



Pandemic COVID-19 EL Paso County Continuity of Operations

FY 2020 Q3 (April-June)

Version 1.0

Juvenile Justice Center
6400 Delta
El Paso, Texas 79905

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Introduction

Organizations across the Nation perform essential functions and services that may be adversely affected in the event of a natural or man-made disaster. In such events, organizations should have continuity plans to assist in the continuance of their essential functions. Continuing to perform essential functions and provide essential services is vital to an organization's ability to remain a viable entity during times of increased threats from all hazards, manmade or natural. Since the threat to an organization's continuity of operations is great during a pandemic outbreak; it is important for organizations, in particular the El Paso County Juvenile Justice Center, herein after mentioned as the Juvenile Justice Center, to have a Pandemic COVID-19 Continuity of Operations plan (or annex) in place to ensure it can carry out its essential functions and services. While organizations may be forced to suspend some operations due to the severity of a pandemic outbreak, an effective Continuity of Operations plan can assist an organization in its efforts to remain operational, as well as strengthen the ability to resume operations.

The Federal Implementation Plan for the National Strategy for Pandemic COVID-19 acknowledges that a COVID-19 pandemic will require specialized planning. To address this, FEMA's National Continuity Programs Directorate, has developed this template to assist organizations in incorporating pandemic COVID-19 considerations into continuity planning.

Purpose

This plan / annex provides guidance to the Juvenile Justice Center and may serve as the plan for maintaining essential functions and services during a COVID-19 pandemic. This guidance/annex neither replaces nor supersedes any current, approved Juvenile Justice Center continuity plan; rather it supplements it, bridging the gap between the traditional, all-hazards continuity planning and the specialized continuity planning required for a pandemic by addressing additional considerations, challenges, and elements specific to the dynamic nature of a pandemic.

This guidance/annex stresses that essential functions can be maintained during a pandemic outbreak through mitigation strategies, such as social distancing, increased hygiene, the vaccination of employees and their families, and similar approaches. COVID-19 may not, in itself, require a traditional continuity response, such as partial or full relocation of the organization's essential functions, although this response may be concurrently necessary due to other circumstances.

Concept of Operations

The Juvenile Justice Center will monitor the severity of the pandemic and establish continuity activation protocols or triggers to address the unique nature of the pandemic threat. All six operational units and five support units have completed a specialized COOP outlining their mission essential functions and key elements to achieve viable continuity capability. The Pandemic COVID-19 Continuity plan will be implemented as needed to support the continued performance of essential functions.

The concept of operations is supported by four components, consisting of: (1) Programs, Plans and Procedures, (2) Risk Management, (3) Budgeting and Acquisitions, and (4) Continuity Plan Operational Phases and Implementation. The four components and the relationship to the overall concept of operations during an approaching or active pandemic are described in following sections.

A. Programs, Plans and Procedures

Organizations should develop and maintain continuity plans and procedures that, when implemented, support the continued performance of essential functions under all circumstances. All six operational units have identified protocols and countermeasures to address the impact of COVID-19. Understanding that we must remain fluid and adaptable in our operations, each unit action plan can be recalibrated as needed to address unforeseen circumstances. The goal of each unit action plan is to maintain the appropriate levels of service to meet the needs of the community, while also creating a work environment that mitigates risk to our personnel and clients.

B. Risk Management

Risk Management is the process of identifying, assessing, and prioritizing the potential negative effects of uncertain events (risks) and applying resources to monitor, control, or minimize those negative effects. A risk management program supports the continuity program by identifying risks to the continued performance of essential functions and suggesting strategies to mitigate those risks. The El Paso County Juvenile Justice Center consists of six operational units, five support units, and court operations that create a synergistic relationship, each unit interfacing with the other. Therefore, risk management protocols are built in to each of the respective action plans that will assist in the mitigation of acquiring and transferring COVID-19. Our critical units: Detention and Challenge Academy have developed specialized protocols to assist in minimizing exposure to clients and staff. Additionally, we have sought and abided by the guidance provided by Texas Tech Medical Center pertaining to screening procedures and quarantine procedures. Additionally, probation officers have implemented screening procedures, provided by Texas Tech, that entail telephonic communication with clients prior to visiting the Juvenile Justice Center in order to proactively identify individuals who may pose a risk.

C. Budgeting and Acquisitions

To support the continuity program, it is necessary to align and allocate the budgetary resources. Through the budgeting and planning process, leaders can ensure critical resources are available to

support essential functions before, during and after a continuity event. The accounting team has outlined the essential functions in their action plan. Additionally, the County Purchasing department has implemented protocols to streamline the process for acquiring priority products and services.

D. Continuity Plan Operational Phases and Implementation

A traditional COOP contains the following phases: (1) readiness and preparedness, (2) activation and relocation, (3) continuity of operations, and (4) reconstitution. Due to the nature of COVID-19, the El Paso County Juvenile Justice Center COOP is designed for immediate action (steps 2 & 3). Priority at this point is the health and safety of our clients and personnel. The Juvenile Justice Center is prepared to initiate and sustain continuity efforts for Q3 (April, May, June), with the understanding that we must remain fluid and adaptable in the event that we need to adjust our efforts for a more prolonged event (Q4). The Juvenile Justice Center will always default to public safety and maintaining the integrity of the judicial system. The implementation of the Juvenile Justice Coop will be decided by the Chief Juvenile Probation Officer and the Judge of the 65th Judicial District Court.

Pandemic Planning Assumptions

The El Paso County Juvenile Justice Center serves a small percentage of the El Paso County population. However, we serve a population that may pose a risk to public safety. Therefore, the Juvenile Justice Center has established local parameters in identifying our target juvenile population in order to maximize our human resources. The critical functions in Detention, Challenge, and Intake rely on human resources and cannot be downsized or automated. Law enforcement will prioritize felony offenses when making referrals to the Juvenile Justice Center, which defines our priority population as those juveniles who pose the most risk to the community. The Juvenile Justice Center is utilizing the FEMA Pandemic Continuity of Operations Template and will be establishing protocols based on these planning assumptions. As Federal, State, and local policy develops, we will make the necessary adjustments.

A. National Strategy for COVID-19 Implementation Assumptions

- Susceptibility to the pandemic COVID-19 virus will be universal.
- Efficient and sustained person-to-person transmission signals an imminent pandemic.
- The clinical disease attack rate will likely be 30 percent or higher in the overall population during the pandemic. Illness rates will be highest among school-aged children (about 40 percent) and decline with age. Among working adults, an average of 20 percent will become ill during a community outbreak. Some persons will become infected but not develop clinically significant symptoms. Asymptomatic or minimally symptomatic individuals can transmit infection and develop immunity to subsequent infection.
- Of those who become ill with COVID-19, 50 percent will seek outpatient medical care. With the availability of effective antiviral drugs for treatment, this proportion may be higher in the next pandemic.
- The number of hospitalizations and deaths will depend on the virulence of the pandemic

virus. Estimates differ about 10-fold between more and less severe scenarios. Two scenarios are presented based on extrapolation of past pandemic experience (Table 1). Planning should include the more severe scenario. Risk groups for severe and fatal infection cannot be predicted with certainty but are likely to include infants, the elderly, pregnant women, and persons with chronic medical conditions.

- Rates of absenteeism will depend on the severity of the pandemic. In a severe pandemic, absenteeism attributable to illness, the need to care for ill family members, and fear of infection may reach 40 percent during the peak weeks of a community outbreak, with lower rates of absenteeism during the weeks before and after the peak. Certain public health measures (closing organizations, quarantining household contacts of infected individuals, “snow days”) are likely to increase rates of absenteeism.
- The typical incubation period (interval between infection and onset of symptoms) for COVID-19 is approximately two days.
- Persons who become ill may shed virus and can transmit infection for up to one day before the onset of symptoms. Viral shedding and the risk of transmission will be greatest during the first two days of illness. Children usually shed the greatest amount of virus and therefore are likely to post the greatest risk for transmission.
- On average, infected persons will transmit infection to approximately two other people.
- A pandemic outbreak in any given community will last about six to eight weeks for each wave of the pandemic.
- Multiple waves (periods during which community outbreaks occur across the country) of illness could occur with each wave lasting two-three months. Historically, the largest waves have occurred in the fall and winter, but the seasonality of a pandemic cannot be predicted with certainty.
- The stages of the pandemic should occur sequentially, though, they may overlap or occur so rapidly as to appear to be occurring simultaneously or being skipped.

B. Organizational Assumptions

- Organizations will be provided with guidance and/or direction by federal, state, territorial, tribal and/or local governments regarding current COVID-19 pandemic status in its area.
- Organizations will have actionable plans and procedures to assist in the ability to remain operational during a pandemic. Plans and procedures may include social distancing protocols, personal protection equipment (PPE), and temporary suspension of some non-essential activities.
- The Juvenile Justice Center is following the recommendations provide to us by the Texas Tech Health Sciences Center for the care, custody, and control of our custodial clients. We will adhere to the recommendations provided by Federal, State, and local authorities.

Organizational Elements of a Viable Continuity Capability

A. Essential Functions

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. The Juvenile Justice Center has identified essential functions and services needed to sustain its mission and operations during a pandemic. The operational priority for the Juvenile Justice Center is public safety and court operations. The care, custody, and control of our custodial clients is the number one priority. The number two priority is maintaining Intake operations in order to ensure the effective assessment and processing of law enforcement referrals. The third priority is maintaining the minimum level of court operations in order to maintain the integrity of the court and ensure the constitutional rights of our clients. The fourth priority is community supervision. The support functions that facilitate these priority areas will remain in place.

B. Orders of Succession

Since COVID-19 pandemic may affect regions of the United States differently in terms of timing, severity, and duration, the Juvenile Justice Center has identified orders of succession that are at least three deep per position while considering dispersing successors to various geographically separated locations, as appropriate.

Position	Designated Successors
Chief Juvenile Probation Officer	1. <i>Marc M. Marquez, DCJPO of Operations</i>
	2. <i>Lorena Heredia, DC of Finance and Support</i>
	3.
	4.

C. Delegations of Authority

At the height of a pandemic wave, absenteeism may be significant, as such, the Juvenile Justice Center has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period. The delegation of authority will mirror the Orders of Succession. In the event that we exhaust this delegation of authority, a Director will be designated.

D. Continuity Facilities

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, developing safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission. The department continuity facilities protocols are outlined in our respective unit plans.

E. Continuity Communications

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact. The Juvenile Justice Center has identified communication systems needed to perform essential functions. The specifics of continuity of communication is detailed in the IT action plan.

F. Vital Records Management

The Juvenile Justice Center shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. The Juvenile Justice Center has identified systems, databases, and files that are needed to ensure essential functions remain operational. Our IT team has specified our data base functionality within their action plan and each unit has specified their data priorities.

G. Human Capital

Although a pandemic COVID-19 outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization's human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. The Juvenile Justice Center has established guidelines to protect the entire employee population and their families, with additional guidance for key personnel, and other essential personnel, should a pandemic COVID-19 outbreak occur. The Juvenile Justice Center will follow all Federal, State, and County recommendations. Specific countermeasures are included in each unit's action plan.

H. Test, Training, and Exercise (TT&E) Program

Not Applicable.

I. Devolution of Control and Direction

Devolution is the process of transferring operational control of one or more essential functions to a pre-determined responsible party or parties. Pandemic outbreaks will occur at different times, have variable durations, and may differ in the severity; therefore, full or partial devolution of essential functions may be necessary to continue essential functions and services. The Juvenile Justice Center has established plans and procedures for devolution, which identifies how it will transfer

Operations, if pandemic COVID-19 renders leadership and essential staff incapable or unavailable to perform their essential functions. The applicable devolution is the cross-operational assistance between our Detention facility and our Challenge facility. Intake operations is sufficiently staffed and will utilize a reallocation of Human Resources, as necessary to maintain essential functions.

J. Reconstitution Operations

Reconstitution is the process whereby an organization has regained the capability and physical resources necessary to return to normal (pre-disaster) operations. The objective during reconstitution is to effectively manage, control, and, with safety in mind, expedite the return to normal operations. The Juvenile Justice Center is developing reconstitution plans and procedures, in conjunction with local public health authorities, to ensure facilities/buildings are safe to return. We are planning for a FY 2020-Q3 implementation period; therefore, our reconstitution of operations plan will remain fluid.

Intake Elements of a Viable Continuity Capability

A. Essential Functions

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. The Intake Unit has identified essential functions and services needed to sustain its mission and operations during a pandemic. The establishment of PC for all referrals, the assessment of youth’s risk and need, service referrals for any identified suicide or urgent issues. The Intake Unit oversees the processing of youth, risk and needs assessment, Detention Hearings, service coordination, supervision of Pre Adjudication detained youth and those on Home Detention and supervision of youth on DP supervision.

B. Orders of Succession

Since COVID-19 pandemic may affect regions of the United States differently in terms of timing, severity, and duration, the Intake Unit at JPD has identified orders of succession that are at least three deep per position while considering dispersing successors to various geographically separated locations, as appropriate.

Position	Designated Successors
Director of Intake Services Linda Y. Garcia	1. <i>Sal Leos (Senior Prob. Officer)</i>
	2. <i>Arlette Franco (Senior Prob. Officer)</i>
	3. <i>Jimmy Olivas (Senior Prob. Officer)</i>
	4.

C. Delegations of Authority

At the height of a pandemic wave, absenteeism maybe significant, as such, the Intake Unit has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period. For Director Garcia, the delegation of authority goes to the Senior Officers, respectively, then to the JJAEP Administrators who has experience in facility oversight, thereafter, authority would be delegated to veteran staff members that have demonstrated leadership and knowledge of policy and safety practices.

D. Continuity Facilities

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, developing safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission. Intake and Detention staff have been trained on the screening protocol for visitors from the community. They act as a checks and balances for Detention personnel for in custody referrals. Hand sanitizer is available within the unit and a recommendation has been made for other needed cleaning agents and disinfectants. All staff have been directed to have phone contact with families and minimize in person visits to JPD until further notice. All non-essential activities to include training has been cancelled. Plans have also been established to relocate to an alternate facility, if applicable

E. Continuity Communications

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact. The Intake Unit has identified communication systems needed to perform essential functions. **All unit staff have assigned JPD Smartphones with capability to talk and text as well as email capabilities. All staff have authorization for remote access and office communicator can be used to establish communications easily. Any updates will be issued via the HR or Administration county wide email notification. Other communication will be made via email or text through supervisors or other staff. At JPD a Covid 19 folder will be placed on the department's common drive to allow for all staff to have easy access to vital organizational information.**

Communication System	Current Provider Specification	Alternate Provider	Specification		Special Notes
Arlette Franco	Oversees a team of 6 probation Officers	One Secretary	See attached schedule		
Sal Leos	Oversees a team of 8 Officers	One Secretary	See attached schedule		
Jimmy Olivas	Oversees a team of 6 officers	One secretary	See attached schedule		

**See Bold Text above.

F. Vital Records Management

The Intake Unit shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. Intake has identified systems, databases, and files that are needed to ensure essential functions remain operational. In the event of a pandemic, the use of Telework and remote access to Ileads, JMIS and email is available to minimize the unnecessary spread of illness that may occur through on site work.

Vital Files, Records, or Database	Support to Essential Function	Form of Record	Pre-positioned at continuity	Hand carried to continuity	Maintenance Frequency
JPD hard file	All units	Hard copy	Yes	Yes	
JMIS	All units	electronic	NO, web based	Some info on hardcopy	
Odyssey	Probation Units	Electronic	NO LEA owned	LEA	
Live Scan	All Probation Units	Digital	YEs	LEA	

G. Human Capital

Although a pandemic COVID-19 outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization’s human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. The Intake Unit has established guidelines to protect the entire employee population and their families, with additional guidance for key personnel, ERG members, and other essential personnel, should a pandemic COVID-19 outbreak occur. Staff will work on a rotation basis for essential and critical functions involved in the processing of youth. Staff working on non-essential positions will work and supervise youth via a Telework basis and utilize technology, when appropriate.

Probation Services/Special Programs Unit Elements of a Viable Continuity Capability

A. Essential Functions

Probation Services/Special Programs Unit (PS/SPU) staff are non-essential personnel. Our staff are eligible to telework to prevent exposure/transmission.

1. Probation supervision shall be conducted through phone call/text message/Facetime (Minimum contact: High=5 times/week, Moderate=3 times/week, Low=1 time/week) Contacts shall be scattered throughout the week (i.e. not at the same time every day or all in one day). Additional contact shall be conducted as needed based upon compliance and/or behavioral issues.
 - a. All staff teleworking shall be required to check emails and voicemails a minimum of four (4) times per day, twice in the morning and twice in the afternoon.
 - b. Reports, chronos, detention order packets, assessments, reassessments, case plans and monthly discussions shall be written at home, reviewed by a SPO and submitted electronically. JPOs shall go through all Case Plans/Monthly Discussions to ensure that they have updated dates, top three criminogenic needs are addressed, community information is filled in, placement information is updated, etc.
 - c. Detention Hearings can be held via Skype, video conference, multiple party phone calls when needed.
 - d. Case plans shall be developed over the phone and emailed to families, if the family has an email. JPOs shall document that parents are unable to sign at this time.
 - e. PDR interviews shall be conducted over the phone and the requirement for home evaluation is waived. Inability to obtain consents for release of records shall be documented in the PDR.
 - f. Variance shall be obtained for parent signatures for all matters handled remotely on all court and/or TJJD mandated documents. JPOs shall create a log to track all documents requiring signature that haven't been obtained at this time due to restrictions on community contacts.
 - g. A variance for monthly face to face contact shall have to be obtained through TJJD/Juvenile Board as TAC 341 requires minimum of one monthly face to face in person contact with all youth on formal probation supervision
 - h. Email communication with families shall be the avenue to send and receive electronic copies of court orders. Staff now have the ability to send Encrypted emails for security and confidentiality, if families have an email.
 - i. GPS tracking is all web-based. Officers shall be monitoring GPS through SCRAMNet for all youth on supervision.
 - j. JPOs shall cover their own scheduled hearings.

2. Home Detention supervision shall be conducted through phone call/text message/ Facetime/GPS tracking/TouchPoint technology daily. Probation Supervision through phone call/text message/Facetime (Minimum contact: High=5 times/week, Moderate=3 times/week, Low=1 time/week). Contacts should be scattered throughout the week (i.e. not at the same time every day or all in one day). Additional contact shall be conducted as needed based upon compliance and/or behavioral issues. Emails can be used to send copies of court orders to families. Mailrun will be conducted on an as-needed basis **ONLY**.

3. Transportation of detained youth to medical appointments shall still occur.
 - a. Detention staff shall transport the youth themselves to minimize the exposure of a Transportation Officer to potential harm, only Emergency appointments would be conducted.
 - b. Non-emergency medical appointments can possibly be rescheduled for a later date depending on the length of the quarantine

4. Placement cases
 - a. Restrict travel to and from placement facilities exclusively to pick up youth being discharged or ordered into placement if travel restrictions have not been imposed.
 - b. Monthly conference calls shall continue as scheduled remotely. Case Manager shall be responsible for coordinating call and connecting all required parties via a conference call utilizing JPD issued cell phone.
 - c. All scheduled placement audits scheduled for March and April shall be postponed until the Summer and Desk audits will be completed this Spring.

5. Project HOPE (SNDP)
 - a. JPOs shall coordinate with Pinnacle Social Services to provide tele-medicine/services telephonically rather than in person. A TJJD/Juvenile Board waiver shall be obtained to waive the contracted home visit requirements.
 - b. Pinnacle shall coordinate telemedicine with Dr. Gaytan for youth requiring medication follow up appointments.

B. Orders of Succession

Since COVID-19 pandemic may affect regions of the United States differently in terms of timing, severity, and duration, the Probation Services and Special Programs Unit at JPD has identified orders of succession that are at least three deep per position while considering dispersing successors to various geographically separated locations, as appropriate.

Position	Designated Successors
Special Programs	<i>1. Rosie Medina</i>
	<i>2. Camar Jackson</i>
	<i>3. Erika Gomez</i>
	<i>4. Monique Hatten</i>

Position	Designated Successors
Probation Services	<i>1. Janel Morgan</i>
	<i>2. Victor Pineda</i>
	<i>3. Veronica Mata</i>
	<i>4. Lily Rico</i>

C. Delegations of Authority

At the height of a pandemic wave, absenteeism maybe significant, as such, the Probation Services Unit has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period.

1. Chief Roger Martinez
2. Deputy Chief Marc Marquez
3. Deputy Chief Lorena Heredia

D. Continuity Facilities

In an effort to limit the foot traffic and minimize the spread of COVID-19 in detention, the OD shall obtain signatures for waivers of youth in detention, and the bi-weekly detention visit required as per policy has been waived until further notice. The assigned JPO shall prepare the waiver and submit it to the OD on the 7th day by 10 am so that the OD has time to get the juvenile to sign and notify the assigned JPO by text message and email of the juvenile signing or not signing the Waiver of Detention. In the event the juvenile refuses to sign the waiver, the assigned JPO shall be responsible for completing the detention packet and scheduling the juvenile for a Detention Hearing. Please note, it is the assigned JPO’s responsibility to ensure the Waiver of Detention is signed by the attorney and submitted to the court on its due date (9th day to court #1 and 2 and the 10th day to the 65th District Court).

Youth in Detention who need to be interviewed for PDR investigation shall be interviewed in the visitation room by the assigned JPO. Assigned JPO is to call Central Control and request that the child be brought to the visitation room for interview.

Social Distancing

Staff shall no longer conduct any home, school or community field visits. All contacts with families are to be conducted via telephone, text message, email and/or other electronic means only. All appointments with families in the office shall be cancelled. Interviews and assessments shall be conducted telephonically and/or by other electronic means ONLY. No court hearings, other than Detention Hearings, Pre-Trial/Modification Hearings when youth are detained and Disposition Hearings for out of home placement recommendations will be held; however, report due dates are still in effect. Probation Officers shall submit reports on their due dates and simply explain any extenuating circumstances with regard to conditions not being met whenever necessary.

MEDICAL CONSENTS will be signed by the Director of Detention after consultation and verbal approval between the parents and nursing staff.

Detention Hearings can be held telephonically or by other electronic means whenever possible. If a family must come into the Department for a Detention Hearing, then the Texas Tech protocols shall be utilized for determining whether a family should attend the hearing or not. Utilize telephonic or other electronic means whenever available.

Effective immediately, families shall be notified via telephone, text message, email and/or other electronic means that all court hearings (with the exception of Detention Hearings and Disposition Hearings for out of home placement recommendations) are cancelled until further notice. Families shall NOT be brought into the Department to sign court hearing reset orders. Those will be signed and/or served at a later date. For now, families just need to be informed that they do NOT need to come to the Department to attend their scheduled hearings. ALL hearings, with the exception of Detention Hearings and Disposition Hearings for out of home placement recommendations are cancelled, unless otherwise ordered by the court.

No urine analysis testing or community service for youth until further notice.

PDRs shall be assigned by supervisors on duty to JPOs on duty, with the exception of sex offenders.

In order to streamline processes, expedite the Detention Hearing information to Prosecutors/ Public Defenders and minimize unnecessary visitors to the FYSC, the following change is effective immediately for all Detention hearing cases:

Assigned JPO will email the following to County Attorneys and Public Defenders:

- Probable Cause (PC) statement that will be used for Det. Hearing
- Scanned copy of the respective police report will be attached

PC and police report attachment is due immediately upon completion, but no later than 10 AM on day of Detention hearing.

The JPO can send PC statement /police report as early as the day before (indicate Detention hearing is for next day) to allow assigned attorneys sufficient time to review. The earlier cut off time will also assist attorneys when there are multiple Detention hearings to prepare for in one day.

*Youth that have retained attorneys (or those with no JMIS access) will follow same process. Hard copies may need to be provided at Detention hearing in the event private attorney does not have their copies for Detention hearing.

Hygiene Etiquette

The Detention Hearing/Disposition Hearings for out of home placement recommendation Screening Protocol outlined by the Center for Disease Control would be modified for the Detention Hearing/Disposition Hearings for out of home placement recommendation screening process. The change would be at step one because this is not a clinical/medical setting and masks are not available. As such, individuals meeting criteria shall be asked not to attend the Hearing and make themselves available telephonically and a Guardian Ad Litem shall have to be appointed by the court.

It is recommended that El Paso County Sheriff's Officer and receptionist initiate this screening at the checkpoint in which visitors enter JPD, then a JPO would follow up to ensure a checks and balances approach at every process point.

Hand Sanitizer shall be placed in the lobby for the general public, parents or youth/visitors etc. conducting necessary business with JPD. Probation Officers shall be required to have all visitors sanitize their hands prior to proceeding to the court. If any of the parents or youth report illness, they shall be asked to leave and make themselves available telephonically and a Guardian Ad Litem shall have to be appointed by the court.

Hand soap and disinfectant spray shall be made available for staff who cannot work remotely allowing for daily disinfecting of office and high traffic areas. Latex gloves shall also be made available.

Cancelling of Organizational Non-essential activities

Community Service, projects and drug testing have been temporarily waived by the court. Trainings and meetings are temporarily suspended to prevent large groups of people in one place at the same time. Group emails/text messages are being utilized in order to disseminate information to one another. Interns, volunteers and community presentations are temporarily suspended.

Teleworking Plan

Most staff shall work from home following the protocols established in the mission essential functions section. Team work and communication is going to be key to ensure the work gets done. JPOs need to know that their caseload, timelines and court report due dates are still their responsibility. In addition, communication for assistance with the JPOs working in the office that day is also their responsibility. JPOs working from home need to be available and responsive to officers who are working in the office that day. Juvenile Probation Officers and Field Compliance Officers also understand that they are on-call 24 hours per day/7 days per week and if they are not on approved leave, they shall ensure prompt response no later than one hour to any phone calls via probation department issued cell phones or personal telephone messages left by juvenile probation department employees. Families shall be notified that only probation violations that are a threat to the safety of the community will be considered for detention.

If the officer is assigned to work in the office on a particular day and they are unable to come in, they are to contact their supervisor so another officer can cover and communication of who is in the office needs be disseminated to all staff and supervisors. Supervisors will pull a replacement from the bottom of the rotation at the end of the month and the JPOs will be switched for coverage.

JPOs who are teleworking shall be conducting monthly JMIS file audits on all their active cases.

KRONOS: Staff shall submit their telework time log every Monday and Wednesday to their direct supervisor. It is their responsibility to enter their time in KRONOS. Supervisors are responsible for reviewing and approving time logs and KRONOS in accordance with JPD policy. Directors shall serve as point of contact for Accounting with regard to KRONOS.

Monday Staffings to be facilitated by supervisor on duty. The secretary on duty shall generate the list and email scanned packet for placements. Conference call to be initiated by supervisor for all interested parties (i.e. Iris/Camar for placements, Mike/Anthony for Challenge, and/or assigned supervisor for Level 4 programming).

Transitional in the office skeleton crew period:

In addition to staff mentioned below for the first two weeks (March 16-27, 2020), there will be two supervisors for the two units, and the Title IV-E Coordinator/Aftercare Case Manager will rotate

Mondays, Tuesdays and Thursdays. For the month of April 2020, the Title IV-E Coordinator/Aftercare Case Manager shall rotate Mondays.

In the office (skeleton crew):

PS: 1 JPO per unit in the office per day. 3 FCOs each day to monitor GPS tracking and issuing of new units, Home Detention Supervision via electronic means and transportations for medically necessary appointments and placements. CIP Technicians and supervisor shall work from home; however, there is not much that they can really do.

SPU: 1 JPO per unit in the office per day. Case Managers can completely work from home. EPICS could be conducted over the phone. Teleconferencing can be completed from their home. New JPOs shall be working once per week for cross training purposes. Title IV-E Coordinator and Aftercare Case Manager may be required to report to the office to assist with the processing of out of home placement packets and coordination of transports. They shall be required to participate in all staffings on Mondays via telephone.

PS/SPU: 1 secretary shall be in the office on Mondays and Thursdays for both units - two days per week. Secretaries can telework from home; however, there is not much that they can really do. Focus will be on file processing, notarizing and TAC 341 auditing (May 2019 forward). 1 supervisor in the office for both units per day.

Relocation to Alternate Facility

Operations will continue out of 6400 Delta Academy. If an alternative facility is designated then follow protocol as directed by the chief.

E. Continuity Communications

Primary form of communication will be via email, text message and telephone calls through the chain of command (i.e. Judge Gutierrez, Chief, Deputy Chief, Directors, Supervisors, and Staff) and vice versa.

F. Vital Records Management

Per Personnel Policies and Procedures, all juvenile files and/or records will be maintained in the department. ALL FILES are considered confidential, and are not to be removed from the building. No files will be given to anyone outside of (not employed by) the Juvenile Probation Department. When officers are coming into the office for their rotation, they shall work on maintaining their hard copy files. Secretaries can conduct auditing of hard copy files on Mondays and Thursdays. When officers are working from home, they will be electronically documenting all their contacts with families according to policy. Confidentiality of juvenile records is absolutely essential and officers shall make every effort to ensure no confidential information is viewed by family and/or friends as they are documenting and working from home.

G. Human Capital

Commissioner's Court recommendations will be inserted here.

Clinical Elements of a Viable Continuity Capability

A. Essential Functions

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. Clinical unit has identified essential functions and services needed to sustain its mission and operations during a pandemic.

reduce and/or remove all physical contact with the Juveniles, their families, community partners, and other JPD employee's to reduce risk of cross contamination and/or spreading of infectious diseases, to include COVID-19.

Essential Functions:

- Supportive substance use treatment
- Residential counseling services
- Case management services
- Sex offender treatment
- Crisis counseling, and evaluation
- Texas Tech Psychiatric Services

Mental Status Examinations- Youth in detention and/or the Challenge Academy that presents a moderate to high risk for harm to self or other (suicidality) shall undergo a mental status examination. Evaluations may be conducted face to face to ensure physical symptoms and behaviors are observed and documented in the formulation of a provisional diagnosis and service recommendation. Youth assessed and deemed high risk for harm to self shall be recommended for secure separation with items removed and the issuing of a suicide smock and blanket, in the event the local MHA is unable to make a determination for inpatient care and/or in the event inpatient psychiatric services are unavailable. These youth will be reassessed every 24 hrs.

Crisis Counseling may be provided telephonically if the child does not present to moderate or high risks for self-harm, but is dysregulated due to current situation or events created by the COVID 19 pandemic. Youth requiring face to face counseling services shall be conducted in a space that will allow for at least six feet of distance between the counselor and the client to reduce the likelihood of community spread of contact with any virus.

A weekly contact list will be disseminated to Detention and Challenge personnel identifying counselors on call each week along with their contact information, backup counselor and supervisor to be utilized for youth who present with a crisis or symptoms of emotional distress.

Individual and family sessions- completed through phone or other technological platforms. Cadet/youth communicating from juvenile detention or Challenge Academy. Substance use treatment materials are completed independently and reviewed over the phone. Family sessions utilized party line/three way calling/conference call. A designated phone line will be identified and a service schedule submitted to Challenge and/or Detention personnel identifying scheduled service calls, the nature of the session along with the anticipated start and end times of each session.

Sex offender treatment- Telephonic communications; treatment material completed independently and reviewed over the phone with the Sex Offender Therapist

Case management- Telephonic communications, working with families, community providers, and youth. Review of case management educational material over the phone

Texas Tech Psychiatric contracted services- Completed medication management and psychiatric evaluation in accordance with Texas Tech Psychiatric Services procedures. Follow up services will be conducted telephonically with a licensed child and adolescent psychiatrist being physically on site half a day each week to ensure prescriptions are filled and submitted.

B. Orders of Succession

Since COVID-19 pandemic may affect regions of the United States differently in terms of timing, severity, and duration, Clinical unit has identified orders of succession that are at least three deep per position while considering dispersing successors to various geographically separated locations, as appropriate.

C. Delegations of Authority

At the height of a pandemic wave, absenteeism maybe significant, as such, Clinical Unit has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period.

D. Continuity Facilities

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, developing safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission.

Services that can be provided te

Required therapeutic interventions that will utilize face to face assessments may be conducted in separate rooms where observations can be made, but limit physical contact. If direct physical contact is necessary a minimum of six feet social distancing will be in effect.

lephonically of through other electronic means will be applied for therapeutic services that are necessary but not essential.

E. Continuity Communications

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact. The Clinical Unit has identified communication systems needed to perform essential functions.

F. Vital Records Management

The Clinical Unit shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. **The Clinical Unit has** identified systems, databases, and files that are needed to ensure essential functions remain operational.

Clinical records will be hand delivered to necessary personnel if they are critical (i.e. prescriptions) Assessments and evaluations may be scanned and sent through secure email delivery.

For additional information on vital records management, see Annex I of FCD 1 or CGC 1.

G. Human Capital

Although a pandemic COVID-19 outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization's human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. **[insert organization name]** has established guidelines to protect the entire employee population and their families, with additional guidance for key personnel, ERG members, and other essential personnel, should a pandemic COVID-19 outbreak occur. **[Include information about the organization's human capital program for pandemic COVID-19 here.]**

Detention Elements of a Viable Continuity Capability

The Elements of a Viable Continuity Capability section should address the 10 traditional elements of continuity within the context of a pandemic COVID-19 outbreak. If this document is an annex to an existing plan, reference the applicable sections of the core document and highlight any differences in responding to a pandemic outbreak when compared to responses to other hazards, such as tornados, hurricanes, floods, and fires. Drawing parallels to responses, as applicable, may also be helpful.

(Sample text is included for all 10 elements)

A. Essential Functions

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. JPD Detention has identified essential functions and services needed to sustain its mission and operations during a pandemic.

- Care, Custody and Control of the residents that remain in the facility must be priority
- Provide continuous monitoring of the health of the residents and our staff that are tasked to supervise within our facility
- Properly screen all incoming referrals and take necessary precautions in order to avoid the spread of an illness
- Reduce the amount of personnel coming into our facility (outside personnel and other sections)
- Properly screen all incoming personnel (Law Enforcement, counselors and JPD staff)
- Identify residents for timely release, regular weekly capacity meetings through the duration of the outbreak
- Supervision and facilitation of Court Proceedings
- Staff professional development and training
- Implement Quarantine protocol in the event of a positive test (The resident will be confined to the Separation Room and fed through the food tray chute, and all instructions provided by the medical staff will be adhered to)
- Quarantine protocol will be utilized in the event of a facility lockdown is necessary and ordered for all staff and residents.

B. Orders of Succession

Since COVID-19 pandemic may affect regions of the United States differently in terms of timing, severity, and duration, **JDP Detention** has identified the order of succession.

Position	Designated Successors
Facility Administrator (Director)	<i>1. Mario Artalejo, Senior Officer of Detention</i>
	<i>2. On duty Team Leader</i>
	<i>3. Designated Officer in Charge</i>

C. Delegations of Authority

At the height of a pandemic wave, absenteeism may be significant, as such, **JPD Detention** has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period. Detention's Delegation of Authority will mirror that of the Orders of Succession list provided above in section B.

D. Continuity Facilities

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, developing safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission to include the following:

- Limit the incoming personnel to only need to enter staff
- Suspend all contact visitations
- Suspend the use of interns and volunteers (religious services) interns, non-essential
- Limit contact with non-Detention personnel (counselors, lawyer visits, Child Protective Services, Probation Officer visits, etc)
- Continuous facility sanitation
- Continuous resident accessible clean practices (hand washing, room cleaning, day room cleaning, community phone clean-up, gym cleaning)
- Plans have also been established to relocate to an alternate facility if needed (See JPD COOP Plan, est. 2/2015)
- Follow the lead of the EPISD in regards to educational services
- Created limited training and on-boarding infrastructure
- Screen and recruit new hires

E. Continuity Communications

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact. JPD Detention has identified communication systems needed to perform essential functions. The Detention Staff Telephone List that includes necessary phone numbers for other departmental entities has been updated and distributed, Telework and teleconferences and meetings.

F. Vital Records Management

JPD Detention shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. JPD Detention has identified systems, databases, and files that are needed to ensure essential functions remain operational.

- Juvenile Management Information System (JMIS)
- Resident Files (hard copies)
- Medical Records (in house and Texas Tech)
- Guard 1

G. Human Capital

Although a pandemic COVID-19 outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization's human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. JPD Detention has established guidelines to protect the entire employee population and their families, with additional guidance for key personnel, ERG members, and other essential personnel, should a pandemic COVID-19 outbreak occur.

- All Certified Detention JSO's are considered essential personnel
- Field Compliance Officers may be utilized to supplement the shortage of Detention staff (and vice versa)
- Challenge Academy Officers may be utilized to supplement the shortage of Detention staff (and vice versa)
- Detention Officers to assist with the functions of the Intake Section
- Detention will continue to staff the following: one Facility Administrator, one Senior Officer, seven Team leaders, and forty six Juvenile Supervision Officers. The required number of Juvenile Supervision Officers will vary depending on the population; however, maximum capacity in the facility requires two Team Leaders and 20 Juvenile Supervision Officers daily.

Challenge Elements of a Viable Continuity Capability

A. Essential Functions

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. The Challenge Academy has identified essential functions and services needed to sustain its mission and operations during a pandemic. The Essential Function of the Challenge Academy is Supervision. Staff will continue to work in direct contact with cadets to maintain care, custody, and control of juveniles ordered to the Post-Adjudication Secure Facility. Please refer to the Challenge Academy Policies and Procedures for expectations and guidelines. Should a Challenge cadet test positive, Challenge staff will refer to the quarantine protocol established by Texas Tech medical staff.

B. Orders of Succession

Since influenza pandemic may affect regions of the United States differently in terms of timing, severity, and duration, **The Challenge Academy** has identified orders of succession that are at least three deep per position while considering dispersing successors to various geographically separated locations, as appropriate.

Position	Designated Successors
Facility Administrator (Director)	1. <i>Senior Officer</i>
	2. <i>Assigned Team Leader on Shift</i>
	3.

C. Delegations of Authority

At the height of a pandemic wave, absenteeism maybe significant, as such, **The Challenge Academy** has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period. **The Challenge Academy’s Delegation of Authority will mirror that of the Succession list listed above in subsection B. Order of Succession**

D. Continuity Facilities

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, developing safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission. **The Challenge Academy will not relocate to another facility. Challenge will utilize social distancing procedures, hygiene etiquette, and cancellation of organizations non-essential activities to reduce the spread of the pandemic. None-essential staff will not be permitted in the facility as a further step to reduce the spread of the pandemic.**

E. Continuity Communications

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person- to-person contact. **The Challenge Academy** has identified communication systems needed to perform essential functions.

Communication System	Support to Essential Function	Current Provider	Specification	Alternate Provider	Special Note
Landline	Internal/external communication	JPD	Primary internal communication	n/a	
Email	Internal/external communication	JPD	Internal/external communication	n/a	
Cell Phone (base control)	Internal/external communication	JPD	Secondary communication External use (transports, projects)	n/a	

F. Vital Records Management

The Challenge Academy shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. **The Challenge Academy** has identified systems, databases, and files that are needed to ensure essential functions remain operational.

Vital File, Record, or Database	Support to Essential Function	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Continuity Facility	Hand Carried to Continuity Facility	Multiple Storage Location(s) Y/N	Maintenance Frequency
JMIS	Records	Electronic	n/a	n/a	No	Daily
Challenge Files	Records	Hard Copy	n/a	n/a	No	Weekly
JPO Files	Records	Hard Copy	n/a	n/a	Yes	Weekly
Unit Chrono Logs	Records	Hard Copy	n/a	n/a	Yes	Daily
TX Tech Medical Records	Records	Hard Copy	n/a	n/a	No	Daily

G. Human Capital

Although a pandemic influenza outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization’s human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. **The Challenge Academy** has established guidelines to protect the entire employee population and their families, with additional guidance for key personnel, ERG members, and other essential personnel, should a pandemic influenza outbreak occur. **The Challenge Academy will continue to staff one Facility Administrator (Director), one Senior Officer, one Administrative Assistant, three Juvenile Probation Officers, six Team Leaders, and thirty six Juvenile Supervision Officers (Corrections Officers). Three rotating ten hours shifts will be utilized to ensure all juveniles are safe and secure at the appropriate ratio during a 24 hour time period. All staff that meet the definition of a “Priority Population” will be accommodated when assigning shifts. Juvenile Probation Officers and the Administrative Assistant will work remotely if resources permit them to do so. Should the Challenge Academy be at maximum capacity, the staffing threshold for Challenge would be thirty eight. (6 TL, 6 Base Officers, 20 male officers, and 6 female officers) to meet our operational requirements. Please refer to TAC 343.434, 343.436 for ratio requirements.**

Pandemic Influenza Continuity Template

1 st shift TL	1 st shift Males	1 st shift Females	1 st shift Base
1	4	1	1
2 nd shift TL	2 nd shift Males	2 nd shift Females	2 nd shift Base
1	4	1	1
3 rd shift TL	3 rd shift Males	3 rd shift Females	3 rd shift Base
1	2	1	1
Sunday-Wednesday (19 total staff)			

1 st shift TL	1 st shift Males	1 st shift Females	1 st shift Base
1	4	1	1
2 nd shift TL	2 nd shift Males	2 nd shift Females	2 nd shift Base
1	4	1	1
3 rd shift TL	3 rd shift Males	3 rd shift Females	3 rd shift Base
1	2	1	1
Wednesday- Saturday (19 total staff)			

Accounting Elements of a Viable Continuity Capability

A. Essential Functions

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. **The Accounting Unit** has identified essential functions and services needed to sustain its mission and operations during a pandemic. **(In order of priority)**

1. Payroll

Process employee timecards and forward to the County Auditor’s for final processing.

2. Procurement

Process critical procurement items and forward to County Auditor’s and County Purchasing for final processing.

3. Payables

Process critical vendor payables and forward to County Auditor’s for final processing.

B. Orders of Succession

Since influenza pandemic may affect regions of the United States differently in terms of timing, severity, and duration, **The Accounting Unit** has identified orders of succession that are at least two deep per position while considering dispersing successors to various geographically separated locations, as appropriate.

Table: Accounting Unit Leadership Orders of Succession

Principal Position	Successor Position	
Director of Financial Services, Albert Mendez	Successor #1	Senior Accountant, Rocio Hinojosa
	Successor #2	Contract Coordinator, Angelique Gaxiola

C. Delegations of Authority

At the height of a pandemic wave, absenteeism maybe significant, as such, **the Accounting Unit** has established delegations of authority that are at least two deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period.

Successor to Principal Position 1	Delegation of Authority (Full or Limited)	Description of Limitations
Principal Position 1: Director of Financial Services, Albert Mendez		
Senior Accountant, Rocio Hinojosa	Full	
Contract Coordinator, Angelique Gaxiola	Full	
Successor to Principal Position 2		Description of Limitations
Principal Position 2: Senior Accountant		
1. Contract Coordinator, Angelique Gaxiola	Full	

D. Continuity Facilities

The Accounting Unit recognizes that normal operations may be disrupted and that there may be a need to perform mission essential functions at a continuity facility. The Accounting Unit also recognizes traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic and will develop safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission.

E. Continuity Communications

Communications, or the ability for personnel to communicate internally and externally, is critical during emergencies. The list below identify communications systems available to the Accounting Unit to communicate with other departments, personnel, emergency response units, and external stakeholder agencies and organizations:

The accounting unit will communicate with the following departments:

- County Auditors Office #915-546-2040
- Budget and Fiscal Department #915-546-2262
- Purchasing Department #915-546-2648

The accounting will use the following forms of communication:

- Land line phone (voice/fax) system
- Internet access, E-mail, and City website
- Cell phones
- County Emergency Alert Notification System

F. Vital Records Management

The Accounting Unit shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. The Accounting Unit has identified the following systems, databases, and files that are needed to ensure essential functions remain operational:

- County of El Paso network and files
- KRONOS Application – Workforce management system
- Microsoft Outlook - Communications
- MUNIS Application- Financial Management System
- JMIS – Juvenile Management Information System

G. Human Capital

Although a pandemic influenza outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization's human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. **The Accounting Unit** has established guidelines to protect the entire employee population and their families, with additional guidance for key personnel, ERG members, and other essential personnel, should a pandemic influenza outbreak occur. **The Accounting Unit has implemented telework and flex schedules for employees within the unit. The Accounting Unit can function on-site with one Supervisor listed in the line of succession and two accounting clerks.**

Albert Mendez	<u>AMendez@epcounty.com</u>
Rocio Hinojosa	<u>RHinojosa@epcounty.com</u>
Angelique Gaxiola	<u>AnGaxiola@epcounty.com</u>
Stephanie Salas	<u>SSalas@epcounty.com</u>
Adelaida Ramirez	<u>AdRamirez@epcounty.com</u>
Kristin Chavez	<u>KChavez@epcounty.com</u>
Laura Moreno	<u>LaMoreno@epcounty.com</u>
Daniela Rodriguez	<u>DaniRodriguez@epcounty.com</u>

Information Systems and Records Elements of a Viable Continuity Capability

A. Essential Functions

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. **IS&R** has identified essential functions and services needed to sustain its mission and operations during a pandemic.

- **Receptionist**
 - A message will be recorded to notify families; unless, Executive recommends to have a person to answer the calls.
- **Secretaries**
 - Non-essential; officers have access to most of the files electronically thru JMIS (web and desktop); all other functions such as archiving, destruction, and sealing can be put on hold.
- **Court Interpreter**
 - Court Interpreter services can be provided over the phone
- **Development**
 - We will continue to develop and troubleshoot applications remotely
- **Helpdesk**
 - We will troubleshoot remotely any workstations and devices (if possible); if for some reason cannot be resolved remotely and it's not a county-wide issue, some of us will have to physically troubleshoot.

Note: for certain type of tickets, we rely on ITD

B. Orders of Succession

Since COVID-19 pandemic may affect regions of the United States differently in terms of timing, severity, and duration, **IS&R** has identified orders of succession that are at least three deep per position while considering dispersing successors to various geographically separated locations, as appropriate

Position	Designated Successors
Director of Information Systems & Records Leobardo J. Landeros llanderos@epcounty.com ljlanderos@gmail.com (915) 873-7351	1. Ramon Hernandez - (915) 667-8549
	2.
	3.
	4.

C. Delegations of Authority

At the height of a pandemic wave, absenteeism may be significant, as such, **IS&R** has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period. **N/A**

D. Continuity Facilities

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, developing safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission. **NA**. Plans have also been established to relocate to an alternate facility, if applicable. **NA**.

E. Continuity Communications

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact. **IS&R** has identified communication systems needed to perform essential functions. **Some IS&R members will continue to communicate via email and phone. We will also communicate with ITD to ensure that Remote Access is available to access most of the data, systems, and services.**

Communication System	Support to Essential Function	Current Provider	Specification	Alternate Provider	Special Notes
RDS	County Connection	ITD			
JMIS	Main Juvenile Data Repository	JPD		https://jmis.epcounty.com (read-only)	RDS
Outlook	Email	ITD			Accessible thru RDS or https://webmail.epcounty.com

F. Vital Records Management

IS&R shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. **IS&R** has identified systems, databases, and files that are needed to ensure essential functions remain operational. **IS&R in conjunction with ITD will work on providing access to Remote Desktop Systems, which will provide access to most of the data, systems, and services.**

Vital File, Record, or Database	Support to Essential Function	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Continuity Facility	Hand Carried to Continuity Facility	Multiple Storage Location(s) Y/N	Maintenance Frequency
JMIS	Main Juvenile Data Repository	Electronic			Y	
Background Checks	Court Ordered	Hardcopy/electronic			N	

For additional information on vital records management, see Annex I of FCD 1 or CGC 1.

G. Human Capital

Although a pandemic COVID-19 outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization’s human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. **IS&R** has established guidelines to protect the entire employee population and their families, with additional guidance for key personnel, ERG members, and other essential personnel, should a pandemic COVID-19 outbreak occur.

Receptionist – currently working on virtual receptionist.

Secretaries – skeleton crew depending on duties

Court Interpreter - video conference

Information Systems – skeleton crew; 1 physical person all the time, the rest will be teleworking.

Culinary Elements of a Viable Continuity Capability

A. Essential Functions

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. **Culinary Unit** has identified essential functions and services needed to sustain its mission and operations during a pandemic. The Culinary Service Unit has identified essential functions and services needed to sustain its mission and operations during a pandemic. The Culinary essential functions are as follows:

1. **Prepare and cook for juveniles and guards**
 - **Provide modified diets for juveniles**
 - **Modified Menu for 3 days**
2. **Order essential supplies for the Culinary Unit**
 - **Frozen foods, staples, fruits, vegetables**
 - **Canned goods**
 - **Contact vendors for deliveries**

B. Orders of Succession

Since COVID-19 pandemic may affect regions of the United States differently in terms of timing, severity, and duration, **Culinary Unit** has identified orders of succession that are at least three deep per position while considering dispersing successors to various geographically separated locations, as appropriate.

Position	Designated Successors
Head Cook	1. <i>Manny Frausto</i>
Assistant Supervisor	2. <i>Eleazar Varela</i>
Available Cook	3. <i>Available</i>
	4.

C. Delegations of Authority

At the height of a pandemic wave, absenteeism may be significant, as such, [Culinary Unit] has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period. **[Enter the organization’s Delegations of Authority for the senior leadership and ERG members (as appropriate) here or reference the document name, section, and page number/annex of the organization’s continuity plan or other document which contains the Delegations of Authority.]**

1.Manny Frausto Head Cook
2.Eleazar Varela Assistant Supervisor
3.Available Cook
4.

D. Continuity Facilities

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, developing safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission. The Culinary Services Unit will perform the following procedures:

1. **Staff will sanitize and wipe down meal carts with sanitizer**
2. **Use foam trays and brown bags to serve meals**
3. **Staff will be using gloves**
4. **Staff will be hand washing continuously**
5. **Non culinary staff will not be allowed in the kitchen**

E. Continuity Communications

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact. [Culinary Unit] has identified communication systems needed to perform essential functions. The Culinary Services Unit has identified communication systems needed to perform essential functions:

VENDOR	DESCRIPTION
LABATT FOODS	MAIN VENDOR- FROZEN GOODS, CANNED GOODS, DRY STORAGE, STAPLES
CONTACTS PERSON	CARLOS VILLEGAS (915)503-7478 email: carlos@labattfoods.com
SEGOVIA'S PRODUCE	ALL FRESH VEGETABLES AND FRESH FRUITS
CONTACTS PERSON	ADRIAN MEILE (915) 245-7600 email: ameili@segoviasdistributinginc.com
FLOWERS BAKERY	BREADS- HAMBURGER BUNS, HOTDOG BUNS, TEXAS TOAST, THIN TOAST, HOAGIES
CONTACTS PERSON	MARTIN CORONADO (915) 329-6894
	PURCHASING: SANDRA (915) 533-8434 EXT 1
PRICES	ALL MILK
CONTACTS PERSON	DRIVER: PILO (915) 626-8466
	DISTRIBUTING: (915) 724-3643
	SUPERVISOR: (915) 727-6593

F. Vital Records Management

[insert organization name] shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. [Culinary Unit] has identified systems, databases, and files that are needed to ensure essential functions remain operational. The Culinary Services Unit has identified systems, databases, and files that are needed to ensure essential functions remain operational.

F) Vital Records Management (See attachments)

- Current Allergy & Diet modification list (**current list is available**)
- Health Permit
- Last Health Inspection
- Food handlers cards
- Water permit
- NutriKids System/menu with nutritional values

G. Human Capital

Although a pandemic COVID-19 outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization’s human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. [Culinary Unit] has established guidelines to protect the entire employee population and their families, with additional guidance for key personnel, ERG members, and other essential personnel, should a pandemic COVID-19 outbreak occur.

Culinary Unit Phone Numbers and Emails		
Name:	Position:	Email. @epcounty
Manny Frausto	Head Cook	MFrausto@epcounty
Eleazar Varela Jr.	Asst. Food Service Supervisor	EVarela@epcounty
Margarita Casas	Cook	JCasas@epcounty
Niria Morales	Cook	NMorales@epcounty
Rita Quezada	Cook	RQuezada@epcounty
Daniel Vega	Cook	DaVega@epcounty
Irma Salazar	Cook	ISalazar@epcounty
Cruz, Jesus	Cook	Jeperez@epcounty

The Culinary Services Unit can function on-site with 2 staff using disposables trays, serving juveniles modified menu.

Maintenance Elements of a Viable Continuity Capability

A. Essential Functions

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. **The Maintenance Section has identified essential functions and services needed to sustain its mission and operations during a pandemic. The Maintenance Essential Functions are as follows:**

- Provide a safe environment to our juvenile detainees, employees, & the public. Maintenance is responsible for the overall physical appearance, the security systems, mechanical & electrical systems, cleanliness & the landscape.
- Maintain & Keep the Kitchen Equipment functioning.
- Maintain the Departments Automotive Fleet

B. Orders of Succession

Since COVID-19 pandemic may affect regions of the United States differently in terms of timing, severity, and duration, The Maintenance Section has identified orders of succession that are at least three deep per position while considering dispersing successors to various geographically separated locations, as appropriate.

Position	Designated Successors
Building Engineer	1. <i>David Hjar</i>
Maintenance Technician	2. <i>Jesus Mendoza</i>
Maintenance Technician	3. <i>Alfredo Gonzalez</i>
	4.

C. Delegations of Authority

At the height of a pandemic wave, absenteeism maybe significant, as such, Maintenance Section has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period. **Delegations of Authority for the senior leadership is as follows:**

- Building Engineer
- Maintenance Technicians
- Maintenance Assistants

D. Continuity Facilities

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, developing safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission. Daily cleaning of the following:

- High-touch areas such as door handles, phones, remote controls, light switches and bathroom fixtures.
- Horizontal surfaces such as countertops, tables, desktops and other places where cough droplets could land frequently.

The most important factors to disinfecting are to clean frequently and thoroughly, and to use the cleaning product correctly! No special products required!

Plans have also been established to relocate to an alternate facility, if applicable

E. Continuity Communications

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person- to-person contact. The Maintenance Section has identified communication systems needed to perform essential functions.

Vendors:

- Southwestern Mills Distributors – Janitorial supplies – contact (Chris Castor)
- Grainger Supply – Electrical & Mechanical supplies – contact (Martha Sena)

F. Vital Records Management

The Maintenance Section shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. The Maintenance Section has identified systems, databases, and files that are needed to ensure essential functions remain operational.

All Inspections & Test required by the Juvenile Justice Department.

- Emergency Generator Logs
- Life Safety Inspection & Test Logs
- Pest Control Logs
- Building Blueprints
- Fire Sprinkler Inspection

- Fire Alarm Inspection
- HVAC Maintenance & Inspection
- Smoke Exhaust Fan Inspection
- City Fire Marshall Inspection
- Elevator Inspection

G. Human Capital

Although a pandemic COVID-19 outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization's human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. The Maintenance Section has established guidelines to protect the entire employee population and their families, with additional guidance for key personnel, ERG members, and other essential personnel, should a pandemic COVID-19 outbreak occur.

David Hajar – dhijar@epcounty.com – (915) 474-7007

Jesus Mendoza – jemendoza@epcounty.com – (915) 873-3150

Alfredo Gonzalez – agonzalez@epcounty.com – (915) 479-6035

Esteban Garzon – egarzon@epcounty.com – (915) 887-8340

Angel Ruiz – aruiz@epcounty.com – (915) 630-4465

Rodolfo Solis – rosolis@epcounty.com – (915) 703-8292

Roberto Torres – robetorres@epcounty.com – (915) 867-5411

Jaime Ponce – japonce@epcounty.com – (915) 633-4398

Sonia Rodriguez – srodriguez@epcounty.com – (915) 487-0430

Training Elements of a Viable Continuity Capability

A. Essential Functions

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. **The Training Unit** has identified essential functions and services needed to sustain its mission and operations during a pandemic.

- Submit necessary documentation to the Texas Juvenile Justice Department (TJJD) for statutory certification of all newly appointed officers and for re-certification of all experienced officers at the appropriate time.
- Maintain detailed records of accumulated training hours for each employee.
- Organize and provide web-based trainings, in order to conduct on-going training and education programs for staff:
 - TJJD Webinars: <http://www.tjtd.texas.gov/index.php/juvenile-justice-training-academy#archived-webinars>
 - TJJD Archived Webinars: <http://www.tjtd.texas.gov/index.php/juvenile-justice-training-academy#upcoming-webinars>

Note: If the Juvenile Probation Department (JPD) is ever faced with an emergency situation, or needs to plan for a shutdown of operations, TJJD will accommodate the department. TJJD will give JPD ample time to recover and get the departments training up to speed. During an emergency situation, Juvenile Supervision Officers and Juvenile Probation Officers certification or recertification will not become inactive.

B. Orders of Succession

Since COVID-19 pandemic may affect regions of the United States differently in terms of timing, severity, and duration, **The Training Unit** has identified orders of succession that are at least three deep per position while considering dispersing successors to various geographically separated locations, as appropriate.

Position	Designated Successors
Training & Compliance Coordinator	Anabel Tarango
Training Technician	Elizabeth Calvillo
Training Officer	Julio Acevedo

C. Delegations of Authority

At the height of a pandemic wave, absenteeism maybe significant, as such, **[insert organization name]** has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period. **[Enter the organization’s Delegations of Authority for the senior leadership and ERG members (as appropriate) here or reference the document name, section, and page number/annex of the organization’s continuity plan or other document which contains the Delegations of Authority.]**

D. Continuity Facilities

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, developing safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission.

- **Cancellation of all departmental trainings.**
- **Requirement for County employees to attend mandatory trainings during this period will be waived if the training is not available in a virtual capacity.**

E. Continuity Communications

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact. **The Training Unit** has identified communication systems needed to perform essential functions. All communication with outside vendors will be completed by the following methods: by email or by telephone.

Communication System	Support to Essential Function	Current Provider	Specification	Alternative Provider	Special Notes
Certification Officer	Approve Certifications	Texas Juvenile Justice Department	Certification	N/A/	Diane Laffoon (512) 490-7782
Training Director- Juvenile Justice Academy	Training Liaison	Texas Juvenile Justice Department	TAC 341 & 343 Trainings	N/A	Chris Ellison (512) 490-7245
Human Resources Training Dept.	Mandatory County Trainings	El Paso County	Employee Training	N/A	Natalia Chaparro (915) 849-2536
Pro-Action	CPR/1 st Aid Training	Pro-Action	Trainer Recertification	N/A	Mayela Larriva/Michelle Luevano (915) 532-2771
Handle with Care	Physical Restraint Techniques Training	Behavior Management System	Trainer Recertification	N/A	Hilary Adler (845)256-306
Sunny Days Defensive Driving	Driving Safety Training	Sunny Days	Trainer Recertification	N/A	Kerran Fowlkes (915) 252-5826

F. Vital Records Management

The **Training Unit** shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. The **Training Unit** has identified systems, databases, and files that are needed to ensure essential functions remain operational.

Vital File, Record, or Database	Support to Essential Function	Form of Record (e.g. hardcopy, electronic)	Pre-positioned at Continuity Facility	Hand Carried to Continuity Facility	Multiple Storage Location(s) Y/N	Maintenance Frequency
TJJD ICIS	Certifications /Employee Trainings	Electronic	JPD	N/A	Yes	Weekly
Training Manager 2	Training Calendar	Electronic	JPD	N/A	Yes	Daily
ICIS Spread Sheet	Employee Training	Electronic	JPD	N/A	Yes	Weekly
Employee Records	Personnel Records	Hardcopy	JPD	N/A	No	Monthly

G. Human Capital

Although a pandemic COVID-19 outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization’s human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. The **Training Unit** has established guidelines to protect the entire employee population and their families, with additional guidance for key personnel, ERG members, and other essential personnel, should a pandemic COVID-19 outbreak occur.

Training Unit		
Name	Title	E-mail
Anabel Tarango-Essential Personnel	Training & Compliance Coordinator	atarango@epcounty.com
Elizabeth Calvillo	Training Technician	ecalvillo@epcounty.com
Julio Acevedo	Training Officer	jacevedo@epcounty.com
Enrique Aguirre	Training Secretary	eaguirre@epcounty.com

Organizational Conclusion

Maintaining the El Paso County Juvenile Justice Center essential functions and services in the event of pandemic COVID-19 requires additional considerations beyond traditional continuity planning. Unlike other hazards that necessitate the relocation of staff performing essential functions to an alternate operating facility, an COVID-19 pandemic may not directly affect the physical infrastructure of the organization. As such, a traditional “continuity activation” may not be required during a pandemic COVID-19 outbreak. However, a pandemic outbreak threatens an organization’s human resources by removing essential personnel from the workplace for extended periods of time. Accordingly, the Juvenile Justice Center continuity plan addresses the threat of a pandemic COVID-19 outbreak. Continuity plans for maintaining essential functions and services in a pandemic COVID-19 should include implementing procedures such as social distancing, infection control, personal hygiene, and cross-training (to ease personnel absenteeism in a critical skill set). Protecting the health and safety of key personnel, ERG members, and other essential personnel must be the focused goal of the organization in order to enable the organizations to continue to operate effectively and to perform essential functions and provide essential services during a pandemic outbreak.

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Appendix 1: World Health Organization Phases

The World Health Organizations (WHO) developed an alert system to help inform the world about the seriousness of a pandemic. The alert system has six phases, with Phase 1 having the lowest risk of human cases and Phase 6 posing the greatest risk of pandemic. Organizations are encouraged to monitor the WHO phases and establish continuity “triggers” as deemed appropriate.

The phases are applicable globally and provide a framework to aid countries in pandemic preparedness and response planning. The use of a six-phased approach has been retained. However, the pandemic phases have been re-defined (Table 1). In addition, the time after the first pandemic wave has been elaborated into post peak and post pandemic periods.

Table 1. World Health Organization Pandemic COVID-19 Phases

Phase 1	No animal COVID-19 virus circulating among animals has been reported to cause infection in humans.
Phase 2	An animal COVID-19 virus circulating in domesticated or wild animals is known to have caused infection in humans and is therefore considered a specific potential pandemic threat.
Phase 3	An animal or human-animal COVID-19 reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks.
Phase 4	Human-to-human transmission (H2H) of an animal or human-animal COVID-19 reassortant virus able to sustain community-level outbreaks has been verified.
Phase 5	The same identified virus has caused sustained community level outbreaks in two or more countries in one WHO region.
Phase 6	In addition to the criteria defined in Phase 5, the same virus has caused sustained community level outbreaks in at least one other country in another WHO region.
Post-Peak Period	Levels of pandemic COVID-19 in most countries with adequate surveillance have dropped below peak levels.
Possible New Wave	Level of pandemic COVID-19 activity in most countries with adequate surveillance rising again.
Post-Pandemic Period	Levels of COVID-19 activity have returned to the levels seen for seasonal COVID-19 in most countries with adequate surveillance.

The WHO phases of pandemic alert

In the 2009 revision of the phase descriptions, WHO has retained the use of a six-phased approach for easy incorporation of new recommendations and approaches into existing national preparedness and response plans. The grouping and description of pandemic phases have been revised to make them easier to understand, more precise, and based upon observable phenomena. Phases 1–3 correlate with preparedness, including capacity development and response planning activities, while Phases 4–6 clearly signal the need for response and mitigation efforts. Furthermore, periods after the first pandemic wave are elaborated to facilitate post pandemic recovery activities.

In nature, COVID-19 viruses circulate continuously among animals, especially birds. Even though such viruses might theoretically develop into pandemic viruses, in **Phase 1** no viruses circulating among animals have been reported to cause infections in humans.

In **Phase 2** an animal COVID-19 virus circulating among domesticated or wild animals is known to have caused infection in humans, and is therefore considered a potential pandemic threat.

In **Phase 3**, an animal or human-animal COVID-19 reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks. Limited human-to-human transmission may occur under some circumstances, for example, when there is close contact between an infected person and an unprotected caregiver. However, limited transmission under such restricted circumstances does not indicate that the virus has gained the level of transmissibility among humans necessary to cause a pandemic.

Phase 4 is characterized by verified human-to-human transmission of an animal or human-animal COVID-19 reassortant virus able to cause “community-level outbreaks.” The ability to cause sustained disease outbreaks in a community marks a significant upwards shift in the risk for a pandemic. Any country that suspects or has verified such an event should urgently consult with WHO so that the situation can be jointly assessed and a decision made by the affected country if implementation of a rapid pandemic containment operation is warranted. Phase 4 indicates a significant increase in risk of a pandemic but does not necessarily mean that a pandemic is a forgone conclusion.

Phase 5 is characterized by human-to-human spread of the virus into at least two countries in one WHO region. While most countries will not be affected at this stage, the declaration of Phase 5 is a strong signal that a pandemic is imminent and that the time to finalize the organization, communication, and implementation of the planned mitigation measures is short.

Phase 6, the pandemic phase, is characterized by community level outbreaks in at least one other country in a different WHO region in addition to the criteria defined in **Phase 5**. Designation of this phase will indicate that a global pandemic is under way.

During the **post-peak period**, pandemic disease levels in most countries with adequate surveillance will have dropped below peak observed levels. The post-peak period signifies that pandemic activity appears to be decreasing; however, it is uncertain if additional waves will occur and countries will need to be prepared for a second wave.

Previous pandemics have been characterized by waves of activity spread over months. Once the level of disease activity drops, a critical communications task will be to balance this information

with the possibility of another wave. Pandemic waves can be separated by months and an immediate “at-ease” signal may be premature.

In the **post-pandemic period**, COVID-19 disease activity will have returned to levels normally seen for seasonal COVID-19. It is expected that the pandemic virus will behave as a seasonal COVID-19 A virus. At this stage, it is important to maintain surveillance and update pandemic preparedness and response plans accordingly. An intensive phase of recovery and evaluation may be required.

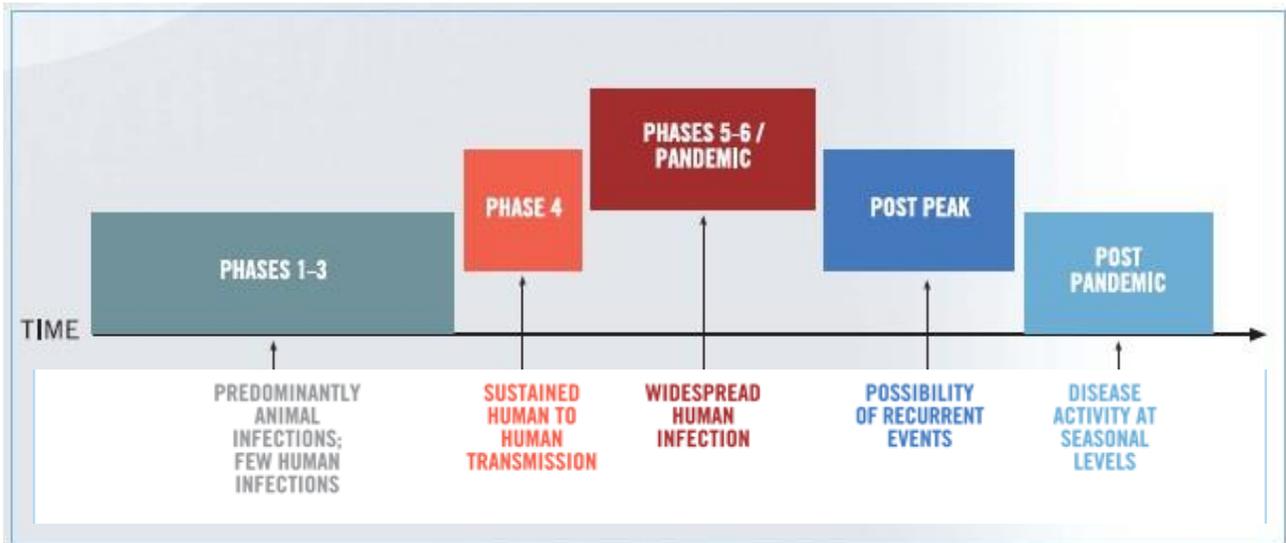


Figure 1. World Health Organization Pandemic COVID-19 Phases

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Appendix 2: References

- 1) Federal Continuity Directive 1 (FCD 1), February 2008.
- 2) Continuity Guidance Circular 1 (CGC 1), January 2009.
- 3) Pandemic COVID-19 Meta-checklist, August 2008.
- 3) National Security Presidential Directive 51/Homeland Security Presidential Directive 20, National Continuity Policy, May 9, 2007.
- 4) National Infrastructure Protection Plan, January 2009.
- 5) National Strategy for Pandemic COVID-19, November 1, 2005.
- 6) National Strategy for Pandemic COVID-19 Implementation Plan, May 2006.

(Please include reference documents relevant to your organization in this section. They may be the organization's rules and regulations; local ordinances; local, state, or federal laws or statutes, or similar documents.)

Appendix 3: Glossary

Activation – Once a continuity plan has been implemented, whether in whole or in part, it is considered “activated.”

All-hazards – The spectrum of all types of hazards including accidents, technological events, natural disasters, terrorist attacks, warfare, and chemical, biological including pandemic COVID-19, radiological, nuclear, or explosive events.

Alternate facilities – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity event. “Alternate facilities” refers to not only other locations, but also nontraditional options such as working at home (“teleworking”), telecommuting, and mobile-office concepts.

Business process analysis (BPA) – A method of examining, identifying, and mapping the functional processes, workflows, activities, personnel expertise, systems, data, and facilities inherent in the execution of a function or requirement.

Catastrophic emergency – Any incident, regardless of location, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the U.S. population, infrastructure, environment, economy, or government functions.

Communications – Voice, video, and data capabilities that enable the leadership and staff to conduct the mission essential functions of the organization. Robust communications help ensure that the leadership receives coordinated, integrated policy and operational advice and recommendations and will provide the ability for governments and the private sector to communicate internally and with other entities (including with other Federal agencies, State, local, territorial, and tribal governments, and the private sector) as necessary to perform their Essential Functions.

Continuity – An uninterrupted ability to provide services and support, while maintaining organizational viability, before, during, and after an event.

Continuity capability – The ability of an organization to continue to perform its essential functions, using Continuity of Operations (COOP) and Continuity of Government (COG) programs and continuity requirements that have been integrated into the organization’s daily operations, with the primary goal of ensuring the preservation of our form of government under the Constitution and the continuing performance of National Essential Functions (NEFs) under all conditions. Building upon a foundation of continuity planning and continuity program management, the pillars of a continuity capability are leadership, staff, communications, and facilities.

Continuity of Operations (COOP) – An effort within individual agencies to ensure they can continue to perform their Mission Essential Functions (MEFs) and Primary Mission Essential Functions (PMEFs) during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Continuity personnel – Those personnel, both senior and core, who provide the leadership advice, recommendations, and functional support necessary to continue essential operations.

Continuity program management cycle – An ongoing, cyclical model of planning, training, evaluating, and implementing corrective actions for continuity capabilities.

Corrective Action Program (CAP) – An organized method to document and track improvement actions for a program. The CAP System is a web-based tool that enables Federal, State, and local emergency response and homeland security officials to develop, prioritize, track, and analyze corrective actions following exercises or real world incidents. Users may enter data from a finalized After Action Report/Improvement plan, track the progress of corrective action implementation, and analyze and report on trends in improvement plans.

Critical Infrastructure and Key Resources (CI/KR)– An interdependent network of vital physical and information facilities, networks, and assets, including the telecommunications, energy, financial services, water, and transportation sectors, that private business and the Government rely upon (including for the defense and national security of the United States). Critical infrastructures are those systems and assets so vital to the Nation that their incapacity or destruction would have a debilitating impact on national security (including national economic security) and/or national public health or safety.

Delegation of authority – Identification, by position, of the authorities for making policy determinations and decisions at HQ, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

Devolution – The capability to transfer statutory authority and responsibility for essential functions from an agency’s primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period.

Drive-away kit – A kit prepared by, and for, an individual who expects to deploy to an alternate location during an emergency. The kit contains items needed to minimally satisfy an individual’s personal and professional needs during deployment.

Emergency operating records – Records that support the execution of an agency’s essential functions.

Emergency Relocation Group (ERG) – Pre-designated staff who move to an alternate facility to continue essential functions in the event that their normal work locations are threatened or have been incapacitated by an incident.

ERG member – A person who has been assigned responsibility to report to an alternate facility, as required to perform agency essential functions or other tasks related to continuity operations.

Emergency Support Function (ESF) – From the National Response Plan (NRP), a grouping of government and certain private sector capabilities into an organizational structure to provide support, resources, and services. The NRP groups functions as follows:

ESF #1 Transportation

ESF #2 Communications

ESF #3 Public Works and Engineering

ESF #4 Firefighting

ESF #5 Emergency Management

ESF #6 Mass Care, Housing, and Human Services

ESF #7 Resource Support

ESF #8 Public Health and Medical Services

ESF #9 Urban Search and Rescue

ESF #10 Oil and Hazardous Materials Response

ESF #11 Agriculture and Natural Resources

ESF #12 Energy

ESF #13 Public Safety and Security

ESF #14 Long-Term Community Recovery and Mitigation

ESF #15 External Affairs

Enduring Constitutional Government (ECG) – A cooperative effort among the executive, legislative, and judicial branches of the Federal Government, coordinated by the President, as a matter of comity with respect to the legislative and judicial branches and with proper respect for the constitutional separation of powers among the branches.

The ECG effort is intended to preserve the constitutional framework under which the Nation is governed and the capability of all three branches of Government, during a catastrophic emergency, to execute their constitutional responsibilities and to provide for orderly successions, appropriate transitions of leadership, interoperability, and support of NEFs.

Essential functions – The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: NEFs, PMEfs, and MEFs.

Executive departments and agencies – Executive departments enumerated in 5 U.S.C. 101, along with DHS, independent establishments as defined by 5 U.S.C. § 104(1), Government corporations as defined by 5U.S.C. § 103(1), and the United States Postal Service.

Facilities – Locations where an organization’s leadership and staff operate. Leadership and staff may be co-located in one facility or dispersed across many locations and connected by communications systems. Facilities must be able to provide staff with survivable protection and must enable continued and endurable operations.

Federal Continuity Directive (FCD) – A document developed and promulgated by DHS, in coordination with the CAG and in consultation with the CPCC, which directs executive branch departments and agencies to carry out identified continuity planning requirements and assessment criteria.

Federal Executive Associations (FEAs) – A forum, modeled after but independent of the Federal Executive Boards, for communication and collaboration among Federal agencies outside of Washington, DC, utilized to help coordinate the field activities of Federal departments and agencies in localized sections of the Nation.

Federal Executive Boards (FEBs) – A forum, established by Presidential Directive in 1961, for communication and collaboration among Federal agencies outside of Washington, DC, utilized to help coordinate the field activities of Federal departments and agencies primarily in our Nation’s larger cities. With approximately 88% of all Federal employees working outside of the National

Capital Region, the national network of 28 FEBs serves as a cornerstone for strategic partnerships in Government.

FEMA Operations Center (FOC) – A continuously operating entity of DHS, which is responsible for monitoring emergency operations and promulgating notification of changes to COGCON status.

Full-scale exercise – A full-scale exercise is a multi-agency, multi-jurisdictional, multidiscipline exercise involving functional (e.g., joint field office, emergency operations centers) and "boots on the ground" response (e.g., continuity staff relocating to their alternate sites to conduct scenario driven essential functions).

Functional exercise – A functional exercise examines and/or validates the coordination, command, and control between various multi-agency coordination centers (e.g., emergency operations centers, joint field office). A functional exercise does not involve any "boots on the ground" (i.e., first responders or emergency officials responding to an incident in real time).

Government functions – Government functions include both the collective functions of the heads of agencies as defined by statute, regulations, presidential direction, or other legal authority, and the functions of the legislative and judicial branches.

Homeland Security Exercise and Evaluation Program (HSEEP) – A capabilities based and performance-based program that furnishes standardized policies, doctrines, and terminologies for the design, development, performance, and evaluation of homeland security exercises. The National Exercise Program (NEP) uses the HSEEP as a common methodology for exercises. The HSEEP also provides tools and resources to facilitate the management of self-sustaining homeland security exercise programs.

Hot Site – An alternate facility that already has in place the computer, telecommunications, other information technology, environmental infrastructure, and personnel required to recover critical business functions or information systems.

Interagency Board (IAB) – A working group established by the NCC to review and recommend validation of potential PMEFS submitted by agencies for submission to the NCC for final approval.

Interoperability – "Interoperability" has two meanings: (1) The ability of systems, personnel, or agencies to provide services to and accept services from other systems, personnel, or agencies, and to use the services so exchanged so that these organizations can operate together effectively; (2) A condition that is realized among electronic communications operating systems or grids and/or among individual electronic communications devices, when those systems and/or devices allow the direct, seamless, and satisfactory exchange of information and services between the users of those systems and devices.

Interoperable communications – Communications that provide the capability to perform essential functions, in conjunction with other agencies, under all conditions.

Leadership – The senior decision makers who have been elected (e.g., the President, State governors) or designated (e.g., Cabinet Secretaries, chief executive officers) to head a branch of Government or other organization.

Memorandum of Agreement/Memorandum of Understanding (MOA/MOU) – Written agreements between departments/agencies that require specific goods or services to be furnished or tasks to be accomplished by one agency in support of the other.

Mission Essential Functions (MEFs) – The limited set of agency-level Government functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities.

Multi-Year Strategy and Program Management Plan (MYSPMP) – A process that ensures the maintenance and continued viability of continuity plans.

National Communications System (NCS) – A system governed by Executive Order 12472 and comprised of the telecommunications assets of 24 Departments and Agencies. DHS serves as the Executive Agent for the NCS, which is responsible for assisting the President, the National Security Council, the Director of OSTP, and the Director of OMB in (1) the exercise of telecommunications functions and their associated responsibilities and (2) the coordination of planning for providing the Federal Government, under all circumstances (including crises and emergencies, attacks, and recovery and reconstitution from those events), with the requisite national security and emergency preparedness communications resources.

National Continuity Policy – It is the policy of the United States to maintain a comprehensive and effective continuity capability composed of Continuity of Operations and Continuity of Government programs in order to ensure the preservation of our form of government under the Constitution and the continuing performance of National Essential Functions under all conditions. (NSPD 51/HSPD 20, National Continuity Policy)

National Essential Functions (NEFs) – The eight functions the President and the Nation’s leadership will focus on to lead and sustain the Nation during a catastrophic emergency; NEFs, therefore, must be supported by COOP and COG capabilities.

National Exercise Program (NEP) – The NEP is the Nation’s overarching exercise program formulated by the National Security Council / Homeland Security Council (NSC/HSC), and executed by the Federal Interagency. All interagency partners have adopted HSEEP as the methodology for all exercises that will be conducted as part of the NEP.

National Incident Management System (NIMS) – HSPD-5 directed the Secretary of Homeland Security to develop and administer a NIMS to integrate effective practices in emergency preparedness and response into a comprehensive national framework for incident management. The NIMS will enable responders at all levels to work together more effectively to manage domestic incidents no matter what their cause, size, or complexity. The benefits of the NIMS include a unified approach to incident management, standardized command and management structures, and an emphasis on preparedness, mutual aid, and resource management.

National Infrastructure Coordinating Center (NICC) – A DHS entity, which operates 24 hours a day, seven days a week, to maintain operational and situational awareness of the Nation’s critical infrastructure and key resources and to provide a process and mechanism for coordination and information sharing with government and industry partners.

National Infrastructure Protection Plan (NIPP) – Pursuant to HSPD-7, the NIPP provides a coordinated approach to critical infrastructure and key resources (CI/KR) protection roles and responsibilities for Federal, State, local, tribal, and private sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources which will help ensure that our government, economy, and public services continue in the event of a terrorist attack or other disaster. The plan is based on the following:

- Strong public-private partnerships which will foster relationships and facilitate coordination within and across CI/KR sectors.
- Robust multi-directional information sharing which will enhance the ability to assess risks, make prudent security investments, and take protective action.
- Risk management framework establishing processes for combining consequence, vulnerability, and threat information to produce a comprehensive, systematic, and rational assessment of national or sector risk.

National Operations Center (NOC) – A DHS entity, which operates 24 hours a day, seven days a week, which is the primary national level hub for domestic situational awareness, common operational picture, information fusion, information sharing, communications, and coordination pertaining to the prevention of terrorist attacks and domestic incident management. The NOC is responsible for collecting and fusing information from Federal, State, territorial, tribal, local, and private sector agencies. Information on domestic incident management is shared with Emergency Operations Centers at all levels through the Homeland Security Information Network.

Normal operations – Generally and collectively, “normal operations” refer to the broad functions undertaken by an organization when it is assigned responsibility for a given functional area; these functions include day to day tasks, planning and execution of tasks.

National Response Framework (NRF) – A guide for conducting comprehensive, national, all-hazards incident management. The NRF incorporates public and private sector participation at all levels, from Federal agencies to the State and community level, and also emphasizes the importance of personal preparedness by individuals and their families.

Occupant Emergency Plan (OEP) – A short-term emergency response program that establishes procedures for safeguarding lives and property.

Orders of succession – Provisions for the assumption of senior agency offices during an emergency in the event that any of those officials are unavailable to execute their legal duties.

Plan – A proposed or intended method of getting from one set of circumstances to another. A plan is often used to move from the present situation towards the achievement of one or more objectives or goals.

Program – A group of related initiatives managed in a coordinated way, so as to obtain a level of control and benefits that would not be possible from the individual management of the initiatives. Programs may include elements of related work outside the scope of the discrete initiatives in the program.

Primary Mission Essential Functions (PMEFs) – Those department and agency Mission Essential Functions, validated by the NCC, which must be performed in order to support the performance of NEFs before, during, and in the aftermath of an emergency. PMEFs need to be continuous or resumed within 12 hours after an event and maintained for up to 30 days or until normal operations can be resumed.

Readiness Reporting System (RRS) – Department of Homeland Security program to collect and manage continuity capability data and assessments of executive branch departments and agencies and their status to perform their Priority Mission Essential Functions (PMEFs) in support of the National Essential Functions (NEFs). The RRS will be used to conduct assessments and track

capabilities at all times under all conditions, to include natural disasters, manmade incidents, terrorism, and war.

Reconstitution – The process by which surviving and/or replacement agency personnel resume normal agency operations from the original or replacement primary operating facility.

Recovery – The implementation of prioritized actions required to return an organization's processes and support functions to operational stability following an interruption or disaster.

Rights and interests records – Records that are necessary to protect the legal and financial rights of both the Federal Government and the persons who are affected by its actions.

Risk analysis – The process by which risks are identified and evaluated.

Risk assessment – The identification and assessment of hazards.

Risk management – The process of identifying, controlling, and minimizing the impact of events whose consequences are or may be unknown, or events that are themselves fraught with uncertainty.

Survivable communications – The establishment and maintenance of an assured end-to-end communications path during all phases of an all hazard event.

Tabletop Exercise (TTX) – A tabletop exercise involves key personnel discussing simulated scenarios in an informal setting.

Telecommuting locations – Those locations equipped with computers and telephones that enable employees to work at home or at a location closer to their home than their main office.

Telework – The ability to work at a location other than the official duty station to perform work or emergency duties. This may include, but is not limited to, using portable computers, personal computers, high-speed telecommunications links, and mobile communications devices.

Test, Training, and Exercise (TT&E) – Measures to ensure that an agency's continuity plan is capable of supporting the continued execution of the agency's essential functions throughout the duration of a continuity event.

Virtual offices – An environment where employees are not co-located and rely exclusively on information technologies to interact and conduct their work across distance from multiple geographic locations.

Vital records – Electronic and hardcopy documents, references, and records to support essential functions during a continuity event. The two basic categories of vital records are (1) emergency operating records and (2) rights and interests records.

Warm Site – An alternate facility that is equipped with some computer, telecommunications, other information technology, and environmental infrastructure, which is capable of providing backup after additional personnel, equipment, supplies, software, or customization are provided.

Weapons of mass destruction (WMDs) – Weapons that are capable of killing a lot of people and/or causing a high-order magnitude of destruction, or weapons that are capable of being used in such a way as to cause mass casualties or create large-scale destruction. WMDs are generally considered to be nuclear, biological, chemical, and radiological devices, but WMDs can also be high-explosive devices.

Work-at-home – When employees carry out their work duties at their residence rather than their official duty station.