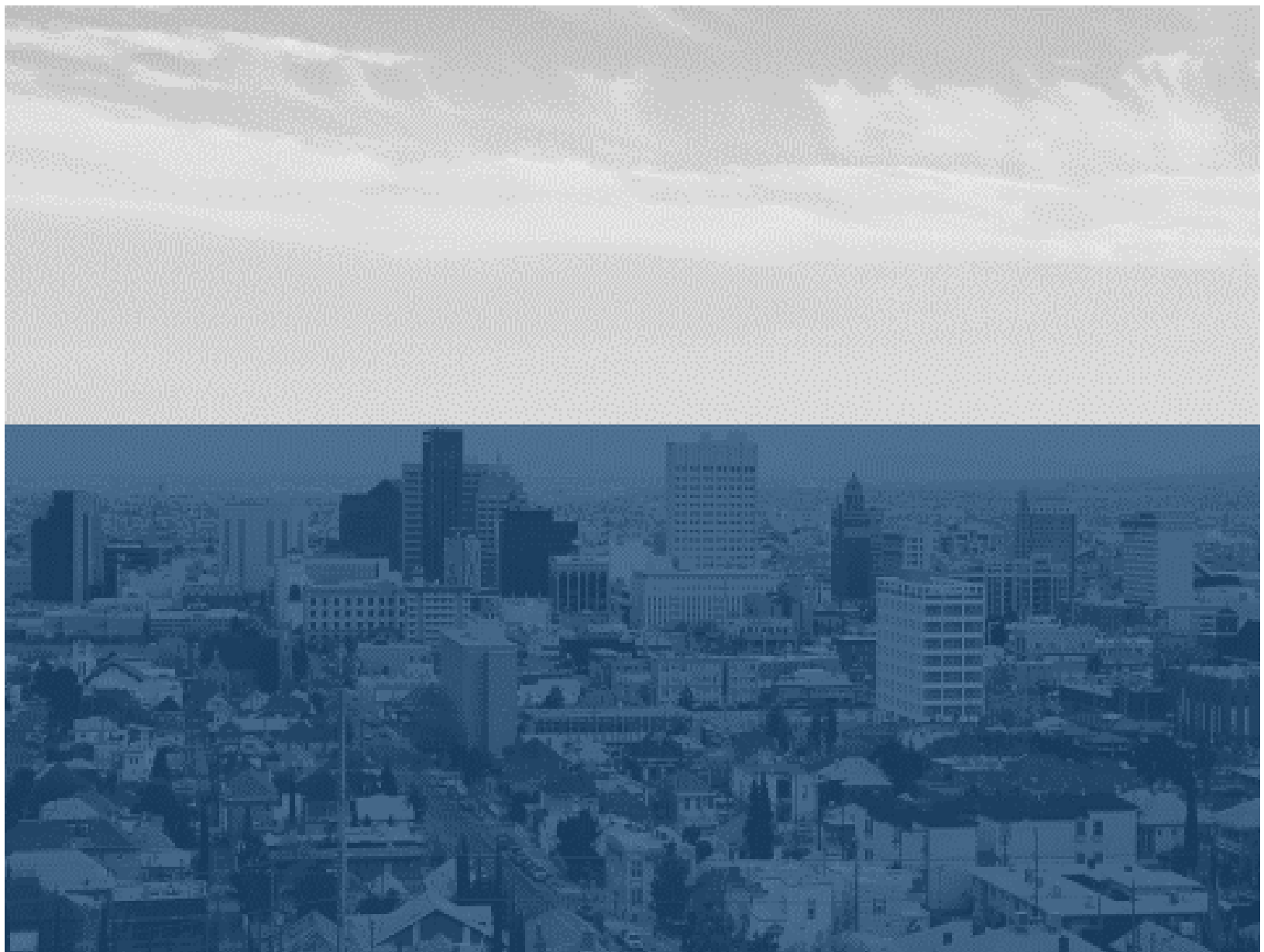




# County of El Paso COVID-19

## RECONSTITUTION OF OPERATIONS PLAN

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## **I. EXECUTIVE SUMMARY**

In December 2019, the World Health Organization identified and characterized SARS-CoV-2, a virus that causes the disease COVID-19, as a Pandemic. In subsequent months, the President of the United States declared a national emergency, the Governor of the State of Texas declared a state of disaster, and the El Paso County Judge issued a Declaration of Local Disaster for Public Health Emergency.

As part of the Emergency Declarations or subsequent orders, the El Paso County Judge issued Stay Home, Work Safe Orders that included social distancing requirements and prohibitions of large gatherings. The County Commissioners Court activated the County's Continuity of Operations Plan (COOP) and authorized employees to Telework where possible. An Executive Crisis Planning Team was created to help guide the El Paso County Commissioners Court as urgent decisions needed to be made in order to protect the health and safety of the County's workforce, as well as the public.

On April 30, 2020, a Reconstitution of Operations Committee was formed to develop a recovery plan for returning employees safely back to the worksite by minimizing exposure of COVID-19 to employees and to the public.

## **II. PURPOSE**

The purpose of the County of El Paso COVID-19 Reconstitution of Operations Plan (ROOP) is to expand on the Reconstitution Section VII of the Continuity of Operations Plan and provide the framework for continuing or reconstituting various County operations with a focus on mitigating the spread of COVID-19, protecting the most vulnerable populations, and minimizing the impact on County Operations.

The County of El Paso Reconstitution of Operations – Departmental Annex is specific to the operations of and services performed by the named department within the County of El Paso. The annex provides departmental details of the more overarching base plan. It is recognized that each department within the County of El Paso has unique elements that make up their structure and operation. The specific implementation protocol for each department is contained within the annex to the County of El Paso's Reconstitution of Operations Plan.

The Reconstitution of Operations Plan and Departmental Annexes are meant to operate in conjunction with the adopted County of El Paso Continuity of Operations Plan. This Plan is not meant to be all-inclusive, rather it is meant to provide guidance for each department on their role for providing a safe working environment for County employees and the public while at County facilities.

## **III. MISSION**

To prevent or reduce the risk of spreading COVID-19 to the public or County employees through the development and implementation of a Reconstitution of Operations strategies which are

designed to guide and educate County employees on the latest preventative best practices and to operate County facilities and workspaces in a manner that tactically avoids contamination risks, while minimizing social and economic impacts.

#### **IV. GOAL**

The primary goal is to provide a healthy and safe environment for employees and the public by minimizing exposure to COVID-19 when providing or receiving County services, while minimizing social and economic impacts, through targeted strategies and best practices.

#### **V. RECONSTITUTION**

Reconstitution under this Plan is the process by which department personnel resume operations from the original or alternate facility location with modifications to the facility and operations to mitigate COVID-19 exposure.

#### **VI. AUTHORITY**

This County of El Paso Reconstitution of Operations Plan is developed by the County of El Paso. The County Commissioner's Court approved this Plan, and the ability to include department annexes on June 15, 2020, and is noted as the authority having jurisdiction. Upon adoption, this plan is in effect and serves as the COVID-19 County of El Paso Reconstitution of Operations Plan for the County of El Paso. The County of El Paso Reconstitution of Operations Plan- Department Annex is under the authority of the Department Head or Elected Official. The Annex will be customized by each Department and submitted to the County Chief Administrator, or their designee for acceptance as an Annex to the Reconstitution of Operations Plan.

#### **VII. ACTIVATION/DEACTIVATION**

Activation of the Reconstitution of Operations Plan occurs upon the declaration by the Commissioners Court that the gating criteria as described in the Phased Approach section have been sufficiently satisfied to warrant a phased reconstitution of operations at County worksites with specified measures to limit infection and spread of COVID-19. Deactivation of the Reconstitution of Operations Plan and return to the Continuity of Operations Plan or return to normal operations occurs upon the declaration by the Commissioners Court or designee that medical advances have developed which warrant deactivation and return to normal operations or community or employee exposure warrants a return to the Continuity of Operations Plan.

#### **VIII. PHASED APPROACH**

Although the County of El Paso is establishing specific phases for Reconstitution of Operations, individual County Departments are encouraged to Telework wherever services can be maintained at a level equal to or exceeding services prior to activation of the Continuity of Operations Plan. In addition, members of the public are being encouraged to use alternate methods to conduct business with the County by using website, telephone, email, or other virtual methods.

**PHASE 1:** A “Reconstitution of Operations” date will carefully be based on the condition that the local Health Authority with City of El Paso’s Department of Public Health reports seven (7) consecutive days of declining positive cases, and hospital beds and ICU beds are not at capacity. Other health factors reported by the Health Department will also be considered by the El Paso County Commissioners Court. If these conditions are met, and the El Paso County Commissioners Court and local Health Authority approves the County’s workforce to transition into Phase 1, then the following will be recommended:

- a. Each department can begin to transition a skeleton crew or up to 25% of the County’s workforce, currently teleworking, back to the worksite.
- b. The percentage of employees returning to the worksite will also be determined by the number of employees within a department that can maintain social distancing requirements.
- c. Each Department will follow the procedures as outlined in the El Paso County COVID-19 Reconstitution of Operations Plan.
- d. Members of the public will enter County facilities by appointment only and will have to pass a health screening.
- e. We will continue to encourage the public to use alternate methods to conduct business with the County by using the County’s website, telephone, email, and other virtual methods.

**PHASE 2:** Must meet the same criteria described in Phase 1 for an additional seven consecutive days (14 days total). If these conditions are met and the El Paso County Commissioners Court and the Local Health Authority approves, then the following will be recommended:

- a. Each department can begin to transition a skeleton crew or up to 50% of the County’s workforce, currently teleworking, back to the worksite.
- b. The percentage of employees returning to the worksite will also be determined by the number of employees within a department that can maintain social distancing requirements.
- c. Each Department will follow the procedures as outlined in the El Paso County COVID-19 Reconstitution of Operations Plan.
- d. Members of the public will enter County facilities by appointment only and will have to pass a health screening.

- e. We will continue to encourage the public to use alternate methods to conduct business with the County by using the County’s website, telephone, email, and other virtual methods.

**PHASE 3:** Must meet the same criteria described in Phase 2 for an additional 7 consecutive days (21 days total). If these conditions are met, and the El Paso County Commissioners Court and the Local Health Authority approves, then the following will be recommended:

- a. Each Department can begin to transition up to 75% of the County’s workforce, currently teleworking, back to the work site.
- b. Phase 3 will be implemented when Disaster Declaration is lifted and/or Reconstitution of Operations Plan is deactivated.
- c. When the Disaster Declaration is lifted, 100% of the County’s workforce can return to the worksite.
- d. Public can enter County facilities without an appointment but will still be encouraged to conduct business with the County by using website, telephone, email, or other similar systems.
- e. Employees can resume “normal” work functions.

The Local Health Authority and the El Paso County Commissioners Court can determine if a cluster identified by the El Paso Health Department should impact the decision to enter into the recommended phases without adversely impacting the safety and health of the community.

If El Paso County experiences a resurgence of the COVID-19 virus and begins to see an increase of positive cases over seven consecutive days, the Commissioners Court can direct departments to revert to Phase 1 or Phase 2 or reactivate the Continuity of Operations Plan.

## **IX. RANGE OF STRATEGIES**

**Workforce Readiness:** Assessing employee readiness by supporting vulnerable populations and reported return to work limitations, establishing safety protocols and processes, and provision of Personal Protective Equipment (PPE). Work force readiness also entails the development of efficient workflows and schedules for the effective completion of employee mission functions in the primary operating facility or a hybrid including telework or alternate schedules.

**Workplace Readiness:** Assessing the physical work environment to ensure that all facility operations are fully functional and the implementation of safety measures and modifications are in place to ensure a work environment that reduces risk to employees and the community.

Resources and Logistics: Assessing the resources needed for an effective reconstitution of operations, to include a cost analysis, and assessment of logistics pertaining to the supply chain and services necessary to maintain an effective and safe work environment.

Communication: Assessing communication priorities and developing strategies to meet the needs of a diverse workforce. Communication strategies will also meet the criteria for change management to assist the workforce in adapting to a modified work structure and expectation management to assist the workforce in understanding the work-safety balance and maintaining an emphasis of employee, customer, and public safety.

Continuous Quality Improvement: Development of processes and reporting mechanisms to monitor and evaluate the effectiveness of implementation to allow for problem solving and recalibration to any identified areas of improvement.

## **X. OBJECTIVES**

### **A. ASSESSMENT**

It is the responsibility of each department to create the necessary infrastructure for a safe and effective reconstitution effort. Departments will need to assess their workforce readiness, workplace readiness, and operations for reconstitution.

1. Workforce Assessment (Prepare the Workforce)
  - a. Request employee feedback/survey for reconstitution of operations
  - b. Notify employees of right to identify a higher risk for severe illness that they wish to be considered in Department Reconstitution of Operations Plan
  - c. Identify employees with childcare or family care issues
  - d. Identify employees who can Telework
  - e. Identify employees who can work alternate schedules or shifts
2. Facility Assessment- Prepare to Restart Idle Facility (Refer to Check List)
  - a. Identify facilities, and workspaces within facilities, which will be reoccupied.
  - b. Notify Security/Law Enforcement of intention to reoccupy, if applicable to your work environment or facility.
  - c. Inspect facility exterior
  - d. Inspect facility interior
  - e. Inspect fire sprinkler system
  - f. Inspect mechanical systems
  - g. Inspect/Change air filters
  - h. Inspect electrical equipment
  - i. Inspect critical equipment
  - j. Conduct a raw materials inventory and check for shelf life
3. Workspace Assessment- (Prepare workspace to Reduce Exposure)
  - a. Reconfigure workspace in this pre-vaccine environment to provide six-foot distancing between individuals wherever possible

- b. Identify areas where Plexiglass or other barriers are necessary when six-foot distancing is not feasible.
  - c. Determine key “Touch Points” (common points in the workspace where people routinely touch the same spot during the workday) and determine possible changes to reduce touching and sanitation frequency.
  - d. Identify employee and customer traffic routes to reduce exposures
  - e. Establish COVID-19 Health Screening, Temperature Testing and/or Anti-body Testing Protocol
    - 1) Employees who have tested positive
    - 2) Employees who are pending test results
    - 3) Employees who are symptomatic
    - 4) Employees who have been exposed
    - 5) Employees who have travelled
    - 6) Electronic entry log for future exposure tracing and notification
4. Operational Assessment
- a. Services provided before and after activation of COOP (March 16, 2020)
  - b. Services which are no longer being provided or substantially reduced
  - c. Services provided onsite vs telework
  - d. Services which cannot be resumed without employees onsite
  - e. Services which can still be provided through telework

## **B. PLANNING**

Departments will need to utilize the information obtained from the Assessment objective to formulate their Reconstitution of Operations Plan Annex. Each Departmental Annex will outline their level of reconstitution based on their capability to complete essential functions, whether it be at the primary worksite, telework, or a combination of both. Where the Assessment objective identified what was needed for effective reconstitution, the Planning objective will outline how reconstitution will take place.

- 1. Managing Physical Distancing Environment (Refer to Check List)
  - a. Identify personnel to enforce/monitor environment (Safety Ambassador)
  - b. Stagger employee and customer traffic to reduce interaction and increase distancing
  - c. Stagger start times/days for employees to arrive and leave
  - d. Stagger opening times for customers and clients (e.g. defined hours for higher risk customers)
  - e. Limit all non-essential travel
  - f. Limit all non-essential visitors
  - g. Enforce hygiene and distancing practices in the workspace
  - h. Keep six-foot minimum distance from customers/clients
  - i. Manage entry and exit to the facility and maintain electronic log for future tracking and tracing
  - j. Manage process of visiting customer/client locations
  - k. Immediately quarantine those symptomatic



1. Prepare for temporary or extended workspace closure if needed
2. Safety Practices (Prevention)
  - a. Personal Protective Equipment (PPE) (e.g. masks, gloves)
  - b. Wash hands frequently
  - c. Avoid touching your eyes, nose, and mouth
  - d. Provide for all meetings to take place remotely whenever possible
  - e. Cover your cough or sneeze with a tissue
  - f. Clean and disinfect frequently touched objects and surfaces
  - g. Maintain six-foot distance from others or wear a mask/face covering
  - h. Avoid large gatherings
  - i. Stay home if sick, especially if you have any COVID 19 symptoms
3. Training and Education
  - a. Reconstitution Plan
  - b. Policies
  - c. Workspace disinfection and identification of employee(s) responsible for ordering and distributing sanitization products
  - d. Personal hygiene
  - e. Respiratory etiquette (e.g. covering coughs)
4. Logistics

Identify, Acquire, and Provide Equipment and Supplies including but not limited to:

  - a. Masks
  - b. Gloves
  - c. Hand Sanitizers
  - d. Wipes
  - e. Aerosol Disinfectants
5. Quality Assurance
  - a. Develop quality control checklists
  - b. Develop monthly or quarterly reporting forms
  - c. Develop performance metrics
6. Communication
  - a. Messaging- Determine how will communications will be send to employees, frequency of messaging, and who is responsible for issuing communications.
  - b. Notices to the public, to employees, and notices that employees will be required to provide, e.g. exposure, travel, etc.

## **C. IMPLEMENTATION**

Departments will ensure that the necessary infrastructure is in place and the appropriate amounts of PPE and cleaning supplies are available for employees. Departments will ensure that employees understand performance expectations and that employees have been trained in

established safety practices. Supervisors must also be trained in addressing employee issues related to COVID-19.

1. Communication
  - a. Educate employees
  - b. Provide notices to the Public
2. Designate Safety Ambassador for each department
3. Process Management
  - a. Monthly reporting on key output areas: safety and productivity.
  - b. Quarterly reporting
4. Knowledge Management
  - a. Quality Assurance: data driven decision making
  - b. Update plans based on identified areas of improvement

#### **D. RECONSTITUTION OF OPERATIONS**

The County of El Paso will ensure that operations and services continue during the COVID-19 pandemic. Departments will strive to provide services to the community in a work environment that minimizes risk of exposure to COVID-19 for employees and the public. Departmental Annexes are living documents and will remain flexible and adaptable in anticipation of changes in Federal, State, and local guidelines. Upon the completion of reconstitution efforts, departments should formalize their operations through the development of standard operating procedures specifically designed to address the long-term implications of COVID-19.

##### **Formalization of Standard Operating Procedures**

1. Develop SOPs based on long term implications of COVID-19
2. Develop SOPs which incorporates resurgence contingency

#### **XI. CONTINUOUS ASSESSMENT AND IMPROVEMENT**

- A. Maintain COVID-19 Reconstitution of Operations Committee to continuously review and update the Plan and to address operational changes due to medical advances, changes to Community exposure, and/or operational needs.
- B. Research and identify any new or improved exposure prevention best practices and provide information to Departments for implementation.

#### **XII. RESPONSIBILITIES**

The Reconstitution of Operations Plan describes the actions necessary for Departments to resume operations. Not every department will be able to resume at the same time or at the same level and consideration should be given to how each individual department's reconstitution of operations will affect other departments or entities. This Reconstitution of Operations Plan covers all County personnel, facilities, buildings, or vehicles operated or maintained by the County of El Paso.

The following lists identify major responsibilities of key and designated officials required to implement the County of El Paso's Reconstitution of Operations Plan.

The County Chief Administrator is responsible for:

1. Supporting and providing executive leadership for all Reconstitution of Operations and planning efforts;
2. Reviewing and approving Reconstitution of Operations Plan Department Annexes; and
3. Assuming ultimate responsibility for the jurisdiction's preparedness efforts.

The Reconstitution of Operations Plan Committee is responsible for:

1. Developing, coordinating and managing all activities associated with the Reconstitution of Operations Plan;
2. Reviewing and recommend approval of individual department annexes;
3. Identifying department-specific management and policy issues associated with the Reconstitution of Operations Plan;
4. Creating a planning schedule and milestones for developing Reconstitution of Operations Plan capabilities; and
5. Communication and Coordination with department Safety Ambassadors.

The Department Head/Elected Official is responsible for:

1. Developing and maintaining their individual department's Reconstitution of Operations Plan Annex;
2. Reviewing and updating their departments Reconstitution of Operations Plan Annex and department's Standard Operating Procedures; and
3. Submitting, at least annually, a copy of their department's Reconstitution of Operations Plan Annex to County Administration.
4. Assigning a Department Safety Ambassador

The Department Safety Ambassador is responsible for:

1. Enforcing the department's Reconstitution of Operations Plan Annex;
2. Ensuring facilities are operated in compliance with the Reconstitution of Operations Plan;
3. Ensuring appropriate supply of safety equipment levels are maintained; and
4. Communication and Coordination with the Reconstitution of Operations Committee.

The County employees are responsible for:

1. Understanding their roles and responsibilities associated with the Reconstitution of Operations Plan and Department Annexes;
2. Knowing and being committed to their duties in a Reconstitution of Operations environment; and

3. Understanding and being willing to perform in Reconstitution of Operations situations to ensure that County can continue its operations in a safe manner.
4. Complying with all safety directives.
5. Reporting violations of safety directives via their chain of command or to the Reconstitution of Operations Committee, Human Resources, or Administration.

### **XIII. RECONSTITUTION OF OPERATIONS PLAN ANNEXES (DEPARTMENT'S PLANS)**

Animal Welfare Office	Economic Development Department
Budget and Fiscal Policy Department	Elections Department
Chief Administrator's Office	Fleet Department
Commissioners Court	Human Resources Department
Community Services Department	Information and Technology Department
Community Supervision and Corrections Department	Justice of the Peace Offices (Precinct 1-7)
Constable's Office (Precincts 1-7)	Juvenile Probation Department
Council of Judges	Medical Examiner's Office
County Attorney's Office	Public Defender's Office
County Auditor's Office	Public Works Department
County Clerk's Office	Purchasing Department
Court Administration	Sheriff's Office
Criminal Justice Coordination Department	Tax Office
District Attorney's Office	Texas A&M AgriLife Extension Service
District Clerk's Office	Veteran Services Office
Domestic Relations Office	