

Pandemic Influenza Continuity of Operations (COOP) Lake County Sheriff's Office

104 East Erie St., Painesville, Ohio 44077



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I. INTRODUCTION

The introduction should briefly address COOP planning in general and the need for specialized planning to respond to an influenza pandemic.

The Federal Government performs essential functions and services that may be adversely impacted in the event of a natural or man-made disaster. In such events, all government Departments and Agencies should have plans to continue to operate their core missions. Maintaining essential functions and services is a vital element in an organization's ability to continue operations. Continuity of operations for various agencies, businesses, and governmental jurisdictions may be disrupted during a pandemic; therefore, it is important for these entities, in particular, the Lake County Sheriff's Office, to ensure it can execute its essential missions in the event of a threat to its normal continuity of operations. Federal Preparedness Circular (FPC) 65, Federal Executive Branch Continuity of Operations (COOP), provides guidance to Federal Executive Branch Departments and Agencies for use in developing contingency plans and programs for COOP. COOP planning is intended to ensure the performance of Department and Agency essential functions across a wide range of all-hazards emergencies.

The Federal Implementation Plan for the National Strategy for Pandemic Influenza acknowledges that an influenza pandemic will require specialized planning beyond that addressed in FPC 65. To address this, FEMA issued a memorandum on March 1, 2006, "Continuity of Operations (COOP) Pandemic Influenza Guidance." The memorandum provides guidance to Federal Executive Branch Departments and Agencies for incorporating pandemic influenza considerations into their COOP planning.

I-2 Applicability and Scope

- The provisions of this document apply to the [Lake County Sheriff's Office](#) Communications Center and its offices.
- Support from other state agencies and local governments as described herein will be coordinated with the [Lake County Sheriff's Office](#) as applicable.
- Separate COOP s may be developed for all [Lake County Sheriff's Office](#) agencies identified as critical agencies. Each of the individual agency COOPs will serve as annexes to the overall [Lake County Sheriff's Office Communications Center](#) COOP.
- This document applies to situations that require relocation of mission-essential functions of the Communications Center as determined by the [Lake County Sheriff's Office](#). The scope may also apply to temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored in the primary facility within a short period. The [Lake County Sheriff's Office](#) will determine situations that require implementation of the COOP.

II. PURPOSE

The purpose should briefly address the organization of the Pandemic Influenza COOP Annex and its relationship to the overall COOP plan. It should also discuss the key elements of Pandemic COOP planning. **The mission statement of the Lake County Sheriff's Office is as follows:**

LCSO Mission Statement

“We are guardians of society’s laws who respond to the public needs in a caring courteous and professional manner to ensure the highest quality of life for all people”

This Continuity of Operations Plan (COOP) establishes policy and guidance to ensure the execution of the mission-essential functions for [Lake County Sheriff's Office](#) in the event that an emergency threatens or incapacitates operations and the relocation of selected personnel and functions of any essential facilities of the Communications Center are required. Specifically, this Plan is designed to:

- Ensure that the Sheriff's Office is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
- Ensure that the Sheriff's Office is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.
- Provide a means of information coordination to the Lake County government to ensure uninterrupted communications within the internal organization of the County and externally to all identified critical customers.
- Provide timely direction, control, and coordination to the [Lake County Sheriff's Office](#) leadership and other critical customers before, during, and after an event or upon notification of a credible threat.
- Establish and enact time-phased implementation procedures to activate various components of the “Plan” to provide sufficient operational capabilities relative to the event or threat thereof to [Lake County Sheriff's Office](#)
- Facilitate the return to normal operating conditions as soon as practical, based on circumstances and the threat environment.
- Ensure that the [Lake County Sheriff's Office](#) COOP is viable, current, and operational, and is compliant with all guidance documents.
- Ensure that the [Lake County Sheriff's Office](#) COOP is fully capable of addressing all types of emergencies, or “all hazards” and that mission-essential functions are able to continue with minimal or no disruption during all types of emergencies.

III. CONCEPT OF OPERATIONS

The Concept of Operations section should explain how the organization will implement its Pandemic Influenza COOP Plan and specifically its response to changes in the Federal Response Stages.

This Annex is built upon the assumption that the Pandemic Influenza Federal Response Stages will serve as the Pandemic COOP Plan activation criteria or “triggers” for The Lake County Sheriff’s Office actions. As such, worksheets aligning specific responses in each of the 11 traditional areas of COOP for each Federal Response Stage are included in Appendix 2.

IV. PANDEMIC PLANNING ASSUMPTIONS

The Assumptions section should address the overarching planning assumptions that were used for development of the Pandemic Influenza COOP Plan Annex *i.e.* those provided in the *National Strategy for Pandemic Influenza Implementation Plan*. It should also identify any *Lake County Sheriff’s Office* specific planning assumptions.

A. GENERAL ASSUMPTIONS

- Susceptibility to the pandemic influenza 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 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 influenza, 50 percent will seek outpatient medical care. With the availability of effective antiviral drugs for treatment.
- 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 schools, 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 influenza is approximately two days. The following symptoms may appear 2-14 days after exposure.* Fever, Cough, and/or Shortness of breath

*This is based on what has been seen previously as the incubation period of [MERS](#)-CoV viruses

People are thought to be most contagious when they are most symptomatic (the sickest).

- Some spread might be possible before people show symptoms; there have been reports of this occurring with this new coronavirus, but this is not thought to be the main way the virus spreads.
- 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. For example, the pandemic could spread so rapidly that Federal Government Response Stages 3 and 4 may be activated simultaneously or a change from Stage 3 to 5 is ordered.

Table 1: Number of Episodes of Illness, Healthcare Utilization, and Death Associated with Moderate and Severe Pandemic Influenza Scenarios*

<i>Characteristic</i>	<i>Moderate (1958/68-like)</i>	<i>Severe (1918-like)</i>
<i>Illness</i>	<i>90 million (30%)</i>	<i>90 million (30%)</i>
<i>Outpatient Medical Care</i>	<i>45 million (50%)</i>	<i>45 million (50%)</i>
<i>Hospitalization</i>	<i>865,000</i>	<i>9,900,000</i>
<i>ICU Care</i>	<i>128,750</i>	<i>1,485,000</i>
<i>Mechanical Ventilation</i>	<i>64,875</i>	<i>745,500</i>
<i>Deaths</i>	<i>209,000</i>	<i>1,903,000</i>

**Estimates based on extrapolation from past pandemics in the United States. Note that these estimates do not include the potential impact of interventions not available during the 20th century pandemics.*

B. DEPARTMENT/AGENCY ASSUMPTIONS

- The Lake County Sheriff’s Office will be operational during a pandemic influenza outbreak.
- All D/A Components have actionable COOP plans and capabilities in accordance with FPC 65.
- Alternate facilities may be activated for use during a pandemic. Lake County Sheriff’s Office may make its alternate facilities, along with other locations, available to be used as a precaution to separate staff i.e., implement social distancing protocols. A pandemic influenza event does not necessarily require the use of alternate facilities.
- Essential functions, Lake County Sheriff’s Office operations and support requirements will continue to be people-dependent. These activities require human interactions to be carried out, however many interactions may not require face-to-face contact or can be conducted with precautionary measures.
- Travel restrictions, such as limitations on mass transit, implemented at Federal, State, local and/or Tribal levels will affect the ability of staff to get to work.

V. ELEMENTS OF A VIABLE COOP CAPABILITY

The Elements of a Viable COOP Capability section should address the 11 traditional elements of COOP in the context of a pandemic influenza.

A. PLANS AND PROCEDURES

The Lake County Sheriff's Office pandemic influenza COOP planning and response actions shall be appropriately linked to the Federal Government Response Phases (see Appendix 1). A change from one Federal Government Response Phase to another automatically activates certain readiness measures and procedures.

I. Pandemic Coordinators and Pandemic Response Teams

The Sheriff has designated Captain R. Mike Warner as the Lake County Sheriff's Office Pandemic Coordinator. The Lake County Sheriff's Office Captain Cynthia Brooks will serve as the Alternate Pandemic Coordinator. The Lake County Sheriff's Office will establish a Pandemic Response Team (PRT) to anticipate the impacts of a pandemic on Lake County Sheriff's Office and to assist with developing strategies to manage the effects of a pandemic outbreak. Each Component shall establish and designate a Pandemic Coordinator and identify and designate a Component-level PRT to support the Pandemic Coordinator, with representatives of all relevant stakeholders. The Pandemic Coordinator should work closely with the Component's COOP Program Manager. The COOP Program Manager shall also serve as a member of the Component's PRT if he or she is not already designated as the Component's Pandemic Coordinator.

The Lake County Sheriff's Office PRT is composed of the following members:

- Lt. Bob Izzo
- Lt. Dee Cichon
- Sgt Robert Harps
- Lt. Eric Vanjo
- Lt. Dan Bachnicki
- Lt. Todd Menmuir

2. Sustaining Operations

Sustaining operations will be performed until normal business activity can be reconstituted; this may take longer than 30 days. The principal focus in making this determination will be the minimization of the effects of a pandemic on staff and operations. The Lake County Sheriff's Office will emphasize and implement procedures such as social distancing techniques, infection control and personal hygiene, cross-training, and telework to sustain operations. See attached: LCSO guide from CDC

Risk Communications

The Lake County Sheriff's Office shall develop a Risk Communications Plan for communicating with stakeholders (internal and external). A change from one Federal Government Response Phase to another automatically triggers certain readiness measures.

When conditions change from one Federal Response Stage to another, or as directed by the Secretary, The Lake County Sheriff's Office COOP Emergency Relocation Group (ERG) members receive pre-recorded or customized messages from Lake County Sheriff's Office Communication Center and the Sheriff or his designee. In a pandemic influenza environment, The Lake County Sheriff's Office pandemic COOP planning and response actions shall be appropriately linked to the Federal Government Response Phases (see Appendix 1 for a mapping of WHO Global Pandemic Phases to Federal Government Response Stages). A change from one Federal Government Response Phase to another automatically triggers certain readiness measures and procedures.

3. Lake County Sheriff Office Response Phases

The Secretary of Homeland Security, in coordination with Department of Health and Human Services, the White House Homeland Security Council, and other Federal partners as required, shall set the Federal Government Response Stages as a pandemic evolves.

Lake County Sheriff's Office and Components may also utilize their own internal customized phases to supplement the Federal Government Response Phases in order to achieve a higher state of readiness. The Sheriff or his designee will need to implement the corresponding actions associated with each change in Federal Government Response Phase and then communicate that action to his/her organization.

B. ESSENTIAL FUNCTIONS

According to the Implementation Plan for the National Strategy for Pandemic Influenza, during a pandemic or any other emergency, essential functions must be continued to facilitate emergency management and overall national recovery. Given the expected duration and potential multiple waves of a pandemic, The Sheriff or is his designee and Components must review their essential functions and services to consider the need to perform essential functions beyond the traditional 30-day COOP requirement.

I. Essential Functions

The Sheriff or his Designee must include definitions and identification of essential functions and services needed to sustain agency mission and operations for several months. For pandemic planning purposes, essential services and functions are likely to be broader than the traditional COOP essential functions.

As part of the Lake County Sheriff's Office Headquarters plan, Table 2 is the prioritized list of the essential functions of the Office of the Secretary with supporting information for ERG Personnel, Vital Records and Databases, and Mission Critical Systems and Equipment required to perform each of the essential functions.

In order to minimize the effects of a pandemic on staff and operations and continue essential functions and services, Lake County Sheriff's Office will emphasize and implement procedures such as social distancing techniques, infection control and personal hygiene, cross-training, and telework.

		Current Personnel On Staff		Scenario 1: Anticipate a 25% Reduction in Workforce		Scenario 2: Anticipate a 40% Reduction in Workforce			
List Your Core/Essential Tasks	Unit to Support or Deliver Task	Volunteer	Staff	List any Necessary Changes in Operations to Continue Performing This Task	Standard of Delivery Acceptable? Yes/No	List any Necessary Changes in Operations to Continue Performing This Task	Standard of Delivery Acceptable? Yes/No	Minimum Number of People Required	Specific Skills Necessary
Respond to Emergencies	Road Patrol		27 Deputized Full Road Patrol	Adjust Scheduling to accommodate Platoons with most absences	Yes	Adjust Scheduling to accommodate Platoons with most absences. Eliminate Time Off allowances unless ill.	Yes		Road Patrol Trained
	Detectives		7 Deputized Detectives	Limit Time Off allowances/reschedule Time Off- Detectives to Road Patrol	Yes	Detectives to assist on Road Patrol	Yes		
	Court Services		30 Deputized Court Service Deputies	Court Service Deputies to assist with Emergency Calls when needed	Yes	Court Service Deputies assist on Patrol if Court activities closed.	Yes		Deputized
Other Activities									
Other "Must Do"	In progress Violent Crimes, Emergency Situations			Respond to Violent in Progress Crimes, Emergency Situations	Yes	Respond to Violent in Progress Crimes, Emergency Situations	Yes	4 Per Shift	
Other "Should Do"	Non In Progress Violent Crimes, Vehicle Crashes			Non In Progress Violent Crimes, Vehicle Crashes	Yes	Non In Progress Violent Crimes, Vehicle Crashes	Yes	4 Per Shift	
Discretionary	Non Violent Crime Reports, Public Assists			Limited Response to Non Violent Crime Reports, Public Assists.	Yes	Eliminate Response to Non Violent Crime Reports, Public Assists.	Yes	0 Per Shift	

	<i>SO</i>			Encourage GIR's		Mandatory GIR's			
	Total Staffing		64 Deputized Full/Part Time Staff					4 Per Shift	

2. Identification of Essential Positions and Skills

Activity to Identify Gaps in Planning

The following activity is designed to generate discussion among your senior leadership about how to effectively respond to the range of impacts of an influenza pandemic. It is a notional scenario designed to allow communities to consider what resources they have and plan accordingly.

First Responders Pandemic Activity: A National Scenario
<p><i>Imagine if...</i></p> <p>Day 1. Local and national media outlets begin running stories on influenza cases throughout the nation, increasing public concerns.</p> <p>Day 14. Your state health department confirms five deaths within your state.</p> <p>Day 15. The Federal Government reports that it has begun vaccine production for the influenza strain.</p> <p>Day 20. Local public-school officials report increased absenteeism. Public health officials cannot conclude to what degree this is self-quarantining or the result of actual infection.</p> <p>Day 23. Your state health department confirms the first case in your region. Local public schools close as a precaution.</p> <p>Day 28. A number of staff members call out of work as a result of childcare issues due to the closure of their children's school.</p> <p>Day 30. Local hospitals and clinics report a large increase in patients presenting flu-like symptoms. Large numbers of "worried well" are clogging the medical system due to media coverage of the situation.</p> <p>Day 33. Seven employees arrive at work with flu-like symptoms.</p> <p>Day 34. You receive a call from a staff member asking whether he should come to work, as his child is ill with flu-like symptoms.</p> <p>Day 35. The union official calls asking for documentation of personal protection, sick leave, and health insurance issues. Will persons who are out of sick leave still be paid if they stay home or should they report to work ill?</p> <p>Day 40. Several key managers and administrators stay home from work to care for ill family members (no daycare is available).</p> <p>Day 44. Human resources reports that 15% of your workforce that has direct interaction with the public is on leave. Additionally, over 40% of one division is on leave.</p> <p>Day 49. Your personal protective equipment (PPE) supplier is unable for at least two months to provide you with the N95 masks and hand gel you ordered.</p> <p>Day 54. Human Resources reports that 25% of your total workforce is on leave. Over 10% of your workforce is on leave without pay because they have exhausted their sick leave.</p> <p>Day 60. A key staff member is in critical condition at the local hospital with a confirmed case of the novel influenza virus.</p> <p>Day 65. You receive a request to provide assistance to a neighboring jurisdiction due to its diminished workforce.</p>

Consider the events in this box, and take the time to ask these questions:

- How would you adjust the performance of your mission-essential functions while dealing with these scenarios?
- How would you protect the workforce and their families?
- Can you continue to provide the expected level of services within your area of responsibility?
- How many days of supplies and equipment do you have now?
- What are your capabilities for communicating with your community to manage the large influx of people seeking care?
- What is the best way to deal with union rules and regulations? Deal with them now rather than later?
- Who is in charge when the usual leaders are not available?
- How and where may I get the vaccine?
- What is the contact information for the state or local public health office that will be distributing the vaccine?

3. Identification of Essential Positions and Skills

The Sheriff or his designee shall identify positions, skills, and personnel needed to continue essential functions and services. Components will also identify back-up personnel, in different geographic locations, by position, and ensure that all personnel needed to perform those essential functions shall also receive COOP and specific pandemic influenza training.

Annex (insert if applicable) of The Lake County Sheriff's Office COOP Plan identifies those personnel needed to support continuity of operations in all-hazards scenarios.

4. Alternative Work Arrangements

The Sheriff or his designee shall assess which essential functions and services can be conducted through the use of alternative work arrangements (e.g., home, staggered work hours, flex time, etc.).

5. Essential Contract and Support Services and Other Interdependencies

Contractual Staff- The Lake County Sheriff's Office shall initiate pre-solicited, signed and standing agreements with contractors and other third parties to ensure fulfillment of mission requirements. Working with Lake County Building and Grounds

Other Interdependencies- The Lake County Sheriff's Office shall identify the contractors, suppliers, shippers, resources and other businesses that it interacts with on a daily basis. The Lake County Sheriff's Offices shall develop relationships with more than one supplier should a primary contractor be unable to provide the required service. Table 3 is a sample chart used to depict the Contractual Staff and other interdependencies necessary to perform essential functions.

Table 3: Essential Contractual Arrangement and Interdependencies

Essential Service or Function	Primary Contractor	Back-up Contractor	ERG Member Manager
Security	LC Sheriff	Painesville City	Chief Jeff Sherwood
Cleaning	LC B & G		Mark Iafalice

6. Impact Analysis on Operations

The Lake County Sheriff’s Office shall conduct an impact analysis of an influenza outbreak on all operations, using multiple scenarios, including:

- Workforce reductions (up to 40 percent absenteeism for 1 month, 2 months, 3 months).
- Limited access to facilities.
- Impact of telework and social distancing policies.

C. DELEGATIONS OF AUTHORITY

At the height of a pandemic wave, absenteeism may reach a peak of 40 percent. As such, delegations of authority are critical.

Ohio Governor Mike DeWine Executive Order 2020-01D, Declared a State of Emergency and Delegations of Authority can be found in the appendix of the COOP Plan and his declaration state of emergency.

1. Three Deep per Responsibility

The Sheriff or is designee shall plan for delegations of authority that are at least three deep per responsibility to consider the expected rate of absenteeism to help assure continuity of operations over an extended time period, i.e., 30-60-90 days. (Use worksheet charts)

2. Geographic Dispersion

The Sheriff or his designee shall plan for geographical dispersion of delegations of authority, considering the regional nature of an outbreak. Patrol may be limited to emergency responses.

D. ORDERS OF SUCCESSION

Since an influenza pandemic may affect regions of the United States differently in terms of timing, severity, and duration, Lake County Sheriff’s office with geographically dispersed assets and personnel, should consider dispersing the order of succession.

The Orders of Succession for Lake Sheriff’s Office can be found in the Organizational Chart.

1. Three Deep per Position

The Sheriff or his designee shall plan for orders of successions that are at least three deep per position to consider the expected rate of absenteeism. See Table 4

2. Geographic Dispersion

The Lake County Sheriff’s Office shall plan for geographical dispersion of orders of succession, considering the regional nature and possibility of different orders of succession depending on the spread of the pandemic as shown in Table 4.

Table 4: Order of Succession Chart

Position	Successors	Location
Sheriff	LC Sheriff Frank Leonbruno	LCSO
	Chief Deputy Jeff Sherwood	LCSO
	Lt. Bob Izzo	LCSO
	Captain Warner	LCSO
2. Road Patrol	Lieutenant Bob Izzo	LCSO
	Lieutenant Larry Harpster	LCSO
	Lieutenant Pat Paterson	LCSO
	Deputy Lieutenant	LCSO

E. ALTERNATE OPERATING FACILITY(IES)

The traditional use of alternate operating facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, safe work practices, which include contact interventions and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission. Strategies for maintaining essential functions and services will largely rely on social distancing and dispersion of the workforce including telework, preventative health practices, and other efforts to reduce the chance of infection.

A separate incident concurrent to a pandemic outbreak could necessitate the use of an alternate operating facility for the Lake County Sheriff’s Office members. All planning requirements listed in FPC 65 referencing alternate operating facility(ies) or existing field infrastructures should be understood to be viable only in the event of an incident concurrent with a pandemic in which their use is vital. If the ERG members must be brought together in one location, increased use of PPE and other infection control measures must be implemented. Back up facility: Lake County EOC, 8505 Garfield Rd., Mentor, Ohio 44060

1. Essential Function by Remote Location

The Lake County Sheriff's Office shall determine which essential functions and services can be conducted from a remote location (e.g., employees' homes or other geographically dispersed work locations) and those that must be performed at a designated department or agency facility.

As part of The Lake County Sheriff's Office plan, the list of the Mission Critical Systems and Equipment for the Office of the Secretary is shown in Table 5.

Table 5: Mission Critical Systems and Equipment- Sheriff's Office

<i>Mission Critical Systems and Equipment</i>
<i>Correction Facility Operations</i>
<i>Court Services</i>
<i>Emergency Response</i>
<i>Communication Center</i>

2. Facilities Support Corrections Facility Operations

The Lake County Sheriff's Office shall consider the need for reliable logistical support, services, and infrastructure systems at facilities that remain open (for greater than 30 days), to include alternate operating facilities in the event of an incident concurrent with a pandemic influenza outbreak. This support includes:

- *Prioritization/determination of accessible facilities/buildings (as alternative to relocating to remote facility)*
- *Necessary support staff*
- *Social distancing techniques*
- *Medical screening of employees*
- *Health/medical units*
- *Sanitation*
- *Essential Services*
- *Food and water*

3. Restriction of Movement

The Lake County Sheriff's Office shall consider the impact of restriction of movement (Federal, State, Local and Tribal) on open/accessible facilities and operating plans.

F. INTEROPERABLE 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. See Lake County Sheriff's Office Communication Coop

1. Telework- Analysis and Development of Capability

The Lake County Sheriff's Office shall analyze its current telework capability and identify its personnel performing essential functions who anticipate a need to telework, and the IT requirements, tools, and resources necessary to support telework during a pandemic. The use of laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), flash drives, and other systems that enable employees performing mission essential functions and services to communicate and maintain connectivity with internal organizations, external partners, critical customers, and other key stakeholders shall be considered when performing analysis.

2. Telework- Plan

The Lake County Sheriff's Office shall develop a telework plan, which identifies personnel performing essential functions who anticipate a need to telework, a description of their responsibilities while teleworking, the infrastructure needed to support this work and how technological assistance will be provided to teleworkers.

(Insert, attach or reference Telework Plan here.) Telecommunications, County IT and Sheriff's Office IT personnel

3. Telework- Test, Training and Exercises

The Lake County Sheriff's Office shall evaluate telework plans, procedures, and capabilities through reviews, testing, post-incident reports, lessons learned, performance evaluations, and exercises.

Procedures shall be established to ensure that corrective action is taken on any deficiency identified in the evaluation process.

4. Communications to Stakeholders

The Lake County Sheriff's Office shall develop a Communications Plan and mechanisms to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational hours.

(reference Communications Plan.)

G. VITAL RECORDS AND DATABASES

1. Identification, Protection and Availability

The Lake County Sheriff's Office shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions for up to several months.

The Lake County Sheriff's Office COOP Plan identifies vital records and databases needed by the Secretary to sustain essential functions and services (see Table 6).

Table 6: Correction Facility Operations

[Redacted Table Header]					

2. Access from Remote Locations

The Lake County Sheriff's Office shall determine whether systems, databases, and files can be accessed electronically from a remote location (e.g., an employee's home or alternate workplaces) and establish reliable access and security protocols for them.

3. Periodic Maintenance

The Lake County Sheriff's Office shall identify and plan for the maintenance of those vital systems and databases that require periodic maintenance or other direct physical intervention by employees. Lake County Sheriff's Office and Lake County IT personnel to cover.

H. HUMAN CAPITAL

Although a pandemic influenza will 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 missions and services during a pandemic. To assist agencies in making sure they are able to fulfill their missions, while at the same time, preparing and protecting the Federal workforce should a pandemic influenza outbreak occur, OPM has updated and

developed policies on leave, pay, hiring, alternative work arrangements, and other critical human capital issues in relation to pandemic influenza. This information can be found in “Human Capital Planning for Pandemic Influenza” at <http://www.opm.gov/pandemic/index.asp>.

The Lake County Sheriff’s Office shall review this information and develop, update, exercise, and be able to implement comprehensive Human Capital plans to protect its workforce.

(Insert, attach or reference Human Capital Plan here.)

1. Telework Policy

Telework is an integral part of plans and procedures to maintain essential functions and services in an influenza pandemic.

(Insert, attach or reference Telework Plan here.) working plan Sheriff’s Office IT and Telecommunications

I. TEST, TRAINING AND EXERCISES

Testing, training, and exercising are essential to assessing, demonstrating, and improving the ability of organizations to maintain their essential functions and services.

1. Social Distancing

The Lake County Sheriff’s Office shall conduct annual tests, training, and exercises to ensure sustainable social distancing techniques, including telework capabilities, and to assess the impacts of reduced staff on the performance of essential functions.

2. Tabletop, Functional, and Full-Scale Exercises

The Lake County Sheriff’s Office shall conduct annual pandemic exercises (tabletop, functional, or full scale) to examine the impacts of pandemic influenza on agency essential functions, to familiarize agency personnel with their responsibilities, and to validate the effectiveness of pandemic influenza COOP planning by senior leadership.

3. Annual Awareness Training

The Lake County Sheriff’s Office shall conduct annual awareness briefings specific to pandemic influenza.

4. Cross-Training Successors and Back-up Personnel

The Lake County Sheriff's Office shall identify and train personnel, by position, needed to perform essential functions, including backups in different geographic locations (see Section B- Essential Functions).

The Emergency Relocation Group (ERG) personnel roster listed in (insert location) of The Lake County Sheriff's Office COOP Plan identifies the personnel required to support continuity of operations.

J. DEVOLUTION OF CONTROL AND DIRECTION

Pandemic outbreaks will occur at different times, have variable durations, and may vary in the severity; therefore, full or partial devolution of essential functions may be necessary to execute essential functions and services. Devolution planning may need to include rotating operations among regional/field offices as the pandemic wave moves throughout the United States.

1. Devolution and Essential Functions

The Lake County Sheriff's Office shall consider how out organization will conduct essential functions if pandemic influenza renders leadership and essential staff incapable or unavailable to execute those functions. Full or partial devolution of essential functions may be necessary to ensure continuation of these essential functions and services.

The Lake County Sheriff's Offices will ensure that devolution plans and procedures are consistent with the three-deep rule and geographic dispersion (see Section C, Delegations of Authority, and Section D, Orders of Succession).

2. Devolution Guidance

The Lake County Sheriff's Office shall develop guidance for those organization elements receiving the devolution of control and direction, including: See ICS 205A

- *Essential functions and services;*
- *Rotating operations geographically as applicable;*
- *Supporting tasks;*
- *Points of Contacts; and,*
- *Resources and phone numbers.*

Pandemic Flu LCSO

1. Incident Name: COOP Pandemic Influenza		2. Operational Period:	Date From: 3/13/2020	Date To: 4/10/2020
			Time From: HHMM	Time To: HHMM
4. Prepared by: Name:		Position/Title:	Signature:	

ICS 205A	IAP Page	Date/Time: Date		

K. RECONSTITUTION

Reconstitution embodies the ability of an organization to recover from a catastrophic event and consolidate the necessary resources that allow it to return to a fully functional entity of the Federal government. The objective during the recovery and reconstitution phase during a pandemic is to expedite the return of normal services to the nation.

1. Replacement of Employees

The Lake County Sheriff's Office shall develop plans for replacement of employees unable to return to work and prioritize hiring efforts.

2. Facility/Building Habitability

The Lake County Sheriff's Office shall develop plans and procedures, in conjunction with public health authorities, to ensure the facilities/buildings are safe for employees to return to normal operations.

VI. CONCLUSION

The Conclusion section should revisit the need to address the specialized planning required to respond to an influenza pandemic and summarize the overall purpose of the Pandemic Influenza COOP Annex.

Maintaining essential functions and services in the event of pandemic influenza requires additional considerations beyond traditional COOP planning as outlined in FPC 65. Unlike other hazards that necessitate the relocation of staff performing essential functions to an organization's alternate operating facility, an influenza pandemic will not directly affect the physical infrastructure of an organization. As such, a traditional "COOP activation" may not be required under a pandemic influenza scenario. However, a pandemic threatens an organization's human resources by removing essential personnel from the workplace for extended periods of time. Accordingly, **COOP plans should be modified or supplemented to achieve a pandemic influenza capability.** Plans for maintaining essential functions and services in a pandemic influenza must emphasize and implement procedures such as social distancing techniques, infection control and personal hygiene, cross-training, and telework. Protecting the health and safety of employees must be the focus of planning in order to ensure the continuity of essential functions and continuity of government.

APPENDIX 1: FEDERAL GOVERNMENT RESPONSE PHASES AND WORLD HEALTH ORGANIZATION (WHO) PHASES CHART

Federal Government Response Phases						
Stage 0	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
New Domestic Animal Outbreak in At-Risk Country	Suspected Human Outbreak Overseas	Confirmed Human Outbreak Overseas	Widespread Human Outbreaks in Multiple Locations Overseas	First Human Case in North America	Spread throughout United States	Recovery and Preparation for Subsequent Waves
WHO Phase 1 or 2: Inter-Pandemic Period	WHO Phase 3 Pandemic Alert Period	WHO Phase 4 or 5 Pandemic Alert Period	WHO Phase 6 Pandemic Period			

APPENDIX 2: PANDEMIC INFLUENZA COOP ELEMENTS CHECKLISTS FOR FEDERAL GOVERNMENT RESPONSE STAGES

Federal Response Stage 0: Pandemic Influenza COOP Checklist

Federal Response Stage	0
WHO Pandemic Stage	1-3

Sample Actions Provided for each Stage- The Lake County Sheriff's Office should modify based on (insert D/A name) specific requirements and overall plan. D/As may choose to consolidate some checklists
 e.g. Federal Response Stages 0-2.

COOP Element	√	Actions To Be Taken
1) Plans and Procedures		
		Review Headquarters plans and procedures for pandemic influenza.
2) Essential Functions		
		Assuming that the animal outbreak will lead to a human outbreak, ensure that Headquarters essential functions and services have been identified.
		Review contractors, suppliers, shippers, resources, and other businesses that support essential functions, and as necessary, implement standing agreements for back-up.
3) Delegations of Authority		
		Review and update Delegations of Authority with respect to three-deep rule and geographic dispersion.
4) Order of Succession		
		Review and update Order of Succession with respect to three-deep rule and geographic dispersion.
5) Alternate Operating Facility(ies)		
		Ensure readiness of primary and alternate operating facilities, telework locations, and other designated work sites in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.

		Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.
6) Interoperable Communications		
		Review and test communications mechanisms (i.e., laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), GETS cards) to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational hours.
		Update <i>The Lake County Sheriff's Office</i> website with latest pandemic information.
7) Vital Records and Databases		
		Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.
8) Human Capital		
		Implement workforce guidelines (contact and transmission interventions) to include Personal Protective Equipment (PPE) to prevent or minimize workplace exposure to contagious disease for those employees in high-risk occupations that come in contact with potentially diseased animals. Review workforce guidelines for other employees. Discuss the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not collocated with Federal employees).
		Develop an employee-labor relations plan for and conduct post-implementation bargaining that may be necessary as the result of management actions.
		Review and update pay and leave policies as necessary.
		Review and update hiring policies as necessary.
		Test telework capability for people, processes, and technology.
		Review and update technology support (i.e., help desk) sufficient to meet telework needs.
		In anticipation of a mutation from an animal to a human outbreak, review and continuously update safety and health policies on, including but not limited to:

	<ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by animal or human disease; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; • Vaccine and anti-viral prioritization information and distribution; and • Psychological and social needs of employees.
9) Test, Training, and Exercises	
	Test, train, and exercise Headquarters capability to maintain essential functions and services.
10) Devolution of Control	
	Review plan against current condition.
11) Reconstitution	
	Review plan against current condition.

Federal Response Stage 1: Pandemic Influenza COOP Checklist

Federal Response Stage	1
WHO Pandemic Stage	3

COOP Element	√	Actions To Be Taken
1) Plans and Procedures		
		Review Headquarters plans and procedures for pandemic influenza.
2) Essential Functions		
		Review and communicate Headquarters essential functions and services that will continue and non-essential functions that will be suspended temporarily for personnel assigned to overseas areas that are affected.
		In anticipation of a migration of the outbreak to U.S. citizens, ensure essential functions and employees have been identified.
		Review contractors, suppliers, shippers, resources, and other businesses that support essential functions, and as necessary, implement standing agreements for back-up.
3) Delegations of Authority		
		Review and update Delegations of Authority with respect to three-deep rule and geographic dispersion.
4) Order of Succession		
		Review and update Order of Succession with respect to three-deep rule and geographic dispersion.
5) Alternate Operating Facility(ies)		
		Ensure readiness of traditional alternate operating facility(ies) in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.
		Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.
6) Interoperable Communications		
		Review and test communications mechanisms (i.e., laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), GETS cards) to provide relevant

	information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational.
	Realign and re-issue communications resources as appropriate.
	Update website with latest pandemic information.
7) Vital Records and Databases	
	Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.
8) Human Capital	
	Review and incorporate OPM’s Human Capital Planning guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.
	Implement workforce guidelines (contact and transmission interventions) to prevent or minimize workplace exposure to contagious disease for affected areas.
	Implement alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis as necessary for affected areas.
	Implement infection control measures.
	Collect and report the status of its employees during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to the Office of the Chief Medical Officer, which in turn consolidates and reports the Department’s information to OPM.
	Discuss the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees.
	Develop an employee-labor relations plan for and conduct post-implementation bargaining that may be necessary as the result of management actions.
	Administer and execute pay and leave policies as necessary.
	Administer and execute hiring policies as necessary.
	Test, and as necessary, implement telework capability.

	<p>Review and update technology support (i.e., help desk) sufficient to meet telework needs.</p>
	<p>Review and continuously update safety and health policies on, including but not limited to:</p> <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by the pandemic; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; • Vaccine and anti-viral prioritization information and distribution; and • Psychological and social needs of employees.
<p>9) Test, Training, and Exercises</p>	
	<p>Test, train, and exercise Headquarters capability to maintain essential functions and services, incorporating Lessons Learned from previous Response Phases and implementing corrective actions.</p>
<p>10) Devolution of Control</p>	
	<p>Implement full or partial devolution of control and direction as necessary with respect to three-deep rule and geographic dispersion.</p>
<p>11) Reconstitution</p>	
	<p>Assess the sufficiency of resources to commence reconstitution efforts, including but not limited to replacement of employees unable to return to work, habitability of facilities and buildings, and availability of equipment.</p>

Federal Response Stage 2: Pandemic Influenza COOP Checklist

Federal Response Stage	2
WHO Pandemic Stage	4-5

COOP Element	√	Actions To Be Taken
1) Plans and Procedures		
		Review Headquarters plans and procedures for pandemic influenza. The Lake County Sheriff's Office may begin implementing parts of the PI Plan.
2) Essential Functions		
		Review and communicate Headquarters essential functions and services that will continue and non-essential functions that will be suspended temporarily for personnel assigned to overseas areas that are affected.
		In anticipation of a migration of the outbreak to U.S. citizens, ensure essential functions and employees have been identified.
		Review contractors, suppliers, shippers, resources, and other businesses that support essential functions, and as necessary, implement standing agreements for back-up.
3) Delegations of Authority		
		Review and update Delegations of Authority with respect to three-deep rule and geographic dispersion.
4) Order of Succession		
		Review and update Order of Succession with respect to three-deep rule and geographic dispersion.
5) Alternate Operating Facility(ies)		
		Ensure readiness of traditional alternate operating facility(ies) in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.
		Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.
6) Interoperable Communications		
		Review and test communications mechanisms (i.e., laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), GETS cards) to provide relevant

	information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational.
	Realign and re-issue communications resources as appropriate.
	Update website with latest pandemic information.
7) Vital Records and Databases	
	Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.
8) Human Capital	
	Review and incorporate OPM’s Human Capital Planning guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.
	Implement workforce guidelines (contact and transmission interventions) to prevent or minimize workplace exposure to contagious disease for affected areas.
	Implement alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis as necessary for affected areas.
	Implement infection control measures.
	Collect and report the status of its employees during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to the Office of the Chief Medical Officer, which in turn consolidates and reports the Department’s information to OPM.
	Discuss the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees).
	Develop an employee-labor relations plan for and conduct post-implementation bargaining that may be necessary as the result of management actions.
	Administer and execute pay and leave policies as necessary.
	Administer and execute hiring policies as necessary.
	Test, and as necessary, implement telework capability.

	<p>Review and update technology support (i.e., help desk) sufficient to meet telework needs.</p>
	<p>Review and continuously update safety and health policies on, including but not limited to:</p> <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by the pandemic; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; • Vaccine and anti-viral prioritization information and distribution; and • Psychological and social needs of employees.
<p>9) Test, Training, and Exercises</p>	
	<p>Test, train, and exercise Headquarters capability to maintain essential functions and services, incorporating Lessons Learned from previous Response Phases and implementing corrective actions.</p>
<p>10) Devolution of Control</p>	
	<p>Implement full or partial devolution of control and direction as necessary with respect to three-deep rule and geographic dispersion.</p>
<p>11) Reconstitution</p>	
	<p>Assess the sufficiency of resources to commence reconstitution efforts, including but not limited to replacement of employees unable to return to work, habitability of facilities and buildings, and availability of equipment.</p>

Federal Response Stage 3: Pandemic Influenza COOP Checklist

Federal Response Stage	3
WHO Pandemic Stage	6

COOP Element	√	Actions To Be Taken
1) Plans and Procedures		
		Review Headquarters plans and procedures for pandemic influenza.
2) Essential Functions		
		Review and communicate Headquarters essential functions and services that will continue and non-essential functions that will be suspended temporarily for personnel assigned to overseas areas that are affected.
		In anticipation of a migration of the outbreak to U.S. citizens, ensure essential functions and employees have been identified.
		Review contractors, suppliers, shippers, resources, and other businesses that support essential functions, and as necessary, implement standing agreements for back-up.
3) Delegations of Authority		
		Review and update Delegations of Authority with respect to three-deep rule and geographic dispersion.
4) Order of Succession		
		Review and update Order of Succession with respect to three-deep rule and geographic dispersion.
5) Alternate Operating Facility(ies)		
		Ensure readiness of traditional alternate operating facility(ies) in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.
		Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.
6) Interoperable Communications		
		Review and test communications mechanisms (i.e., laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), GETS cards) to provide relevant information to internal and external stakeholders, including

		but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational.
		Realign and re-issue communications resources as appropriate.
		Update website with latest pandemic information.
7) Vital Records and Databases		
		Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.
8) Human Capital		
		Review and incorporate OPM’s Human Capital Planning guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.
		Implement workforce guidelines (contact and transmission interventions) to prevent or minimize workplace exposure to contagious disease for affected areas.
		Implement alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis as necessary for affected areas.
		Implement infection control measures.
		Collect and report the status of its employees during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to the Office of the Chief Medical Officer, which in turn consolidates and reports the Department’s information to OPM.
		Discuss the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees.
		Develop an employee-labor relations plan for and conduct post-implementation bargaining that may be necessary as the result of management actions.
		Administer and execute pay and leave policies as necessary.
		Administer and execute hiring policies as necessary.
		Test, and as necessary, implement telework capability.

	<p>Review and update technology support (i.e., help desk) sufficient to meet telework needs.</p>
	<p>Review and continuously update safety and health policies on, including but not limited to:</p> <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by the pandemic; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; • Vaccine and anti-viral prioritization information and distribution; and • Psychological and social needs of employees.
<p>9) Test, Training, and Exercises</p>	
	<p>Test, train, and exercise Headquarters capability to maintain essential functions and services, incorporating Lessons Learned from previous Response Phases and implementing corrective actions.</p>
<p>10) Devolution of Control</p>	
	<p>Implement full or partial devolution of control and direction as necessary with respect to three-deep rule and geographic dispersion.</p>
<p>11) Reconstitution</p>	
	<p>Assess the sufficiency of resources to commence reconstitution efforts, including but not limited to replacement of employees unable to return to work, habitability of facilities and buildings, and availability of equipment.</p>

Federal Response Stage 4: Pandemic Influenza COOP Checklist

Federal Response Stage	4
WHO Pandemic Stage	6

COOP Element	√	Actions To Be Taken
1) Plans and Procedures		
		Review Headquarters plans and procedures for pandemic influenza and begin implementing based on direct impact to The Lake County Sheriff's Office as directed by D/A head.
2) Essential Functions		
		Review and communicate Headquarters essential functions and services that will continue and non-essential functions that will be suspended temporarily.
		Review essential positions, skills, and personnel and continue to train, identify, and as necessary, augment with back-up personnel.
		Review contractors, suppliers, shippers, resources, and other businesses that support essential functions, and as necessary, implement standing agreements for back-up.
3) Delegations of Authority		
		Review and update Delegations of Authority with respect to three-deep rule and geographic dispersion.
4) Order of Succession		
		Review and update Order of Succession with respect to three-deep rule and geographic dispersion.
5) Alternate Operating Facility(ies)		
		Ensure readiness of traditional alternate operating facility(ies) in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.
		Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.
6) Interoperable Communications		
		Review and test communications mechanisms (i.e., laptops, high-speed telecommunications links, Personal Digital

	Assistants (PDAs), GETS cards) to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational.
	Realign and re-issue communications resources as appropriate.
	Update website with latest pandemic information.
7) Vital Records and Databases	
	Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.
8) Human Capital	
	Review and incorporate OPM’s Human Capital Planning Guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.
	Implement workforce guidelines (contact and transmission interventions) to prevent or minimize workplace exposure to contagious disease for affected areas.
	Implement alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis as necessary for affected areas.
	Implement infection control measures.
	Collect and report the status of its employees during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to the Office of the Chief Medical Officer, which in turn consolidates and reports the Department’s information to OPM.
	Discuss the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees.
	Implement the previously developed employee-labor relations plan.
	Administer and execute pay and leave policies as necessary.
	Administer and execute hiring policies as necessary.
	Test, and as necessary, implement telework capability.

	<p>Review and update technology support (i.e., help desk) sufficient to meet telework needs.</p>
	<p>Review and continuously update safety and health policies on, including but not limited to:</p> <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by the pandemic; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; • Vaccine and anti-viral prioritization information and distribution; and • Psychological and social needs of employees.
<p>9) Test, Training, and Exercises</p>	
	<p>Note suggestions for improvements to TT&E plans for future modification.</p>
<p>10) Devolution of Control</p>	
	<p>Implement full or partial devolution of control and direction as necessary with respect to three-deep rule and geographic dispersion.</p>
<p>11) Reconstitution</p>	
	<p>Assess the sufficiency of resources to commence reconstitution efforts, including but not limited to replacement of employees unable to return to work, habitability of facilities and buildings, and availability of equipment.</p>

Federal Response Stage 5: Pandemic Influenza COOP Checklist

Federal Response Stage	5
WHO Pandemic Stage	6

COOP Element	√	Actions To Be Taken
1) Plans and Procedures		
		Review Headquarters plans and procedures for pandemic influenza and fully implement.
2) Essential Functions		
		Review and communicate Headquarters essential functions and services that will continue and non-essential functions that will be suspended temporarily.
		Review essential positions, skills, and personnel and continue to train, identify, and as necessary, augment with back-up personnel.
		Review contractors, suppliers, shippers, resources, and other businesses that support essential functions, and as necessary, implement standing agreements for back-up.
3) Delegations of Authority		
		Review and update Delegations of Authority with respect to three-deep rule and geographic dispersion.
4) Order of Succession		
		Review and update Order of Succession with respect to three-deep rule and geographic dispersion.
5) Alternate Operating Facility(ies)		
		Ensure readiness of primary and alternate operating facilities, telework locations, and other designated work sites in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.
		Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.
6) Interoperable Communications		
		Review and test communications mechanisms (i.e., laptops, high-speed telecommunications links, Personal Digital

	Assistants (PDAs) GETS cards) to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational hours.
	Realign and reissue communications resources as appropriate.
	Update website with latest pandemic information.
7) Vital Records and Databases	
	Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.
8) Human Capital	
	Review and incorporate OPM’s Human Capital Planning Guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.
	Implement workforce guidelines to prevent or minimize workplace exposure to contagious disease.
	Implement alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis as necessary.
	Implement infection control measures.
	Collect and report the status of its employees during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to the Office of the Chief Medical Officer. The Office of the Chief Medical Officer in turns consolidates and reports the Department’s information to OPM.
	Discuss the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees.
	Implement employee-labor relations plan.
	Administer and execute pay and leave policies as necessary.
	Administer and execute hiring policies as necessary.
	Test, and as necessary, implement telework capability.
	Review and update technology support (i.e., help desk)

	sufficient to meet telework needs.
	<p>Review and continuously update safety and health policies on, including but not limited to:</p> <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by the pandemic; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; • Vaccine and anti-viral prioritization information and distribution; and • Psychological and social needs of employees.
9) Test, Training, and Exercises	
	Note suggestions for improvements to TT&E plans for future modification.
10) Devolution of Control	
	Implement full or partial devolution of control and direction as necessary with respect to three-deep rule and geographic dispersion.
11) Reconstitution	
	Assess the sufficiency of resources to commence reconstitution efforts, including but not limited to replacement of employees unable to return to work, habitability of facilities and buildings, and availability of equipment.

Federal Response Stage 6: Pandemic Influenza COOP Checklist

Federal Response Stage	6
WHO Pandemic Stage	6

COOP Element	√	Actions To Be Taken
1) Plans and Procedures		
		Review Headquarters plans and procedures for pandemic influenza for lessons learned and update in preparation for next wave.
2) Essential Functions		
		Review and communicate Headquarters essential functions and services that will continue and non-essential functions that will be suspended temporarily.
		Review essential positions, skills, and personnel and continue to train, identify, and as necessary, augment with back-up personnel.
		Review contractors, suppliers, shippers, resources, and other businesses that support essential functions, and as necessary, implement standing agreements for back-up.
3) Delegations of Authority		
		Review and update Delegations of Authority with respect to three-deep rule and geographic dispersion.
4) Order of Succession		
		Review and update Order of Succession with respect to three-deep rule and geographic dispersion.
5) Alternate Operating Facility(ies)		
		Ensure readiness of primary and alternate operating facilities, telework locations, and other designated work sites in the event of an incident concurrent to a pandemic that would necessitate relocation of Emergency Relocation Groups.
		Ensure readiness of staff telework and/or devolution arrangements to include readiness of required communications equipment.
6) Interoperable Communications		
		Review and test communications mechanisms (i.e., laptops,

	high-speed telecommunications links, Personal Digital Assistants (PDAs) DHSInteractive, GETS cards) to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational hours.
	Realign and reissue communications resources as appropriate.
	Update website with latest pandemic information.
7) Vital Records and Databases	
	Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.
8) Human Capital	
	Review and incorporate OPM’s Human Capital Planning Guidance for a Pandemic Influenza (http://www.opm.gov/pandemic/) in its pandemic influenza planning to provide workplace flexibility, including telework, during a pandemic.
	Implement workforce guidelines to prevent or minimize workplace exposure to contagious disease.
	Implement alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis as necessary.
	Implement infection control measures.
	Collect and report the status of its employees during a pandemic health crisis for the purpose of monitoring agency workforce levels and reporting such information to OPM.
	Discuss the effect of pandemic related human capital issues with its procurement and contract workforce (including contract workers who are co-located with or routinely work at the same worksite as Federal employees, as well as those who are not co-located with Federal employees.
	Review and update the employee-labor relations plan for and conduct post-implementation bargaining that may be necessary as the result of management actions.
	Administer and execute pay and leave policies as necessary.
	Administer and execute hiring policies as necessary.
	Test, and as necessary, implement telework capability.
	Review and update technology support (i.e., help desk)

	sufficient to meet telework needs.
	<p>Review and continuously update safety and health policies on, including but not limited to:</p> <ul style="list-style-type: none"> • Restriction of travel to geographic areas affected by the pandemic; • Employees who become ill or are suspected of becoming ill while at their normal work site; • Returning previously ill, non-infectious, employees to work; • Social distancing; • The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies); • The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues); • The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment; • Vaccine and anti-viral prioritization information and distribution; and • Psychological and social needs of employees.
9) Test, Training, and Exercises	
	Review and update TT&E plan incorporating Lesson Learned from previous Response Phases and implementation of corrective actions.
10) Devolution of Control	
	Implement full or partial devolution of control and direction as necessary with respect to three-deep rule and geographic dispersion.
11) Reconstitution	
	Assess the sufficiency of resources to commence reconstitution efforts, including but not limited to replacement of employees unable to return to work, habitability of facilities and buildings, and availability of equipment.

APPENDIX 3: ADDITIONAL POTENTIAL ANNEXES FOR PANDEMIC INFLUENZA PREPAREDNESS

In addition to the basic Pandemic Influenza COOP Plan, Departments/Agencies may wish to consider including some of the following types of annexes. These may be useful for larger or more complex Departments/Agencies. Additionally, a Department or Agency may choose to create a separate Pandemic Influenza Preparedness Plan and include an annex on COOP within that structure.

Annex A: Preparedness

The *Preparedness Annex* details a coordinated series of actions *The Lake County Sheriff's Office* will undertake as part of the national strategy to build operational capability to prepare for and respond to a potential pandemic influenza. Implementation of these actions will enhance *The Lake County Sheriff's Office* readiness to execute its operational options. The preparedness actions are tasks designed to facilitate *Lake County Sheriff's Office* efforts to inform, prevent, prepare for, respond to, recover, and maintain continuity of operations during various phases of a pandemic. The end state of this effort will be a robust, sustainable baseline of national preparedness across all phases of a pandemic and for all homeland security mission areas.

Annex B: Intelligence Support

The *Intelligence Support Annex* provides a description of intelligence gathering and analysis and information sharing activities in support of *The Lake County Sheriff's Office Pandemic Influenza Contingency Plan*. The Annex also describes the relationship between the major internal and external (e.g., Intelligence Community, law enforcement, inter-agency partners) components of the bio surveillance and intelligence infrastructure.

Annex C: *The Lake County Sheriff's Office* Operations

The *Lake County Sheriff's Office Annex* provides operational guidance to accomplish the mission of *The Lake County Sheriff's Office* during a pandemic influenza. In particular, the Annex identifies the desired operational results, identifies operational constraints, and sets forth Component guidance to develop/refine their own operational action items.

Annex D: Task Organization

The *Task Organization Annex* provides a framework for organizing *The Lake County Sheriff's Office* response to a pandemic influenza outbreak in accordance with NIMS and the NRP. *Task organizing is the process of identifying and allocating available assets in preparation for the response to an event.* The Task Organization Annex includes information on federal assets available for response to support pandemic influenza operations.

Annex E: Logistics

The *Logistics Annex* provides a strategic level description of coordinated activities for *The Lake County Sheriff's Office* Components and various inter-agency partners in preparing for and responding to the logistical support requirements of a pandemic influenza. It includes information on the coordination and planning required, ensuring the smooth and uninterrupted delivery of critical support to meet the needs of affected populations. It highlights the fact that *The Lake County Sheriff's Office* will coordinate appropriate logistics support to Federal, State, and local authorities conducting pandemic influenza operations in accordance with this Plan and consistent with the NIMS, the NRP, and other supporting plans.

Annex F: Protecting the Health of Employees

The *Protecting the Health of Employees Annex* notes that the protection of *The Lake County Sheriff's Office* workforce during an influenza pandemic is paramount to preserving *The Lake County Sheriff's Office* mission and will require dynamic awareness, prevention, and preparedness efforts from all Components. This Annex provides information on various strategies and interventions necessary to protect the health of *The Lake County Sheriff's Office* employees during a pandemic influenza.

Annex G: Communications to Stakeholders

The *Communications to Stakeholders Annex* identifies key stakeholders and describes their communications roles and responsibilities in preparing for, responding to, and recovering from a pandemic influenza. It also provides guidance to *The Lake County Sheriff's Office* Components on incident management to ensure that timely, accurate, credible, and integrated information is provided at all times during a pandemic influenza. Additionally, it outlines stakeholder outreach strategies to include both internal and external communications.

Annex H: National Incident Management

The *National Incident Management Annex* describes the national incident management activities, concepts, and structure under which *The Lake County Sheriff's Office* will operate during a pandemic influenza and the roles and responsibilities that apply to various incident management entities. In particular, Annex H delineates the roles and responsibilities of the National PFO and the principal Federal officials, and describes their established relationships with each other, as well as other entities at both the national and field levels. The roles and responsibilities of the pertinent *The Lake County Sheriff's Office* Components are also addressed, as well as (*insert D/A name*)'s Federal partners; State, local, tribal, and territorial partners; private sector and infrastructure providers; non-governmental organizations (NGOs), and inter-agency entities. This Annex addresses national incident management activities from the national level to the field level, to include the regionally-based JFO areas of responsibilities.

Annex I: Reporting

The *Reporting Annex* defines the reporting requirements and processes to be used by *The Lake County Sheriff's Office* Components during a pandemic influenza outbreak.

Annex J: Secretary's Decision Guides

The *Secretary's Decision Guide Annex* is the Secretary's key critical decision point list. It identifies those internal (within *(insert D/A name)*) and external (primarily Federal) entities with which the Secretary will communicate, coordinate, or otherwise interact relative to each *The Lake County Sheriff's Office* response phase. Appendices to this Annex contain background data on specific subjects which have a bearing on the Federal response.

Annex K: Component Execution Checklists

The *Component Execution Checklists Annex* provides guidance to Components for the development of operational checklists to ensure a consistent and coordinated execution of responsibilities during a pandemic influenza outbreak. To assist *The Lake County Sheriff's Office* and Component leadership execute their responsibilities under this Plan, Components are instructed to develop structured step-by-step checklists and guides, including playbooks, quick reference cards, decision points, and flow charts.

Annex L: Legal Authorities

The *Legal Authorities Annex* provides the statutory legal foundation for an integrated Federal and local response to biological and agricultural incidents, including pandemic influenza.

Annex M: References

The *References Annex* provides a comprehensive summary of all documents referenced in the *(insert D/A name) Pandemic Influenza Contingency Plan* and its annexes and appendices.

Annex N : Abbreviations and Acronyms

The *Abbreviations and Acronyms Annex* provides a comprehensive list of all abbreviations and acronyms used in the *The Lake County Sheriff's Office Pandemic Influenza Contingency Plan* and its annexes and appendices.

Annex O: Internal Dissemination and Integration

The *Internal Dissemination and Integration Annex* describes how *The Lake County Sheriff's Office* Office of Public Affairs (OPA) serves as the conduit of coordination for all internal and external messages regarding a pandemic influenza, and will work with White House and Communications Directors of other Federal agencies that cater to constituencies throughout the

nation to help manage outreach strategies for their specific audiences. Strategies include a basic awareness education module for pandemic influenza within six months of this Plan's release, pandemic influenza job aids that can be customized by *The Lake County Sheriff's Office Components* within three months of this Plan's release, and Exercise and Evaluation Division-level Pandemic Influenza tabletop exercises for *The Lake County Sheriff's Office* personnel within six months of this Plan's release.

APPENDIX 4: ADDITIONAL POTENTIAL ANNEXES FOR PANDEMIC INFLUENZA PREPAREDNESS

Law Enforcement

Motto	Potential Action Steps for Law Enforcement
“Brief early, brief often”	<ul style="list-style-type: none"> • Inform the force of pandemic flu plans. • Brief on the status of operations: staffing, equipment, and support. • Brief on the status of pandemic flu: geography, virulence, etc. • Review emergency health and operational policies.
“Call for backup”	<ul style="list-style-type: none"> • Alert volunteers, reserves, retirees, and others for potential use. • Recall retirees or previously employed sworn personnel. • Integrate trained volunteers and retired officers into the workforce. • Allow probationary officers to work individually when approved by the field training officer. • Accelerate the movement of academy cadets to field positions as possible. • Transfer cross-trained employees to backfill staff vacancies. • Cancel all out-of-town training and work-related travel. • Cancel all in-service and other nonessential training. • Cancel vacations and leaves. • Begin staggered shifts and increased flex time among civilian employees. • Expand patrol shifts to 12 hours (or another increment as determined by the local jurisdiction). • Staff high-priority functions first. • Include labor and other municipal components in planning • Encourage overtime. • Expand flex time. • Implement a work-at-home policy wherever technically feasible. • Implement extended sick leave with pay where permissible.
“Triage your workload”	<ul style="list-style-type: none"> • Do what is important to protect and serve the community. <ul style="list-style-type: none"> ○ Delay or do not respond to lower-priority calls for service. ○ Limit officer response to lesser non-violent crimes. ○ Issue citations in lieu of arrest whenever possible. • Establish an alternative call center for minor crimes, offenses, and issues. • Use a telephone reporting unit for reporting of select nonviolent or less-serious crimes. <ul style="list-style-type: none"> ○ Expand the telephone reporting unit to the fullest extent practicable where solvability factors are limited.
“Keep your distance”	<ul style="list-style-type: none"> • Implement all department-wide sanitation and personal hygiene measures. • Provide added distance between workstations and erect environmental controls. • Implement a mandatory stay-at-home policy for symptomatic employees. • Close the community service desk or implement engineering controls to minimize employee exposure. • Stockpile PPE.
“Come out with your hands clean!”	<ul style="list-style-type: none"> • Cover your coughs. • Wash your hands and/or use hand sanitizer frequently. • Wear a face mask and gloves when working within an isolated law enforcement facility. • Use only recommended PPE.

Motto	Potential Action Steps for Law Enforcement
“Dress the part”	<ul style="list-style-type: none"> • Change clothes before leaving work—go home clean! • Bag your uniform for cleaning. • Wipe down all leather and shoes with antibacterial wipe. • Wear a clean uniform every day. Clean uniforms and clothing frequently.
“Fresh air is your friend”	<ul style="list-style-type: none"> • Wipe down all equipment used during apprehensions (such as handcuffs and batons) with antibacterial wipes, not sprays. Wipes are recommended over sprays to avoid re-aerosolizing the germs or bacteria on contact. • Don an N95 mask if engaging a person with noticeable flu-like symptoms. • Frequently ventilate facilities. • Frequently ventilate police vehicles.
“Radio talk”	<ul style="list-style-type: none"> • Substitute teleconferencing or group email for group meetings. • Conduct roll call or patrol briefings by phone, digital status unit, or internet. • Expand use of a telephone reporting unit and implement work-at-home complaint-taking capabilities.
“Neighborhood roll call”	<ul style="list-style-type: none"> • Alert the community to departmental contingency plans that may affect them if the flu spreads. • Coordinate with the media and city/county health care and governmental agencies. • Alert neighborhood watch to reduced response to calls for service. • Encourage more vigilant neighborhood watch activities.
Prisoner transportation	<ul style="list-style-type: none"> • Develop special procedures to separate and isolate prisoners. • Develop special procedures to reduce the number of prisoners required to be in court. • Ventilate the vehicle cab when transporting prisoners.
Prisoner housing	<ul style="list-style-type: none"> • Establish special units for potentially contaminated prisoners. • Reduce the number of prisoners, reducing the number of officers needed.
Prisoner isolation and distancing	<ul style="list-style-type: none"> • Assume prisoners with respiratory symptoms have the flu. • Develop special procedures to separate prisoners awaiting court appearances. • Establish videoconferencing and video testimony capability. • Hold court by video teleconferencing.
Staffing and posting court security officers	<ul style="list-style-type: none"> • Cross-train road deputies and investigators as court security officers. • Cross-train with EMS, Fire and 9-1-1. • Modify court calendars to reduce the number of simultaneous court proceedings, reducing the number of officers needed. • Recall retired court security officers or deputies.
Protection of court security officers	<ul style="list-style-type: none"> • Implement mandatory sanitary precautions. • Adjust work schedules. • Modify work stations to reduce exposure. • Redeploy staff to minimize contact with the public.
Alternative facilities	<ul style="list-style-type: none"> • Establish agreements with owners to use local buildings. • Use alternative facilities during decontamination or for overflow of detainees, etc.
“Access denied”	<ul style="list-style-type: none"> • Deny access to facilities for unauthorized or nonessential personnel. • Establish videoconferencing capability for regular nonessentials: <ul style="list-style-type: none"> ○ Clergy, Public defenders, Family visitors , Others (as determined by jurisdiction)

Motto	Potential Action Steps for Law Enforcement
Temporary morgue	<ul style="list-style-type: none">• Identify an area within the law enforcement facility to use as a temporary morgue.
“Business as un-usual”	<ul style="list-style-type: none">• Acknowledge the acceptance of increased risk (depleted workforce and increase call volume)• Anticipate that the situation will last for a long time.• Fill fuel tanks more often.• Minimize response teams to minimize exposure.
“Fireproof your family”	<ul style="list-style-type: none">• Recognize that personnel have to take care of their families and plan accordingly.• Allow personnel to take the equipment home and possibly even respond from home.• Encourage personnel at the precinct to communicate with their families when possible to relieve stress.• Encourage and expand webcams to enable officers to keep in touch with their families.
“We are all in this together”	<ul style="list-style-type: none">• Encourage 100% vaccination for all personnel.• Vaccinate families if the vaccine is available for them.• Vaccinate at the station, on shift. (Contact your local public health director or agency to provide vaccine to the station.)• If EMS personnel have authority to vaccinate in your state, coordinate with your EMS medical director to have them do so.• Develop local incentives for rewarding those who get vaccinated and strongly encouraging those who do not.• Squelch rumors and provide education.• Lead by example: leaders get vaccinated first.

