Santa Fe County
COVID-19 Action Plan

Executive Summary

The novel coronavirus now known as COVID-19 originated in Wuhan, China, at the Huanan Seafood Wholesale Market, in December of 2019. On December 31, 2019, Chinese health officials informed the World Health Organization (WHO) about a cluster of 41 patients with a pneumonia of unknown origin. The new virus was isolated in early January 2020, and by the end of January outbreaks were reported in Japan, China, Thailand, and the Republic of Korea. On February 21, 2020, the outbreak in Italy began, quickly followed by cases in surrounding geographic areas. Areas hit hardest by the pandemic include China, Italy, Spain, Iran, South Korea, France and the United States.

The first US reported case was in January, 2020 in Washington State, quickly followed by a January 30, 2020 announcement by WHO of a global public health emergency. On February 29, 2020 the United States reported its first death on American soil. As of April 5, 2020, 1,245,347 individuals have tested positive for the virus worldwide, and 67,914 deaths have been reported.

In mid-January, the New Mexico Department of Health (NMDOH) began notifying healthcare providers to be proactive and vigilant with regard to COVID-19, particularly with travelers returning home from travel abroad and presenting fever and respiratory symptoms. By early February, NMDOH was asking anyone returning to New Mexico from China to call the agency for guidance on protection from the virus. In early March, NMDOH State Scientific Laboratory, with test kits provided by the CDC, had the capacity to test for COVID-19, and guidelines for testing were established.

On March 11, Governor Michelle Lujan Grisham and NMDOH announced that three New Mexico residents had tested presumptive positive for COVID-19, the first confirmed cases in the state. The announcement included one resident of Santa Fe County. On that same day, the Governor issued an Executive Order declaring a public health emergency and directing state employees to work remotely. Similar actions followed, limiting services provided by bars, restaurants, and hotels, closing spas and gym facilities, and encouraging New Mexico residents to strictly follow directions in implementing social distancing measures. In late March, the Governor issue a "safer at home" policy, urging New Mexicans to do their part in significantly limiting social contact.

Santa Fe County efforts to address this public health crisis began in February, 2020. On March 3, 2020, County Manager Katherine Miller called for the establishment of a COVID-19 Task Force to draft an action plan to inform the overall County response. The Task Force is comprised of 17 members, including representatives from each of four Departments (Public Safety, Community Services, Growth Management and Public Works) and all elected officials. Other participants include representatives from pertinent divisions including the Fire Department, the Office of Emergency Management, Finance, Procurement, Human Resources, Legal and the Regional Emergency Communications Center. The Task Force is co-chaired by the respective Directors of the Office of Emergency Management and the Community Services Department.

The Santa Fe County COVID-19 Action Plan has been developed to guide Santa Fe County efforts to quickly and effectively make thoughtful decisions on how to provide public service during this public health emergency. The Plan calls for action in three phases: **Prevention**, **Onset of Community Spread,** and **Exigent Circumstances**. It identifies vulnerabilities faced by the County, and indeed by all counties that provide services to the public and that serve high-risk populations such as seniors and jail inmates.

In addition to specifically directing Santa Fe County government, this Action Plan may serve as a guide to other counties in the fast transition from providing face-to-face services to operating remotely, both to provide essential public services and to reduce casualties in the midst of a pandemic.

Santa Fe County
COVID-19 Action Plan

Overview of the Problem

According to the World Health Organization (WHO), coronaviruses are a large family of viruses that cause illness ranging from the common cold to more severe diseases, such as Middle East Respiratory Syndrome and Severe Acute Respiratory Syndrome. The most recent virus, called COVID-19, was discovered in 2019 and had not been previously identified in humans. Coronaviruses are zoonotic, meaning they are transmitted between animals and people. Several known coronaviruses are circulating in animals that have not yet infected humans. According to the Centers for Disease Control (CDC) the COVID-19 virus is thought to spread mainly from person to person, between people who are in close physical contact.

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The first US reported case was in January, 2020 in Washington State, quickly followed by a January 30, 2020 announcement by WHO of a global public health emergency. On February 29, 2020 the United States reported its first death on American soil. As of April 5, 2020, 1,245,347 individuals have tested positive for the virus worldwide, and 67,914 deaths have been reported. Out of 166 reporting countries/territories, the United States now leads the world in number of confirmed cases and deaths.

The onset and community spread of COVID-19 present a series of personal and public health challenges currently being addressed by governments, public health officials, and communities. Of primary concern, the virus is highly contagious and easily spread within communities, posing particular challenges to the elderly and other high risk populations.   Challenges include implementing widespread efforts to reduce the spread of COVID-19 in communities, as well as adequately equipping hospitals and other providers. Additional vulnerabilities specific to counties are identified in this plan.

COVID-19 in New Mexico

In mid-January, the New Mexico Department of Health (NMDOH) began notifying healthcare providers to be proactive and vigilant with regard to the novel coronavirus COVID-19, particularly with travelers returning home from abroad and presenting fever and respiratory symptoms. By early February, the agency was asking anyone returning to New Mexico from China to call NMDOH for guidance on protection from the virus. In early March, NMDOH State Scientific Laboratory, with test kits provided by the CDC, had the capacity to test for COVID-19, and guidelines for testing were established.

On March 11, Governor Michelle Lujan Grisham and NMDOH announced that three New Mexico residents had tested presumptive positive for COVID-19, the first confirmed cases in the state. The announcement included one resident of Santa Fe County. On that same day, the Governor issued an Executive Order declaring a public health emergency and directing state employees to work remotely. Similar actions followed, limiting services provided by bars, restaurants, and hotels, closing spas and gym facilities, and encouraging New Mexico residents to strictly follow directions in implementing social distancing measures. In late March the Governor issued a "safer at home" policy, encouraging New Mexicans to do their part by further limiting social contact.

As of April 5, 2020, there have been 543 positive COVID-17 cases in New Mexico with 11 deaths reported. Fifty-eight individuals have tested positive in Santa Fe County.

COVID-19 in Santa Fe County

Santa Fe County, with a population of 144,170 as of the 2010 Census, is the third most populous county in New Mexico, after Bernalillo County and Doña Ana County. The county seat is Santa Fe, the capital city. The County has 1,911 square miles, making it is the fifth-smallest county in New Mexico by area. Adjacent counties include Rio Arriba, Mora, San Miguel, Torrance, Bernalillo, Sandoval, and Los Alamos.

The County is governed by a five-member County Commission, whose members are elected from single-member districts. County commissioners serve four-year terms, with term limits preventing them from serving more than two full terms. The County is governed by a County Manager and provides a multitude of services to the public through four large Departments and elected officials, including the Clerk, the Treasurer, the Sheriff, and the Assessor. The County is also a large-scale employer, with over 900 employees providing services often crucial to maintaining the health and safety of residents.

Santa Fe County has an Office of Emergency Management, and training and educational efforts began in January, 2020. Santa Fe County actions relative to COVID-19 began on February 4, 2020, when the Santa Fe County Fire Department provided NM DOH an inventory of personal protective equipment and began ordering additional supplies in preparation for an outbreak. Two briefings and sets of information were provided to the Fire Department career staff and volunteers. The Sheriff's Department and RECC Public Safety Answering Point guidance were

pushed out. A coronavirus emergency medical dispatch card was implemented into computer aided dispatch. On March 3, staff from the Office of Emergency Management attended the NMDOH Annual Partners in Preparedness Conference.

Santa Fe County COVID-19 Task Force

On March 3, 2020, County Manager Katherine Miller called for the establishment of a COVID-19 Task Force to develop an action plan to inform the overall County response. The Task Force is comprised of 17 members including representatives from each of four Departments (Public Safety, Community Services, Growth Management and Public Works) and all elected officials. Other participants include representatives from pertinent divisions include the Fire Department, the Office of Emergency Management, Finance, Procurement, Human Resources, Legal, and the Regional Emergency Communications Center. The Task Force is co-chaired by the respective Directors of the Office of Emergency Management and the Community Services Department.

Over the next 20 days, the Santa Fe County COVID-19 Task Force took a series of actions designed to reduce the spread of COVID-19, to protect county workers and to insure that essential services continued to be provided to the public. The Task Force established a communication chain to inform County workers of public health concerns and activities and to inform residents of County actions. Employees were also informed of other resources, such as hotlines operated by NMDOH, testing sites, and informational materials regarding symptoms, testing sites and other community resources.

Santa Fe County COVID-19 Action Plan

Immediately upon establishment of the Task Force, the County began developing a COVID-19 Action Plan for departments, divisions, and elected officials. The Action Plan is being used collectively across the County to guide policy decisions and forward movement.

A template for the Action Plan was created, covering the following components:

- Department Summary
- Department Essential Functions
- Identification of Vulnerabilities
- Phase One Actions (Prevention)
- Phase Two Actions (Onset of Community Spread)
- Phase Three Actions (Exigent Circumstances)
- Cross Training Measures
- Other Agency Specific Vulnerabilities

Specific vulnerabilities identified include services to high-risk populations, essential public safety services, and systems issues, as described below.

Services to High-Risk Populations

Santa Fe County provides services through multiple means to individuals who are at high risk for contracting COVID-19. Examples include:

- Santa Fe County Corrections houses alleged offenders who are awaiting trial or sentencing from City, County, Federal, U.S. Marshal and Tribal entities. Santa Fe County is responsible for the safekeeping of inmates, staff, and the public. This population is often medically fragile, with behavioral health needs (both mental illness and substance use).
- The Community Services Department provides essential services to seniors in our community, who have been identified as high risk for contracting the COVD-19 virus.
- The Community Services Department provides leadership, navigation, health assistance and funding support to various high-risk populations, including low-income residents and those with behavioral health disorders.
- Growth Management through its housing program provides essential services to seniors and individuals with underlying health conditions, who have been identified as high risk in terms of contracting the COVID-19 virus.

Essential Public Safety Services

- The Santa Fe County Fire Department (SFCFD) provides preparedness and emergency response to populations who have been identified as high risk in terms of contracting the COVID-19 virus. SFCFD also delivers emergency response activities throughout the County and neighboring jurisdictions. Emergency service must be delivered via face-to-face interaction.
- The Santa Fe Regional Emergency Communication Center is a 24-hour operation that answers incoming calls and dispatches emergency services. Minimum staffing levels must be maintained.
- Santa Fe County Sheriff's office responds to physical locations to investigate crimes and provides services requiring immediate interventions.

Identified Systems and Other Issues
- The existing County Internet Technology (IT) systems were not created for an extensive remote work environment. In addition, IT activities often require hands-on interaction with the staff and public, creating risk for County IT staff and those with whom they have in-person contact.
- Many County functions involve face-to-face communication with the public, a practice contrary to physical distancing.
- The County did not have in place an alternate work arrangement policy for large-scale remote work.
- Finance must comply with statutes and regulations contrary to physical distancing, such as the requirement to hold bid openings in an open forum.

- Elected officials tasked with carrying out public mandates must comply with statutes that often require face-to-face interaction with the public.
- The statutory responsibilities of the County Treasurer and County Assessor directly impact the revenues that flow to Santa Fe County.

Implementation of the Santa Fe County COVOD-19 Action Plan

On March 3, 2020, the Task Force began implementing Phase One of the COVID-19 Action Plan. Phase One actions across Departments included the following:

Phase One Actions (Prevention)

1. On February 4, 2020, the Santa Fe County Fire Department provided NMDOH an inventory of personal protective equipment and began ordering additional supplies in preparation for an outbreak.
2. Two briefings and sets of information were given to Fire Department career staff and volunteers.
3. The Sheriff's Department and RECC Public Safety Answering Point (PSAP) guidelines were distributed.
4. A coronavirus emergency medical dispatch card was implemented into the Computer Aided Dispatch (CAD).
5. Staff from (OEM) attended the NMDOH Annual Partners in Preparedness Conference and received a briefing from Mike Landen on coronavirus.
6. On March 3 OEM staff participated in a statewide healthcare coalition tabletop exercise on COVID-19.
7. OEM staff met with County Corrections leadership and provided a briefing on COVID-19; consolidation of existing contingency plans was started.
8. The OEM activated the Santa Fe County Multi Agency Coordination Center.
9. Development of a communication system to provide awareness and education regarding COVID-19 to Santa Fe County employees, and systematic development of press releases to the public.
10. Suspension of community meeting and onset of social distancing measures for staff.
11. Distribution of approved public awareness materials to staff on proper hygiene practices and social distancing.
12. Immediate implementation of enhanced environmental cleaning, with emphasis on high-traffic areas, senior centers, and the Santa Fe County Detention Center.
13. Posting of public awareness and social distancing practices in high-traffic areas of the County and in programs that serve high-risk clientele.
14. Implementation of enhanced medical screening at the Adult Detention Center.
15. Implementation of an action plan for intake housing and quarantine housing at the Adult Detention Center.
16. Closure of County senior centers and meal sites and suspension of congregate meal services; assessments of senior population to determine additional residents who should receive home- delivered meals.
17. Limitation of senior transportation services to those with existing medical conditions.

18. Closure of County community centers and recreation facilities.
19. Suspension of all Teen Court activities.
20. Implementation of a system of "caring contacts" for all seniors receiving home-delivered meals.
21. Development of an Emergency Alternate Work Arrangements Policy to institute remote work as much is feasible.
22. Installation of drop boxes at the County Administrative building for use by the public.
23. Limitation of face-to-face meetings, both internal and public.
24. Staff rotation to maintain social distancing at all Santa Fe County workspaces.
25. Preparation and implementation of IT systems to operate remotely.

Phase Two Actions (Onset of Community Spread)

With the onset of community spread, Phase Two actions have been put in place. These mark a shift from the direct face-to-face provision of services to the public to services provided electronically and over the phone, with limited services onsite. Phase Two actions also emphasize essential services to the public, including the housing and care of Santa Fe County inmates, fire and emergency management services, and the delivery of food to high-risk seniors.

Phase Two actions across departments include the following:

1. Increased focus on reducing the population at the County jail in accordance with CDC guidance, and an emphasis on social distancing and environmental hygiene.
2. Identification, review and discharge of select inmates with misdemeanor offenses.
3. Preparation of backup facilities to quarantine jail inmates testing positive for COVID-19.
4. Increased attention to emergency service preparation, including hospital readiness, the provision of personal protective equipment for health care providers, and planning for the transport and care of COVID-19 patients.
5. Expedited issuance of County funds and contracts to assist in the housing and care of residents who are homeless and/or other high-risk populations, such as those with chronic mental health issues.
6. Transitioning to services provided through electronic means as well as public hours by appointment.
7. Cessation of all face-to-face meetings held at County offices or attended by County staff.
8. Services provided to the Court are now being provided electronically.
9. Implementation of new procedures for dropping off food to high-risk seniors from once a day to every other day, while still providing the same amount of food.
10. Development of an electronic service to provide medication and support to those with chronic mental illness and the homeless.
11. Regular press releases to inform citizens of how to interface with the County, with increased reliance on electronic means of communications.
12. Continued implementation of remote work policy, including the development of employee work plans.

13. Development of an online chat feature to increase electronic communication with residents.
14. Review of the economic impact of the pandemic on Santa Fe County finances and implementation of initial budget cuts to reflect declining revenue.

Santa Fe County continues to implement Phase Two actions as the pandemic evolves.

Department Plans

Santa Fe County Community Services Department

Department Summary

The Community Services Department (CSD) includes four divisions essential in carrying out everyday functions for the residents of Santa Fe County. The divisions are Health Services, Community Safety, Behavioral Health, and Senior and Community Relations.

Department Essential Functions

Essential functions provided by CSD to residents of Santa Fe County include but are not limited to the following:

1. Operate five senior centers that provide congregate and home-delivered meals, activities, and transportation for senior residents. CSD also operates one meal site on Rufina Street.
2. Operate and fund health-related services to high-risk and medically indigent populations in Santa Fe County, including navigation services to connect people with resources they need for health and well-being ("Connect").
3. Provide cremation assistance to indigent residents.
4. Manage a DWI program that focuses on prevention of DWI fatalities and compliance monitoring for convicted offenders.
5. Oversee and fund behavioral health services and the development of a community based system of services for those with mental illness, including the to-be-launched Behavioral Health Crisis Center.
6. Operate a Teen Court program that provides an alternative to the criminal justice system.
7. Operate public facilities including seven community centers, the Pojoaque Ballfield, and the Stanley Cyclone Center.
8. Manage Santa Fe County efforts in the 2020 Census.

Identification of Vulnerabilities

1. CSD provides services to seniors in our community, who have been identified as high risk in terms of contracting and surviving the COVD-19 virus.
2. CSD operates seven community centers that serve as community meeting locations.
3. The Teen Court program provides court and congregate meetings and trainings for high-risk youth.
4. The compliance monitoring team provides onsite face-to-face meetings with convicted DWI offenders.

Phase One Actions (Prevention)

1. Distribution and posting of public awareness materials at County senior and community centers.
2. Hourly cleaning and high-traffic wipe-downs at County owned and operated senior centers and meal sites, CSD vehicles, and CSD offices.
3. Closure of senior centers and suspension of congregate meal service.
4. Assessment of seniors receiving services at senior centers and development of an expanded list of seniors who should receive home-delivered meals.
5. Limitation of transportation services to seniors with severe medical conditions.
6. Implementation of caring contacts for all residents served through Senior Services.
7. Suspension of all Teen Court activities.
8. Closure of County community centers.
9. Suspension of events at CSD-run facilities, including the Stanley Cyclone Center and Pojoaque Ballfields.
10. Compiling of shelf-stable meals for later distribution as home-delivered meals.
11. Discontinuation of rentals at Santa Fe County fairgrounds.

Phase Two Actions (Onset of Community Spread)

1. Partnership with CHRISTUS, DOH and others to set up COVID-19 testing sites using the Mobile Health Van.
2. Requirement that home-delivered meal drivers wear gloves and masks, depending on CDC guidance.
3. Closure of Santa Fe County Satellite Offices.
4. Transition of Senior Services assessments to phone services only and implementation of caring contacts (regular phone calls with seniors).
5. Transition of DWI compliance monitoring to phone contact only with convicted offenders, and suspension of court activities.
6. Transition of navigation services to phone and electronic contacts only.
7. Cross-training of CSD staff to perform as backup for home-delivered meals for seniors.
8. Cancellation of outreach activities for the 2020 Census that involve community meetings and in-person contact, including delivery of paper census materials to providers, community members organizations, and volunteers. Transition to phone, social media, advertising, and electronic contacts only.
9. Discontinuation of daily senior meal delivery. Instead, drivers will deliver at least three meals at a time (one hot and two frozen), thus minimizing contact. When they become available, shelf-stable meals may be substituted for frozen.
10. Increased focus on the needs of the community we serve, including those at high risk for COVID-19 or who are vulnerable during this time.
11. Kickoff of the public-facing Connect network to connect people with the resources they need.

Phase Three Actions (Exigent Circumstances)

1. Implement CSD backup team for home-delivered meal services to seniors.
2. Transition from fresh meals to shelf-stable home delivered meals for seniors, with delivery of one week's worth of shelf-stable meals to each client, as long is the supply lasts.
3. Discontinue having any staff at 100 Catron.

4. Discontinue DWI compliance monitoring activities.
5. Discontinue navigation services.
6. Cancellation of the Santa Fe County Fair.

Cross Training Measures

1. Training of CSD staff to serve as backup for the delivery of meals to seniors.

Other Department Specific Considerations

1. Senior Services could receive alternate direction from the Aging and Long Term Services Department or non-metro Area on Aging.
2. Alternative direction could come from the Department of Finance or the Court system regarding DWI compliance monitoring activities.
3. CSD funds major health and behavioral health services in our community. Healthcare-related agencies and CSD contractors would be significantly impacted by a County closure.
4. Processing of cremation assistance may be affected
5. Census activities may be further affected by national actions.

Santa Fe County Growth Management Department

Department Summary

The Santa Fe County Growth Management Department (GM) includes four divisions essential in carrying out everyday functions for the residents of Santa Fe County: Building and Development, Planning, GIS, and Community Development, which includes the following Housing services: Public Housing; Housing Choice Voucher (HCV) Program; HQS Inspections; Maintenance; and Project Management; and Housing Administration.

Department Essential Functions

Essential functions provided by GM to residents of Santa Fe County include but are not limited to the following:

1. Housing Essential (Safety, Health and Welfare)
    a. Emergency maintenance call-outs;
    b. HQS inspections; and
    c. Processing of tenant rent payment for the HCV Program.
2. Housing Essential (Time Sensitive Per Federal Guidelines)
    a. Posting and processing of tenant rent payments *(Public Housing)*;
    b. Processing of work orders;
    c. Payment of invoices;
    d. Client recertification;
    e. Data entry *(Yardi, HUD, AS400)*;
    f. Oversight of on-going and time sensitive housing projects; and
    g. Federal financial and program reporting.
3. Issuance of permits (building permits, special use permits, film permits, business licenses).
4. Code enforcement conducts site visits to inspect for code violations related to complaints and for all permits.
5. Staff interacts with other departments and outside agencies on all permit applications.
6. TAC meetings twice a month for new applications.
7. Public hearings for land use cases (Hearing Officer, planning Commission and BCC).
8. IPRA requests, mainly through Land Use.
9. Ensure readiness of geospatial information systems, to include hardware, software and data accessibility. This not 24/7 work other than being on-call at the ready when required.
10. E-911 Addressing maintenance for Emergency Dispatch & statewide database (DB) maintenance. Not 24/7 requirement, but must be at the ready to respond to troubleshooting requests and provide GIS support to RECC. StatewideE-911 DB maintenance is ongoing task with monthly updates required to support statewide E-911 Dispatching & Emergency Response.

11. Be at ready for EOC support, typically for Santa Fe County EOC if activated, but can be called up to State EOC at National Guard. This would require 3 to 4 GIS staff members if EOC activated 24/7.
12. OneSolution CAD System Implementation Support, critical work to provide address point layer latest schema requested over next 2 weeks, then as required.
13. Need to support Clerk & Bureau of Elections for Court Order to reset precincts prior to June Primary. Priority beyond control of GIS Division.
14. Historically, GIS has provided support to on ground Census takers doing Decennial Census.
15. Affordable Housing processes lien pay offs, subordination agreements, lien assumptions, down payment assistance grants and Happy Roof Projects that are very time sensitive.

Identification of Vulnerabilities

1. Housing provides essential services to seniors and individuals with underlying health conditions, who have been identified as high risk in terms of contracting the COVID-19 virus.
2. Housing operates 198 housing units for which maintenance calls *(emergency and non-emergency)* arise daily. Response to these calls require personal interaction with maintenance staff and tenants.
3. Housing is required to conduct monthly Resident Advisory Board meetings at our three public housing sites. These meetings are required for public housing authority compliance with federal guidelines and to process member reimbursements for meeting attendance.
4. Housing is required to conduct inspections of public housing and private market units to ensure the unit is safe and inhabitable for our tenants. These inspections require personal contact with tenants.
5. Housing is required to conduct client recertification for our 503 clients between the HCV and Public Housing Programs. This recertification's require tenants to provide documentation and meet with staff to sign appropriate paperwork, including lease amendments.
6. Housing is required to conduct new client orientations for voucher holders. These orientations require face-to-face contact with new tenants, as many do not have access to attend remotely.
7. GM holds required public hearings for land use cases involving multiple staff, committee members, applicants and members of the public.
8. Payment needed for permits and services, people go to Treasurers to make these payments, can they do this online? By check?
9. Regular meetings with the public related to planning, affordable Housing, economic development, permitting, mapping.

Phase One Actions (Prevention)

1. Conduct all possible tasks with no public interaction by use of phone and email, possibly augment with on-line request forms.
2. Suspension and postponement of all community meetings.
3. A bridgeline has been requested for the Department and would be used to hold meetings by phone.
4. Outside applicants will call in for TAC meetings using the bridgeline or this will be done through email.

5. In GM - Public only allowed in front area and in the two nearby conference rooms, hourly cleaning has been requested to be done by PW staff as the Department has no more cleaning supplies.
6. Posting of messaging materials regarding public awareness materials on County website to include Growth Management and Planning website.
7. Identification of staff to work from home to continue essential functions, including prioritization of staff functions and home work plan; Identification of necessary tools, including County issued laptops and VPN, phone capabilities, and access to County webmail.
8. Most of our files are at Iron Mountain; we have been informed that they may stop delivering and will check the website regularly.
9. Distribution and posting of CDC public awareness materials at the Housing's administrative office.
10. In Housing:
    a. Limiting the public to the reception area only.
    b. Cleaning and decontaminating the reception area on two hour intervals.
    c. Providing a copy machine in the reception area to allow client access to make copies.
    d. Providing envelopes and a drop box where clients can drop-off appropriate documentation without personal contact.
11. Requiring Maintenance Staff and HQS Inspectors to wear personal protective equipment when entering a housing unit.

Phase Two Actions (Onset of Community Spread)

1. Transition to phone services and drop off/pick up appointments only
2. Move to no public contact, need drop box for delivery of permit files, coordinate with State CID to ensure they are still issuing permits.
3. Set up a drop box where members of the public can drop off new permits for review without interacting with staff and allow us to continuing our review of pending applications for permits, business licenses, Site Development Plans, etc.
4. When permits and licenses are ready we can have the applicant mail us a check and we will mail them their license, or use the drop box method for them to leave a check and pick up a permit.
5. Continue to take in complaints, we can do inspections without meeting with people directly and mail out Notices of Violation if necessary.
6. Continue working on and monitoring existing Code violation cases. Court dates have been pushed back 45 days by Magistrate Court.
7. Rotate staff coming into the office to allow greater spacing between staff members, staff have assigned days to pick up and drop off and make scans, most only in the office for a few hours at a time
8. Inspection staff to only inspect from vehicle, no public interaction. Call applicants first to make sure gates are open and they know not to come out, allow property owners to call them on their phones while they are doing an inspection.
9. Identification of staff to work from home to continue non-essential functions.
    a. Staff have transitioned to working from home with the receptionist and three staff members unable to work from home so are spaced apart in the office.
    b. Staff working from home have been provided with VPN access and have forwarded desk phones to personal phones to be able to continue to answer calls.

10. Assign at home tasks and establish three-deep call up lists of tasks and essential functions.
11. For Housing:
    a. Processing client paperwork without immediate signing of documentation by clients.
    b. Cancelling all non-emergency client appointments.
    c. Processing of time sensitive material as soon as appropriate documentation is available.
    d. Conduct all Resident Advisory Board meetings via the telephone.

Phase Three Actions (Exigent Circumstances)

1. Move staff to working from home and phone contact only, limited staffing the office as needed but keep staff spaced well apart.
2. Have core staff available for emergency situations
3. Working with legal department for the ability to run public hearings for land use cases (Hearing Officer, planning Commission, BCC)
4. Postponement of contracts and services
5. If CID stops issuing State permits we could still issue our portion of the permit and also issue permits that don't require CID approval such as grading permits
6. For Housing:
    a. Closing of Public Housing Administrative Offices to public.
    b. Posting and providing information to the public and tenants that only emergency issues will be processed until further notice.

Cross Training Measures

1. Training of B&DS staff serve as backup for permit issuance and inspections.
2. Should SFco EOC activate, all GIS staff would need cross training to be able to staff 24/7
3. Training Housing Administrative Staff on essential functions to have back-up should an essential staff member be required to quarantine or self-isolate.
4. Prioritizing the writing of desktop procedures for all positions.

Other Department Specific Considerations

1. Planning represents the County through numerous committee and community meetings. Meetings will be postponed in accordance with County direction from County Manager
2. All construction permits are then moved onto State CID for the actual building permit, if they close down then we would stop issuing these too.
3. Code enforcement cases being heard in Court.
4. For Housing:
    a. Staff has verified that recertification's for HCV and Public Housing, as well as HQS inspections can be halted until mid-April 2020. This would greatly reduce personal contact for most Housing Staff.
    b. Staff must respond to emergency maintenance call-outs. Currently, Staff does not have available respiratory protection for Maintenance Staff. Multiple vendors have been contacted, but no respiratory protection has been located.
    c. Currently, staff does not have the ability to work remotely. Staff would need an additional six laptops with VPN and access to Yardi, AS400 and the County network to make this option feasible. However, under no circumstances, is this feasible for Maintenance Staff and our HQS Inspector.

Santa Fe County Public Works Department

Department Summary

The Santa Fe County Public Works Department includes three Divisions essential in carrying out everyday functions for the residents of Santa Fe County: Projects and Facilities Management, Roads, Utilities, & Fleet, and Administrative Services.

Department Essential Functions

Essential functions provided by the Public Works Department to residents of Santa Fe County include but are not limited to the following:

1. Maintenance of all County owned and leased buildings and structures.
2. Custodial Services for all County buildings.
3. Maintenance of all County roads to assure the safety of the travelling public.
4. Building and road construction projects.
5. Operation of seven Solid Waste Collection Centers.
6. Operations of the County Water system.
7. Operation of the County Wastewater system.
8. Maintenance of the County fleet of all vehicles, including heavy equipment and specialized equipment.
9. Administrative support for the receipt of all payments for utilities and solid waste.

Identification of Vulnerabilities

1. Public Works Department staff are exposed to the public and have a risk of exposure to the COVID-19 virus through all the following activities that they perform: custodial and maintenance services for County sites; repair and maintenance of the 555 miles of County roads; work in crews to maintain the water and wastewater system; overseeing construction projects; and collecting payments from the public.

Phase One Actions (Prevention)

1. Cleaning and wipe downs of high-traffic areas in Santa Fe County buildings open to the public.
2. Limiting access to Santa Fe County run buildings and establishing protocols to manage the number of persons allowed in buildings and areas that may be accessed.
3. Limiting public interaction at the Solid Waste Collection Centers
4. Continue to maintain parks and open spaces and avoid contact with the public.
5. Continue to maintain roads and avoid contact with the public.

6. Utilities will continue to manage systems and adhere to established safe operating practices.
7. Clean and wipe down all interior surfaces in vehicles being serviced by Fleet.
8. Suspend the use of the time clocks and have supervisors manually track employee time, in order to minimize staff contact.
9. Monitoring the County cleaning supplies and establish an inventory of items available.
10. Require staff to communicate with each other by telephone instead of face-to-face.

Phase Two Actions (Onset of Community Spread)

1. Have identified staff telework.
2. Increase cleaning and wipe downs of high-traffic areas in Santa Fe County buildings open to the public.
3. Limiting access to Santa Fe County run buildings and establishing protocols to manage the number of persons allowed in buildings and areas that may be accessed.
4. Limiting public interaction at the Solid Waste Collection Centers
5. Continue to maintain parks and open spaces and avoid contact with the public.
6. Continue to maintain roads and avoid contact with the public.
7. Utilities will continue to manage systems and adhere to established safe operating practices.

Phase Three Actions (Exigent Circumstances)

1. In the event Santa Fe County Buildings close to the Public, the maintenance and custodial staff will continue to provide services, and other Phase Two actions will continue.

Cross Training Measures

1. Cross train administrative staff to provide the essential functions to maintain the utility, solid waste and other administrative services.

Other Department Specific Considerations

1. Public Works Department must maintain communication and coordination with local and state agencies, specifically the City of Santa Fe, NM Department of Transportation, NM Department of Health, the Stephen Herrera First Judicial Complex, and the First Judicial District Attorney's Office.

Santa Fe County Public Safety Plan—Corrections

Department Summary

Santa Fe County Corrections provides oversight of all County Correctional programs, including the Adult Correctional Facility, the Youth Development Program, and the Electronic Monitoring Program.

Department Essential Functions

Essential functions provided by CSD to residents of Santa Fe County include but are not limited to the following:

1. Santa Fe County Corrections houses suspected offenders who are awaiting trial or sentencing from City, County, Federal, U.S. Marshal and Tribal entities.
2. Responsible for the safekeeping of inmates, staff, and the public.
3. Process, book, and release inmates.
4. Conduct escorted transport of inmates to court and medical appointments.
5. Ensure inmates receive all appropriate services, including medical, behavioral health, food, laundry, and cleaning services.
6. Ensure offenders on electronic monitoring comply with the conditions of supervision, to track offenders and reduce recidivism.
7. Receive bail and bond money.

Identification of Vulnerabilities

1. This population is often medically fragile, with behavioral health needs (both mental illness and substance use).
2. Population changes daily through both intake and discharge of inmates.
3. Corrections has difficulty recruiting and maintaining staff, including corrections officers and medical personnel.
4. There is frequent interaction with the public, including visitors and interaction onsite with the Court system and volunteers.

Phase One Actions (Prevention)

1. Facility is now on restricted movement.
2. Proactive daily cleaning in all housing units and hourly cleaning and wipe-downs in high-traffic areas.
3. Cancellation of volunteer services and visitation.
4. Attorney visits only to be held via Skype.
5. Hygiene education provided to inmates and staff.

6. Individual Dixie cups to be used for all medications.
7. All new inmates undergo a detailed medical screening, including for infectious disease.
8. Inmates presenting with severe respiratory symptoms including fever, dry cough and shortness of breath will be given a loop face mask immediately.
9. The Department of Health will provide onsite testing for an inmate who presents with the symptoms of COVID-19.
10. All positive or presumptive positive COVID-19 inmates will be examined in a separate exam room.
11. Action Plan for Intake Housing: All asymptomatic new inmates will be housed in separate intake pods (Alpha 600, Bravo 600, and Delta 500) apart from the existing population. These detainees will be secured in their cells and housed for 7-14 days until it can be determined if the risk of infection has decreased. Routine food, laundry, showers, and commissary will be conducted, and cleaning services will be provided by designated and trained porters. Those presenting with symptoms will be moved to a quarantine pod.
12. Action Plan for Quarantine Housing: All inmates with presumptive and positive COVID-19 will be housed in designated quarantine pods (Alpha 300 and Bravo 500) for 14 days. Services to quarantine pods, including food, laundry, and commissary, will be done last, and staff entering the pods must wear gloves and N-95 mask. Inmates in quarantine will be monitored by officers every 30 minutes. Inmates medically cleared will receive clean clothing, linens, and a new mattress before moving to the general population. If medical staff determines a case is worsening, the inmate will be taken to ER for a higher level of care.
13. Food service will be provided a) first to general population and medical housing inmates, with standard hard tray; b) next to booking unit and designated intake pods, with standard hard tray; and c) last to quarantine pods, in Styrofoam.
14. Offsite medical appointments may be canceled on a case-by-case basis, with transport limited to emergencies and specialist appointments that, if missed, would adversely affect the patient's health.

Phase Two Actions (Onset of Community Spread)

1. If additional bed space is needed, all female inmates will be relocated to the Youth Facility. *Female inmates that require quarantine or intake will also be housed at Youth Detention Center.* All juveniles will be moved to San Juan County Youth Facility.
2. Staff that enter the facility will be screened by medical prior to entering.
3. Inmates with symptoms, as deemed appropriate by DOH, will be tested for COVID19.
4. Inmates have been placed on tier times to promote social distancing.
5. Inmates departing the facility who have been housed in a quarantined pod will receive a mask and instructions on how to follow up with care, and the DOH will be notified about these inmates.
6. All current inmates will be evaluated to see about possible release based on medical needs/concerns, and severity of crime.
7. When arresting agencies arrive at the facility, medical will conduct an assessment in the sally port prior to entering the facility. Any symptomatic inmate will be given a mask prior to entering.

Phase Three Actions (Exigent Circumstances)

Cross Training Measures

1. Continue cross-training that has already been implemented.

Other Department Specific Considerations

1. Staffing issues: If additional staff are required, staff who work the opposite shifts will be called in. If there is a security staff shortage, non-security staff can work in control centers and front desk. The Corrections emergency response team can be activated to work longer hours.

Fire Department

Department Summary

The Santa Fe County Fire Department (SFCFD) includes six sections essential to carrying out everyday functions for the residents and visitors of Santa Fe County, including Operations, Emergency Management, Fire Prevention, Administration/Support Services, Wildland Urban Interface, and Volunteer Coordination.

Department Essential Functions

Essential functions provided by SFCFD to residents and visitors of Santa Fe County include but are not limited to the following:

1. Delivery of all risk emergency services to include: emergency medical services, fire response, rescue services.
2. Coordination of preparedness, response, and recovery activities between SFCFD career staff and fourteen volunteer districts.
3. Operation and maintenance of the Santa Fe County Emergency Operations Center.
4. Tracking of pandemic and emergency trends, coordination with other emergency response and preparedness organizations, and modeling and projection.
5. Community preparedness and public education, prevention, mitigation, and recovery.
6. Fire inspections, plan review, and fire investigations as appropriate.
7. Maintenance of SFCFD fleet and facilities in coordination with other departments.
8. Training of career and volunteer response to maintain medical, rescue, and fire certifications and to ensure safe and effective response.
9. Coordinating with Santa Fe County Sheriff's Office and Regional Emergency Communication Center to maintain up-to-date, safe, and effective response protocols and delivery of emergency services.
10. Coordination with neighboring jurisdictions and municipalities to ensure services are delivered safely and effectively.

Identification of Vulnerabilities

1. SFCFD provides preparedness and emergency response to multiple populations in our community who have been identified as high risk in terms of contracting the COVID-19 virus.
2. SFCFD's emergency response activities must be delivered with face-to-face interaction.
3. SFCFD career staff operate out of six regional stations. They have interaction with 14 district volunteer groups, as well as 24-hour close interaction with crew members, so exposure potential is high and difficult to control.

4. SFCFD career and volunteer staff must maintain proper body substance isolation practices with the use of proper personal protective equipment (PPE). Usage rates for such equipment might be high, and additional supplies might be difficult to secure.
5. SFCFD career and volunteer staff must transport patients in closed ambulance compartments, and deliver patients to medical facilities in which other individuals might cause exposure.
6. There are other events that have to be planned for, responded to, and appropriately covered over which the SFCFD has no control – the Pilgrimage to the Santuario de Chimayo and the structure fire at Super Walmart in Edgewood are two examples.
7. Demand on SFCFD response units will rise as the pandemic strengthens.

Phase One Actions (Prevention)

1. Distribution and posting of education and training materials to career and volunteer responders.
2. Distribution and training on proper use of proper PPE.
3. Identification of primary and secondary back-up plans for PPE if needed.
4. Creation of a COVID-19 response protocol that includes: proper information gathering; limitation of number of crew members exposed where possible; operational protocols; PPE; rehabilitation and equipment decontamination; communications with other response agencies, Department of Health, and medical facilities; and follow-up protocols.
5. Suspension of all in-person regional and district training in the SFCFD.
6. Suspension of all in-person public education and community meetings.
7. Creation of a "crew hold" designation. Different from a quarantine, a crew hold is the period during which a crew is being cleared for possible exposure, has not yet been deemed negative for an exposure of positive for a positive exposure, and is not available for calls.
8. Identification of possible quarantine locations for crew members if needed.

Phase Two Actions (Onset of Community Spread)

1. Possibly partner with Christus, DOH, Presbyterian, and others to set up COVID-19 testing sites.
2. Create public education opportunities whenever possible, including the use of social media and non-face-to-face communications, as well as during face-to-face communications in the act of calls for assistance.
3. Closure of all SFCFD facilities to public use.
4. Continue to create policies that support minimal crew exposure.
5. Continued training of SFCFD personnel on delivery of services while minimizing exposure.
6. Create a cache of supplies as they become available.
7. Create and share a community-wide plan for exposure minimization through the Office of Emergency Management.
8. Move County-wide National Incident Management System protocol if County Emergency Operations Center (EOC) is mobilized.
9. Consider alternate service delivery models such as single unit or designated unit response.
10. Partner with Christus, Presbyterian, or DOH to ensure a rapid process for first responder testing.
11. Acknowledge need for emotional/behavioral support structures for first responders.

Phase Three Actions (Exigent Circumstances)

1. Implement SFCFD response protocol to only high acuity calls with non-response protocol.
2. Implement alternate service delivery models.
3. Ensure resource sharing plan is enacted with collaborators such as neighboring districts and the National Guard.
4. Create an extreme crew isolation policy that only allows for crew contact with immediate members.
5. Enact a policy of fire suppression only if immediate life if threatened, but non-suppression in all other cases.
6. Stand up, staff, and operate County EOC.
7. Consider "crisis standards of care" items statewide: look at the ID of transport capable rescues, increase the EMS workforce (streamline bringing retired providers back, looking at waiving DOT requirements, on-line first responder/driver class); look at the EMS bureau increasing the scope of practice where appropriate, look at COVID strike teams if needed.

Cross Training Measures

1. Reestablish as needed (PRN) program with County volunteers.
2. Training of SFCFD staff to help with necessary services in other departments such a meal delivery to seniors.
3. Training of other departments to help SFCFD staff, such as training Sheriff Officer deputies to drive an ambulance, support firefighters on a scene, or help to safely lift a patient.
4. Train medical physicians, physician assistants, or nurses to operate in a SFCFD ambulance.
5. Training of SFCFD staff to help with testing sites and call centers.
6. Consider crisis standard of care measures listed above: streamline bringing retired providers back, looking at waiving DOT requirements, on-line first responder/driver class.

Other Department Specific Considerations

1. Planning for, and response to the pilgrimage to Santuario de Chimayo will be needed despite announced delay; resource, time, or attention limitations due to COVID-19 response or preparedness will compete for these resources.
2. If an entire shift or multiple crews are affected by COVID-19 or quarantined all at the same time, it would quickly overwhelm our ability to respond.
3. The SFCFD is dependent upon medical facilities, DOH, and doctors all helping to minimize crew exposures by avoiding unnecessary emergency response. However, we have a legal and ethical obligation to respond to a call for assistance. Teamwork is essential, but can at times be tested.
4. A large part of the SFCFD workforce is volunteer and subject to exposures in their normal workplaces, which are not controlled by SFCFD authority or policy.

Human Resources Division

Division Summary

The Santa Fe County Human Resources includes two divisions essential in carrying out everyday functions for the employees of Santa Fe County: Human Resources and Risk Management.

Division Essential Functions

Essential functions provided by Human Resources and Risk Management include but are not limited to the following:

1. Human Resource planning
2. Recruitment and selection
3. Performance Management
4. Health and Safety
5. Maintenance of employee benefits
6. Training and development
7. Compensation and Classification
8. Compliance functions

Identification of Vulnerabilities

1. Human Resources provides on-site employee trainings.
2. Human Resources provides on-site face-to-face new employee orientation and new employee packet and benefits review.
3. Human Resource and Risk Management staff meet with employees face-to-face on a daily basis on various Human Resource and Risk Management related issues.
4. Risk Management responds to accidents, work-related accidents and reasonable suspicion evaluations.
5. Risk management interfaces person-to-person on a daily basis to perform safety evaluations.
6. Statutory requirements exist for original signatures on documents, including I-9 verification form, background check authorization form, and pre-employment forms.

Phase One Actions (Prevention)

1. Human Resources and Risk Management currently all have enclosed offices.
2. Employees have been provided guidance to work and to the extent possible work from their offices and limit communications with each other to email and telephone conversations.
3. Human Resources staff are no longer having face-to-face meetings with employees in their office. Meetings are conducted in the Human Resources conference room with the Human

Resource staff member or Risk Management staff member allowing sufficient space between themselves and the visitor. The area is wiped down after each face to face meeting.

4. Human Resources has a front desk area which is separated from the front area with a glass partition. Correspondence is being submitted through a small opening in the glass enclosure. Gloves have been provided at the front desk. This area is frequently cleaned and disinfected.

5. All staff are cleaning and disinfecting objects and surfaces, and as a high-traffic area will receive more frequent cleaning from Public Works staff.

Phase Two Actions (Onset of Community Spread)

1. Cancellation of in-person Human Resource and Risk Management training, with all employees instructed to take training online through LocalGovU.
2. All employee HR-related activities are to be conducted through conference calls.
3. No more than three people may be physically present in an employee orientation.
4. Exploration of other avenues for orientation that would not involve in-person presence.
5. Acceptance of new hire paperwork only through the front training room, with maximum physical distancing.
6. Implementation of Countywide alternate work arrangement policy.
7. Establishment of emergency policy regarding benefits available to County employees in accordance with the Families First Coronavirus Response Act.

Phase Three Actions (Exigent Circumstances)

1. Discontinue Risk Management building assessments.
2. Discontinue hiring.

Cross Training Measures

1. All Human Resources staff has been cross-trained, so all essential functions can be performed.

Other Division Specific Considerations

1. In-person orientation has proven to be the most helpful for new employees, and other avenues have not yet been established.
2. It would be difficult to respond to accidents and reasonable suspicion incidents without in-person involvement.
3. Without a statutory change, the requirement for original signatures on certain documents could not be met, were hiring to continue.

Santa Fe Manager's Office Finance Division

Division Summary

The Finance Division houses the Purchasing, Payroll, Accounts Payable (AP), Budgeting, Accounts Receivable (AR) and Accounting & Reporting functions. As such it is a hub for internal, mostly paper-based, communications.

Division Essential Functions

Essential functions provided by Human Resources and Risk Management include but are not limited to the following:

1. Processing of purchasing actions
    o   Receipt of quotes, bids, proposals
    o   Verification of adherence to laws and rules
    o   Issuance of Purchase Orders
2. Processing invoices and issuing payments
    o   Receipt of payment packets
    o   Verification of adherence to laws and rules
    o   Issuance of checks and other payments
3. Payroll processing
    o   Review and verification of Kronos timesheets and paper timesheets (50%/50%)
    o   Data entry for all paper timesheets
    o   Processing payroll into paychecks / EBT
    o   Submittal of all benefits / PERA / deferred comp payments
4. Accounts Receivable
    o   Reviewing all deposited County receipts
    o   Receipts for incoming checks and ACH payments daily to the correct account
    o   Monthly reconciliation of all pooled (1), investment (4) and non-pooled (26) accounts
    o   Payroll health deduction transfers on each payday
    o   Principal and interest for bond payments
    o   Management fuel cards

Identification of Vulnerabilities

1. County mission-critical operations are reliant on Finance functions.
2. Much of the current workflow is paper-based. Without paper travelling between Departments, Finance is unable to perform functions 1 through 3 above.

3. Finance must comply with stringent statutes and regulations that typically require in-person meetings.

Phase One Actions (Prevention)

1. Create EPA-like process for electronic submissions and approvals of payment packets and requisitions.
2. Restrict in-person meetings, both internally and with the public, with communication done electronically or by telephone to the extent possible.
3. Resolve file size limitations (requires IT collaboration).
4. Use telephonic and video technology to comply with statutory requirements, such as the requirement to hold bid openings in an open forum.
5. Comply with the County Treasurer's interim policies on the collection of cash receipts.

Phase Two Actions (Onset of Community Spread)

1. Work with IT to equip 50% of Finance staff to work from home. For remaining staff working in office, create work from home rotation schedule to reduce the number of staff in the office to increase social distancing.
2. Work with county staff receiving paper checks to sign-up for direct deposit, to reduce paper distribution and unnecessary contact.
3. Work with departments to increase payment packet and requisition submissions through email by departments.
4. Print vendor checks only Monday, Wednesday, Friday to reduce the number of staff hours required to be in the office.

Phase Three Actions (Exigent Circumstances)

1. Restrict staff at the office to Cash Receipts, Accounts Payable and Payroll staff and limit the minimum number of hours required to be in the office each week.
2. Only perform functions necessary for departments to fulfill their mission-critical activities.

Cross Training Measurers

1. Staff is being cross-trained on essential functions to help accommodate alternate schedules, staff vacancies and leaves of absence.

Other Division Specific Considerations

1. Deadlines for reporting to oversight entities.
2. Fiscal year end deadlines and procedures.
3. External audit preparations.

Santa Fe County Manager's Office

Office Summary

The Santa Fe County Manager's Office (CMO) includes four divisions essential in carrying out everyday functions for the residents and employees of Santa Fe County. This plan covers the following three divisions: Administration, Commission, and Information Technology (IT.)

Office Essential Functions

Essential functions provided by CMO include but are not limited to the following:

1. Support and implementation of BCC policies and priorities, provide organizational direction and leadership, coordinate strategic and regional planning efforts, and foster efficient and effective management of County workforce and activities.
2. Delivery of customer service and guidance to County constituents.
3. Plan and coordinate public meetings.
4. Research and creation of Board of County Commission committees and issues.
5. Responsible for the architecture, hardware, software and networking of Santa Fe County information systems.

Identification of Vulnerabilities

1. CMO provides services to various constituents in our community, many of which are seniors who have been identified as high risk in terms of contracting the COVD-19 virus.
2. CMO facilitates numerous internal and public meetings.
3. CMO/IT provides services to County employees in all departments, often requiring contact.

Phase One Actions (Prevention)

1. Distribution and posting of public awareness materials.
2. Hourly cleaning and high traffic wipe downs at all CMO offices.
3. Limitation of face-to-face staff and constituent meetings.
4. Decrease in person-to-person conversation utilizing the telephone and email.
5. Communication to all Santa Fe County employees and the public regarding best practices regarding COVID-19.
6. Use of remote access by the IT Department to repair computer issues.

Phase Two Actions (Onset of Community Spread)

1. Mail Clerk must wear gloves.
2. Transition of constituent services to phone services and County Administrative Building front kiosk service.

3. Transition of staff meetings to phone contact only.
4. Enabling website for chat services to be provided.
5. Daily updates and podcasts with all current and correct information to the public and County employees.
6. Cross Training for all employees of CMO.

Phase Three Actions (Exigent Circumstances)

1. Transition for Administrative Assistant and Mail Clerk to working four 10-hour days.
2. County Manager Miller will work from 142 Palace Avenue on Monday, Tuesday and Wednesday. On Thursdays and Fridays, she will conduct business from her home. County Attorney Greg Shaffer will work Wednesday, Thursday and Friday at 142 Palace Avenue and will conduct his business from his residence on Mondays and Tuesdays. This is subject to change in the event either need to report to the County offices. Both will be physically present during Board of County Commissioners Meetings in the Plaza Conference Room at 100 Catron Street.
3. The public and staff working at the County Administrative Building will be required to wear masks when interacting with others.
4. Board of County Commission meetings conducted via online technology.
5. Continuation of alternate work arrangements.
6. Desk manual creation.

Cross Training Measures

1. Creation of desk manuals by each employee for the completion of duties by other employees in the event there is a gap that needs to be filled.

Other Office Specific Considerations

1. CMO continuously interacts with the State of New Mexico, City of Santa Fe, City of Espanola, and Christus St. Vincent.

Santa Fe Regional Emergency Communications Center

Agency Summary

The Santa Fe Regional Emergency Communications Center (RECC) provides emergency telephone access for the citizens of the City and County, to obtain needed emergency services including fire, EMS and law enforcement services, and to provide for the emergency communications needs of the public safety agencies of the City and County.

Agency Essential Functions

Essential functions provided by RECCC for residents of Santa Fe County include but are not limited to the following:

1. Monitor telephones and radio in the emergency dispatch center, answer incoming calls and ascertain nature of call, gather all necessary information to transmit or relay information.
2. Operate radios and dispatch law enforcement, fire, EMS and other units for emergency responses; broadcasts nature, location and time of incident; contact all required personnel and other local concerns of an emergency situation' relays information as required; perform a variety of routine clerical, administrative and technical work in receiving and dispatching routine and emergency information, and keep official records.
3. Maintain logs of radio and telephone communications, location of personnel and equipment; in the event of an emergency situation, maintain on-going contact with the responding personnel and keep them informed of all incoming pertinent information; keep track of information such as traffic lights out and streets closed and keeps emergency personnel and general public informed.
4. Make entries and inquires on NCIC computer system.
5. Maintain dispatch documents and records.

Identification of Vulnerabilities

1. RECC is a 24-hour operation that must be available to answer incoming calls and dispatch emergency services.
2. Minimum staffing for the center is seven employees and one supervisor per shift. At current staffing levels, overtime utilization is already high.

Phase One Actions (Prevention)

1. Hand sanitizers were installed at both entrances of dispatch for employees to utilize when entering the room.
2. Clorox wipes and Kleenex placed at all stations in the center. Employees are Clorox wiping at every change over, including when taking a break.
3. Directives have been put in place in order to limit exposure to the Center and dispatch employees.
4. There are less than a handful of authorized non-dispatch personnel who will be allowed in the Center. This is only to relay paperwork for the respective agencies and courts.
5. NCIC returns are being relayed over the phone or faxed if officers are by the fax machines. The officers also have MDT capability and can get information through LEADS.
6. Warrants are being emailed to officers or sent through a pneumatic tube. When utilizing the pneumatic tube paperwork is being sanitized upon receipt.
7. All Subpoenas are now being performed via telephone instead of being a face to face interaction.

Phase Two Actions (Onset of Community Spread)

1. Any employee that comes into the center and is determined to be ill will be given a mask to utilize and directed to contact both the DOH and conduct a Presbyterian video visit due to the delayed response from the DOH hotline.
2. Environmental cleaning will occur for all areas any ill employee came into contact.
3. Contact log made of all personnel the employee came within six (6) feet of for monitoring of potential illness.

Phase Three Actions (Exigent Circumstances)

As a 24-hour seven-day operation, someone must be on duty at RECC at all times, so sufficient staffing is critical. Each time an operator is removed, response time will increase, with a decrease in services to the public and client agencies.

1. An initial drop in staffing could change to six operators from 2:00 pm to 8:00 am, and seven operators from 8:00 am to 2:00 pm.
2. Other scheduling considerations are under review for determination regarding coverage.

Other Agency Specific Considerations

1. RECC is the back-up Public Safety Answering Point (PSAP) for both Los Alamos and Sandoval. If they can no longer answer emergency calls, their lines will be rerouted to RECC. Similarly, Sandoval is our back up PSAP, and in the event RECC can no longer answer emergency calls, those will be rerouted to their center.
2. Any ongoing projects may be delayed due to travel constraints.
3. If the RECC building has to be evacuated, we are working with County Fire to utilize the Farber as a mobile dispatch center.

Santa Fe County Assessor's Office

Office Summary

The Office of the Santa Fe County Assessor is responsible for locating and identifying all parcels of property within Santa Fe County and establishing a taxable value for all residential, commercial, and vacant real property that is subject to taxation within the County, as well as business personal property and livestock.

Office Essential Functions

Essential functions provided by the Assessor to County residents include but are not limited to the following:

1. Locate and identify all parcels of property within the County.
2. Determine which properties are exempt and which are taxable.
3. Conduct an annual appraisal and reappraisal of taxable residential and commercial properties.
4. Complete and mail out notices of value to property owners each year.
5. Oversee process by which property owners can protest their property value.

Identification of Vulnerabilities

1. Failure to conduct the statutorily required annual appraisal and reappraisal process could significantly impact the budgets of Santa Fe County, Santa Fe Public Schools, and other entities.
2. Failure to complete and mail out the statutorily required notices of value will significantly impact the budgets of Santa Fe County, Santa Fe Public Schools, and other entities.
3. Failure to provide the statutorily required opportunity for property owners to protest their property value means there is no established value to send to the Treasurer's Office for them to produce the tax bill, leading to fewer resources flowing to the County.

Phase One Actions (Prevention)

1. All constituents of Santa Fe County will receive their notice of value by April 1st. **(Completed)**
   - As of today, March 31, 2020, all notices of value have been mailed out through our contractor and all electronic notices of value have been electronically mailed to our constituents.
2. Instead of community outreach meetings, which in past years have been key for educating property owners about notice of value, all outreach and education and other interactions will be via telephone, live chat on the website, newspaper, radio, and social media. **(Completed)**
   - The following is an account for all social media updates, etc.:

- Social Media posting: 3/19, 3/23, 3/26, 3/27, 3/30

- Website posting of important message: 3/20 which is linked to all digital newspaper ads online.

- Newspaper SF New Mexican: Spadea Ad 3/22, Digital Ads (thus far as we have more to come) 3/21, 3/24, 3/27, 3/29

- Newspaper Santa Fe Reporter: Ad to run on 3/25 and 4/1

- Newspaper Rio Grande Sun: Ad to run 4/15

- Newspaper The Independent (Edgewood): Ad to run 4/10 and 4/17

- Radio commercials: KSWV began running 7 commercial spots on 3/19, Hutton Broadcasting began running 7 commercial spots on 3/25, KDCE began running 3 commercial spots on 3/27

- Assessor Martinez did an interview with KDCE on 3/24 discussing the important message

- Assessor Martinez did an interview with Daniel Fresquez on 3/26 discussing the important message

- Assessor Martinez did an interview with K-Sauve on 3/31 discussing the important message

- Upcoming:

  - Newspaper Santa Fe Reporter: Ad to run on 4/1

  - Newspaper Rio Grande Sun: Ad to run 4/15

  - Newspaper The Independent: Ad to run 4/10 and 4/17

Phase Two Actions (Onset of Community Spread)

1. Implement remote work arrangements to minimize as much as feasible staff's physical presence in the office. **(Completed)**
   - As of today, twenty-six of our thirty-eight staff are remotely working from home. Only staff remaining in office, are determined as essential personnel.
   - Managers conduct daily check-ins and weekly team conference calls.
2. Communicate with individuals of the public via telephone and electronically, including live chat on the website. **(Completed)**
   - Previous to the COVID-19 pandemic, our office operated with ten chat licenses; however, since this outbreak of this epidemic, we purchased an additional ten chat licenses totaling twenty for the office. In addition to chat, we have also worked with IT to have the Assessor's main telephone line disbursed to the essential personnel within the office.

3. Communicate with the public at large through newspaper, radio, and social media. **(Completed; see bulleted listing in Phase One above.)**

4. Protest documents that cannot be provided electronically are to be mailed or placed into the protest box, which could the same box as the Treasurer's drop box. Informal protest hearings will be held via telephone and/or video chat. **(In progress)**

   o Historically, property owners will not begin to protest, until the week after notices of value have been received. In preparation for protest, we have identified a drop and pick-up box (located outside the Santa Fe Count Administrative Building), where constituents can place or pick-up protest forms. In addition, we have used our social media outlets to encourage all constituents to use our electronic process or US Postal Service to submit protest forms. We have created an internal process to handle all protest hearings via telephone and/or live chat.

Phase Three Actions (Exigent Circumstances)

1. No staff in the office. All essential functions performed remotely. **(Pending)**
   o Our office is prepared, if required, for all essential personnel to perform their functions from a remote location.

Cross Training Measurers

1. People are being cross-trained across sections so that all essential functions are being performed. **(On-going)**
   o This is a continual function of our office. We are always working toward cross training.

Santa Fe County Treasurer's Office

Office Summary

The Santa Fe County Treasurer's Office serves at the "County's Bank" and is responsible for collecting and depositing monies from property tax collections and all other operations of County Departments.

The Treasurer's Office also serves as Investment Officer for the County.

Office Essential Functions

Essential functions provided by the Treasurer's Office to County residents include, but are not limited to, the following:

1. Daily collection and deposits of property taxes, both those on time and those in delinquency status.
2. Collection for deposit of revenues received by other County departments, such as Utilities and Sheriff.
3. Biweekly payroll for Santa Fe County employees.
4. Monthly disbursement to various stakeholders, mainly public schools and higher education.
5. Daily investment per the County Investment Portfolio, varying day to day.

Identification of Vulnerabilities

1. With responsibility for collecting all monies across the County, anything not collected would affect payroll and monthly distributions.
2. Inability to collect second half Property Tax payments in person, affecting the funding of County operations.

Phase One Actions (Prevention)

1. Cashier's stations have been equipped with hand sanitizer and tissue, with regular wipe-downs, as well as in the back offices.
2. Cashiers are rotated daily to reduce time with direct contact with the public.
3. In-person meetings are restricted, with meetings done via email or telephone to the extent possible.
4. Public access to the back offices has been suspended. Those being allowed behind the front area lobby are: Custodial, IT, and Miracle Delivery (our bonded vendor).
5. Second half Property Tax Outreach Program has been cancelled. Extensive PSA's and press releases are currently being shared with the public via radio, television, and social media.
6. Treasurer Varela has requested an order from the Director of the State of NM Property Tax Division to extend the property taxes deadline to June 10, 2020.

Phase Two Actions (Onset of Community Spread)

1. Implement remote work arrangements to minimize as much as feasible staff's physical presence in the office.
2. Communicate with individuals of the public via telephone and electronically.
3. Communicate with the public at large through newspaper, radio, and social media.
4. Only two customers allowed at a time in the treasurer's lobby to receive cash and checks while building is open from 10:00 to 12:00.

Phase Three Actions (Exigent Circumstances)

1. Minimal staff in the office in order to do payroll and deposits. All other functions performed remotely.
2. All payments that come in from the public will be handled electronically and via mail.

Cross Training Measures

Staff is getting cross-trained so that all essential functions can be performed.

Other Office Specific Considerations

1. Some functions, particularly payroll, cannot now be done remotely.
2. Payroll would be affected by a total shut down.
3. Monthly distributions are relied upon, and not getting the proper monies out affects other institutions throughout the County.

Santa Fe County Sheriff's Office

Office Summary

The Santa Fe County Sheriff's Office provides law enforcement throughout the County, including responding to calls for service and providing specific functions described below, all to ensure the preservation of life and property. Divisions include: Patrol, Community Support Services/Civil Process, Investigations, Court Services, Records, and Animal Control.

Office Essential Functions

Essential functions provided by the Sheriff's Office to County residents include but are not limited to the following:

1. Response to law enforcement calls for service, both felony and misdemeanor cases (approximately 63,000 annually).
2. Preventative patrols throughout the county, as well as specialized enforcement related to traffic, DWI, SWAT and any critical calls requiring immediate response to ensure the preservation of life and property.
3. Law enforcement security services at the First Judicial District Court and Santa Fe County Magistrate Court.
4. Transportation of incarcerated inmates to and from court proceedings in the respective courts and jails throughout the State of New Mexico.
5. Extradition of inmates who are apprehended on active warrants issued by the First Judicial Court in out-of-state jurisdictions throughout the United States.
6. Specialized detectives to respond and investigate crimes of a serious felony such as homicide, rape, and crimes against children.
7. Registration and management of all sex offenders residing in Santa Fe County.
8. Fulfillment of all records/IPRA requests submitted by other state agencies, media and general public.
9. Specialized Animal Control response to animal issues, including animal attacks, injured animals, and running at large.
10. Response with Santa Fe County Fire to calls that require law enforcement assistance.

Identification of Vulnerabilities

1. Officers responds to physical locations to investigate crimes and calls for service requiring immediate intervention. Deputies are in the presence of people at those locations and apprehend suspects, some of whom carry unknown illnesses, viruses and pre-existing diseases/medical conditions.
2. Officers work in an environment where they are susceptible to these illnesses and diseases.

Phase One Actions (Prevention)

1. Distribution and posting of public awareness materials in all areas of the Sheriff's Office, Special Orders communications.
2. Regular cleaning and disinfecting of all work areas throughout the office and the lobby area where the general public enters the building to conduct business at the reception window.
3. Limit response to calls for service for calls of minor, non-criminal case or cases where no suspect is known and immediate response is not necessary.
4. Provide first responders with N-95 compliant masks, latex gloves, disinfectant and other safety equipment to keep them safe while dealing with the general public.
5. Encourage personal hygiene and measures to prevent the spread COVID-19.
6. Prepare family for the event that sworn deputies are needed for an extended period of service.
7. Suspension of all non-essential meetings, trainings and community events until further notice.
8. Suspension of all non-essential travel, training both in-state and out of state.
9. Require all requests for records to be submitted electronically or via telephone.
10. Suspend all new cadet hire testing related to recruiting, i.e. written testing, physical ability and candidate interviews etc.
11. Suspend all ride along requests.

Phase Two Actions (Onset of Community Spread)

1. Continue partnering with state and local health experts to obtain updates and disseminate this information to first responders.
2. Assess calls for service to determine if immediate response is necessary and evaluate them on a case by case basis. (Commander makes final decision).
3. Implement shift briefings via teleconference.
4. Transition services to electronic means as much as possible.
5. Cross train civilian staff to learn other duties in case of staff shortages.
6. Each employee has been instructed to remain in their respective work area/office and communicate to other personnel electronically as much as possible and not to loiter or congregate in the building.
7. Office hours have been modified to 8:00 AM- 4:00PM to reduce the chance of exposure for employees who leave the building during their respective lunch breaks.
8. The Public Safety Complex has reduced hours for walk-ins from the public to conduct business that cannot be completed electronically from 10:00 AM to noon daily. They will be confined to the lobby area and cannot enter the secured areas of the building.
9. Deliveries will continue to be accepted through appointment, a staff member will meet these individuals in the lobby and sign for such materials.
10. Encourage officers to issue misdemeanor citation/summons with discretion to non-critical charges to alleviate the burden to the Santa Fe County Adult Detention Facility.
11. Deputies in the field shall when possible, conduct interviews with complainants, witnesses and suspects outdoors and/or in open areas where surface contamination is limited and social distancing can be achieved.
12. Major in charge of patrol operations shall develop a shift plan to address shortages such as 8-hour shift.

13. Captain will work with the agencies quartermaster to ensure that there is an ample supply of necessary safety equipment, ammunition, chemical munitions etc. for immediate deployment.
14. Captain will ensure the Special Weapons and Tactics team is well equipped and ready for deployment.
15. Suspend non-critical enforcement activities, travel, conserve resources and deploy to most critical areas of concern.
16. No leave outside of 30 days will be approved without authorization of the Sheriff or designee.

Phase Three Actions (Exigent Circumstances)

The SFSO shall enter this phase of our plan when there is a major shortage in staffing due to illness or civil unrest presents itself in Santa Fe County. Sheriff Mendoza shall assess the situation and order mobilization necessary to address the needs of the community. This order may deviate for normal Sheriff's Office operating procedures to include:

1. Mobilize sworn officers from other divisions to patrol for immediate response capabilities and to ensure that minimum staffing requirements are met.
2. Cancel all pre-approved vacation and leave.
3. Order all identified employees who have become infected or are under testing to remain home until test results are received or they are cleared to return to work by a licensed physician.
4. Make temporary adjustments to work schedules/times to ensure adequate staffing levels are met to ensure officer/public safety requirements are met. This may result in changing or cancelling days off.
5. Recall or call in off duty Deputies to fill shifts as needed.
6. Adjust calls-for service response by priority.
7. Designate a member of the Sheriff's Office Command staff to the County Emergency Operations Center if activated.
8. The Sheriff shall designate a team of sworn deputies/commanders to address issues surrounding the response, management outside of the normal patrol operations regarding the pandemic situation.

Cross Training Measurers

1. Cross train civilian staff to learn other duties in case of staff shortages.

Other Office Specific Consideration

1. Law enforcement officers are bound by New Mexico State Statute to respond to calls for service.
2. RECC must be kept updated as to any changes in Sheriff's Office services.

Santa Fe County Clerk's Office

Department Summary

The Santa Fe County Clerk's Office includes three divisions essential in carrying out everyday functions for the residents of Santa Fe County: Records, Recording, and Bureau of Elections.

Department Essential Functions

Essential functions provided by Clerk's Office to customers of Santa Fe County include but are not limited to the following:

Records and Recording
1. All Official Acts of the Board of County Commissioners
2. E-Recording
3. Deeds
4. SB 497 New Mexico Homeowner Association
5. Plats (SB 406)
6. Mortgages
7. Deeds of Trust
8. Judgments
9. Satisfactions of Judgment
10. Liens
11. Wills
12. Death Certificates
13. Marriage Licenses

Bureau of Elections
1. Voter registration
2. Generation of voter lists for candidates, political parties and polling locations on election day
3. Training and scheduling of poll workers
4. Compliance with federal voter registration laws
5. Provision and processing of absentee ballot applications
6. Maintenance of voting systems
7. Filing rules of political parties
8. Candidate information and filing requirements for County, school district and single-county legislative candidates
9. Issuance of ballots to requesting military and overseas voters
10. Canvassing the returns of elections conducted within the County

11. Ensuring compliance with the Federal Voting Rights Act, National Voter Registration Act and Help America Vote Act

Identification of Vulnerabilities

1. The Clerk's Office staff provides direct and indirect services to the public. We have no way to identify high risk customers in terms of contracting the COVD-19 virus.
2. BOE expects large voter turnout during Early voting/Voting Day beginning May 5, 2020. Poll workers, Voters and Clerk's Office Staff will be most vulnerable.
3. Senior voters and poll workers are vulnerable populations.

Phase One Actions (Prevention)

1. Distribution and posting of public awareness materials in Lobby and at counter windows.
2. County Clerk requested county IT Department to install phones in Clerk's lobby so employees do not physically interact with the public when conducting records research and customer service (marriage licenses, probate, plats, voter registration etc.).
3. Staff to wear gloves while dealing with paper, money, and customers. We are cleaning the desk and [Clerk's] lobby tables every hour.
4. Installed temporary covers over counter window holes to prevent any air coming through from the public to our staff and vice versa.
5. BOE: Election procedures are dependent on policies created by Secretary of State and the Election Code.
6. County Clerk and staff posted COVID-19 information on Clerk's webpage.

Phase Two Actions (Onset of Community Spread)

1. Restrict public access of Clerk's internal office area. (as of 3/16)
2. Hourly cleaning and high traffic wipe downs at all public areas and public computers. (pre- 3/16)
3. Signage to conduct business online or at counter.
4. BOE: re: Elections; Absentee voting will most likely be promoted by state and county.
5. Fourteen staff remotely working at home; five staff working in the Clerk's Office, three BOE staff working at the Clerk's Office warehouse.

Phase Three Actions (Exigent Circumstances)

1. Close Office 100% and work telephonically if Governor mandates; County Clerk and BOE Chief will continue to work in the office as much as possible
2. Clerk's Office is working with a skeleton crew on site (five staff working in the office, twelve staff working remotely at home, three staff working at the Clerk's Office warehouse
3. BOE Chief Deputy working in the office; Chief Deputy and Clerk's Office Manager working remotely at home and in the office when necessary; Records Manager working in office; Election Administration Supervisor working remotely at home and if necessary will arrange to be in the office
4. Clerk is in the process of selecting another round of staff to begin working from home to include Bureau of Elections staff (although the staff working in the office and at the warehouse want to continue working on site)

5. Promote Absentee Voting to high-risk population
6. 27 New Mexico County Clerks Affiliate members submitted a Stipulated Verified Emergency Petition Seeking Extraordinary Writ Relief for The 2020 Primary Election and Presidential Primary Election to the New Mexico Supreme Court to conduct an "All Mail Ballot" election

Cross Training Measures

1. Training of BOE, Recording and Records staff to serve as backup for each division. All Clerk's Office staff may be assigned to assist the Bureau of Elections with election mandates and operations.

Other Office Specific Considerations

1. Processing of Marriage Licenses would be affected. Must be present to obtain.
2. Bureau of Elections will promote Absentee mail-in ballots, *may entail a budget adjustment for postage.*
3. Voter Registration Agent (VRAs) trainings are postponed until further notice. The County Clerk was a consultant on a Third Party Voter Registration (VRAs) informational video and subsequently posted on the Clerk's Office webpage.
4. We will be taking precautions for Early Voting (EV) to be held at 100 Catron St if mandated to conduct EV for the 2020 Primary Election.
5. Challenge: monitoring traffic in the building during early voting (TBD.)
6. Waiting for the New Mexico Supreme Court's ruling (April 14, 2020) on the 27 New Mexico County Clerks Affiliate Members' Stipulated Verified Emergency Petition Seeking Extraordinary Writ Relief for The 2020 Primary Election and Presidential Primary Election request to conduct an "All Mail Ballot" election.