennehy

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
	Please see Redmond Police emergency equipment list (attached)

POLICE EMERGENCY SUPPLY INVENTORY		
Location: Blue Trailer at MOC		
Key in Training Sgt. Office for puck style lock on trailer		
Updated: 03/09/2020		
29	Cots	
1	Kawasaki GA1400A Generator, City Asset Tag #25096	
100	Plastic personal use water bottles	
30	Large, Incandescent Bulb, 4 D battery flashlights	
50	Small, incandescent . Bulb, 2 D battery flashlights	
144	D Batteries	
20	Portable Toilets	
12	Dry Bags - Seattle Sports Hydro Venture Brand. Est capacity, 5 gallons?	
100	Personal Toilet Paper Rolls	
	ActivGuard 100% Polypropylene Coveralls	
	200	Size XL
	32	Size L
	175	Size M
	10	Unknown Size
6	Privacy Shelters	
2000	MRE Heaters [estimation, likely there are even more]	
2	Mountain House Meal Heating Kits	
9	Plastic Drum Pumps	
19	Water Sanitation Kits dated 05/01/07 [unable to tell if this is expiration or issue date on package]	
	Sodium Hypochlorite 5.25%	
1	Barrell Wrench [plastic, "Barrell Buddies II" brand]	
38	Plastic yellow caps Contigo Brand	

Public Works: Transportation

Department:	Public Works	Division:	MOC / TOSE
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Priority Rank:	1	Service:	Maintain Transportation System
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	<p>Prioritize transportation for emergency response. Prioritize response to critical tasks. . Maintenance and operations reduced to essential functions and tasks that can be performed independently. CIP and private plan review limited to Director priorities.</p> <p>Electronic review of critical work zone traffic control plans.</p>	
Alternate Delivery Method:	<p>Ability to use existing MOC stand-by system to dispatch field crews from home if needed. Field crews work from trucks and limit time at MOC. Signal Technicians remain in field with base at signal lab. Customers direct requests to City Website (QAlert) or via phone (Customer Service Desk). Meetings via Teams. Most office-related work done via remote access. Communication via phone, e-mail tele/video conference.</p>	
Workplace Modifications:	<p>Staff telecommute if possible. Revise shifts and schedules of field staff for social distancing and to preserve minimum staffing levels. PPE requirements. MOC safety practices implemented. Assigned vehicles. Access Traffic Management Center remotely.</p>	

City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Prioritize transportation for emergency response. Prioritize response to critical tasks. Limit regular maintenance items as needed due to staffing. Defer cosmetic and other low-priority maintenance, planning and project work. Electronic review of work zone traffic control plans. Limited review of new designs. Communication via phone, e-mail, team's app or brief meetings. Identify maintenance staff to be provided with "just in time training" to assist Signal Technicians in case absentee rate increases.	
Alternate Delivery Method:	Rely on existing after hours stand by system in use at MOC to address critical tasks. Signal Technicians work from signal lab with limited contact. Staff avoid direct interaction with public – direct requests to City Website (QAlert) or via phone (Customer Service Desk).	
Workplace Modifications:	Identify critical (minimal) and backup staff. Have staff telecommute if possible. Revise shifts and schedules of field staff for social distancing and to preserve minimum staffing levels. PPE requirements. Assigned vehicles. Limited use of Traffic Management Center. Use web conferencing in place of meetings when possible to limit exposure.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Very little impact to normal operations. Some maintenance items may be put off if sufficient personnel not available. Design and work zone traffic control review as usual. Review communication via phone, e-mail or tele/video conference meetings.	
Alternate Delivery Method:	Signal Technicians work from signal lab. City Hall staff communicate with technicians via phone or e-mail unless face to face needed.	
Workplace Modifications:	Identify essential staff and staff that may telecommute. Emphasize workplace and personal hygiene.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Same as Activation Level A. Prioritize transportation for emergency response. Prioritize response to critical tasks. Routine maintenance limited to short-duration tasks to ensure response-readiness for critical tasks. CIP and private plan review limited to Director priorities. Electronic review of critical work zone traffic control plans. Communication via phone, e-mail tele/video conference.	
Alternate Delivery Method:	Rely primarily on existing stand by system off hours in use at MOC. All issues routed through on-call staff for that week. Signal Technicians remain in field with base at signal lab. Staff avoid direct interaction with public – direct requests to City Website (QAlert) or via phone (Customer Service Desk). Evaluate need to change operations work hours to ensure coverage on Fridays.	
Workplace Modifications:	Have staff telecommute if needed. Emphasize workplace and personal hygiene.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Same as Activation Level A. Prioritize transportation for emergency response. Prioritize response to critical tasks. Routine maintenance limited to short-duration tasks to ensure response-readiness for critical tasks. CIP and private plan review limited to Director priorities. Electronic review of critical work zone traffic control plans. Communication via phone, e-mail tele/video conference.	
Alternate Delivery Method:	Signal Technicians remain in field with base at signal lab. Staff avoid direct interaction with public – direct requests to City Website (QAlert) or via phone (Customer Service Desk).	
Workplace Modifications:	Have staff telecommute if needed. Emphasize workplace and personal hygiene.	

Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Same as Activation Level B. Prioritize transportation for emergency response. Prioritize response to critical tasks. Limit regular maintenance items as needed due to staffing. Defer cosmetic and other low-priority maintenance. Electronic review of work zone traffic control plans. Limited review of new designs. Communication via phone, e-mail, Teams app or brief meetings. Identify maintenance staff to be provided with “just in time training” to assist Signal Technicians in case absentee rate increases.	
Alternate Delivery Method:	Signal Technicians work from signal lab with limited contact. Staff avoid direct interaction with public – direct requests to City Website (QAlert) or via phone (Customer Service Desk). Request assistance from other operations field staff (not transportation, utilities, or facilities) if available for operations and maintenance work.	
Workplace Modifications:	Have staff telecommute. Emphasize workplace and personal hygiene.	
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Same as Activation Level C. Very little impact to normal operations. Some maintenance items may be put off if sufficient personnel not available. Design and work zone traffic control review as usual. Review communication via phone, e-mail or tele/video conference meetings	
Alternate Delivery Method:	Signal Technicians work from signal lab. City Hall staff communicate with technicians via phone or e-mail unless face to face needed.	
Workplace Modifications:	Have staff telecommute if needed. Emphasize workplace and personal hygiene.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Same as Activation Level C. Very little impact to normal operations. Some maintenance items may be put off if sufficient personnel not available. Design and work zone traffic control review as usual. Review communication via phone, e-mail or tele/video conference meetings	
Alternate Delivery Method:	Update and utilize alternate contact (cell phones, e-mails, Teams app) unless face to face needed.	
Workplace Modifications:	Emphasize workplace and personal hygiene.	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Traffic Operations Manager/Engineer	Paul Cho	Bruce Newman	Hidemi Tsuru
Maintenance & Operations Manager – Streets/Fleet/Admin	Ernie Fix	Andy Rheaume	Triston Osborne
Traffic Operations Signal Technician	Albert Becerra	Dan Kerr	Nathan Adams
Street Maintenance Supervisor	Triston Osborne	Justin Sedeno	Ted Colden

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Two minimum	Vehicles – Lift Trucks, Service Trucks
Two minimum	Laptops with signal system information
Two minimum	Mobile phones for field personnel
Four minimum	Traffic control signs for closures
Two minimum	VMS Boards
Two minimum	Signal Equipment parts – controllers, cards, etc.
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Public Works: Utilities

Department:	Public Works	Division:	MOC / EUSD
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Priority Rank:	2	Service:	Maintain City Utility Services
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	<p>Personnel is limited. Prioritize work based on the situation. At a minimum, respond to essential operations or emergency situations (i.e. water delivery, water and sewer pump station operation, Sanitary Sewer Overflows (SSOs), flooding, spills, utility locates, regulatory required water quality testing); institute utility emergency response plans; modify standby personnel coverage (establish alternates and double coverage). CIP and private plan review limited to Director priorities. Engineering support for private and CIP projects subject to staff availability. Cancel stakeholder meetings and delay policy evaluations. Utility non-operations staff priority is supporting essential operations and service delivery. Cancel site inspections related to FOG, cross-connection, source control and private stormwater where contact with a site manager is required to conduct the inspection. Cancel Citywide recycling events. Non-essential staff telecommuting as feasible. Water shut offs are suspended upon declaration of emergency.</p>	
Alternate Delivery Method:	<p>None at MOC, but some flexibility in water supply delivery, based upon the utility emergency response plan. Stakeholder meetings may be evaluated for alternate methods such as skype meetings or web-based input. Prioritize site inspections where contact with a site manager is not required Potential use of WAWARN system to request staff from other agencies to assist. <i>Use of professional services contracts for critical functions as needed if staff are unavailable, i.e. SCADA system issues, engineering assistance in emergencies, etc.</i></p>	
Workplace Modifications:	<p>Crew makeup -request assistance and utilize appropriate personnel from other divisions & departments - not transportation, utilities, or facilities if available; . Evaluate need to change operations work hours to ensure coverage on Fridays. At MOC - close all gates, lock all doors and institute workplace check-in procedures for employees & visitors including deliveries; cancel group meetings and outside training not required by law or rule; prepare twice daily situational</p>	

	reports as requested by the Director/ECC. Limit crew congregating in one area by staggering start times or deploying directly to vehicles vs. gathering in the office. EUSD staff will be encouraged to telecommute as feasible to reduce exposure. Provide access to PPE for all staff (masks, gloves, hand sanitizer, disinfecting wipes, etc.).	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Reduce non-essential work (i.e. vegetation control, litter pickup, painting); minimize preventative maintenance procedures. CIP and private plan review delayed. Engineering support for private and CIP projects subject to staff availability. Defer cosmetic and other low-priority maintenance, planning and project work. Cancel stakeholder meetings and delay in policy evaluations. Utility non-operations staff priority is supporting essential operations and service delivery. Cancel Citywide recycling events. Prioritize site inspections to those where limited contact is feasible. Water shut offs are suspended upon declaration of emergency.	
Alternate Delivery Method:	None at MOC, but some flexibility in water supply delivery, based upon the utility emergency response plan. Non-essential staff telecommuting as feasible. Stakeholder meetings may be evaluated for alternate methods such as skype meetings or web-based input. Limit site inspections to sites where inspections can be pre-approved by the site contact and completed either without the site contact present or completed with adequate social distancing.	
Workplace Modifications:	At MOC – evaluate closure of the campus and check-in procedures. Crew makeup modifications dependent upon individual divisional needs for the day; curtail voluntary-type training/education Provide access to PPE for all staff (masks, gloves, hand sanitizer, disinfecting wipes, etc.). Develop just in time training for critical functions in case alternative staff need to be utilized.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	None	
Alternate Delivery Method:	None	
Workplace Modifications:	Emphasize personal hygiene by crew; may delay some scheduled major repair or modify work on new projects. Prepare staff for working under Activation Level B or A. Staff to begin to identify work that can be completed remotely and prepare for telecommuting (remote software, virtual meetings, teams, laptops available). Cross-train staff to perform critical functions. Identify needed resources and procurement plan.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Flex personnel (internal & external to MOC) where needed; consider work modifications related to activation levels B & A where appropriate; consider instituting utility emergency response plans. Cancel stakeholder meetings and delay in policy evaluations. Utility non-operations staff priority is supporting essential operations and service delivery. Non-essential staff telecommuting as feasible. Map production and data analysis reduced to critical function support. Environmental field sampling reduced to critical impact monitoring. Non-essential site inspections cancelled.	
Alternate Delivery Method:	None at MOC, but some flexibility in water supply delivery, based upon the utility emergency response plan. Non-essential staff telecommuting as feasible. Very limited telecommuting for MOC staff, where pre-approved (SCADA monitoring; budgeting/finance administration). Non-essential internal and public meetings canceled. Essential meetings conducted remotely where feasibility. Use of professional services contracts for critical functions as needed if staff are unavailable, i.e. SCADA system issues, engineering assistance in emergencies, etc.	
Workplace Modifications:	Evaluate need to change operations work hours to ensure coverage on Fridays. Cancel non-medical/non-emergency leave requests; consider modifications related to activation levels B & A where appropriate.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Flex personnel (internal & external to MOC) where needed; consider work modifications related to activation levels B & A where appropriate; consider instituting utility emergency response plans.	
Alternate Delivery Method:	None	
Workplace Modifications:	Evaluate need to change operations work hours to ensure coverage on Fridays. Cancel non-medical/non-emergency leave requests; consider modifications related to activation levels B & A where appropriate.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Flex personnel (internal & external to MOC) where needed; consider work modifications related to activation levels B & A where appropriate; consider instituting utility emergency response plans.	
Alternate Delivery Method:	None	
Workplace Modifications:	Cancel non-medical/non-emergency leave requests; consider modifications related to activation levels B & A where appropriate. Develop just in time training for critical functions in case alternative staff need to be utilized.	

Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Flex personnel (internal to MOC) where needed. Some delay in delivery of routine or non-essential work. Private development and CIP review will be prioritized by Director. Policy and planning work may be delayed. Non-essential/time sensitive inspections may be delayed.	
Alternate Delivery Method:	None	
Workplace Modifications:	Reduce routine-level and non-essential work.	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Flex personnel (internal to MOC) where needed. Some delay in delivery of routine and non-essential work.	
Alternate Delivery Method:	None	
Workplace Modifications:	Reduce routine-level and non-essential work	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Utilities/Environmental Services Manager	Gary Schimek	Steve Hitch	Aaron Moldver
Utilities MOC Manager	Andy Rheume	Ernest Fix	John Burtsche
Water Supervisor	John Burtsche	Darren Sarginson	Brian Busken
Water Supervisor	Gaby Wolfe	Kathy Caldwell	Bryan Thomas
Wastewater Supervisor	Steve Moore	Adam Clarke	Jason Harnasch
Stormwater Supervisor	James Storhow	Brian Egan	Brian Donnell
Engineering supervisor	Steve Hitch	Jeff Thompson	Emily Flanagan
Science and Data Analytics Supervisor	Amanda Balzer	Jessica Atlakson	Angie Venturato
Environmental Programs Supervisor	Aaron Moldver	Peter Holte	Ken Waldo
Water quality technician	Kathy Caldwell	Bobby Agnew	Bryan Thomas
Wastewater Utility System Technician (Lift Stations/SCADA)	Yakov Gringauz	David Glenn	As assigned
Water Utility System Technician (Wells and Pump Stations/SCADA)	Bryan Thomas	Brian Busken	John Burtsche
Emergency response teams	Makeup dependent upon type of incident; refer to prepared response plans for water, wastewater, storm	As assigned	As assigned
Emergency equipment operator(s)	Dependent upon incident type	As assigned	As assigned
Standby coverage (24/7)	Primary, secondary standby rosters	Alternative duty roster list	As assigned

Essential Supplies & Equipment – Water Division	
Qty to keep on-hand	Description of item or equipment
1 pallet each well	Morton solar salt
20 bags each well	Sodium Fluoride
4 for field tests	DPD chlorine detection dispensers
2 each	Chlorine testers

Essential Supplies & Equipment – Wastewater Division	
Qty to keep on-hand	Description of item or equipment
1 each	Sewer Vactor truck
1 each	Lift station UST van
4 each	Trailer generators, various outputs
1 each	Trailer trash pump, 4"
1 each	SCADA monitoring equipment supplies

Essential Supplies & Equipment – Stormwater Division	
Qty to keep on-hand	Description of item or equipment
1 each	Stormwater Vactor
1 each	5 yd, 10 yd dump trucks; "mud" van
2 each	Service trucks
1 each	Track hoe; backhoe, bobcat, front end loader
6 each	Portable pumps, various GPM
1 each	Trailer trash pump; trailer generator
6 each	Spill kits
2 lengths, each size	Assorted pipe sizes in PVC, HPDE
1 length	Ductile iron, 12"
6 each	Catch basin, type 1, with frame and grate; standard manhole ring and cover
2 each	Catch basin, manhole risers in both metal and concrete, various sizes
1 roll	Filter fabric
20 yds	Crushed rock (MOC stockpile)
25 bags, each	Redi-Mix concrete; mortar mix
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Public Works: Fleet

Department:	Public Works	Division:	MOC Fleet
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Priority Rank:	3	Service:	Fleet Maintenance Operations
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Respond only to emergency response, public safety or essential vehicles and critical equipment/vehicle breakdown. Full Fuel Capacity at all fuel storage tanks, daily inspections completed. Sanitize vehicles used by quarantined staff by certified firm prior to operation or service. Reassignment of pool and city hall vehicles to field staff.	
Alternate Delivery Method:	Ken's Towing services for lock outs, dead batteries or delivery to MOC. Outsource repair work to local mechanics as needed.	
Workplace Modifications:	No entry to Fleet shop for non-Fleet staff. Vehicle sanitation a priority. Crew makeup (utilize appropriate personnel from other divisions & departments); institute workplace check-in process for all employees & visitors;	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Reduce non-essential work (i.e. upfitting new vehicles, preventive maintenance services, cosmetic repairs or vehicle/equipment modifications). Fuel island inspections completed. Sanitize vehicles used by quarantined staff by certified firm prior to operation or service.	
Alternate Delivery Method:	Use Ken's Towing for lock outs, battery recharges or vehicle/equipment delivery to MOC. Outsource repair work to local mechanics as needed.	
Workplace Modifications:	Crew make up modifications, dependent upon individual divisional needs for the day; curtail voluntary-type training; limit/screen visitors to MOC.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Order fuel to top off storage tanks at MOC	
Alternate Delivery Method:	None	

Workplace Modifications:	Emphasize personal hygiene.
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Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Flex personnel (internal & external to MOC) where needed; consider work modifications related to activation levels B & A where appropriate. Defer upfitting/vehicle ordering.	
Alternate Delivery Method:	Use Ken's towing for lock outs, dead batteries or delivery of vehicles and equipment to the MOC. Outsource repair work to local mechanics as needed.	
Workplace Modifications:	Cancel non-medical/non-emergency leave requests; consider modifications related to activation levels B & A where appropriate. PM Services drop to 2 priority. Evaluate change in shifts to provide coverage.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Flex personnel (internal to MOC) where needed. Prioritize repairs to Police and other first responder vehicles. Work primarily on preventive maintenance schedules for fleet readiness. Reduce work to PM services and breakdowns Only. Defer upfitting/vehicle ordering.	
Alternate Delivery Method:	Ken's towing for lock outs, dead batteries, delivery of vehicles and equipment to the MOC. Outsource repair work to local mechanics as needed.	
Workplace Modifications:	Prioritize repairs, increase routine level work when possible for staff readiness.	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:	Work primarily on preventive maintenance schedules for fleet readiness. Defer maintenance to non-essential small equipment. Prioritize PM services and breakdowns.	
Alternate Delivery Method:	Ken's towing for lock outs, dead batteries, delivery of vehicles and equipment to the MOC.	
Workplace Modifications:		
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize repairs to Police/emergency response vehicles.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:	Prioritize repairs to Police/emergency response vehicles.	
Alternate Delivery Method:	None	
Workplace Modifications:	None	

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Fleet Supervisor	Richard Barker	Deryk Pruismann	Brad Granquist
Fleet Lead	Deryk Pruismann	Brad Granquist	Jamie Mineo
Mechanic	Brad Granquist	Jamie Mineo	Rick Edwards

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
24,000 gallons	Diesel fuel (Max capacity = 30,000 gallons)
8,000 gallons	Unleaded gasoline (Max capacity = 15,000 gallons)
640 gallons	Propane Auto-Gas (Max capacity = 800 gallons)
500 gallons	Engine oil
100 gallons	Antifreeze
24 tires	Police vehicles (Chargers/Interceptors)
24 tires, assorted sizes	Public Works utility trucks, city vehicles
--END--	

Public Works: Central Stores

Department:	Public Works	Division:	Central Stores
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Priority Rank:	2	Service:	Procurement of Materials/ Supplies
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Critical emergency supplies are identified based on needs of event. Prioritize procurement of emergency supplies/materials. Defer non-essential procurement as needed.	
Alternate Delivery Method:	Workgroups to submit material/supply requests directly through Purchasing Division as needed due to MOC Technician absence/workload. Remote work. Limited availability to accept deliveries. Police/Fire first responders may be able to submit requests to King County EOC.	
Workplace Modifications:	Restrict access to Warehouse to secure maintain inventory control over emergency supplies. Emphasize personal hygiene	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Critical emergency supplies are identified based on needs of event. Prioritize procurement of emergency supplies/materials. Defer non-essential procurement as needed.	
Alternate Delivery Method:	Workgroups to submit material/supply requests directly through Purchasing Division as needed due to MOC Technician absence/workload. Police/Fire first responders may be able to submit requests to King County EOC.	
Workplace Modifications:	Restrict access to Warehouse to secure maintain inventory control over emergency supplies. Emphasize personal hygiene	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Critical emergency supplies are identified based on needs of event.	
Alternate Delivery Method:	None	
Workplace Modifications:	Emphasize personal hygiene. Go over inventory of critical supplies with owners, procure and stockpile. Develop just in time training/guidance in case other staff need to fill in.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Same as Activation Level A. Critical emergency supplies are identified based on needs of event. Prioritize procurement of emergency supplies/materials. Defer non-essential procurement as needed.	
Alternate Delivery Method:	Workgroups to submit material/supply requests directly through Purchasing Division as needed due to MOC Technician absence/workload.	
Workplace Modifications:	Restrict access to Warehouse to secure maintain inventory control over emergency supplies. Emphasize personal hygiene	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:	Same as Activation Level A. Critical emergency supplies are identified based on needs of event. Prioritize procurement of emergency supplies/materials. Defer non-essential procurement as needed.	
Alternate Delivery Method:	Workgroups to submit material/supply requests directly through Purchasing Division as needed due to MOC Technician absence/workload.	
Workplace Modifications:	Restrict access to Warehouse to secure maintain inventory control over emergency supplies. Emphasize personal hygiene	
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Maintenance Tech (Warehouse)	Victor Sisk	Adrienne Steinert	?

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
Varies by Event	*Varies by event*
	Anti-viral cleaner
	Hand sanitizer
	Surface cleaning wipes
	Face coverings - masks
	Nitrile gloves
--END--	

Public Works: Construction

Department:	Public Works	Division:	Construction
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Priority Rank:	4	Service:	Construction Inspection and Contract Management (City Capital Projects)
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Service Delivery Alterations		
City Activation Level	A	Highest: Mandatory social distancing, no public access, alternate service delivery, no meetings, ECC full activation
Service Delivery Impact:	Suspend work on design contracts and other office work as needed to support inspection and project management work for active construction projects. Respond to infrastructure deficiencies which pose an immediate threat to public safety. No preconstruction meetings or new construction starts.	
Alternate Delivery Method:	None	
Workplace Modifications:	Focus on performing inspections and project management for active capital construction projects. Staff works from their vehicles when possible to minimize contact. All meetings cancelled. Non-essential staff telecommutes unless needed to support above activities.	
City Activation Level	B	Voluntary social distancing, limited public access, limited meetings, ECC partial activation
Service Delivery Impact:	Reduced public access to staff, reduced productivity	
Alternate Delivery Method:	None	
Workplace Modifications:	Encourage telecommuting. Non-essential meetings canceled. Inspection staff works mainly from vehicles. Limited service at the front counter. Public not allowed into staff workspace.	
City Activation Level	C	Lowest: Standard precautions, education occurring, vendor agreements, supplies stockpiled, plans reviewed/tested, no ECC activation
Service Delivery Impact:	Reduced public access to staff.	
Alternate Delivery Method:		
Workplace Modifications:	Supplies stockpiled. Educate staff. Encourage fewer meetings and reduced personal contact with others. Emphasize personal hygiene.	

Department Absentee Rate	50%	Of personnel absent from workplace
Service Delivery Impact:	Suspend work on design contracts and other office work as needed to support inspection and project management work for active construction projects. Respond to infrastructure deficiencies which pose an immediate threat to public safety. No preconstruction meetings or new construction starts.	
Alternate Delivery Method:	Use contract staff as available to support inspection and engineering. Explore use of engineers and inspectors from functional areas as available.	
Workplace Modifications:	Focus on performing inspections and project management for active capital construction projects. Staff works from their vehicles when possible to minimize contact. All meetings cancelled. Non-essential staff telecommutes unless needed to support above activities.	
Department Absentee Rate	40%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	30%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		
Department Absentee Rate	20%	Of personnel absent from workplace
Service Delivery Impact:	Reduced public access to staff, reduced productivity.	
Alternate Delivery Method:		
Workplace Modifications:	None	
Department Absentee Rate	10%	Of personnel absent from workplace
Service Delivery Impact:		
Alternate Delivery Method:		
Workplace Modifications:		

Essential Personnel			
Position	Primary's Name	Backup #1	Backup #2
Construction Division Manager	Jon Spangler	Joe Averill	Steve Gibbs
Inspection Manager	Joe Averill	Jon Spangler	Steve Gibbs

Essential Supplies & Equipment	
Qty to keep on-hand	Description of item or equipment
6 minimum	Vehicles
Varies	Basic office supplies, field books, batteries, etc.
6 minimum	Computers
6 minimum	Cell phones and office phones
6 minimum	Cameras
--END--	

Appendix D:

Pandemic Influenza Emergency Information Technology Plan

As a key part of a social distancing response to an influenza pandemic, some City employees may be directed to work from home or may request approval to do so. While telecommuting is not appropriate for all employees, and no employee is automatically entitled to or guaranteed the opportunity to telecommute, the City can expect the number of telecommuters to increase substantially during a pandemic. Most employees who do telecommute will, in order to perform their daily tasks, require access to at least some of the City's IT resources, such as email, electronic files, and selected business applications. The City must take steps now to ensure that it can meet the communication and access needs of employees working at home during an influenza pandemic.

During an influenza pandemic, the City of Redmond may also face difficulty in supporting its extensive and complex IT infrastructure and IT systems, including hardware, software, and applications. In order to prepare for this challenge and to ensure that it can sustain those systems that support its essential services, the City must prioritize the systems that it will support, and document roles, responsibilities, and processes for allocating resources to support those systems.

To prepare for an influenza pandemic, the City must:

- Ensure that the IT systems required to maintain the City's critical business functions will operate effectively during a pandemic.
- Ensure that City of Redmond employees who have been approved to telecommute can work productively at home by providing them with access to the City's IT resources needed to perform their jobs (e.g., files, databases, email, voicemail and other applications).

This Information Technology Plan supports the City in meeting these objectives by:

- Identifying and prioritizing essential IT systems.
- Allocating responsibilities for system maintenance and operations in the event of an influenza pandemic.
- Providing managers within departments the information they need to determine whether their staff members are good candidates for telecommuting, and if so, the best method of providing access to IT systems and resources for each staff member.
- Providing the information employees telecommuting may require connecting to the City's network, IT systems and City's IT resources (e.g. files, databases, email, voicemail and other applications).
- Outlining responsibilities regarding IT support during a pandemic.
- Providing logistical support relating to the distribution of hardware to telecommuting employees.

- Describing City strategies for maintaining IT security during a pandemic while enabling more City employees to telecommute.

Allocation of Responsibilities

To ensure that its employees can remotely support its essential services during a pandemic, each department in City of Redmond is responsible for completing the following tasks:

- Identification and prioritization of its essential services.
- Identification of the computer applications and IT systems that are necessary to support essential services.
- Identification of employees who require access to the applications which support essential services.
- Determination of employee business communication requirements, including selection of those individuals who need remote access and determination of their hardware, application, and voice communication requirements.
- Determination of individual employees' method of access to the City's network, IT systems and IT resources: Outlook on the Web/Outlook Web Access (OWA) for email only or a VPN connection or equivalent for access to essential applications, files, etc.
- Establishment and execution of policies and procedures for its employees who may work at home, consistent with City Telework Policy (<http://redweb/programs/CAO/07Teleworking.asp>), regarding:
 - Acquisition of equipment (Desktops, laptops, cellular phones, cellular network devices, peripherals, accessories, etc.) for employees working at home.
 - Acquisition of any software licenses for employees working at home.
 - Establishment of an Internet connection for employees working at home.
 - Support of desktops or laptops for employees working at home.

The Technology and Information Services (TIS) department has the following additional responsibilities to:

- Maintain and support the City's telephone system, including providing instructions on how to forward telephones and how to access City voicemail boxes remotely.
- Maintain and support the City's backbone data network and core IT infrastructure.
- Maintain and support the City's VPN or equivalent remote access technology and procedures.
- Maintain and support access to online collaborative applications for all departments. (<https://www.office.com>)
- Maintain and support the IT Service Desk function for all departments.

Assumptions and Findings

The procedures and recommendations contained in this Information Technology Support Plan are based on the following assumptions:

- **City of Redmond voice and data services and network infrastructure will remain fully operational.** Although a pandemic is an emergency and represents an alternative working environment, it would not disrupt the IT infrastructure as a natural disaster, cyber-attack or terrorist attack might. Staffing and supply chain issues are the primary challenges to ensuring the IT infrastructure remains operational.
- **It will be difficult, if not impossible, to obtain new communication services quickly once a pandemic influenza emergency develops.** During a pandemic, the impact on service providers coupled with the sudden increase in demand will make it difficult to acquire new services (e.g. high-speed Internet connection at home). A pandemic will affect everyone in the area—local government, businesses, utilities, and private citizens. Therefore, employees who require an Internet connection, cellular connection, computing or communications device, or other product or service; must acquire, install, and test them well in advance of a pandemic.
- **Technical support will continue to be provided by the Service Desk.** If Support personnel are required to work remotely, technicians may be required to check email and voicemail for support requests which may result in slightly longer response times.
 - TIS Service Desk personnel can remotely access Service Desk ticketing system and monitor incoming voice calls through remote access to the City's voicemail system. This allows for written response along with call-backs to users requesting assistance.
- **No increase in network bandwidth is required.** Because internal network traffic is not expected to exceed normal levels, it will not be necessary to increase the bandwidth of the network links internal to the City network.

A review of survey results and discussions with departments yields the following additional findings:

- **Most employees who need remote access require access to applications and shared files.** These employees will require use of VPN or equivalent to access the City's network, applications and file resources. The City provides remote access/Virtual Private Network (VPN) options (e.g. Microsoft Direct Access, Cisco VPN, Bomgar etc.) to access the City's network, IT systems and other IT resources. These options provide a secure means of connecting remote computers to the City's network.
- **Some employees may need access to email only.** Employees who only need access to email will be served by Outlook on the Web/Outlook Web Access (OWA) because it can be used from any desktop, laptop or a mobile device using with an Internet connection. OWA supports attaching documents, so OWA users can exchange, Microsoft Office documents and most other common file types. (<http://owa.redmond.gov>). Multi-Factor Authentication must be setup on user

accounts prior to accessing City's email and IT resources. Employees can also access email on the City owned smart phones.

- **The City may need to scale up the VPN capacity to handle an increased number of VPN users during a pandemic.** The City's current VPN infrastructure must be scaled up to handle the number of users anticipated by departments to require VPN access. The City must acquire, install, and test well in advance of a pandemic.
- **The City may need to provide additional laptops or mobile devices to employees who primarily use a desktop at the City.** The City uses a combination of laptops and desktops for employees. The City must acquire additional laptops or mobile devices to accommodate the number of users anticipated by departments to telecommute, well in advance of a pandemic.

Remote Connectivity

The City has established two primary ways of connecting to the City's network and IT systems: Microsoft Direct Access and other Remote Connection options. Both methods of access are intended to meet a specific set of user requirements. City employees who currently have a City issued laptop can automatically connect to the City's network using DirectAccess and an Internet connection. In the case of an influenza pandemic, it is anticipated that many more employees, at their departments' discretion, will require this mode of access to the network in order to remain productive. Other remote connectivity tools such as Cisco VPN, Bomgar, Virtual Desktop Interface (VDI) and Net Motion are available to meet specific set of user requirements.

During such an emergency, it would be extremely difficult, if not impossible, to obtain new communications services quickly. Therefore, it is imperative that all preparations for remote connectivity and network access be made well in advance of an emergency that necessitates the use of these services.

Instructions and guidance on how to use such services will be available on the IT Service Desk Portal. (<https://cityofredmond.samanage.com/welcome.portal>)

Email Access

Employees needing access to email only are good candidates for Outlook on the Web/Outlook Web Access (OWA) as they can access the City's email from any computer or mobile device with an Internet connection. Employees with City owned laptops and internet access will have the ability to access email from their laptops using Microsoft Outlook software in addition to OWA. When working remotely, all City employees with email accounts can access their email and calendar remotely via a Web browser through OWA (<http://owa.redmond.gov>). Employees can also access email on the City owned smart phones.

Instructions and guidance on how to use such services will be available on the IT Service Desk Portal. (<https://cityofredmond.samanage.com/welcome.portal>)

Files and Applications

Employees needing secure access to City applications, data files or other IT resources in order to perform their job-related duties can use DirectAccess or other VPN options using

a City-owned laptop. Employees can also access files using services like OneDrive for Business and SharePoint Online if these files are already saved in these services.

Instructions and guidance on how to use such services will be available on the IT Service Desk Portal. (<https://cityofredmond.samanage.com/welcome.portal>)

Instant Messaging

The City provides employees with two collaboration tools: Microsoft Teams and Microsoft Skype for Business (will be deprecated soon) to use for instant messaging. Both tools are available on City owned desktops and laptops, and can also be used on approved mobile devices with Microsoft Teams or Skype for Business mobile app.

Voice Communication

Most employees who will be telecommuting already have the voice communication devices and tools they will need to work remotely: a City cell phone, City laptop with Microsoft Teams/Skype for Business installed and a headset with microphone and speakers; and if applicable, the ability to remotely access City voicemail system.

City Desk Phone Users

Employees have the option to:

- **Port their desk phone number into Microsoft Teams.** In this case, the user will be able to use their PC, laptop, or smart phone, with the Teams client installed, in the same way as they would use a regular phone.
- **Forward their desk phones to another internal/external number or their City cell phone.** Calls received at their extensions are automatically forwarded to the designated number.

Instructions can be found on the IT Service Desk Portal or directly at (<https://cityofredmond.samanage.com/solutions/884062-forward-your-mitel-desk-phone-to-an-external-phone>)

- **Access voicemails and voicemail settings on the desk phone.** Voicemail message will always be delivered to employees in email, but employees have the option to access voicemails and make changes while working remotely. The City voicemail system is expected to be fully operational during an influenzapandemic. However, the way in which the voicemail systems are used may change because many employees will not be working in the office. For example, employees working offsite are likely to rely heavily on voicemail. They may wish to change their greeting to alert callers of their situation and to provide enough information to reduce the need for a conversation. They may also wish to include reference to a cell phone number or the number at which they will be working.

Instructions can be found on the IT Service Desk Portal or directly at (<https://cityofredmond.samanage.com/solutions/884061-working-with-mitel-desk-phone-voicemail-remotely>)

City Cell Phone Users

During an influenza pandemic, employees with a City cell phone should consider the following:

- Forward City desk phone to the City cell phone.
Instructions can be found on the IT Service Desk Portal or directly at (<https://cityofredmond.samanage.com/solutions/884061-working-with-mitel-desk-phone-voicemail-remotely>)
- Setup voicemail on the City cell phones if not setup already.
Instructions can be found on the IT Service Desk Portal or directly at (<https://cityofredmond.samanage.com/solutions/883362-how-to-setup-voicemail-on-samsung-galaxy>) or (<https://cityofredmond.samanage.com/solutions/883358-how-to-setup-voicemail-on-an-iphone>)

Microsoft Teams

Microsoft Teams (replacement for Microsoft Skype for Business) offers features such as instant messaging, online meetings, screen sharing, integration with SharePoint and more. Employees can use Microsoft Teams for calling in one of the two ways:

- **Internal calling (no phone numbers required).** Employees can use a City laptop, City desktop or a City smart phone for calling other employees using Microsoft Teams. Employees will need a headset with a microphone and speakers.
- **External calling (after porting desk phone number to Microsoft Teams).** Employees can request porting their desk phone number to Microsoft Teams. This will allow the employees to use a City laptop, City desktop or City smart phone with Teams installed ring like a regular desk phone. Employees can make calls from Teams to outside phone numbers.

Instructions and guidance on how to use such services will be available on the IT Service Desk Portal. (<https://cityofredmond.samanage.com/welcome.portal>)

Porting desk phone numbers to Microsoft Teams takes 3-5 business days for the transfer to complete. The City must acquire additional licenses to accommodate the number of users anticipated by departments to telecommute, well in advance of a pandemic. Therefore, it is imperative that all preparations for desk phone porting be completed well in advance of an emergency that necessitates the use of these services.

Computer Requirements for Telecommuting and Remote Access

- Employees with the City owned desktop and laptop will meet the minimum device requirements for telecommuting. Desktop and laptop will still require an Internet connection to access the City's IT resources.
- At a minimum, employees using Outlook on the Web/Outlook Web Access (OWA) must have a working computer with a network interface, a standard operating system (Windows, MacOS, Linux, Unix, etc.) configured for Internet access, and a

modern and supported Web browser (Internet Explorer or Edge, Firefox, Chrome, Safari etc.).

- Multi-factor Authentication should have already been setup allowing users to connect to their email and other services remotely. Employees will need to authenticate using Multi-factor Authentication when signing in using a device that is not connected to the City's network.

Instructions can be found on the IT Service Desk Portal or directly at (<https://servicedesk.redmond.gov/solutions/849800-azure-mfa-frequently-asked-questions.portal>)

- Employees accessing the City's network via Microsoft DirectAccess must have a City-owned laptop already configured and ready for DirectAccess connectivity.

Internet Connection

Employees working remotely must have an Internet connection. A high-speed Internet connection (a connection capable of providing download speeds in the vicinity of 5 megabit per second or greater) such as DSL (Digital Subscriber Line), cellular connection, digital cable is preferred, as it will do the best job of recreating the experience of working in the office in terms of system response time. Depending upon the specific needs of the remote worker, a lower speed connection may be enough to meet the business needs.

Network Security

- Limiting remote access to the City data network will reduce the security issues associated with remote computing. Nonetheless, employees must take responsibility for the physical security of their remote access computers (preventing loss or theft of the devices and ensuring that they are not accessible for unauthorized use.)
- Employees must also take reasonable precautions to protect their individual passwords and other access rights and privileges.
- Employees must safeguard the information with which they are working and shall not copy any *Restricted Data* (e.g. customer, regulatory data, personnel health or medical records, and credit card records) to computers provided by the City or their personal machines. Employees should log off the network or Outlook on the Web/Outlook Web Access (OWA) when they finish their work, when they take an appreciable break, or when there is a possibility that someone might use the computer while the employee steps away.
- All remote access to the City's IT resources, regardless if the computer is City-owned or employee-owned, is subject to the City's Technology Use Policy found in the Personnel Manual (http://redweb.humanresources/PersonnelManual/Docs_Videos/PersonnelManual.pdf)

Prioritization and Mandatory Restrictions

While Technology and Information Services (TIS) department is doing everything to ensure the City's remote access requirements can be met, a combination of increased IT resource usage and reduced support staff may affect access and response times. It is possible,

therefore, that restrictions may have to be imposed on access to City network and IT services. TIS department shall have the authority and ability to rescind or restrict access to the City's network and IT services.

TIS department shall prioritize access to the following types of users:

1. Infrastructure and Operations support staff and other technicians whose access is required to maintain and support the City's network, its components, and its access mechanisms.
2. Staff who are directly involved with emergency management and who use the City's network to share or communicate information supporting the City's ability to respond to an influenza pandemic.
3. Staff who require network access to perform work in support of essential services related to the health and safety of Redmond residents or the City's workforce.
4. Staff who require network access to perform work in support of other essential services that directly impact Redmond residents.
5. Staff who require network access to perform work in support of essential services that sustain the City's ability to function over time, including human resources, payroll, procurement, and financial services functions.
6. Staff who require network access to perform non-essential but important work that supports the functions of government and the quality of life for Redmond residents.

Implementation and Testing

Consistent with the Allocation of Responsibilities identified in this appendix, departments are responsible for all employee setup requests related to remote access, and for ensuring that any employees who will be working remote have successfully tested their connectivity and access. These tests can be performed in the current network environment but should also be conducted from a remote location to ensure proper functionality.

Technical Support

While Technology and Information Services (TIS) department is doing everything to ensure the City's remote access requirements can be met, a combination of increased IT resources usage and reduced support staff may affect hours of service and response times.

The influenza virus or another pandemic affects people, not hardware or software. However, increased absences among TIS staff that support essential IT services and IT systems may significantly reduce the City's ability to maintain, update, repair, or run its business applications or network infrastructure.

Many of the City's essential services are supported using computer applications and some are wholly dependent on those applications for effective service management and delivery. As stated in the Allocation of Responsibilities section, each City of Redmond department is responsible for identification and prioritization of their applications based on the relationship of applications to the delivery of essential services. TIS will use such prioritization to provide staffing and support.