



**CONTINUITY OF OPERATIONS
FOR PANDEMIC**

September 8, 2009

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Continuity of Operations (COOP) for a Pandemic City of Spokane Valley

(June 16, 2009)

1. PURPOSE OF THE PLAN

The purpose of this plan is to ensure continuity of government and essential services if an influenza pandemic event occurs affecting the City of Spokane Valley. The severity of risk associated with pandemic flu warrants the City's investment in preparation. Health officials feel that a pandemic will occur at some time in the future and that it is wise to be prepared. Accordingly, Spokane Regional Health District urges all businesses to address this issue and have a contingency staffing plan in place.

The plan for the City of Spokane Valley provides guidance regarding detection of, response to, and recovery from an influenza pandemic. The plan describes the unique challenges posed by a pandemic that may necessitate specific leadership decisions, response actions, and communication mechanisms. Specifically, the plan is to:

- Define preparedness procedures before a pandemic occurs that will enhance the effectiveness of response measures.
- Define roles and responsibilities during all phases of a pandemic.
- Ensure and validate readiness through the creation of training exercises to support implementation of COOP plans and programs.

During an influenza pandemic, the City of Spokane Valley will utilize the plan to achieve the following goals:

- Preserve continuity of essential government functions.
- Limit the number of illnesses and deaths.
- Implement as required, successful succession in the event a disruption renders leadership unable, unavailable, or incapable of performing their responsibilities.
- Reduce or mitigate disruptions to operations.
- Achieve a timely and orderly recovery from a COOP situation and resumption of full services to the city.

2. THE SCOPE OF THE PLAN

The Plan primarily focuses on the roles, responsibilities, and activities of all personnel of the City of Spokane Valley. The plan addresses measures for consideration during the stages of increased likelihood of an influenza outbreak that may severely degrade the continued essential services of city government.

3. PLANNING ASSUMPTIONS

1. An influenza pandemic will result in the rapid spread of the infection with outbreaks throughout the world.
2. Based on national assumptions, approximately 25% - 35% of the workforce will be absent from the work place due to illness personally or by caring for family members who are ill.
3. There will be time to phase in actions as the pandemic develops.
4. Businesses and schools will close as the pandemic impacts employees, teachers and students which will add stresses to City employees.
5. City services with direct public interaction will be at greater risk of exposure.
6. There could be significant disruption of public and privately owned critical infrastructure including transportation, commerce, utilities, public safety, agriculture and communications.
7. Social distancing strategies aimed at reducing the spread of infection such as closing CenterPlace, the City's Permit Center, schools and other public gathering points, and canceling public events may be implemented during a pandemic.
8. City employees who travel by public transportation or have children in school will be at greater risk of exposure.
9. Isolation or quarantine may impact employees' ability to come to work.
10. Antiviral medications may be in extremely short supply. Local supplies of antiviral medications may be prioritized by Spokane Regional Health District (SRHD) for use in hospitalized influenza patients and other priority groups.
11. As vaccine becomes available, it will be distributed and administered by SRHD based on current national guidelines and in consultation with the Washington DOH.
12. Insufficient supplies of vaccines and antiviral medicines will place greater emphasis on social distancing strategies and public education to control the spread of the disease in the City and County.
13. Law enforcement may be called upon to enforce quarantine.

4. POTENTIAL IMPACTS

Potential Impacts	
There may be shortages of the following essentials:	
Food & Water	
Gasoline	
Heating fuels – natural gas/propane, heating oil	
Pharmaceuticals – antibiotics, routine vaccines, etc.	
Cash – financial institution closures	
There may be periodic interruptions in the following services:	
Water	Emergency Services: Public Safety
Sewage	Fire
Garbage/refuse	Hospitals
Recycling – resulting in excess refuse	
Power - electricity	
Routine medical care/pharmacy	
Business continuity:	
Business closures – voluntary and non-voluntary, including schools	
Public events cancellations – voluntary and non-voluntary	
Revenue losses	
Business failures	
Up to 35% staff attrition due to fear, illness, care of family, etc.	
Other:	
Orphaned children and animals	
Mass fatalities	
Resurgence of vaccine-preventable diseases – measles, etc.	
Social unrest	

5. CITY’S RESPONSE

In accordance with the U.S. Department of Health and Human Services (HHS) Pandemic Influenza Strategic Plan, HHS will determine and communicate the pandemic phase level for the U.S. based on the global pandemic phase and the extent of disease spread throughout the country.

The City of Spokane Valley will respond based on the information provided by the SRHD. Each level within the plan responds depending upon whether human infection is occurring within our **LOCAL** region. Appropriate preparedness and response measures are identified for each level, with full implementation of the COOP based in part on the severity with which Spokane County is affected.

To remain flexible as we respond to the pandemic and its effects on the City of Spokane Valley, a core team has been established to determine the appropriate plan of action for the city as each new alert arises, whether from SRHD or within the city itself. The chart below is not inclusive of all that may take place, but gives an overview of the potential risk levels and corresponding actions by the city.

RISK LEVEL	RESPONSE LEVEL	CITY'S ACTION
No local alert Mitigation actions taken	Response Level 1	<ul style="list-style-type: none"> ▪ Planning - Update plan documents/information ▪ Identify essential personnel in the event SRHD limits social exposure. ▪ Establish administrative procedure for flexible worksites. ▪ Communicating/training employees on family preparedness ▪ Identify and make available resources needed in the event of pandemic ▪ Establish/test/improve backup systems (outside access to city computers) ▪ Encourage automatic bank deposit for paychecks
Seasonal flu alert as declared by local health district	Response Level 2	<ul style="list-style-type: none"> ▪ Department Director review & revise department action plan ▪ Distribute flu prevention/care information to employees ▪ Encourage immunizations ▪ Conduct desktop training to city continuity of operations ▪ Test backup systems (IT, outside access to city computers, telephones) ▪ Order/replace Personal Protective Equipment (PPE) supplies
State/Local health district declaration of heightened incidence/severity of flu cases and/or confirmed pandemic cases in local area	Response Level 3	<ul style="list-style-type: none"> ▪ Coordinate as needed with SRHD/Sheriff/Emergency Operations Center (EOC) ▪ Coordinate vaccination of essential officials/employees ▪ Schedule and conduct exercises and drills and incorporate any resulting revisions to the plan. ▪ Notify and alert essential personnel. ▪ Directors report employee absences daily to HR office.
State/Local Health District limits social exposure	Response Level 4	<ul style="list-style-type: none"> ▪ Coordinate as needed with SRHD/Sheriff/EOC ▪ Consider limiting city operations to reduce risk of exposure ▪ Provide detailed training to essential personnel regarding family preparedness ▪ Administrators review and update their lists of essential personnel and review

		<p>essential operations in the event of a possible suspension.</p> <ul style="list-style-type: none"> ▪ Implement social distancing among staff ▪ Per City policy, send employees home with flu like symptoms and return with clearance from a physician.
State/Local Health District declares social isolation	Response Level 5	<ul style="list-style-type: none"> ▪ Implementation of City Continuity of Operations Plan <ul style="list-style-type: none"> ○ Telecommute plan ○ Emergency communications protocol ○ Restrict workplace entry ○ Core business function ○ Possible office closure ○ Use of PPE's ▪ Coordinate as needed with SRHD/Sheriff/EOC
Recovery	Response Level 6	<ul style="list-style-type: none"> ▪ In consultation with the SRHD/EOC the City Manager/Deputy City Manager will determine when the City of Spokane Valley will resume normal operations. ▪ Debrief out of/through pandemic levels ▪ Update and revise plans as needed

6. AUTHORITY

- a. The City of Spokane Valley has the authority to declare an emergency or disaster exists based on the following powers granted pursuant to:

RCW 35A.33 – Emergency Expenditures
RCW 38.52 - Emergency Management

- b. In addition, the City of Spokane Valley is a party to the regional Amended Interlocal Agreement for Emergency Management Services which was established pursuant to:

RCW 39.34 – Interlocal Cooperation Act
RCW 38.52.070 - Local organizations and joint local organizations authorized -- Establishment, operation -- Emergency powers, procedures.

- c. The City of Spokane Valley has adopted a policy to pay employees during certain health crises. See Emergency Management Resolution Number 09-013.

The City of Spokane Valley's powers are not contingent on a proclamation of emergency by the Local Health Officer.

7. CITY FUNCTION HIERARCHY

In order to prioritize City services and functions, three categories have been created to identify levels of response. The City of Spokane Valley is unique as a contract city and most of its essential functions will begin at Priority II, with the exception of traffic signals as described below:

Priority I – Essential to preservation of life and property and generally subject to a high degree of exposure to risk

- Police 1st response
- 911 Communications
- Fire 1st response
- Utilities/Streets – water supply, traffic signals, transportation access, etc.
- Wastewater Treatment – general operation
- Cemetery – emergency burials
- Communications – public and employee
- City Attorney

Priority II – While generally not providing direct service to customers, they are necessary in order to support Priority I functions and typically can be done from remote locations.

- Information Technology
- Payroll
- Financial transactions
- City Council

Priority III – Those functions which do not meet the standards for Priority I or II and for whom the primary response will be suspension of the activities.

- Parks & Recreation
- Permitting/Inspection
- Comprehensive Planning
- Hearing Examiner

8. CITY OF SPOKANE VALLEY COOP BY DEPARTMENT

- a. **Function:** To outline department response to the occurrence of a pandemic influenza that results in a workforce reduction of 25% to 35%.
- b. **Content:**
- Essential “Daily” functions that need to be provided during an event although at a reduced level.
 - Standard operating procedures of essential functions
 - Positions identified to carry out essential functions
 - Team leads and alternate personnel identified to perform essential functions
 - Team members identified and assigned
 - Staff identified who is cross-trained to backfill essential functions
 - Personnel phone numbers and contact information provided
 - Essential functions identified that can be performed via telecommuting and/or manual processes if IT systems are overloaded
 - Essential functions defined which can be performed through flex shifting

Department Continuity of Operations Plan

Department or Division Name: Executive and Legislative Support

A. Create plans & procedures that address pandemic flu assumptions.

1. Continuity of Government issues include:
 - a. Provide your line of succession (names and phone numbers) for essential services.

Line of succession:
 - David Mercier, City Manager
 - Mike Jackson, Deputy City Manager
 - Ken Thompson, Finance Director
 - Available Department Directors (CDD, PWD, P&RD)
 - b. Institute delegation of authority to implement your line of succession.
 - Formal delegation of authority to the Deputy City Manager and alternately to the Finance Director has been memorialized in writing kept on file in the City Attorney Office.
2. Identify any critical times of year when certain functions must be performed.
 - Year-round support of legislative body and supervision of municipal affairs is necessary.
3. Identify any changes that your reduced level of service will have on other agencies not only within the City of Spokane Valley government but also other local, state, or federal programs.
 - Impairment of ability to effectively coordinate with neighboring jurisdictions and other echelons of government may result during periods of pandemic response. Lack of healthy essential personnel or means of communications could adversely affect the City's delivery of services.
4. Identify all internal/external customers with which you regularly do business.
 - City Councilmembers, municipal staff, the public, representatives of other public and private agencies and the media.
5. Identify goods and services you receive from others.
 - Work products, analysis and communications.

6. Identify a single point of contact in your department who will record and transmit information about employee absentee rates and the ability to deliver essential service.
 - John Whitehead, HR Manager
7. Identify a method of notifying employees of changing information.
 - PIO, HR emails and telephone tree.
8. If job functions are rotated to different employees, how will those needing services be advised?
 - By any means of communications still in operation.

B. Identify essential functions

1. Identify mission essential functions for your department.
 - Continuity of government: executive and legal support for City Council, supervision of and delegated authority to city departments, public relations and maintenance of city services.
2. Identify functions that can be suspended while staff is reassigned to more critical roles.
 - Response to less pressing issues, legislative matters that are amenable to delay, ongoing administrative projects and reports not deemed of high priority.

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.
 - Deputy City Manager, City Clerk, Deputy City Clerk, City Attorney and Deputy City Attorney.
2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.
 - Sue Passmore, Administrative Assistant to the City Council
3. Identify an additional workforce, for example retired employees, to complete mission essential functions.

- Interim employees secured through Prothman Company.

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.
 - Maximize use of telecommuting from home or other hygienic locations and reliance on technological resources (VPN, email, web-interface, telephone et al).
2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.
 - Yes to all.
3. Identify changes in facility needs associated with alternate work locations.
 - None
4. Determine whether critical functions could be performed through flex shifting.
 - Flex shifting is currently in use.
5. Employ use of employee direct deposit for payroll.
 - Direct deposit for payroll is currently in use.

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?
 - Authorize telecommuting for those with essential functions and appropriate computer equipment and broadband connections.
2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).
 - As required.
3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.

- Loss of face-to-face contact with other essential personnel and elected officials, although contact can be maintained electronically.

F. Proactive measures to put in place now:

- Adoption of continuation of operations plan, further experimentation with flexible schedules, maintain technology level able to support remote operations.

Department Continuity of Operations Plan

Department or Division Name:

**Operations & Administration - Public Information
Office**

A. Create plans & procedures that address pandemic flu assumptions.

1. Continuity of Government issues include:

a. Provide your line of succession for essential services.

Line of succession: (refer to Emergency Telephone Contact List maintained by Administrative Assistant in Executive and Legislative Support Department for emergency contact information)

- Mike Jackson, Deputy City Manager
Office: x3000 or 688-0250
- Carolbelle Branch, Public Information Officer (PIO)
Office: x3001 or 688-0232
- Julie Brown, Public Information Intern
Office: x3008 or 688-0183
- Greg “Bing” Bingaman, IT specialist (web/telephone updates)
Office: x3102 or 688-0187
- Request assistance from PIOs in confidential 24-7 Contact List (updated version is kept in PIO Emergency Communications binder)

b. Institute delegation of authority to modify or address anomalies in line of succession.

- Mike Jackson, Deputy City Manager/(or Finance Manager for IT specialist)
- David Mercier, City Manager
- City Manager designee

2. Identify any critical times of year when certain functions must be performed.

- Winter for snow emergency communications standby
- Spring/Summer/Fall for road obstruction notifications

3. Identify any changes that your reduced level of service will have on other agencies not only within the City of Spokane Valley government but also other local, state, or federal programs.

- Impacts our ability to issue formal communications on behalf of the city to, and coordinate communications with:

- Council
- City staff
- General public
- Media
- Businesses
- Spokane County Emergency Operations Center
- Emergency response and recovery entities including law enforcement and fire departments
- Other governmental entities at local, state and federal levels
- Non governmental organizations
- Educational Institutions
- Health entities, including Spokane Regional Health District
- Spokane Regional Clean Air Agency

4. Identify all internal/external customers with which you regularly do business.

- City Council
- City staff in all departments, particularly Department Directors/Program and Project Managers
- General Public
- Media – print and broadcast
- Spokane County Emergency Operations
- Spokane Valley Police Chief
- Spokane Valley Fire Department
- Spokane County Fire District #8
- Community groups
 - S.C.O.P.E. Stations
 - Greater Spokane Valley Chamber of Commerce

5. Identify goods and services you receive from others.

Internal -

- Information and reports from City Council, City staff on programs, projects and issues
- Information technology, internet and telephone services through IT

External -

- Newspapers
 - Spokesman-Review
 - Valley News Herald
 - Journal of Business
 - Inlander

6. Identify a single point of contact in your department who will record and transmit Information about employee absentee rates and the ability to deliver essential service.

- Public Information Officer/designee

7. Identify a method of notifying employees of changing information.

- Employees' City email addresses
 - Employee information telephone number for incoming calls
 - Website
 - Telephone call
8. If job functions are rotated to different employees, how will those needing services be advised?
- Email notification
 - Out of office message on email
 - Out of office message or call forwarding on phone
 - Telephone (IT staff can set up phone and computer referrals if employee is unavailable)

B. Identify essential functions

1. Identify mission essential functions for your department.
 - Coordination and implementation of emergency communications information gathering and dissemination via phone, email, web, conferences, media releases (also possibly via WebEOC if that process is up and functioning) with:
 - Council
 - Staff
 - Public
 - Media
 - Spokane County Emergency Operations
 - Emergency response and recovery entities including law enforcement and fire departments
 - Community organizations
 - Emergency response media coverage review/update/correct
 - Printed emergency information (handouts, posters) as appropriate
 - Identification of issues/potential issues/risk communication
 - Maintaining records of emergency communications activity
2. Identify functions that can be suspended while staff is reassigned to more critical roles.
 - Non-emergency-related communications including
 - Employee newsletter
 - Community newsletter
 - Media releases on non-emergency functions
 - Non-emergency email/telephone messages
 - Weekly traffic alerts on non-arterial roadways
 - Media releases on City programs, projects and activities
 - Council meeting attendance
 - Non-emergency website maintenance

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.
 - Carolbelle Branch, Public Information Officer
Office: x3001 or 688-0232
 - Julie Brown, Public Information Intern
Office: x3008 or 688-0183
 - Greg “Bing: Bingaman, IT specialist
Office: x3102 or 688-0187
(web/telephone updates and IT support – in a pinch, may be called into service as backup PIO due to his personal experience in military public affairs)
 - Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.
 - Chris Thompson, Office Assistant I (website update, review and posting)
 - Roxanne Wyatt, Office Assistant II, Reception (website update, review and posting)
 - Lindsey Skinfill, Human Resources Technician, (website update, review and posting)
 - Heather Morris, Community Development Office Assistant (website updates)
 - Carrie Acosta, Deputy City Clerk (website updates)
 - Darla Arnold, Public Works Administrative Assistant (website updates)
 - Jennifer Papich, Recreation Coordinator (website updates)
 - Deanna Griffith, Community Development Administrative Assistant (website updates)
 - Karen Parson, Senior Center Specialist (website updates)
2. Identify an additional workforce, for example retired employees, to complete mission essential functions.
 - See confidential Emergency 24-7 PIO list (updated version kept in PIO Emergency Communications Plan binder)

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.
 - Conduct communications information gathering and dissemination via email, telephone, internet, website, teleconference.
 - Telework from home from other alternative location.

2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.
 - Yes, see above
3. Identify changes in facility needs associated with alternate work locations.
 - No facility changes necessary as long as we have a laptop set up for remote access with wireless internet access.
 - Determine whether critical functions could be performed through flex shifting.
 - Yes, assuming 24 hour operations were necessary, in which case PIO would need to work in alternating shifts with backups in line of succession.
 - Employ use of employee direct deposit for payroll.
 - Already subscribe to direct deposit.
4. Determine whether critical functions could be performed through flex shifting.
 - Yes, assuming 24 hour operations were necessary, in which case PIO would need to work in alternating shifts with backups in line of succession
5. Employ use of employee direct deposit for payroll.
 - Already subscribe to direct deposit

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?
 - When/if a spare laptop becomes available, one has already been requested of IT to be set up for remote access via either land-line or satellite.
 - Failing that, PIO home computer can be set up for remote access.
 - PIO has Emergency Communications Binder with emergency communications instructions, as well as a binder of information needed to operate from home.
 - PIO also has this information on a thumb drive that is carried at all times.
 - Subscribe to dialup telephone/internet teleconferencing program to have on standby.
2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.)

- See above
3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.
- Telephone numbers 688-0311 and 720-0311 have already been reserved by IT to be used as an information line on which information for the community can be pre-recorded. Instructions are outlined in Attachment __ Emergency Communications Protocol.
 - Employee information telephone line needs to be established and instructions for updating/routing callers should be added to Emergency Communications Protocol, with information about the line and its use communicated to employees.
 - Television/radio cable feeds need to be connected to PIO office along with a television monitor, video recorder and a radio for monitoring news coverage.

F. Proactive measures to put in place now:

- Set up laptop or setup home computer to access city files remotely
- Continue training PI Intern so prepared to provide backup PI services
- Place television/radio cable feed and television monitor and radio in PIO office
- Finalize line of succession and document, communicate, train and drill in procedures
- Finalize delegation of authority to implement line of succession and document, communicate, train and drill in process.
- Review Emergency Communications Plan and finalize “cookbook-style” instructions on all aspects of emergency public information function (see PIO Desk Manual for roles & responsibilities) as well as templates for various public information assignments and documents that may be needed.
- Train Lindsey Skinfill and Roxanne Wyatt on how to update and post website changes.
- Subscribe to telephone/web teleconferencing program.
- Set up group voice mail distribution lists that department heads can access and implement from either in-office or remotely to notify employees of closure/reporting status in case of a closure.
- Ensure all employees have been trained and know how to set up computers and phones for out-of-office messages and call forwarding.
- Employee information
 - Promote flu prevention and care information, including stay at home if sick.
 - Promote flu vaccination when available
 - Encourage all employees to use direct deposit.
 - Encourage employees to develop home preparedness plan

Department Continuity of Operations Plan

Department or Division Name: **Operations and Administration – Contract Administration**

A. Create plans & procedures that address pandemic flu assumptions.

1. Continuity of Government issues include:

- a. Provide your line of succession (names and phone numbers) for essential services.

Line of succession:

- Mike Jackson, Deputy City Manager, wk: 688-0250, x3000
- Morgan Koudelka, Sr. Administrative Analyst, wk: 688-0186, x3002
- John Pietro, Administrative Analyst, wk: 688-0026, x3009

- (Consult Emergency contact List if necessary)

- b. Institute delegation of authority to implement your line of succession.

- Mike Jackson, Deputy City Manager

2. Identify any critical times of year when certain functions must be performed.

- Pay monthly invoices to Spokane County for Public Safety services, 30th for Law Enforcement and 5th for all other contracts.
- Approve estimated contract costs – January of each year.
- Respond to settle and adjust calculations – within 60 days of receipt.
- Prepare budget estimates for City budget – June –July.

3. Identify any changes that your reduced level of service will have on other agencies not only within the City of Spokane Valley government but also other local, state, or federal programs.

- Failure to pay for public safety contracts could cause cash flow shortfalls for Spokane County and interruption of services for Spokane Valley.

4. Identify all internal/external customers with which you regularly do business.

- Internal: Employees, Management, Department Heads
- External: Spokane County, Comcast Subscribers, Citizens.

5. Identify goods and services you receive from others.

- Public Safety Services -- Spokane County
- GIS Services -- Spokane County
- Hearing Examiner Services -- Spokane County
- Janitorial Services -- Argus
- HVAC -- Standard
- Landscaping -- Senske

6. Identify a single point of contact in your department who will record and transmit information about employee absentee rates and the ability to deliver essential service.

- Michelle Rasmussen, Administrative Assistant to the Deputy City Manager

7. Identify a method of notifying employees of changing information.

- E-mail and phone calls

8. If job functions are rotated to different employees, how will those needing services be advised?

- Notify the County CEO, currently Marshall Farnell, at 477-2600

B. Identify essential functions

1. Identify mission essential functions for your department.

- Service payment and service delivery coordination.

2. Identify functions that can be suspended while staff is reassigned to more critical roles.

- All other items can be suspended.

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.

- Morgan Koudelka, Senior Analyst
- John Pietro, Analyst
- Cary Driskell, Deputy City Attorney

2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.

- Michelle Rasmussen, Administrative Asst. to the Deputy City Manager

3. Identify an additional workforce, for example retired employees, to complete mission essential functions.

- None

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.

- With access to contact information and electronic documents, essential service delivery can be continued from home; this will also require electronic signatures for approval, and access to the network.

2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.

- Could telecommute and teleconference with access to electronic documents.

3. Identify changes in facility needs associated with alternate work locations.

- Home – Network and telephone access
- Alternate – Network, suggest offsite redundant servers and backup network.

4. Determine whether critical functions could be performed through flex shifting.

- Yes

5. Employ use of employee direct deposit for payroll

- Already utilizing.

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?

- We can currently access e-mail and voicemail remotely but would most likely need access to the network and call forwarding.

2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).

- Not sure if we can set up call forwarding remotely.

3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.
 - Home – Network access, call forwarding, have cell phone but a land line may be needed through Comcast.
 - Alternative Site – Network, Internet, Phone.

F. Proactive measures to put in place now:

- Setup remote access to electronic documents and network.
- Implement plan for posting instructions for accessing network, documents, and voicemail that would be accessible from offsite.
- Automatic notification to all current service providers.

Department Continuity of Operations Plan

Department or Division Name: **Operations and Administration - Human Resources**

A. Create plans & procedures that address pandemic flu assumptions.

1. Continuity of Government issues include:

a. Provide your line of succession (names and phone numbers) for essential services.

- Mike Jackson wk: 688-0250, c: 688-7575
- John Whitehead wk: 688-0021, c: 981-4371
- Lindsey Skinfill wk: 688-0207, c: 999-2778

Depending on the situation, the succession might move directly from John to Mike. Issues may also go to a contracted service.

b. Institute delegation of authority to implement your line of succession.

- In most cases, this would flow back to Mike Jackson.

2. Identify any critical times of year when certain functions must be performed.

- Any changes need to be made to information in EDEN before each payroll is run.
- Benefit reports need to be reconciled multiple times each month.
- Open Enrollment is at the end of each year, but this may be flexible in an emergency.
- OSHA accident reporting is due to be completed and posted each February 1.

3. Identify any changes that your reduced level of service will have on other agencies not only within the City of Spokane Valley government but also other local, state, or federal programs.

- Responding to requests for information from other agencies, such as DOT.
- Benefits issues raised by AWC needing responses.

4. Identify all internal/external customers with which you regularly do business.

- External: Union, citizens, benefit providers
- Internal: employees, management, department heads, City payroll

5. Identify goods and services you receive from others.
 - Benefits, temporary staffing, IT Support, internet service (if working remotely), VPN.
6. Identify a single point of contact in your department who will record and transmit Information about employee absentee rates and the ability to deliver essential service.
 - John Whitehead, Human Resources Manager
7. Identify a method of notifying employees of changing information.
 - Email contact will be preferable, using phone calls as a backup. We will need to know which employees have internet access at home. We could also use the website or a recorded phone message.
8. If job functions are rotated to different employees, how will those needing services be advised?
 - Emails would be sent out stating who is responsible for certain duties.
 - This information can also be put into an automatic email response.
 - Forwarding phones in the HR Office to others and updating voicemail greetings can also assist.

B. Identify essential functions

1. Identify mission essential functions for your department.
 - Payroll, benefits, critical staffing, employee contact, advisory contact with other cities, Policy/Collective Bargaining/Employment Law interpretation.
 - Management Information.
2. Identify functions that can be suspended while staff is reassigned to more critical roles.
 - Non-essential recruitment.

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.
 - Lindsey Skinfill, HR Technician - (Backup, John Whitehead HR Manager)

- John Whitehead, HR Manager – (Backup, Lindsey Skinfill for routine HR questions, Mike Jackson for complex HR issues)
2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.
 - None
 3. Identify an additional workforce, for example retired employees, to complete mission essential functions.
 - Temporary staffing

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.
 - Many of the HR functions can be done while working from home or off-site. We could conduct phone interviews for critical recruitment. Policy issues and employee questions can be handled by phone, email or web meetings. For tasks that must be done from the office, we could stagger work schedules to minimize exposure.
2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.
 - In general, social distancing can be achieved by the HR department. The exceptions would be when files must be accessed that are in hardcopy form only. We would also need to gather and fax any benefit enrollment or change forms.
3. Identify changes in facility needs associated with alternate work locations.
 - Explore the expanded use of Eden to house employee information. This will allow HR staff to access a greater amount of information remotely.
 - The more employee and benefit information is available electronically, the more we will be able to work at an alternate work location.
4. Determine whether critical functions could be performed through flex shifting.
 - The types of functions that could be done with flex shifting are those that are not electronic. This includes personnel files, benefit enrollment, new hire paperwork, benefits reporting and other critical files.

5. Employ use of employee direct deposit for payroll.

- Direct deposit is being used.

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?

- Staff will need to be set up with the proper tools such as computers, telephones, and internet service. Many HR documents and files may also be saved electronically to provide remote access. Staff will also need to be trained in any web meeting or document sharing programs.

2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).

3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.

- Proper equipment will need to be installed and tested whether the person will be working from home or another work-site. Each remote site would need internet access, and a telephone. Those who may need to video conference will need the necessary video equipment.

F. Proactive measures to put in place now:

- There should be a backup person for running payroll, as well as someone who can make minor changes to EDEN (a person's address, for example)
- As much as possible, personnel, benefit, and recruitment files should be electronic.
- All emergency contact information must be up to date.
- Instruct employees on how to prepare to minimize the risk to themselves and their families.
- Encourage or require direct deposit for City employees.

Department Continuity of Operations Plan

Department or Division Name: **Operations and Administration - Finance**

A. Create plans & procedures that address pandemic flu assumptions.

1. Continuity of Government issues include:

- a. Provide your line of succession (names and phone numbers) for essential services.

Line of succession:

- Ken Thompson, Finance Director
- Dan Duffey, Accounting Manager

- b. Institute delegation of authority to implement your line of succession.

- Ken Thompson, Finance Director
- Dave Mercier, City Manager
- Mike Jackson, Deputy City Manager

2. Identify any critical times of year when certain functions must be performed.

- Bank Positive Pay exception report – daily
- Information Technology - daily
- Processing and payment of invoices - weekly
- Semimonthly payroll by 5th and 20th of each month
- Capital Projects Grant Progress Billing - Quarterly
- Annual Financial Report Completion – March to June
- Annual Audit – as scheduled with the State Auditors Office
- Budget Preparation – April through October

3. Identify any changes that your reduced level of service will have on other agencies not only within the City of Spokane Valley government but also other local, state, or federal programs.

- Decreased Grant Progress Billings could cause cash flow issues within the City, as well as with the agency providing the grant funds
- Increase in time to pay invoices could result in suspension or loss of various services (utilities, construction, network, etc.)
- Increase in Audit timeline has potential affect on auditors office as well as all other organizations audited by same office.
- Payroll delays due to inability to process
- Monthly council Budget Variance Reports could be delayed or not processed
- Help desk responses will be delayed

4. Identify all internal/external customers with which you regularly do business.

- Internal
 - All employees (Payroll, expense reimbursements)
 - All departments
- External
 - Spokane County
 - Transportation Improvement Board
 - WSDOT
 - Banner Bank
 - Mountain West Bank

5. Identify goods and services you receive from others.

- Internal
 - Budget information
 - Parks Department deposits
 - Building Department deposits
 - Invoices to pay
 - PR info
- External
 - Audit – WA State Auditors Office
 - Banking – Banner bank , Mountain West Bank
 - County

6. Identify a single point of contact in your department who will record and transmit Information about employee absentee rates and the ability to deliver essential service.

- Sarah Davenport, Accounting Technician
- Melissa Holten, Accounting Technician

7. Identify a method of notifying employees of changing information.

- E-mail and/or telephone

8. If job functions are rotated to different employees, how will those needing services be advised?

- Notification to banks, change of access rights through delegation
- Mass email to employees

B. Identify essential functions

1. Identify mission essential functions for your department.

- Payroll
 - Accounts Payable
 - Grant Reimbursement Requests
 - Banking
 - Maintain GL entries
2. Identify functions that can be suspended while staff is reassigned to more critical roles.
- All other services

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.
- Payroll – **Raba Nimri**
Contact Eden
 - AP – **Sarah Davenport**
Melissa Holten
Daniel Domrese
Saydee Wilson
 - Grant Reimbursement Requests – **Daniel Domrese**
Saydee Wilson
 - Banking – **Dan Duffey**
Ken Thompson
2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.
- All finance employees can be cross trained to back fill critical functions except banking.
3. Identify an additional workforce, for example retired employees, to complete mission essential functions.
- Temp agencies
 - CPA firms
 - Jason Faulkner
 - Dan Cenas

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.
- Alternating work schedules

- Alternate locations (depending on IT limitations)
 - CenterPlace
 - Home (limited)
2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.
 - Yes
 3. Identify changes in facility needs associated with alternate work locations.
 - Placement of computing hardware to work from other city locations.
 - Need of network access form non city locations.
 4. Determine whether critical functions could be performed through flex shifting.
 - Yes
 5. Employ use of employee direct deposit for payroll.
 - Currently in use by all finance employees

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?
 - Ability to work offsite.
2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).
3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.
 - Network access, phone access to include conference call and or call forwarding
 - Alternate locations – Setup of hardware and network for access

F. Proactive measures to put in place now:

- Increase cross training among the Finance Department

- Network Infrastructure – Network Design & Management, Dave Braucht
 - Phone Systems Support – Black box, Keith
 - PLUS/Prism – Spokane County
 - Laserfische Tech support, Software support
 - Internet service
 - Phone service
 - Copier/printer support – Associated Business or H&H Business Systems, depends on which copier
6. Identify a single point of contact in your department who will record and transmit information about employee absentee rates and the ability to deliver essential service.
 - Ken Thompson, Finance Director
 7. Identify a method of notifying employees of changing information.
 - Website, office email, phone calls.
 8. If job functions are rotated to different employees, how will those needing services be advised?
 - Website, office email, phone calls.

B. Identify essential functions

1. Identify mission essential functions for your department.
 - Maintaining the City's computer server/network function, both onsite and remote access
 - Ability to access computers
 - Maintaining the City's phone system
 - Ability to forward numbers
 - VOIP (voice over internet protocol)
2. Identify functions that can be suspended while staff is reassigned to more critical roles.

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key

employees and multiple backups.

- Bing Bingaman, IT Specialist
- Bill Miller, IT Specialist
- Phil Herman, Database Administrator

2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.
3. Identify an additional workforce, for example retired employees, to complete mission essential functions.

- Bob Maddy, IT Technician

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.
 - Through IP address access, city employees' computers can be accessed remotely.
 - Use of telephone and emails to discuss computer problems.
3. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.
 - If able, network malfunctions will be addressed via remote access.
 - As necessary, server repairs can be addressed during alternate work hours when public access to the building is decreased.
 - Conference calls will be utilized to address problems..
3. Identify changes in facility needs associated with alternate work locations.
4. Determine whether critical functions could be performed through flex shifting.
 - Yes
5. Employ use of employee direct deposit for payroll.
 - Will encourage use if not already utilizing.

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?
 - Accessing computers and email off-site through the use of Virtual Private Network (VPN) connection to City's network
 - Accessing emails through City website;
 - log on to website www.spokanevalley.org , access through "Employee Access" icon at the bottom of the home page, know your user name and (same as office login/password).
 - Use of VOIP phone (City has 7 spare phones, CenterPlace and PW have phones);
 - plug VOIP phones into any broadband connection for alternate site use.
 - Can host up to 6-party conference call using our phone system; including City phones, private phones and cell phones
 - Office phone forwarding capability;
 - -phone calls to 921-1000 forwarded to an offsite location
 - -forwarding desk phones to other employees, cell, or home for offsite usage.
 - Remote access to voicemail system by calling auto-attendant number (509) 688-0209
2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).
 - Call Forwarding: See attached documents for call forwarding instructions.
3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.

F. Proactive measures to put in place now:

- Testing and training of phone forwarding system.
- VOIP training and list of phones to departments (number the phones).
- Laptop and computer program installation and training for off-site use.
- Cross training of IT personnel on essential IT functions to provide multiple personnel capable of maintaining phone and computer services in the event of pandemic.
- Change out digital phones of essential personnel to IP phones to facilitate smoother transition for use off-site

Department Continuity of Operations Plan

Department or Division Name: **Community Development**

A. Create plans & procedures that address pandemic flu assumptions.

1. Continuity of Government issues include:

a. Provide your line of succession for essential services.

Line of succession: (refer to Emergency Telephone Contact List maintained by Administrative Assistant in Executive and Legislative Support Department for emergency contact information)

- Kathy McClung, Community Development Director
Office: x1010 or 688-0030
- Mary Kate McGee, Building Official
Office: x1100 or 688-0024
- John Hohman, Senior Engineer-Development
Office: x1200 or 688-0185
- Greg McCormick, Planning Management
Office: x1300 or 688-0023

b. Institute delegation of authority to modify or address anomalies in line of succession.

- Director
- Building Official

2. Identify any critical times of year when certain functions must be performed.

- All departmental functions performed year round.

3. Identify any changes that your reduced level of service will have on other agencies within not only the City of Spokane Valley government but also other local, state, or federal programs.

- Impacts our ability to issue formal communications on behalf of the city to, and coordinate communications with:
 - Utility providers
 - City staff
 - General public
 - Businesses
 - Other governmental entities at local, state and federal levels

- Non governmental organizations

4. Identify all internal/external customers with which you regularly do business.

- City Council
- Public Works Department
- IT Department
- City Managers Office
- General Public
- Spokane Valley Fire Department
- Spokane County Fire District #8
- Spokane County Utilities
- Water Districts
- Health District
- WSDOT

5. Identify goods and services you receive from others.

- **Internal -**
 - Information and reports from City Council, City staff on programs, projects and issues
 - Information technology, internet and telephone services through IT
 - Comments from internal divisions for permitting activities
 - City Attorney's Office
- **External -**
 - Comments from outside agencies for permitting activities and Development projects
 - Spokane County Assessors Office – recording of plat, easements, ROW dedications, etc
 - Spokane County- houses permit information on County server
 - Consultants providing review services
 - Newspapers
 - Valley News Herald-public notices

6. Identify a single point of contact in your department who will record and transmit information about employee absentee rates and the ability to deliver essential services.

- Deanna Griffith, Administrative Assistant to Director
Office: x1001 or 688-0050

7. Identify a method of notifying employees of changing information.

- Employees' City email addresses
- City website
- Telephone call to employee home phone
- Text messages to employee cell phones

8. If job functions are rotated to different employees, how will those needing services be advised?

- Posting of information on website
- Physical posting at Permit Center/front desk
- Email notification
- Out of office message on email
- Out of office message or call forwarding on phone
- Telephone (IT staff can set up phone and computer referrals if employee is unavailable)
- Phoning customers with updated information regarding change in service

B. Identify essential functions

1. Identify mission essential functions for your department.

- Statutorily required functions.

2. Identify functions that can be suspended while staff is reassigned to more critical roles.

- Permitting
- Plan reviews (building and civil)
- Hearings
- Pre-application meeting
- Application processing
- Recording of plats
- Inspections (building and civil)
- Code enforcement
- Non-emergency-related communications including
 - Non-emergency email/telephone messages
 - Council meeting attendance
 - Non-emergency website maintenance
 - Public Hearings
 - Planning Commission Hearings

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.

- Natural Disasters staff for essential functions
 - Inspection staff (damage assessments)
 - Engineering staff (damage assessments)
 - Planning staff with GIS skills provide existing data and create databases/maps that will assist recovery efforts
 - Social Isolation
 - Staff required to perform statutorily required functions
2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.
- Natural Disasters staff cross training
 - Public Works inspection and engineering staff may be help with building damage assessments
 - Permitting staff cross trained to assist building inspectors
 - Social Isolation staff cross training
 - Planning and Development Engineering Technicians trained to do permitting
 - Development Engineering Technicians already crossing training to facilitate pre-application meetings
 - The department has a total of 6 positions, which perform inspection tasks. The inspection staff has already been conducting cross training activities. In the case of social isolation, a rotating schedule will be implemented.
3. Identify an additional workforce, for example retired employees, to complete mission essential functions.
- Temporary or contract staffing
 - Staff from other jurisdictions within the local area jurisdictions/agencies (interlocal agreements may be required).

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.
- Conduct communications information gathering and dissemination via email, telephone, internet, website, teleconference
 - Telework from home or from other alternative location
 - Change routing procedure for submitted documents to reduce staff contact, no person to person delivery, pick up of documents from division in boxes
 - Eliminate internal meetings (staff, coordination, etc) use phone and email
 - Use portable data storage devices (thumb drives) to
 - Work from alternative locations
 - Store vital documents

2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.
 - Alternate work schedules
 - Mailing documents instead of meetings (pre-apps docs, tech review docs, etc)
 - Increased responses to customers via phone calls and emails instead of at counter or in meetings
 - Allow submittal of permitting documents via email instead of in person.
 - Allow payment of fees online
 - Allow document to be faxed
3. Identify changes in facility needs associated with alternate work locations.
 - Updated Permit Center Website to allow submittal of permit applications electronically
 - Update Permit Center Website to allow applicant to check status of permit
 - Update department website to allow customer to check status of application online
 - Install plastic dividers at permit and planning counter to help reduce contact level between staff and general public
 - Use only front conference rooms or City Council chambers for meeting to prevent general public from interacting with staff
 - Restrict non-employee visitors (family, friends, etc) from general work areas
4. Determine whether critical functions could be performed through flex shifting.
 - Yes
5. Employ use of employee direct deposit for payroll.

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?
 - Inspectors already have laptop computers, these laptops need to be checked to ensure they are updated with latest available technology for wireless connections to network and permitting system
 - Citrix software (coordination with Spokane County required) updated to allow
 - Remote access by staff to input and read data
 - Remote access by reviewing agencies to input and read data
 - Remote access by customers to view staff of applications
2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).
 - Call conferencing /teleconferencing/video conferencing

- Automated messaging system needed
 - Call forwarding to alternative work locations
 - Additional cell phone services for essential staff
3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.
- Implement telephone line for those with permit applications and a separate line for review agencies to leave comments and questions
 - Employee information telephone line needs to be established and instructions for updating/routing callers should be added to Emergency Communications protocol.

F. Proactive measures to put in place now:

- Finalize line of succession and document, communicate, train and drill in procedures
- Finalize delegation of authority to implement line of succession and document, communicate, train and drill in process.
- Set up group voice mail distribution lists that department heads can access and implement from either in-office or remotely to notify employees of closure/reporting status in case of a closure.
- Ensure all employees have been trained and know how to set up computers and phones for out-of-office messages and call forwarding.
- Put posters in common areas regarding hand washing, staying home if sick, etc
- Start providing hand sanitizer and other supplies now
- Promote clean work area (motivate employees to keep clean work area with some type of incentive)
- Train staff who work outside of City Hall on measures to prevent spread of flu
 - No hand shaking
 - Wear personal protective equipment (face masks) when in close contact with general public
- Employee information
 - Perform survey of staff to determine potential number impacted by school/daycare closures, public transit/transportation to work reliability, household members in high risk categories (see Flu.gov for sample survey)
 - Promote flu prevention and care information, including stay at home if sick.
 - Promote flu vaccination when available
 - Encourage all employees to use direct deposit.
 - Encourage employees to develop home preparedness plan
 - Provide resource information to employees (nurse line numbers, websites, handouts, etc)

Department Continuity of Operations Plan

Department or Division Name: **Parks and Recreation**

A. Create plans & procedures that address pandemic flu assumptions.

1. Continuity of Government issues include:

- a. Provide your line of succession (names and phone numbers) for essential services.

Line of succession:

- Mike Stone, Director: 688-0040 – 638-9835c
- Carol Carter, Facilities Supervisor: 688-0042 – 994-9857cell
- Jennifer Papich, Recreation Coordinator: 688-0190 – 385-3592 cell
- Brian Moat, Maintenance: 688-0302 – 217-6971cell
- Chris Dobbins, Maintenance: 688-0302 – 263-0513cell

b. Institute delegation of authority to implement your line of succession.

- Mike Stone will implement line of succession.

2. Identify any critical times of year when certain functions must be performed.

- Summer is a critical time due to scheduled weddings and corporate park outings.
- Fall is critical to corporate meetings.

3. Identify any changes that your reduced level of service will have on other agencies not only within the City of Spokane Valley government but also other local, state, or federal programs.

- Reduced level of service will not impact other local, state, or federal programs with the exception of Spokane Community College classes.

4. Identify all internal/external customers with which you regularly do business.

- The list of customers varies and is very large. Simply, our parks, recreation programs and CenterPlace are used by residents of the community. CenterPlace also does business with a variety of corporate and community organizations, Spokane Community Colleges and the Spokane Valley Senior Center. Additionally we have our park and aquatic maintenance contracted out to private contractors and we utilize a wide variety of vendors to supply goods and services to CenterPlace.

5. Identify goods and services you receive from others.

- We have ongoing maintenance contracts for services within our Parks, Pools and CenterPlace. We also work with a variety of vendors to supply CenterPlace with goods and equipment we use in our operations.
6. Identify a single point of contact in your department who will record and transmit information about employee absentee rates and the ability to deliver essential service.
 - Mike Stone, Director
 7. Identify a method of notifying employees of changing information.
 - Employee's City email addresses
 - Employee telephone
 - Website
 8. If job functions are rotated to different employees, how will those needing services be advised?
 - Email notification
 - Out of Office message on email
 - Out of Office message on phone
 - Telephone

B. Identify essential functions

1. Identify mission essential functions for your department.
 - Communication. The public needs to be able to schedule the use of CenterPlace and Parks
 - Essential since our facilities are the actual host of the event or activity.
2. Identify functions that can be suspended while staff is reassigned to more critical roles.
 - Recreational Programs
 - Senior Center

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.
 - For CenterPlace: Carol Carter, Brandon Newbill and Brian Moat with Becky Gilbreath and Chris Dobbins as backup.
 - For Recreation: Jennifer Papich

- For Senior Center: Karen Clark-Parson
 - For Parks: Mike Stone with Patty Bischoff as backup
2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.
 - Mike Stone, Karen Clark-Parson and Patty Bischoff could be cross-trained to take reservations etc,
 - Jennifer Papich – website updates
 3. Identify an additional workforce, for example retired employees, to complete mission essential functions.
 - None.

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.
 - CenterPlace could be closed for events and programs. This would not only impact scheduled events, but Community College classes, Meals on Wheels and the Spokane Valley Senior Center.
2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.
 - If CenterPlace remains open for any events or activities, social distancing could not be achieved as staff would need to work the events.
3. Identify changes in facility needs associated with alternate work locations.
 - None
4. Determine whether critical functions could be performed through flex shifting.
 - Yes
5. Employ use of employee direct deposit for payroll.
 - All nine permanent employees have direct deposit.

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?
 - Need would be for City laptops to be available.
2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).
 - None
3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.
 - None

F. Proactive measures to put in place now:

- Provide necessary staff cross-training.
- Determine availability of City laptops.
- Review plan with staff and make necessary changes.
- Discuss plan with Senior Center Association.
- Discuss plan with Meals on Wheels.

Department Continuity of Operations Plan

Department or Division Name: **Public Works - Capital Projects**

A. Create plans & procedures that address pandemic flu assumptions.

1. Continuity of Government issues include:
 - a. Provide your line of succession (names and phone numbers) for essential services.
 - Neil Kersten, Public Works Director 990-3482
 - Steve Worley, Senior Engineer CIP 979-7480
 - Craig Aldworth, Senior Engineer 747-0100
 - b. Institute delegation of authority to implement your line of succession.
 - Will be done by Memo.
2. Identify any critical times of year when certain functions must be performed.
 - Construction inspections, management during summer.
3. Identify any changes that your reduced level of service will have on other agencies not only within the City of Spokane Valley government but also other local, state, or federal programs.
 - N/A
4. Identify all internal/external customers with which you regularly do business.
 - County & State agencies, WSDOT, Contractors, Citizens
5. Identify goods and services you receive from others.
 - N/A
6. Identify a single point of contact in your department who will record and transmit information about employee absentee rates and the ability to deliver essential service.
 - Kristin Peart
7. Identify a method of notifying employees of changing information.
 - City Administration

8. If job functions are rotated to different employees, how will those needing services be advised?

- Via telephone by City Administration

B. Identify essential functions

1. Identify mission essential functions for your department.
 - Construction inspection/management.
2. Identify functions that can be suspended while staff is reassigned to more critical roles.
 - Design work can be suspended.

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.
 - PW Director, Maint Superintendent, Senior Capital Projects Engineer, Stormwater Engineer, Senior Traffic Engineer.
2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.
 - None
3. Identify an additional workforce, for example retired employees, to complete mission essential functions.
 - By Advertisement

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.
 - Some employees could work from home.
2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.
 - Can be investigated if necessary.
3. Identify changes in facility needs associated with alternate work locations.

- Unknown
4. Determine whether critical functions could be performed through flex shifting.
 - No
 5. Employ use of employee direct deposit for payroll.
 - Most employees use direct deposit.

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?
 - City should set up remote connection ability to access network.
2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).
 - Establishing conferencing service, so staff can all call into a central location from difference sites.
3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.

F. Proactive measures to put in place now:

Department Continuity of Operations Plan

Department or Division Name: **Public Works - Storm Water**

A. Create plans & procedures that address pandemic flu assumptions.

1. Continuity of Government issues include:

- a. Provide your line of succession (names and phone numbers) for essential services.

Line of succession:

- Neil Kersten, Public Works Director 990-3482
- Art Jenkins, Stormwater Engineer 844-5066
- Aaron Clary, Engineering Technician II 993-8958

- b. Institute delegation of authority to implement your line of succession.

- Will be done by memo.

2. Identify any critical times of year when certain functions must be performed.

- Large run-off events or spills year round.

3. Identify any changes that your reduced level of service will have on other agencies not only within the City of Spokane Valley government but also other local, state, or federal programs.

4. Identify all internal/external customers with which you regularly do business.

- County & State agencies, Contractors, Citizens of Spokane Valley

5. Identify goods and services you receive from others.

- Fuel

6. Identify a single point of contact in your department who will record and transmit information about employee absentee rates and the ability to deliver essential service.

- Kristin Peart, Administrative Assistant

7. Identify a method of notifying employees of changing information.

- City Administration

8. If job functions are rotated to different employees, how will those needing services be advised?

- City Administration

B. Identify essential functions

1. Identify mission essential functions for your department.

- Local urban flooding, spills in ROW.

2. Identify functions that can be suspended while staff is reassigned to more critical roles.

- Ongoing permit work, planning, and design work can be suspended.

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.

- Sr. Storm Water Engineer, Storm Water Engineer, Interns

2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.

- N/A

3. Identify an additional workforce, for example retired employees, to complete mission essential functions.

- By Advertisement

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.

- Some employees could work from home, stay in vehicles, use cell phones rather than in-person meetings, phone conferencing.

2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.

- Can be investigated if necessary.
3. Identify changes in facility needs associated with alternate work locations.
 - Can be investigated if necessary.
 4. Determine whether critical functions could be performed through flex shifting.
 - Can be investigated if necessary.
 5. Employ use of employee direct deposit for payroll.
 - Most employees use direct deposit

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?
 - City should set up remote connection ability to access network.
2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).
 - To be handled by City Administration.
3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.

F. Proactive measures to put in place now:

- Phone conferencing
- Cell phone for select heads
- Ham radio list (those that have one from City) - Nextell
- Call forwarding to Home/Cell

- Kristin Peart, Administrative Assistant
7. Identify a method of notifying employees of changing information.
 - City Administration
 8. If job functions are rotated to different employees, how will those needing services be advised?
 - City Administration

B. Identify essential functions

1. Identify mission essential functions for your department.
 - Street maintenance/signalization maintenance of all infrastructures.
2. Identify functions that can be suspended while staff is reassigned to more critical roles.
 - Street maintenance functions considered high priority and must not be suspended.
 - Minor activities such as sweeping, paving may be suspended
 - Emergency operations cannot be suspended.

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.
 - Public Works staff and contractors
2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.
 - N/A
3. Identify an additional workforce, for example retired employees, to complete mission essential functions.
 - By Advertisement

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.

- Some employees could work from home on internet.
2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.
 - Can be investigated as needed.
 3. Identify changes in facility needs associated with alternate work locations.
 - Can be investigated as needed.
 4. Determine whether critical functions could be performed through flex shifting.
 - Can be investigated as needed.
 5. Employ use of employee direct deposit for payroll.
 - Most employees use direct deposit.

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?
 - Need laptops with access to network.
2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).
 - To be handled by administration.
3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.

F. Proactive measures to put in place now:

Department Continuity of Operations Plan

Department or Division Name: **Public Works - Street Fund - Traffic**

A. Create plans & procedures that address pandemic flu assumptions.

1. Continuity of Government issues include:

- a. Provide your line of succession (names and phone numbers) for essential services.

Line of succession:

- Neil Kersten, Public Works Director 990-3482
- Inga Note, Senior Engineer 844-8790
- Ryan Kipp, Assistant Engineer 727-810-1110
- Tim Klein, Maintenance Superintendent 294-1038

- b. Institute delegation of authority to implement your line of succession.

- Will be done by memo.

2. Identify any critical times of year when certain functions must be performed.

- Same year round

3. Identify any changes that your reduced level of service will have on other agencies not only within the City of Spokane Valley government but also other local, state, or federal programs.

- Coordinating signal & sign operation. Delay in time to respond to CAR approval. Review traffic control plans for construction projects.

4. Identify all internal/external customers with which you regularly do business.

- County & State agencies, Contractors, Citizens of Spokane Valley

5. Identify goods and services you receive from others.

- Electricity

6. Identify a single point of contact in your department who will record and transmit information about employee absentee rates and the ability to deliver essential service.

- Kristin Peart, Administrative Assistant

7. Identify a method of notifying employees of changing information.
 - City Administration
8. If job functions are rotated to different employees, how will those needing services be advised?
 - City Administration

B. Identify essential functions

1. Identify mission essential functions for your department.
 - Coordinating signal operations/maintenance with WSDOT & County Traffic Control.
2. Identify functions that can be suspended while staff is reassigned to more critical roles.
 - Handling citizen action requests for traffic issues.

C. Identify essential staff

1. Identify positions needed to carry out mission essential functions. Identify key employees and multiple backups.
 - Sr. Traffic Engineer, Traffic Engineer, Traffic Intern
2. Identify staff from non-mission essential areas that can be cross trained to backfill critical functions.
 - N/A
3. Identify an additional workforce, for example retired employees, to complete mission essential functions.
 - By Advertisement

D. Identify alternate facilities or service delivery

1. Identify ways in which you can achieve social distancing (to prevent spread of disease) in the delivery of essential services.
 - Some employees could work from home depending on time of year.

2. Can you achieve social distancing (to prevent spread of disease)? Consider ideas such as telecommuting, alternate work hours, alternate work locations, conference calls instead of meetings.
 - Can be investigated if needed.
3. Identify changes in facility needs associated with alternate work locations.
 - Can be investigated if needed.
4. Determine whether critical functions could be performed through flex shifting.
 - Can be investigated if needed.
5. Employ use of employee direct deposit for payroll.
 - Most employees use direct deposit.

E. Technology Questionnaire

1. Describe any plans to expand staff's ability to work remotely?
 - City should set up remote login.
2. Describe any changes to your telephone service requirements? (call conferencing, call forwarding, additional automated messaging systems, etc.).
 - To be handled by administration
3. Describe any other significant changes to your operations that would impact services provided by or coordinated through ITS (e.g. establishment of alternative work facilities). Where possible, identify when changes to services would need to be in place. This is especially important when ITS needs to coordinate with outside service providers on issues like telephone services.

F. Proactive measures to put in place now:

9. ELEMENTS OF THE CITY OF SPOKANE VALLEY CONTINUITY OF OPERATIONS

A. Communications

- a) This plan has been posted on the City of Spokane Valley Website. It will be reviewed with staff again if and when the Spokane Regional Health District issues a pandemic alert or as the core team determines necessary based on the heightened incidence/severity of flu cases and/or confirmed pandemic cases in our local area.
- b) The following information is reviewed with staff at least bi-annually:
 - i. Possible health and safety issues – Attached to this plan are documents to provide an overview of what to expect if there is a pandemic along with steps staff can take to protect itself and family.
 - ii. Potential for office closure –City of Spokane Valley is not likely to completely shut down during a pandemic – unless there is a declaration of emergency that orders the closure of all businesses. Voluntary closure of the office on the part of the City of Spokane Valley could place us in a position of failing to perform our statutorily required duties.
- c) Emergency Communications Management Plan - Upon a decision to suspend city operations, the City Manager or authorized designee (Deputy City Manager) will trigger notifications and communications as appropriate
 - 1. Telephone tree notifications
 - a. City Manager – Notify Deputy City Manager and Council
 - b. Deputy City Manager notifies Senior Staff, Public Information Officer and Executive Support Staff
 - c. Public Information Officer notifies Ops & Admin Staff
 - d. Department heads notify employees and ensure department/citizen interaction telephone lines are updated with appropriate message or forwarded to 921-1000.
 - i. For future considerations: Upload emergency employee contact list accessible via website for management to implement phone tree
 - 2. Confirming email notification to all City staff and Council
 - a. Primary responsibility – Public Information Officer
 - b. Secondary responsibility – Information Technology Specialist
 - c. Tertiary responsibility – Deputy City Manager
 - d. E-mails will be sent to work e-mail addresses.
 - i. Message includes
 - 1. City Hall closure status

2. Employee report or work from home status
3. Employee information line number
4. Employees check website/email/employee information line for status updates
3. Update 921-1000 temporary message record/update
 - a. To be completed between 6:30 a.m. – 7:00 a.m. daily or as status changes
 - b. Change temporary greeting to reflect status (Date in effect, closure, emergency status, where to call or number to select for more information or to leave a message, etc.)
 - i. Primary responsibility: Information Technology Specialist (Bing)
 - ii. Secondary responsibility: Public Information Officer (Carolbelle)
 - iii. Tertiary responsibility: Deputy City Manager (Mike J.)
4. Update website
 - a. To be completed between 6:30 a.m. and 7:00 a.m. daily or as status changes
 - i. Primary responsibility: Public Information Officer (Carolbelle)
 - ii. Secondary responsibility: Information Technology Specialist (Bing)
 - iii. Tertiary responsibility: Deputy City Manager
5. Post closure, information resources and contacts on main page
 - a. Situation updates/links on main page
6. Media releases/updates
 - a. Public Information Officer to check with City Manager or Designee for situational updates at 9:00 a.m. with goal of having media releases out and updates posted to website within one hour.
7. Communication with local officials – City of Spokane Valley will use the Web to let local officials of other jurisdictions know about the City of Spokane Valley operations during a pandemic situation.

B. Policies and Procedures

- a) All staff should review the City of Spokane Valley’s Policies and Procedures on a regular basis. Polices specifically related to the Pandemic Plan include, but are not limited to:

- Sick and Bereavement Leave Policy # 200.515
- Family Medical Leave Policy # 200.520
- Pay Procedures Policy # ____

- b) The City of Spokane Valley has the option to adopt a work rule which allows compensation during the time of an emergency declaration that may lead to a voluntary closure of our City offices. Employees should review the attached Resolution No. 09-013, which describes the parameters for compensation by the City during a voluntary closure.

C. Influenza Protection Measures - According to the Spokane Regional Health District a person infected with influenza virus can be contagious for 24 hours before the onset of symptoms, and for seven days thereafter, making it extremely easy for the virus to spread rapidly to large numbers of people.

- a) Preventative Measures - Hand hygiene, and cough etiquette. These measures should be practiced by everyone, all the time. This should be common practice during any cold and flu season. The City of Spokane Valley will ensure that adequate supplies of hand hygiene products (soap and hand towels, alcohol hand gel) are available.
- b) Workplace Cleaning - During a pandemic, we will need to implement additional measures to minimize the transmission of the virus through environmental sources, particularly hard surfaces (e.g. sinks, handles, railings, objects and counters). Transmission from contaminated hard surfaces is unlikely but influenza viruses may live up to two days on such surfaces. Influenza viruses are inactivated by alcohol and by chlorine. Cleaning of environmental surfaces with a neutral detergent followed by a disinfectant solution is recommended. Surfaces that are frequently touched with hands should be cleaned often, preferably daily.

Staff should not share cups, dishes, and cutlery and ensure they are thoroughly washed with soap and hot water after use. Remove all magazines / papers from waiting rooms and common areas (such as library tables and kitchen). When a person with suspected influenza is identified and has left the workplace, it is important that their work area / office, along with any other known places they have been, are thoroughly cleaned and disinfected.

- c) Restrict Workplace Entry of People With Influenza Symptoms - On the declaration of limiting social exposure by either the SRHD or City of Spokane Valley core team, the City of Spokane Valley will put up notices at all workplace facility entry points, advising staff and visitors not to enter if they have influenza symptoms (Exhibit A). Employees will be advised not to come to work when they are feeling unwell, particularly if they are exhibiting any influenza symptoms.

Unwell employees will be advised to see a doctor. Workers who are ill should stay home until symptoms resolve. Ill employees need to complete any required quarantine period and *are healthy* before returning to work. Staff who have recovered from the pandemic influenza are unlikely to be re-infected (they will have natural immunity) and will be encouraged to return to work as soon as they are well.

Staff that share households with someone who comes down with pandemic influenza should not come to work. The reason is that they can become carriers of the flu before they come down with flu symptoms. This incubation period could be 7 days following the time of symptom onset in the household member.

- d) Social Distancing – These measures would be triggered by a declaration by the State of Washington, the Spokane Regional Health District (SRHD plan processes are still under construction at this time) or the City of Spokane Valley based on the intensity of the pandemic in our local area. Public and private schools would probably be closed, largely because it has been determined that stopping child to child transmission is critical to curbing the spread of the virus. The core of this strategy is to minimize staff contact with others. Crowded places and large gatherings of people should be avoided, whether in internal or external spaces. A distance of at least 3 meters (about 10 feet) should be maintained between persons wherever practical. Larger distances are more effective. Visiting or other contact with ill people should be avoided wherever practicable. Suggestions on how to minimize contact include:
- ii. Avoid meeting people face-to-face – use the telephone, e-mail and the internet to conduct business as much as possible – even when participants are in the same building;
 - iii. Avoid any unnecessary travel and cancel or postpone non-essential meetings / conferences and workshops / training sessions;
 - iv. Arrange for employees to work from home or work variable hours to avoid crowding at the workplace;
 - v. Avoid public transport: walk, cycle, drive a car or go early or late to avoid rush hour crowding on public transport;
 - vi. Bring lunch and eat at desk or away from others (avoid crowded restaurants). Introduce staggered lunchtimes so numbers of people in the lunch room are reduced;
 - vii. Do not congregate in kitchen or other areas where people socialize. Do what needs to be done and then leave the area;
 - viii. If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose a large meeting room and sit at least 3 meters (10 feet) away from each other if possible; avoid shaking hands or hugging. Consider holding meetings in the open air;

- ix. Encourage staff to avoid recreational or other leisure classes / meetings etc. where they might come into contact with infectious people.
- e) Disposable surgical masks – Even though the SRHD declares schools closed, the rate of infections may continue to increase following social distancing. During this level of risk there is increased and sustained transmission in the general population. Any mask must be disposed as soon as it becomes moist or after any cough or sneeze, in an appropriate waste receptacle, and hands must be thoroughly washed and dried after the used mask has been discarded.
- f) Ventilation - There is scientific and medical evidence that influenza can spread in inadequately ventilated internal spaces. According to WEB Properties, Redwood Plaza does not circulate any air from other floors of the building. The HVAC system has separate zones on each floor and each zone has a fresh air intake with charcoal filters installed.

D. Other Essential Functions:

- a) City of Spokane Valley has set up a system to monitor staff who are ill or suspected to be ill during a pandemic, including contacting staff who are unexpectedly absent from work. This includes the process to facilitate/encourage the return of staff to work once they are better or at end of a quarantine period.
- b) City of Spokane Valley will have adequate supplies of tissues, medical and hand hygiene products, cleaning supplies and masks for people who become ill at work. It may be difficult to purchase such products once a pandemic begins.
- c) Supplies may be disrupted. City of Spokane Valley will examine our supply needs and make sure we have at least a three month supply of critical items at all times.

10. Internet Resources:

www.cdc.gov

www.flu.gov

<http://www.srhd.org/>

<http://www.doh.wa.gov/panflu/pdf/PanfluPocket.pdf>

<http://www.srhd.org/documents/SwineFlu/Stop%20Germs.%20Clean%20Your%20Hands.%20Color.pdf>

INFLUENZA NOTIFICATION

Influenza is a contagious disease. There is currently an increase in the numbers of people in Spokane County with influenza. In order to reduce the spread of influenza in this workplace, the following is required of everybody:

DO NOT COME TO WORK if you have:

- chills, shivering and a fever
- onset of muscle aches and pains
- sore throat
- dry cough
- trouble breathing
- sneezing
- stuffy or runny nose
- tiredness.

If some of the above apply to you, please stay home and wait until you have recovered and have a temperature <100 and have gone at least 24 hours without fever reducing medication. You also may be asked to obtain a fitness-for-duty examination before returning to work.

If you start to feel ill at work, **DO NOT** leave your work area to come in contact with other employees. Use your phone to contact your supervisor.

12. Background

Seasonal influenza epidemics occur yearly due to subtypes of influenza that circulate worldwide. These epidemics are responsible for an average of 36,000 deaths annually in the United States. Seasonal influenza primarily impacts those in the community with weaker immune responses (the very young, old and chronically ill) since most people develop some degree of immunity to the viruses through annual illness or vaccine. This immune response helps protect from the serious consequences of influenza.

Influenza pandemics, however, are distinct from seasonal influenza epidemics and represent one of the greatest potential threats to the public's health. Pandemic influenza refers to a worldwide epidemic due to a new, dramatically different strain of influenza virus. A pandemic virus strain can spread rapidly from person to person and, if severe, can cause high levels of disease and death around the world.

There are several characteristics of influenza pandemic that differentiate it from other public health emergencies. First, it has the potential to suddenly cause illness in a very large number of people, who could easily overwhelm the health care system throughout the nation. A pandemic outbreak could also jeopardize essential community services by causing high levels of absenteeism in critical workplace positions. It is likely that vaccines against the new virus will not be available for six to eight months following the emergence of the virus. Basic services, such as health care, law enforcement, fire, emergency response, communications, transportation, and utilities, could be disrupted during a pandemic. Finally, the pandemic, unlike many other emergency events, could last for several weeks, if not months.

During the peak of a pandemic, non essential governmental services may need to be shut down or seriously cut back. Telecommunications will likely be overwhelmed early in the pandemic. Some experts think that the Internet could shut down within 2 to 4 days of an outbreak and that telecommuting will not be a viable option. The population may be directed to stay in their homes but many people may not comply. Governments may need to assume responsibility for the "last mile" of delivery of food and other supplies. Schools will probably be shut down. Absentee rates will be high. There are estimates that as much as 25% to 35% of the workforce will take 5-8 days off over a period of three months.

There are five potential stages leading to a pandemic:

- Virus Alert Stage – Detection in one or more people of a virus for which there is no immunity in the general population. Potential, but not inevitable, precursor to a pandemic.
- Pandemic Alert Stage – Virus demonstrates person-to-person transmission and causes multiple cases in the same geographic area.

- Pandemic Imminent Stage – Virus causing an unusually high rate of new cases and mortality in widespread geographic areas.
- Pandemic Stage – Further spread of the virus with world-wide involvement.
- Second Wave – After the number of cases falls and the pandemic appears to be ending, typically a second wave of cases occurs within several months.

Authorities

Various state and local public officials have overlapping authorities with regard to protecting public health and safety. The Governor, the State Board of Health, the State Secretary of Health, the County Executive, the local Board of Health, the Executive Heads of Cities, and the Local Health Officer each can implement authorities within the scope of their jurisdiction aimed at protecting public health, including increasing social distancing by closing public or private facilities. During a pandemic, the presence of overlapping authorities will necessitate close communication and coordination between elected leaders and the Local Health Officer to ensure decisions and response actions are clear and consistent.

1. 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.

2. 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).

3. 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).

4. Health Officer / Spokane Regional Health District

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). 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.

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).

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).

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(2).

The Local Health Officer may request County Emergency Operation Center (EOC) activation. During an influenza pandemic, the City of Spokane Valley will obtain updated information from the County EOC; a single focal point for centralized management of information, decision-making, situation assessment, resource support, and resource allocation. The structure of the EOC gives response agencies the ability to efficiently communicate and coordinate among departments, agencies, and all levels of government.

The Local Health Officer's powers are not contingent on a proclamation of emergency by the executive head of a city or town.

PHASES OF A PANDEMIC

The World Health Organization (WHO) has developed global influenza preparedness plan that includes a classification system for guiding planning and response activities for an influenza pandemic. This classification system is comprised of six phases of increasing public health risk associated with the emergency and spread of a new influenza virus subtype that may lead to a pandemic. The Director General of WHO formally declares the current global pandemic phase and adjust the phase level to correspond with pandemic conditions around the world. For each phase, the global influenza preparedness plan identifies response measures WHO will take, and recommends actions that countries around the world should implement.

Interpandemic Period

Phase 1 – No new influenza virus subtypes detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered low.

Phase 2 – No new influenza virus subtypes detected in humans. However, a circulating animal influenza virus subtype poses substantial risk of human disease. Strengthen influenza pandemic preparedness at all levels. Closely monitor human and animal surveillance data. Minimize the risk of transmission of animal influenza virus to humans; detect and report such transmission rapidly if it occurs.

Pandemic Alert Period

Phase 3 – Human infection(s) are occurring with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.

Phase 4 – Small cluster(s) of human infection with limited human-to-human transmission but spread is highly localized suggesting that the virus is not well adapted to humans.

Phase 5 – Larger cluster(s) of human infection but human-to-human spread is localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk). Ensure rapid characterization of the new virus subtype and early detection, notification and response to additional cases. Contain the new virus within limited focus or delay spread to gain time to implement preparedness measures, including vaccine development. Maximize efforts to contain or delay spread to possibly avert a pandemic, and to gain time to implement response measures.

Pandemic Period

Phase 6 – Pandemic is declared. Increased and sustained transmission in the general population. Implement response measures including social distancing to minimize pandemic impacts.