



King County

**PANDEMIC INFLUENZA
EMPLOYEE
COMMUNICATION PLAN**

March 6, 2007

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INTRODUCTION

Pandemic Influenza¹ in King County could disrupt the continuity of operations for provision of critical and other community services, including governmental and business functions. If, and when pandemic influenza occurs, the King County Executive may proclaim a county emergency. During a severe pandemic, King County government's ability to maintain mission critical government services and support the community's response requires an educated and responsive workforce.

The Pandemic Influenza Employee Communication Plan² provides for the timing, strategies, pathways and audiences for King County employee communication over the course of a pandemic. From the point when Pandemic Influenza emerges, until it has run its course, King County will keep its employees and the unions that represent its employees informed about the status of the community's health, the status of county services, employee responsibilities, resources to support employees and human resource policies and procedures.

These efforts require effective communication and consistent messaging, with an emphasis on King County's Pandemic Influenza planning goals to:

- Limit the spread of Pandemic Influenza in King County
- Maintain social order in King County
- Provide for the continuity of King County's mission critical services
- Maintain a sustained county economy

For the purposes of the Pandemic Influenza Employee Communication Plan, employee communications have been organized into four time periods.³ These time periods provide trigger points for critical communication to King County employees and unions which represent King County employees:

¹ Pandemic Influenza is a global outbreak that occurs when a new Influenza A virus causes serious human illness and spreads easily from person to person. The typical "seasonal flu" is separate and apart from Pandemic Influenza. Pandemic Influenza could strike at any time. If the Pandemic Influenza spreads to King County, a cumulative absentee rate of up to or more than 25-30% of King County employees is expected over three to four months, on a rolling basis. This number includes sick employees, employees who are home caring for sick family members and employees who do not come to work out of fear of becoming ill. In addition, there may be a significant need for social distancing (a reduction of the number of persons concentrated in the workplace) which may add to the number of employees away from the workplace. **For additional information on Pandemic Influenza, see Appendix A.**

² The Pandemic Influenza Employee Communication Plan was produced via a collaborative effort among the King County Executive's Office; Public Health – Seattle & King County (Public Health); and the Department of Executive Services, including the Human Resources Division and the Office of Emergency Management.

³ These four time periods also correspond to timed messages for King County residents and inhabitants.

Time Period 1:	Pre-Pandemic Influenza Communication
Time Period 2:	Just-in-Time Communication
Time Period 3:	Communication During the Pandemic Influenza Emergency
Time Period 4:	Communication when Recovering from the Pandemic Influenza Emergency

The Pandemic Influenza Employee Communication Plan is meant to complement department operational plans. It is a living document and will be revised and republished as necessary. Such revisions may include the incorporation of new policy direction, King County ordinances or state and federal law.

The provisions of the Employee Communication Plan are general statements of the county's communication strategy and confer no new privilege or right of appeal for any King County employee, contract worker or volunteer. It does not constitute an express or implied contract. The Employee Communication Plan provides general guidance that cannot form the basis of a private right of action.

COMMUNICATION PLANNING ASSUMPTIONS AND GOALS

A. WORLD HEALTH ORGANIZATION PANDEMIC INFLUENZA ASSUMPTIONS AND PHASES

Experts at the World Health Organization (WHO) and elsewhere believe that the world is now closer to another influenza pandemic than at any time since 1968, when the last of the previous century's three pandemics occurred. WHO utilizes a series of six phases of pandemic alert as a system (set forth on the next page) for informing the world of the seriousness of the threat and of the need to launch progressively more intense preparedness activities.

The designation of phases, including decisions on when to move from one phase to another, is made by the Director-General of the WHO. Each phase of alert coincides with a series of recommended activities to be undertaken by WHO, the international community, governments and industry. Changes from one phase to another are triggered by several factors, which include the epidemiology of the disease and the characteristics of circulating viruses.

WHO phases may not necessarily occur in a sequential order. Depending on the virus, the pandemic level may skip a phase (*e.g.*, by jumping from phase four to phase six), or the level can return to a previous phase (*e.g.*, by jumping from phase four to phase three).

The Pandemic Influenza Emergency Communication Plan provides guidelines for determining when communication to county employees will be initiated. Communication to King County employees is expected to roughly correspond to WHO Pandemic Influenza phases.

Current Phase of Alert in the WHO Global Influenza Preparedness Plan
WHO Phases of Pandemic Influenza ⁴(adapted from the WHO Global Influenza Preparedness Plan, 2005):

Pandemic Phase	Limited Summary Definition	Phase #
Inter-pandemic phase	Low risk of human cases	1
New virus in animals, no human cases	Higher risk of human cases	2
Pandemic alert New virus causes human cases	No or very limited human-to-human transmission	3
	Evidence of increased human-to-human transmission	4
	Evidence of significant human-to-human transmission	5
Pandemic	Evidence of sustained human-to-human transmission	6

⁴ www.who.int/csr/resources/publications/influenza/WHO_CDS_CSR_GIP_2005_5/en/

B. KING COUNTY COMMUNICATION PLANNING ASSUMPTIONS

In the event of a Pandemic Influenza emergency, King County is making the following communication planning assumptions:

1. A Pandemic Influenza event is likely.
2. Evidence of increased human-to-human transition will trigger a pandemic alert. Shortly thereafter, a proclamation of a Pandemic Influenza Emergency will be made by the King County Executive and/or the King County Health Officer⁵ which will provide direction and a date for the implementation of social distancing. Social distancing means to implement ways to decrease close contact between people, and therefore slow the spread of illness.
3. A cumulative absentee rate of King County employees of 25-40 percent or more over three to four months is projected by Public Health officials. Extensive communications are therefore, critical to employees and the unions which represent its employees.
4. Departments and separately elected organizations have predetermined mission critical functions⁶ and non-mission critical functions; including critical times of the year when certain functions must be performed.
5. The county will be able to utilize various technology-based and other communication tools (*e.g.*, emails, websites, worksite document distribution/postings, telephone messaging systems, newsletters, mass mailings, videos, press releases, etc.) to provide pandemic-related information to its employees and the unions which represent its employees. Many communications have already been developed and/or published.

Due to the unpredictable nature of Pandemic Influenza, some communication tools which have been developed may be revised and others may be developed depending on the epidemiology of the virus. Communication tools are described as:

- Developed
- Developed and may be revised
- Under development
- To be developed
- May be developed

⁵ King County's local Health Officer is the Public Health – Seattle & King County Health Officer and Director.

⁶ See countywide Mission Critical Service List (Appendix D)

C. KING COUNTY COMMUNICATION PLAN GOALS

Each of the Pandemic Influenza Employee Communication Plan goals correspond to one or more of the four communication time periods:

Goal	Time Periods			
	<i>Pre-event</i>	<i>Just-in-time</i>	<i>During-event</i>	<i>Recovery</i>
Demonstrate continuity of leadership during an influenza pandemic	X	X	X	X
Inform King County employees about Pandemic Influenza, including personal preparedness and the potential impact on employees and families	X	X	X	X
Encourage King County workplace preparedness	X	X		
Encourage King County employees to have a household and family emergency plan	X	X		
Educate King County employees on understanding infection control measures	X	X	X	X
Establish and utilize methods and tools for communicating with King County employees and unions	X	X	X	X
Educate King County employees so that they understand social distancing measures	X	X	X	

TIME PERIOD 1: PRE-PANDEMIC INFLUENZA COMMUNICATION

Pre-Pandemic Influenza is the time period when there have been very limited or no human-to-human transmissions of Pandemic Influenza. During the *pre-Pandemic Influenza* time period, King County's communication focus is on informing its workforce and the unions which represent its workforce about:

- Pandemic Influenza overview and personal preparedness
- Workplace preparedness

A. PANDEMIC INFLUENZA OVERVIEW AND PERSONAL PREPAREDNESS

During the *pre-emergency* time period, the county will inform employees about Pandemic Influenza, including information as to the potential threat that it poses locally and globally. The information emphasizes how a severe pandemic may affect personal and family life and provides information on the steps that individuals may take to increase their preparedness.

The following communication topics have been identified:

1. **Topic:** Pandemic Influenza history, overview and prevention
Audience: All employees
Communication Tool(s): Pandemic Influenza DVD presentation by Dr. Jeff Duchin, Chief of Communicable Disease for Public Health – Seattle & King County <http://www.metrokc.gov/health/pandemicflu/multimedia>; Preventing the Spread of Flu
<http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf>;
How to Care For Someone with the Flu
<http://www.metrokc.gov/health/pandemicflu/prepare/care.htm>;
“Mask Usage Guidance”
<http://www.metrokc.gov/health/pandemicflu/businesses/masks.htm>;
King County Health Matters “Pandemic Influenza: Not Your Ordinary Flu” (September 2006) mass mailing and
<http://www.metrokc.gov/health/pandemicflu/health-matters-panflu.pdf>
Status: Developed; other tools may be developed
2. **Topic:** General healthy behaviors which are effective in limiting the spread of respiratory illnesses
Audience: All employees
Communication Tool(s): “Stop Germs” campaign and materials:
www.metrokc.gov/health/stopgerms, radio, television and movie theater public service announcements, internal and external bus advertisements, and posters translated into six languages throughout King County
Status: Developed

3. **Topic:** Employee Assistance Program and Making life Easier referrals
Audience: All employees
Communication Tool(s): Department brochure distribution;
<http://www.metrokc.gov/employees/eap/default.aspx> or
<http://www.metrokc.gov/employees/eap/MLE.aspx>; “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007)
<http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; other tools may be developed

B. WORKPLACE PREPAREDNESS

During the *pre-emergency* time period, the county will inform managers and employees about how county operations may change in order to provide mission critical functions should a Pandemic Influenza occur. Managers, employees and the unions which represent employees will be informed as to their potential operational responsibilities in the context of the county’s emergency response and that their specific roles and responsibilities may temporarily change.

The following communication topics have been identified:

1. **Topic:** Department/Division leadership lines of succession providing for predetermined alternates for key leadership positions in each department, division or work unit; lines of succession are 4 to 5 employees in depth, where possible
Audience: Managers
Communication Tool(s): “Tier 3 Planning Elements, Pandemic Flu Continuity of Operations Plan (COOP)”, updated March 6, 2007, division leadership document distribution
Status: Developed; may be revised; other tools may be developed
2. **Topic:** Identification of mission critical county functions
Audience: Managers
Communication Tool(s): “Countywide Mission Critical Services List (*see* Appendix D)” department/division leadership document distribution
Status: Developed
3. **Topic:** Compensation and employee pay policies
Audience: Managers
Communication Tool(s): Division leadership document distribution; other tools to be developed
Status: Under development
4. **Topic:** Benefit plan changes
Audience: Managers
Communication Tool(s): Division leadership document distribution; other tools to be developed
Status: May be developed

- 5. Topic:** Social distancing which refers to a number of ways to decrease close contact between people and reduce the spread of disease
Audience: All employees and unions
Communication Tool(s): Department distribution of “Guidance for Non-Health Care Employees on Social Distancing in the Workplace During an Influenza Pandemic,” Public Health – Seattle & King County (February 2007) (*see* Appendix B); “Social Distancing and Pandemic Information Telephone Script” (*see* Appendix C)
Status: Guidance developed (see Appendix B to this plan) other tools may be developed
- 6. Topic:** Collective Bargaining Agreement provisions may be temporarily suspended in order to staff and administer the functions of a department, division and/or work unit
Audience: Managers and unions
Communication Tool(s): Meetings with unions and department managers; department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>; King County Executive proclamation of a county emergency and directive
Status: Partially developed; other tools may be developed
- 7. Topic:** Work rules, including alternative work schedules, telecommuting, special duty assignments and rescission of approved leave
Audience: Managers
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; other tools may be developed
- 8. Topic:** Technological understanding of the steps which must be taken in order to address the remote network communication needs of employees who are anticipated to work at home in the event of a Pandemic Influenza emergency
Audience: Managers
Communication Tool(s): “Pandemic Influenza Emergency Remote Voice and Data Access Annex” Office of Information Management (February 2007)
Status: Developed; may be revised; other tools may be developed
- 9. Topic:** Leave administration, including sending ill employees home, family medical and sick leave, return to work authorization and leave donation
Audience: Managers
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; other tools may be developed

TIME PERIOD 2: JUST-IN-TIME COMMUNICATION

Just-in-time is the time period⁷ when there is change in the status of disease, including clusters of human-to-human Pandemic Influenza transmission somewhere in the world. During the *just-in-time* time period, King County's communication focus is on informing its workforce and the unions which represent its workforce about:

- Pandemic Influenza health information
- Workplace preparedness

A. PANDEMIC INFLUENZA HEALTH INFORMATION AND PERSONAL PREPAREDNESS

During the *just-in-time* time period, the county will inform its workforce that a world-wide Pandemic Influenza alert has been issued and that a Pandemic Influenza emergency is expected. Managers and employees will be informed about influenza prevention techniques.

The following communication topics have been identified:

1. **Topic:** World Health Organization explanation of the change of the "Pandemic Alert" phase
Audience: All employees
Communication Tool(s): Pandemic Flu
<http://www.metrokc.gov/health/pandemicflu>
Status: Developed; may be revised; other tools may be developed

2. **Topic:** Pandemic Influenza overview, prevention and changes in health care systems
Audience: All employees
Communication Tool(s): Pandemic Influenza DVD presentation by Dr. Jeff Duchin, Chief of Communicable Disease for Public Health – Seattle & King County
<http://www.metrokc.gov/health/pandemicflu/multimedia>;
Preventing the Spread of Flu
<http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf>;
How to Care For Someone with the Flu
<http://www.metrokc.gov/health/pandemicflu/prepare/care.htm>;
"Mask Usage Guidance"
<http://www.metrokc.gov/health/pandemicflu/businesses/masks.htm>;
King County Health Matters "Pandemic Influenza: Not Your Ordinary Flu" (September 2006) mass mailing; and
<http://www.metrokc.gov/health/pandemicflu/health-matters-panflu.pdf>
Status: Developed; other tools may be developed

⁷ The *just-in-time* time period may occur in close succession with the *during emergency* time period.

3. **Topic:** General healthy behaviors which are effective in limiting the spread of respiratory illnesses
Audience: All employees
Communication Tool(s): “Stop Germs” campaign and materials: www.metrokc.gov/health/stopgerms, radio, television and movie theater public service announcements, internal and external bus advertisements, and posters translated into six languages throughout King County

B. WORKPLACE PREPAREDNESS

During the *just-in-time* time period, the county will inform managers, employees and the unions which represent its employees about how county operations will change in order to provide mission critical functions. Managers and employees will be informed as to their actual operational responsibilities in the context of the county’s emergency response and how their specific roles and responsibilities will change.

The following communication topics have been identified:

1. **Topic:** Social distancing which refers to a number of ways to decrease close contact between people and reduce the spread of disease
Audience: All employees
Communication Tool(s): Department distribution of “Guidance for Non-Health Care Employees on Social Distancing in the Workplace During an Influenza Pandemic,” Public Health – Seattle & King County (February 2007) (*see* Appendix B); <http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf>; “Social Distancing and Pandemic Information Telephone Script” (*see* Appendix C)
Status: Guidance developed (*see* Appendix B to this plan; other tools may be developed)
2. **Topic:** Work rules, including alternative work schedules, telecommuting, special duty assignments and rescission of approved leave
Audience: All employees and unions
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; other tools may be developed
3. **Topic:** Technology understanding of the steps which must be taken in order to address the remote network communication needs of employees who are anticipated to work at home in the event of a Pandemic Influenza emergency
Audience: Managers
Communication Tool(s): “Pandemic Influenza Emergency Remote Voice and Data Access Annex” Office of Information Management (February 2007)
Status: Developed; may be revised; other tools may be developed

- 4. Topic:** Administration of volunteers who may be utilized after departments have attempted to staff functions with employees
Audience: Managers
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed
- 5. Topic:** Compensation and employee pay policies for employees who may be asked to stay home from work
Audience: All employees and unions
Communication Tool(s): division leadership document distribution; other tools to be developed
Status: Under development
- 6. Topic:** Leave administration, including sending ill employees home, family medical leave, sick leave, return to work authorization and leave donation
Audience: Managers
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; other tools may be developed
- 7. Topic:** The King County Executive and/or King County Health Officer will provide direction and a date for the implementation of school and daycare closure
Audience: All employees
Communication Tool(s): Press releases, emails, websites, worksite document distribution/postings, telephone messaging systems
Status: Will be developed
- 8. Topic:** School and day care closure effects on employees necessitating family care plans
Audience: All employees
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Partially developed; other tools may be developed
- 9. Topic:** Department/Division leadership lines of succession providing for predetermined alternates for key leadership positions in each department, division or work unit; lines of succession are 4 to 5 employees in depth
Audience: All employees
Communication Tool(s): “Tier 3 Planning Elements, Pandemic Flu Continuity of Operations Plan (COOP)”, updated March 6, 2007, division leadership document distribution
Status: Developed; other tools may be developed

- 10. Topic:** Collective Bargaining Agreement provisions may be temporarily suspended in order to staff and administer the functions of a department, division and/or work unit
- Audience:** Represented employees unions
- Communication Tool(s):** Labor relations meetings with unions and department managers; department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>; King County Executive proclamation of a county emergency and directive
- Status:** Partially developed; other tools may be developed; proclamation possible

TIME PERIOD 3: COMMUNICATION DURING THE PANDEMIC INFLUENZA EMERGENCY

*During emergency*⁸ is the time period immediately following the proclamation of a Pandemic Influenza emergency by the King County Executive and/or when the King County Health Officer provides direction and a date about the implementation of social distancing measures. These events may correspond.

The *emergency* time period may begin as soon as sustained human-to-human transmission is documented elsewhere in the world, or when a confirmed case happens in North America, the western coast of the United States or in Washington State. During the *emergency* time period, King County's communication focus is on informing its workforce and the unions which represent its workforce about:

- Specifics about Pandemic Influenza and infection control measures
- Workplace staffing, compensation and benefits

A. PANDEMIC INFLUENZA INFECTION CONTROL MEASURES

During the *emergency* time period, the county will inform its workforce that a county Pandemic Influenza emergency has been proclaimed. The county will continue to provide information about influenza prevention techniques and health information to its workforce and the unions which represent its workforce.

The following communication topics have been identified:

1. **Topic:** Proclamation of a Pandemic Influenza Emergency will be made by the King County Executive and/or the King County Health Officer
Audience: All employees and unions
Communication Tool(s): Press releases, emails, websites, worksite document distribution/postings, telephone messaging systems, newsletters, mass mailings
Status: Draft developed; will be revised according to the situation; other tools may be developed

2. **Topic:** World Health Organization explanation of the change of the "Pandemic" phase and what that means to county employees
Audience: All employees
Communication Tool(s): Press releases, emails and websites, including <http://www.metrokc.gov/health/pandemicflu>
Status: Partially developed; may be revised; other tools may be developed

⁸ The *emergency* time period may occur in close succession with the *just-in-time* time period.

3. **Topic:** Alternate health care sites may be available to provide health care to employees and their families
Audience: All employees
Communication Tool(s): Press releases, emails and websites, including <http://www.metrokc.gov/health/pandemicflu>
Status: May be developed depending on the situation

4. **Topic:** Antiviral medication distribution; vaccine development and distribution
Audience: All employees
Communication Tool(s): Press releases, emails and websites, including <http://www.metrokc.gov/health/pandemicflu>
Status: Will be developed depending on the situation

5. **Topic:** Pandemic Influenza information and prevention
Audience: All employees
Communication Tool(s): Pandemic Influenza DVD presentation by Dr. Jeff Duchin, Chief of Communicable Disease for Public Health – Seattle & King County <http://www.metrokc.gov/health/pandemicflu/multimedia>; Preventing the Spread of Flu
<http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf>;
How to Care For Someone with the Flu
<http://www.metrokc.gov/health/pandemicflu/prepare/care.htm>;
“Mask Usage Guidance”
<http://www.metrokc.gov/health/pandemicflu/businesses/masks.htm>;
King County Health Matters “Pandemic Influenza: Not Your Ordinary Flu” (September 2006) mass mailing and
<http://www.metrokc.gov/health/pandemicflu/health-matters-panflu.pdf>
Status: Developed; may be revised; other tools may be developed

6. **Topic:** General healthy behaviors which are effective in limiting the spread of respiratory illnesses
Audience: All employees
Communication Tool(s): “Stop Germs” campaign and materials: www.metrokc.gov/health/stopgerms, radio, television and movie theater public service announcements; internal and external bus advertisements; and posters translated into six languages throughout King County
Status: Developed; may be revised; other tools may be developed

7. **Topic:** Encourage the use of public transportation for essential travel only
Audience: All employees
Communication Tool(s): Press releases, emails and websites, including <http://www.metrokc.gov/health/pandemicflu>; <http://transit.metrokc.gov>
Status: Will be developed

8. **Topic:** Bereavement and mental health support services
Audience: All employees
Communication Tool(s): Department brochure distribution for Employee Assistance Program and Making Life Easier referrals;
<http://www.metrokc.gov/employees/eap/default.aspx> or
<http://www.metrokc.gov/employees/eap/MLE.aspx>; “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007)
<http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; may be revised; other tools may be developed

B. WORKPLACE STAFFING, COMPENSATION AND BENEFITS

During the *emergency* time period the county will inform managers and employees about the changes in county operations and services with an emphasis on providing mission critical functions while adhering to social distancing. Managers and employees will be informed as to their actual operational responsibilities in the context of the county’s emergency response, work rules, staffing requirements, compensation policy decisions and, if any, benefit changes.

The following communication topics have been identified:

1. **Topic:** The King County Executive and/or King County Health Officer will provide direction and a date for the implementation of social distancing
Audience: All employees
Communication Tool(s): Press releases, emails, department document distribution including “Guidance for Non-Health Care Employees on Social Distancing in the Workplace During an Influenza Pandemic,” Public Health – Seattle & King County (February 2007) (*see* Appendix B); websites including <http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf>; telephone messaging systems including the “Social Distancing and Pandemic Information Telephone Script” (*see* Appendix C)
Status: Developed; other tools may be developed
2. **Topic:** Collective Bargaining Agreement provisions may be temporarily suspended in order to staff and administer the functions of a department, division and/or work unit
Audience: Managers, represented employees and unions
Communication Tool(s): Labor Relations meetings with unions and department managers; department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>; King County Executive directive
Status: Partially developed; other tools may be developed

- 3. Topic:** Work rules, including alternative work schedules, telecommuting, special duty assignments and rescission of approved leave
Audience: All employees and unions
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; other tools may be developed
- 4. Topic:** Staff redeployment to other agencies in need of staffing
Audience: All employees
Communication Tool(s): WebEOC; departmental staff redeployment liaisons; other tools under development
Status: Under development
- 5. Topic:** Hiring contingent workers
Audience: Managers
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; other tools may be developed
- 6. Topic:** Administration of volunteers who may be utilized after departments have attempted to staff functions with employees
Audience: Managers
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed
- 7. Topic:** Facility closures\reduction in force
Audience: All employees
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; other tools may be developed
- 8. Topic:** Compensation and employee pay policies for employees who may be asked to stay home from work
Audience: All employees and unions
Communication Tool(s): Division leadership document distribution; other tools to be developed
Status: Under development

- 9. Topic:** Benefit plan changes
Audience: All employees
Communication Tool(s): Division leadership document distribution; other tools may be developed
Status: May be developed
- 10. Topic:** Leave administration including sending ill employees home, family medical and sick leave, return to work authorization, leave donation and bereavement leave
Audience: Managers
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; may be revised; other tools may be developed
- 11. Topic:** School and day care closure affects on employees
Audience: All employees
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Partially developed; other tools may be developed
- 12. Topic:** Discipline for conduct including unauthorized absences
Audience: Managers
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; may be revised; other tools may be developed
- 13. Topic:** What to do in the event of the death of an employee, spouse, domestic partner or dependent concerning life insurance information and resources for survivor benefits
Audience: All employees
Communication Tool(s): Department distribution of “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>; annual open enrollment for benefits eligible employees including <http://www.metrokc.gov/employees/benefits/default.aspx>
Status: Developed; other tools may be developed

TIME PERIOD 4: COMMUNICATION WHEN RECOVERING FROM THE PANDEMIC INFLUENZA EMERGENCY

Recovery is the time period when the local health care system is handling the load with its own resources and no alternative health care facilities are needed; when the trend of new Pandemic Influenza cases is consistently receding; when the King County Health Officer provides direction that social distancing measures are no longer needed; and when most employees have returned to work. During the *recovery* time period, King County's communication focus is on informing its workforce and the unions which represent its workforce about:

- Continued personal health and preparedness
- Resuming pre-pandemic county service levels

A. CONTINUED PERSONAL HEALTH AND PREPAREDNESS

During the *recovery* time period, King County will inform its workforce and the unions which represent its workforce about potential subsequent waves of the influenza, which may happen within the next six months to one year of the initial wave. The county will continue to provide information about influenza prevention techniques to its workforce and provide information on personal/family recovery issues.

The following communication topics have been identified:

- 1. Topic:** Proclamation that the Pandemic Influenza Emergency is ending will be made by the King County Executive and/or the King County Health Officer
Audience: All employees and unions
Communication Tool(s): Press releases, emails, websites, worksite document distribution/postings, telephone messaging systems, mass mailings
Status: Will be developed depending on the specific situation

- 2. Topic:** Subsequent waves of the influenza may occur within the next six months to one year of the initial wave and the workforce must be prepared for that possibility
Audience: All employees
Communication Tool(s): Press releases, emails, websites including <http://www.metrokc.gov/health>; mass mailings
Status: Will be developed

- 3. Topic:** Changes reflecting that the local health care system is available for employees on a regular basis and that no alternative health care facilities are needed
Audience: All employees
Communication Tool(s): Press releases, emails, websites including <http://www.metrokc.gov/health>; mass mailings
Status: Will be developed
- 4. Topic:** Pandemic Influenza prevention techniques
Audience: All employees
Communication Tool(s): Preventing the Spread of Flu
<http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf>;
Status: Developed; may be revised; other tools may be developed
- 5. Topic:** General healthy behaviors which are effective in limiting the spread of respiratory illnesses
Audience: All employees
Communication Tool(s): “Stop Germs” campaign and materials: www.metrokc.gov/health/stopgerms, radio, television and movie theater public service announcements, internal and external bus advertisements, and posters translated into six languages throughout King County
Status: Developed
- 6. Topic:** Bereavement and mental health support services
Audience: All employees
Communication Tool(s): Department brochure distribution for Employee Assistance Program and Making Life Easier referrals; <http://www.metrokc.gov/employees/eap/default.aspx>; <http://www.metrokc.gov/employees/eap/MLE.aspx>, “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007); <http://ohrm.metrokc.gov/library/library.htm>
Status: Developed; may be revised; other tools may be developed

B. RESUMING PRE-PANDEMIC COUNTY SERVICE LEVELS

During the *recovery* time period, most employees will return to work. Employees and the unions which represent its employees will be informed as to when their work units are expected to be functional, and will be provided return-to-work instructions.

The following communication topics have been identified:

- 1. Topic:** Identification of mission critical and other county functions which may be fully brought back into service
Audience: Managers
Communication Tool(s): Emails, department meetings, worksite document distribution, telephone messaging systems
Status: Will be developed depending on the specific situation
- 2. Topic:** Employee return-to-work directives and instructions will be provided
Audience: All employees and unions
Communication Tool(s): Press releases, emails, websites, worksite document distribution/postings, telephone messaging systems, mass mailing, mass mailings, worksite document distribution and telephone messaging systems
Status: Will be developed

APPENDICES

APPENDIX A: World Health Organization - Ten Things You Need To Know about Pandemic Influenza (October 14, 2005)

1. Pandemic influenza is different from avian influenza.

Avian influenza refers to a large group of different influenza viruses that primarily affect birds. On rare occasions, these bird viruses can infect other species, including pigs and humans. The vast majority of avian influenza viruses do not infect humans. An influenza pandemic happens when a new subtype emerges that has not previously circulated in humans.

For this reason, avian H5N1 is a strain with pandemic potential, since it might ultimately adapt into a strain that is contagious among humans. Once this adaptation occurs, it will no longer be a bird virus--it will be a human influenza virus. Influenza pandemics are caused by new influenza viruses that have adapted to humans.

2. Influenza pandemics are recurring events.

An influenza pandemic is a rare but recurrent event. Three pandemics occurred in the previous century: "Spanish influenza" in 1918, "Asian influenza" in 1957, and "Hong Kong influenza" in 1968. The 1918 pandemic killed an estimated 40–50 million people worldwide. That pandemic, which was exceptional, is considered one of the deadliest disease events in human history. Subsequent pandemics were much milder, with an estimated 2 million deaths in 1957 and 1 million deaths in 1968.

A pandemic occurs when a new influenza virus emerges and starts spreading as easily as normal influenza – by coughing and sneezing. Because the virus is new, the human immune system will have no pre-existing immunity. This makes it likely that people who contract pandemic influenza will experience more serious disease than that caused by normal influenza.

3. The world may be on the brink of another pandemic.

Health experts have been monitoring a new and extremely severe influenza virus – the H5N1 strain – for almost eight years. The H5N1 strain first infected humans in Hong Kong in 1997, causing 18 cases, including six deaths. Since mid-2003, this virus has caused the largest and most severe outbreaks in poultry on record. In December 2003, infections in people exposed to sick birds were identified.

Since then, over 100 human cases have been laboratory confirmed in four Asian countries (Cambodia, Indonesia, Thailand, and Viet Nam), and more than half of these people have died. Most cases have occurred in previously healthy children and young adults. Fortunately, the virus does not jump easily from birds to humans or spread readily and sustainably among humans. Should H5N1 evolve to a form as contagious as normal influenza, a pandemic could begin.

4. All countries will be affected.

Once a fully contagious virus emerges, its global spread is considered inevitable. Countries might, through measures such as border closures and travel restrictions, delay arrival of the virus, but cannot stop it. The pandemics of the previous century encircled the globe in 6 to 9 months, even when most international travel was by ship. Given the speed and volume of international air travel today, the virus could spread more rapidly, possibly reaching all continents in less than 3 months.

5. Widespread illness will occur.

Because most people will have no immunity to the pandemic virus, infection and illness rates are expected to be higher than during seasonal epidemics of normal influenza. Current projections for the next pandemic estimate that a substantial percentage of the world's population will require some form of medical care. Few countries have the staff, facilities, equipment, and hospital beds needed to cope with large numbers of people who suddenly fall ill.

6. Medical supplies will be inadequate.

Supplies of vaccines and antiviral drugs – the two most important medical interventions for reducing illness and deaths during a pandemic – will be inadequate in all countries at the start of a pandemic and for many months thereafter. Inadequate supplies of vaccines are of particular concern, as vaccines are considered the first line of defense for protecting populations. On present trends, many developing countries will have no access to vaccines throughout the duration of a pandemic.

7. Large numbers of deaths will occur.

Historically, the number of deaths during a pandemic has varied greatly. Death rates are largely determined by four factors: the number of people who become infected, the virulence of the virus, the underlying characteristics and vulnerability of affected populations, and the effectiveness of preventive measures. Accurate predictions of mortality cannot be made before the pandemic virus emerges and begins to spread. All estimates of the number of deaths are purely speculative.

WHO has used a relatively conservative estimate – from 2 million to 7.4 million deaths – because it provides a useful and plausible planning target. This estimate is based on the comparatively mild 1957 pandemic. Estimates based on a more virulent virus, closer to the one seen in 1918, have been made and are much higher. However, the 1918 pandemic was considered exceptional.

8. Economic and social disruption will be great.

High rates of illness and worker absenteeism are expected, and these will contribute to social and economic disruption. Past pandemics have spread globally in two and sometimes three waves. Not all parts of the world or of a single country are expected to be severely affected at the same time. Social and economic disruptions could be temporary, but may be amplified in today's closely interrelated and interdependent systems of trade and commerce. Social disruption may be greatest when rates of absenteeism impair mission critical services, such as power, transportation, and communications.

9. Every country must be prepared.

WHO has issued a series of recommended strategic actions for responding to the influenza pandemic threat. The actions are designed to provide different layers of defense that reflect the complexity of the evolving situation. Recommended actions are different for the present phase of pandemic alert, the emergence of a pandemic virus, and the declaration of a pandemic and its subsequent international spread.

10. WHO will alert the world when the pandemic threat increases.

WHO works closely with ministries of health and various public health organizations to support countries' surveillance of circulating influenza strains. A sensitive surveillance system that can detect emerging influenza strains is essential for the rapid detection of a pandemic virus.

Six distinct phases have been defined to facilitate pandemic preparedness planning, with roles defined for governments, industry, and WHO. The present situation is categorized as phase 3: a virus new to humans is causing infections, but does not spread easily from one person to another.

APPENDIX B: Guidance for Non-Health Care Employers on Social Distancing in the Workplace During An Influenza Pandemic

This guidance is intended to assist employers, including governments, businesses, community-based organizations and others in developing policies to decrease transmission of influenza in workplace settings. During a Pandemic Influenza emergency, additional guidance specific to the pandemic virus may be provided by Public Health – Seattle & King County to health care providers, government agencies, private businesses and the general public.

Overview

In the event of a pandemic, employees will seek guidance about the safety of interpersonal contact in the workplace and ways to protect themselves from infection.

Influenza is transmitted person to person through close contact. Therefore, increasing the distance between people to the extent possible is one way to decrease transmission of influenza during a severe pandemic. Because of the need to keep businesses and society functioning, it will not be possible or desirable to stop all personal close contact during a pandemic. However, there are steps employers can take to reduce the density of people in work areas and reduce the chance for disease transmission.

Interim social distancing recommendation

Social distancing refers to a number of ways to decrease close contact between people, both in the community and in the workplace. Public Health – Seattle & King County recommends that employers take reasonable steps to minimize close contact among employees and to reduce the overall density of persons within any given workspace. This may involve increasing the physical distance between employees, providing physical barriers between employees or between employees and the public, and reducing the total number of employees occupying a workspace at any one time. Ideally, maintaining at least three to six feet of separation is desirable. In some settings, achieving an overall 50% reduction in worker density may be appropriate.

Rationale

The influenza virus is spread from person to person through small droplets that are expelled into the air when an infected person coughs or sneezes. Infection can also occur when these secretions get on hands and surfaces that then come into contact with mucous membranes in the mouth, nose and/or eyes of another person. Generally, after someone sneezes or coughs the droplets fall out of the air in approximately a three to six foot radius. Separating people from one another by at least this distance may be effective in preventing transmission of the virus. Reducing overall density within any environment will minimize all associated contact, including time spent at work stations, in hallways and inside restrooms.

Assumptions

Social distancing is one part of a multi-pronged strategy to prevent transmission of influenza. In addition to the methods described, employers should also take the following steps to prevent the spread of infection in the workplace:

Disinfect surfaces: Cleaning office surfaces at least once daily may help reduce the spread of infection. Items to include are desk tops, telephone keys and handsets, computer keyboards, door knobs and anything else people regularly touch with their hands. If workstations must be shared for multiple shift positions, thoroughly disinfect all surfaces between shifts. Note: *people should not share the same cleaning supplies; have an outside vendor conduct this daily disinfection process or purchase individual supplies.*

Hand washing and gel sanitizers: This is particularly important for employees who have frequent contact with the public or frequent contact with objects handled by other people. Employers are encouraged to post signs through the work environment that encourage frequent hand washing with soap and water. Placement of alcohol-based gels for hand washing is also recommended. The pump applicators of gel dispensers in public locations should be disinfected regularly.

Ill employees should stay home: Make it an expectation that all persons with a fever or a cough stay home. Employers are encouraged to screen employees for signs of influenza (fever, headache, extreme tiredness, cough, sore throat, runny or stuffy nose, muscle aches, etc.) and to send ill employees home. If an employee becomes ill at work, provide a surgical mask to cover their mouth and nose and send the person home.

Appropriate mask use: For more information on the use of masks in the work environment, see “Mask Usage Guidance” <http://www.metrokc.gov/health/pandemicflu/businesses/masks.htm>

Social distancing methods

There are many social distancing methods available. Employers are encouraged to assess their work environment and business needs to determine which of the following options are most applicable and relevant. The goal of reducing employee density by 50% may be achieved through a combination of methods. Social distancing methods include:

Telecommuting: Asking employees who can work at home to do so by using telephones and computers linked to employer networks, can be a simple step. Employers must assess whether their business needs can be supported remotely. They must also assess whether individual functions can be performed through telecommuting. This option typically requires advanced planning and organizational permissions to implement. Employees need to be provided access to their work servers through various means. IT staff can identify which applications and processes are best for your environment. See “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007) at <http://ohrm.metrokc.gov/library/library.htm>

Flex shifts or work alternate days: In some environments it may be possible to ask half of a work group to work during the early shift (ex: 5:00 AM – 1:00 PM) and the other half to work during a late shift (1:00 PM – 9:00 PM), rather than having all employees work the same hours. Similarly, it may be possible to shift some staff to work on days that would normally be off days (e.g., weekends). Such strategies should be discussed with the Human Resources professionals

observed. Generally, people who work in offices are sufficiently isolated from one another so have employees work in every other cubicle or work station. See “Pandemic Influenza Response Manual” Human Resources Division (revised March 6, 2007) at <http://ohrm.metrokc.gov/library/library.htm>

Minimize face-to-face meetings and close contact: Public Health – Seattle & King County recommends suspending face-to-face meetings during a pandemic to the extent possible. Teleconferences may become the norm during a pandemic as a substitute for internal meetings. Assess your conference call capacity in advance. If in-person meetings are critical, limit attendance and assure people have as much space as possible (ideally six feet) between one another (*e.g.*, sitting at every other chair). Do not fill up the meeting room.

Develop alternate service delivery methods: Services that are conducted over countertops may not be ideal during a pandemic. Volume will likely be down due to absenteeism and the atmosphere may be quieter. Most business practices are intentionally designed for large volume efficiencies. Consider ways you can slow processes down and also reduce the amount of close contact between employees and customers. For example, where a line may form waiting for service, ask people to wait in line while standing six feet apart from one another and mark placeholders on the floor which may help people comply. Consider placing Plexiglas barriers between employees and the public.

Develop alternate cash handling procedures: Cash can transmit disease, including influenza. There are ways to minimize hand contact. For example, position credit/debit card slide machines so that a customer can swipe his or her own card. Ask employees to wear gloves while handling cash and have them do nothing else but handle cash for specified periods of time.

Frequently Asked Questions

1. Is distancing a primary component of an influenza prevention plan for employers, employees, individuals and families?

YES – The most important ways to decrease the spread of influenza infection for employers, employees, individuals and families are:

- ➔ Minimize close contact with other people as much as possible and stay away from ill people.
- ➔ Stay at home and away from others when you are ill.
- ➔ Wash hands frequently and avoid touching your nose mouth and face unless you have just washed hands.
- ➔ Always cover your cough or sneeze. If you use a tissue, put it immediately into a waste receptacle and wash your hands.

2. How long will social distancing measures need to be in place?

Based upon the pattern of previous pandemics, experts anticipate that Pandemic Influenza will occur in waves of illness in a given area that last as long as six to twelve weeks.

3. Are there any other ideas to consider for social distancing?

YES – Here are some alternatives to consider:

- ➔ Implement existing “building closure day” policies for a longer duration.
- ➔ Stagger breaks and meal periods.
- ➔ Implement “ghost shift changes” (one shift leaves before another starts to avoid contact between the two groups).
- ➔ Consider remote delivery systems, such as drive through service.
- ➔ Redeploy workers who have recovered from influenza to perform high-risk mission critical services; they are likely to have developed some immunity to the virus.

APPENDIX C: Social Distancing and Pandemic Information Internal King County Telephone Script

This is an informational message for King County employees about the recent Pandemic Influenza outbreak.

{X} cases of Pandemic Influenza have been confirmed in King County.

- King County government functions remain open and operational
- On {date and time}, all schools and licensed daycare facilities will be closed for {number months} and King County will implement social distancing protocols for all employees to help slow the spread of Pandemic Influenza.
- Ask your supervisor how social distancing will apply at your worksite.
- Stay home if you have contracted Pandemic Influenza or if someone in your household has contracted Pandemic Influenza in the past five days. Inform your supervisor of the situation.
- Check with your supervisor to see if you are authorized to work from home. During the Pandemic Influenza emergency, telecommuters do not need to provide offsite childcare.

For more information about your responsibilities or about Pandemic Influenza, go online to www.metrokc.gov or metrokc.gov/health.

You may call the King County Employee Hotline at: 206-205-8600. Again, that's 206-205-8600.

You may also call the Public Health – Seattle & King County Pandemic Flu Hotline at: 206-296-1500. Again, that's 206-296-1500.

Thank you for your continued service to the people of King County.

APPENDIX D: Essential Services Definition and Revised Listing for Pandemic Influenza

Definition: Essential Functions/Services – Those functions, stated or implied, that are required to be performed by statute or Executive Order, to provide vital services, exercise civil authority, maintain the safety and well being of the general populace, and sustain the industrial and economical base in an emergency, or other functions deemed essential by the heads of principal organizational elements. (FEMA definition: As listed in Glossary of KC Pandemic Influenza Response Plan).

Primary Goals for Prioritizing Critical County Government Functions

1. Life/Safety Functions

Preserve, maintain, or immediately restore functions that save lives, treat or transport injured or ill patients, or protect the public or King County employees from immediate harm.

2. Essential Support Functions

Preserve, maintain, or immediately restore support services and capabilities upon which life/safety functions rely, or which are required to sustain the industrial and economic base of the county, or which are required to support Continuity of Government/Continuity of Operations.

3. Constitutionally Required Functions

Preserve, maintain, or immediately restore those services and capabilities under the responsibility of King County Government that are mandated by the Washington State Constitution.

4. County Government Leadership

Preserve, maintain, or immediately restore leadership and decision making capability to all King County departments.

Plan for identifying and centrally reporting on operational impacts during a pandemic:

During a pandemic, a snapshot picture of the impacts to county services can be obtained via a virtual reporting tool contained within Web EOC. Web EOC is an online system designed to allow sharing and management of real-time information during emergency. Web EOC's Critical Infrastructure Reporting Board allows for each county department, division, and/or office to self-report the level of impact on their services. Using a standardized Red (Mission Critical Impacted), Yellow (Mission Critical Functional), and Green (Normal Operations) key, county policy makers can quickly gain an understanding of the overall impact to services, as well as drill down further for details as to specific impacts to service. Service impacts reporting will remain real-time, as Web EOC can be accessed via any internet connection inside or outside of the county IT system. Additionally, regional partners outside of King County government who are signatories to the Regional Disaster Plan (including local cities, fire districts, hospitals, schools,

private utilities, media, banking industry) are able to participate in this reporting tool by having controlled and limited read/write capabilities within Web EOC.

Tier 4 Plan - Countywide Pandemic Influenza Essential Service Listing: The following list has been approved by all separately selected organizations and executive departments. Countywide agreement on this revised list of essential services constitutes the Tier 4 plan.

EXECUTIVE OFFICES

Office of the Executive (EXEC)

Mission essential functions include:

- Preserve the continuity of the executive branch of county government. [4]
- Inform the public. [2]
- Execute and enforce all ordinances and state statutes within the county (after working to eliminate/revise any that become inoperable in a pandemic). [4]
- Make emergency proclamations when needed. [2]
- Coordinate emergency operations and provide liaison to other jurisdictions as required. [2]
- Support to the extent required, continuity of overall county operations through interaction with other separately elected officials and others. [4]

Office of Management and Budget

Mission essential functions include:

- Review and develop options for policy, budget and strategic decisions. [4]
- Propose, review, and transmit ordinances, motions, and other legislation to the Executive Office for transmittal to the county council. [4]

Office of Information and Resource Management

Mission essential functions include:

- Support county and regional information security and privacy requirements. [2]
 - a. Cyber Incident Commander
 - b. Advisory and Security Operations

Office of Information and Telecommunications Services

Mission essential functions include:

- Provision of enterprise-wide IT infrastructure services. [2]
 - a. Wide Area Network and support services (I-Net, wireless, and network engineering)
 - b. Telecommunications
 - c. Service Desk, LAN and Desktop Administration, e-mail and Active Directory
 - d. Data Center, Systems Engineering, and Application Development (7x24 support)
 - e. Radio Services
- Support of IT staff distributed within Executive agencies. [2]

EXECUTIVE DEPARTMENTS

Department of Public Health (DPH)

Mission essential functions include:

- **Community Health Services**
 - a. Operation of Primary Care Clinical Services. [1]
 - b. Various support services within CHS that are essential to primary care. [2]
- **Correctional Health Services**
 - a. This function will need to be sustained in its entirety. [1]
- **Emergency Medical Services**
 - a. Medic One. [1]
- **Prevention Division**
 - a. Communicable Disease - Epidemiology Program. [2]
 - b. Medical Examiners Office. [2]
 - c. Vital Statistics (issuing of death certificates). [2]
 - d. Public Health Laboratory. [2]
 - e. Tuberculosis Clinic (would need to maintain medication dispensing). [1]
- **Office of the Director**
 - a. Communications. [2]
 - b. Risk Communications. [2]
 - c. Preparedness. [2]
 - d. Public Health EOC management and coordination. [2]

Department of Executive Services (DES)

Mission essential functions include:

- **Director's Office**
 - a. As the County Administrative Officer, provide senior management oversight to catastrophic incident mitigation, preparation, response, and recovery. [4]
- **Facilities Management Division (FMD)**
 - a. The following are mandated by law:
 - 1. Maintain detention and work release facilities. [1]
 - 2. Perform weapons screening in court facilities. [1]
 - 3. HVAC functions performed by licensed Engineer. [1]
 - b. Support of county Continuity of Operations. [2]
 - 1. Operate/maintain county facilities, HVAC, and custodial services and represent the county where required with property managers and building managers/owners for leased space used for county operations.
- **Finance and Business Operations Division (FBOD)**
 - a. Benefits and Retirement
 - 1. Administer the county's benefits and retirement programs, claims, and related activities. [2]
 - b. Financial Management

1. Accounts Payable. [2]
 - Vendor payments.
2. Accounts Receivable. [2]
 - Process lockbox contents and post transactions.
 - Grant receivable collections (includes wire transfer activity processed by Treasury).
 - Bill essential customers as identified by departments.
3. Accounting Systems. [2]
 - Process county accounts payable, and cash management transactions
4. Financial Accounting. [3]
 - Process monthly tax and revenue distributions to/from state and cities by deadlines established by state law
- c. Payroll Ops and PSSD. [2]
 1. Processing Payroll
 - Process county payrolls and related transactions (e.g. tax reporting, retirement, etc.) for all employees
 2. HR/Payroll Systems Support
 - Ensure both HR/Payroll systems are up, available and running as they should, and that all HR/Payroll system processes, inputs and outputs are executed on schedule
 3. Where required, support other county agencies that might lack sufficient resources during a pandemic to support their internal timekeeping/payroll functions.
- d. Procurement and Contract Services. [2]
 1. Ensure purchase orders and contracts are executed on a timely basis for county departments and provide the services necessary to keep their operations functioning, both internally and externally.
- e. Treasury. [3,2]
 1. Property tax collection, receipt and distribution to junior taxing districts. Critical yearly certification and peak collection periods are: December 15 through January 25; February 15 through May 15; and September 21 through November 15. [3]
 2. Property tax information to the public. [2]
 3. Mail yearly property tax statements in February. [2]
- f. Web Services. [2]
 1. Provide intranet web access to ARMS, IBIS and PeopleSoft Financial systems summary and detail information.
- **Human Resources Division (HRD)**
 - a. The Benefits section of HRD maintains an accounting function which makes daily payments in support of all of the medical, dental, life, vision care and long term disability payments for King County employees. [2]
 - b. Employee Assistance Program will be maintained at the highest level in order to work in support of King County employees experience separate losses of family member or co-workers. [1, 2]

- c. The Division Director's Office will maintain operations in order to respond to emergent questions from managers and staff from throughout the County. [4]
- d. A labor relations function, with reduced staff, will be maintained in HRD. Numerous questions will arise from business representatives throughout the Pandemic episode. [2]
- **Records, Elections, Licensing Services Division (REALS)**
 - a. Election Administration and Voter Registration. [3]
 - b. Animal Services – Field and Shelter Operations. [2]
 - c. Records management/records retention. [2]
- **Office of Emergency Management (OEM)**
 - a. E-911 Program Office. [1]
 - Maintain the E-911 network
 - Monitor and respond to network outages.
 - Coordinate with telephone and wireless carriers on the repairs.
 - Communicate status to the Public Safety Answering Points and the public as necessary.
 - b. The Emergency Management Program Office. [2, 4]
 - Maintenance, operation, and staffing of the Emergency Coordination Center (ECC) [2, 4]
 - *Liaison with other governmental and private sector agencies in support of the Regional Disaster Plan [2, 4]*
- **Office of Risk Management (ORM)**
 - a. Insurance *acquisition*/renewal. [2]
 - b. Claims documentation and response. [2]

Department of Transportation (DOT)

Mission essential functions include:

- **Metro Transit Division**
 - a. Operation of reduced bus service network: filling operator and first-line supervisor assignments, dispatch, service communications, service quality, training of new employees as needed. Handle required HR issues including drug and alcohol testing unless relieved from this Federal obligation; operate, maintain, clean and repair buses and all required related systems; handle necessary customer service needs. [1, 2]
 - b. Continue paratransit service operation in reduced service area matching reduced service area for bus network (except for life-sustaining services which would continue throughout normal paratransit service area); take trip reservations, schedule service, fuel and clean the insides of vehicles, provide customer service, operations contract management, conduct eligibility determinations for new applicants. [1, 2]
 - c. Continue Vanpool vehicle maintenance, vanpool member support, ridematching services, fleet management. [1, 2]
- **Fleet Administration Division**
 - a. Acquire, maintain, and repair county vehicles and off-road equipment. [2]
 - b. Maintain warehouse materials and supplies. [2]
- **King County International Airport**

- a. Maintain 24/7/365 operations at the King County International Airport. [1, 2]
 - Air Rescue Fire Fighting.
 - Airport operations, inspections, runway maintenance, tenant management.
- **Road Services Division**
 - a. Support county roadway infrastructure. [1, 2, 3, 4]
 - Operate and maintain a safe county roadway infrastructure including roads, traffic control devices, and bridges.
 - Manage interruptions to transportation infrastructure to minimize adverse impacts.
 - Maintain public access to vital documents and information available only through the map counter, survey and material lab.

Department of Adult and Juvenile Detention (DAJD)

Mission essential functions include:

- **Administration Division:**
 - a. Provide adult and juvenile detention facilities that are safe, secure, humane, orderly and cost-effective. [1]
 - b. Provide a catalyst for change in the lives of offenders by providing cost-effective programs and community corrections alternatives to secure detention in the least restrictive setting without compromising public safety. [2]
- **Juvenile Division**
 - a. Provide juvenile detention facilities that are safe, secure, humane, orderly and cost-effective. [1]
 - b. Provide intake and release, mail delivery, legal visits, meals, laundry, school, and transportation to court. [2]
- **Seattle and Kent Divisions (KCCF and RJC)**
 - a. Provide intake and release, housing, mail delivery, legal visits, meals, laundry, and transfer of adult detainees. [2]
 - b. Transport detainees to all necessary court and medical appearances. [2]

Department of Community and Human Services (DCHS)

Mission essential functions include:

- **Community Services Division:**
 - a. Shelter and housing services for vulnerable populations. [2]
 - b. Vendor and client payments. [2]
- **Mental Health, Chemical Abuse and Dependency Services Division:**
 - a. Involuntary psychiatric commitment [1]
 - b. Contracting with and payment to community mental health and chemical dependency treatment providers [2]
- **Office of Public Defender:**
 - a. Screening defendants for indigency, assigning defendants to public defenders, and processing of expert witness approvals and payments. [2, 3]

Department of Natural Resources and Parks (DNRP):

Mission essential functions include:

- **Waste Treatment Division (WTD)**
 - a. The continuous operation of its conveyance and treatment system. [2]
- **Solid Waste Division (SWD)**
 - a. Receive commercial garbage at transfer stations – limit stations if necessary due to staff shortage. [2]
 - b. Transport garbage. [2]
 - c. Landfill garbage. [2]
 - d. Operate environmental control systems – flares, wastewater. [2]
- **Water and Land Resources Division**
 - a. Operate the Flood Warning Center (FWC) under pre-determined levels of operation determined by river flood levels. [1]
 - b. Provide Urban Drainage Emergency Response, as required – Answer telephone calls to the drainage complaint phone number and respond. [2]

Department of Developmental and Environmental Services (DDES)

Mission essential functions include:

- Some arson investigations (for example, fatalities) may be deemed essential. [2]
- Life/safety permit reviews, inspections and critical environmental inspections (relatively small number, less than a dozen per year). [2]

Department of Judicial Administration (DJA)

Mission essential functions include:

- **Seattle, Kent, and Juvenile Locations:**
 - a. Provide personnel for courts in session and keep the record for each matter. [1]
 - b. Receive and make available to the court, records related to ongoing matters. [1]
 - c. Prepare and distribute court calendars. [1]
 - d. Accept documents and new cases for filing. Assist the public, litigants, and attorneys with filing, payments, and access to records for ongoing court matters. [1]
 - e. Process warrant, commitment, release, and domestic violence paperwork. [1]

SEPARATELY ELECTED ORGANIZATIONS

Department of Assessments (DOA)

Mission essential functions include:

- Determining the full and equitable values of local assessed properties, real and personal and for providing a certified county assessment/tax roll. [3]

Office of the Prosecuting Attorney (PAO)

Mission essential functions include:

- **Criminal Division**

- a. Felony filing of in-custody referrals; [1, 3] (b. – f. will be [2] unless inaction would lead to release).
- b. In-custody adult criminal case processing. [1, 3]
- c. In-custody juvenile criminal case processing. [1, 3]
- d. Protection order hearings and case processing. [1]
- e. As needed, warrant review for law enforcement. [1]
- f. Receipt of law enforcement referrals on in-custody matters. [1, 3]
- **Civil Division**
 - a. Provide legal advice. [2]

Superior Court (KCSC)

Mission essential functions include:

- a. In-custody adult criminal matters except for trials. [1] (a. – e. will be [2] unless inaction would lead to release)
- b. In-custody juvenile matters except for fact findings. [1]
- c. Juvenile dependency shelter care hearings. [1]
- d. ITA hearings. [1]
- e. Civil and family law matters including. [1]
 - Returns on warrants
 - Anti-harassment hearings
 - Domestic violence hearings
 - Civil, domestic, and vulnerable adult temporary restraining orders

District Court (KCDC)

Mission essential functions include:

- In-custody Calendars (if defendants are transportable) at: [1, 2]
 - a. King County Correctional Facility (KCCF) in Seattle
 - b. Regional Justice Center in Kent
 - c. Issaquah Courthouse location
- Search Warrants and Probable Cause hearings may be processed by electronic means. [1, 2]
- Civil Domestic Violence and Anti-harassment orders – both Temporary and Full order hearings may be heard at the three above locations or by electronic means. [1]
- Mental Health Court operations. [1]

Sheriff's Office (KCSO)

Mission essential functions include:

- In the event of a influenza pandemic, the following would be considered essential services:
 - a. Death investigations. [1]
 - b. Major case investigations: assault, kidnap, missing person, robbery (screened on case-by-case basis). [1]

- c. In-progress calls for service, with priority given to felonies and domestic violence. [1]
- d. Fatality/Injury accidents. [1]
- e. Mutual aid requests involving the above listed incidents. [2]
- f. Court Security Details. [1]
- The following are potential response events that may require a KCSO response during an influenza pandemic:
 - a. Civil unrest. [1]
 - b. Providing security to medical care facilities. [1]
 - c. Protecting supply and distribution of vaccines or other medications. [1]
 - d. Possible death investigations as a result of the pandemic influenza. [1]

Metropolitan King County Council (KCC)

Mission essential functions include:

- 1. Council, Committee Staff and Clerk of the Council**
 - a. Receive, analyze and consider proposed ordinances, motions and other legislation including the annual budget and supplemental appropriations. [2]
 - b. Certify election results and levees. [2]
 - c. Inform and assist the public by responding to constituents. [2]
- **Board of Appeals/Equalization:** Providing:
 - a. Appeal information to potential petitioners [3]
 - b. Petition forms [3]
 - c. Processing petition submissions [3]
 - d. Petition receipt letters [3]
 - e. Notice of hearing letters [3]
 - f. Issuing written decisions in accordance with Washington State laws and King County codes. Due to State and County imposed filing deadlines, processing new petitions timeliness is essential. [3]
- **Hearing Examiner:**
 - a. Providing written notices, holding public hearings and issuing written recommendations and decisions on applications and appeals as mandated by county codes and frequently by state law. [3]
- **King County Television:**
 - a. Keep the station operational providing critical information to the public using pre-produced material as well as live and taped messages. [2]