

COVID-19 CONTINUITY OF OPERATIONS PLAN

Updated May 2020

Background

The COVID-19 pandemic has created challenges to the continuing operation of MACC. Increased isolation and quarantine measures are being implemented by organizations, including some governments; this document contemplates how MACC may continue operations in light of these conditions.

Activation

MACC's Senior Management Team (SMT) has been evaluating information and different approaches suggested by medical and government officials, as well as practices implemented by other similar organizations.

Activation of this Plan will be communicated by MACC's president and/or representatives from SMT. Each MACC manager will be responsible for making sure their direct reports hear, understand and abide by this Plan.

SMT will continue to hold daily meetings to evaluate implementation of this plan, adjustments deemed necessary, and any needs for communication to MACC's staff or member organizations, or other outside parties.

Continuity of Operations

As this crisis approaches, we need to make sure MACC is well-prepared to implement the contingency steps outlined below.

Remote Work

Almost all of our technology infrastructure allows for full functionality while staff are away from the 414 S 8th St building, and most of our staff either have a MACC-owned laptop or another way to work from a remote location. Managers should evaluate their staff's readiness to work remotely for an extended period of time, and communicate any needs back to SMT and/or MACC IT to see what can be done. Factors may include:

- Ergonomic issues: does the employee have a remote space where they can safely work for 8 hours a day or more? Specifically, does the space allow for proper posture, screen visibility and hand mobility to use keyboard and mouse?
- Distraction-free: is the employee's work space suitably free of distraction, to allow them to work a full day?

- Network security: does the network that the employee will work on have a private connection to the internet – not co-mingled with other, unknown traffic on the same local network (e.g. on Wifi with unknown parties)
- Computing hardware: does the employee have a laptop or desktop that is comfortable for them to use – for example, sufficiently-large screen, comfortable keyboard and mouse, etc.?
- Telephone capability: does the employee have a personal cell phone they can and are willing to use while working remotely? Does the employee have their work calls forwarded to their cell phone, so they can continue answering inbound calls? If they need to place calls from a remote location, will it be a problem for them to place a call from their personal cell phone? Are they concerned about additional costs (above their usual personal cell phone costs) incurred as a result of working remotely for MACC?

In addition to these considerations, each manager should also have a way to get in touch with their direct reports while remote (i.e. cell phone, MS Teams, video conferencing, etc)

Meetings

Large (more than 10 attendees) external meetings must be postponed, canceled or handled another way such as online meetings.

Small group and one-on-one meetings with external contacts should be held by phone or online meeting.

Internal meetings among MACC staff can still take place, but should be moved online or with a minimum social distance of 6 feet as recommended by the CDC.

MACC Facility

MACC's 414 S 8th St facility serves several vital roles in the execution of our duties, especially our back-office work. Our front doors will be unlocked as usual between 8am and 4:30pm. We will communicate if we decide to materially change these hours of operation, or if government mandates a change. During business hours, visitors will be allowed into the building as usual, but please abide by the above guidelines in the Meeting section above.

U.S. mail will continue to be sorted as long as the U.S. Postal Service continues delivery, and courier services to and from member sites will continue as long as they are operational. In the event of closure of member sites, an alternate means of physical distribution of documents will be arranged with those organizations and communicate with MACC staff.

Contracted cleaning company for the 414 S 8th St facility will continue and agree to take measures to increase disinfecting of the building, especially the communal surfaces.

Operational Areas

Each operational area should evaluate their staff's preparedness for several contingency conditions, including:

- Ability of staff to work remotely. Some staff who have job duties that do not allow for remote work may be designated as Required On-site staff: those who should continue to work from 414 S 8th St as long they are healthy and a full workplace quarantine has not been declared by government authorities or by MACC leadership.
- Coverage for staff duties in the event of extended absence. Consider how each person's duties will be handled in the event of incapacitation due to illness – an inability to work for 2-3 weeks or more.

Stay-at-Home Conditions

Preparations must be made in anticipation of a government stay-at-home order. The conditions of other states' lockdown orders stipulate that only essential travel is permitted. Individual people are not being stopped and questioned (it is not martial law), but organizations that remain open are engaged and can be fined. There are exemptions for organizations that provide social services (homeless care and food security explicitly), and some grey area for organizations and people who support those organizations. How MACC fits into the restrictions is not clear, but MACC will plan as though the order applies to us and we will attempt to clear the office of all staff unless absolutely essential.

Inbound U.S. Mail Service

Without daily staff in the building, we will put a hold on our inbound U.S. Mail. We will establish a limited list of MACC staff authorized to pick it up, and someone will stop by to get it no less than once a week. That person will then:

- 1) perform a sort-and-scan operation at the MACC office, where they discard unnecessary mail, scan important documents to e-mail and "distribute mail" electronically, and
- 2) gather any mail that must be physically distributed (e.g. checks) and send those mail pieces to the appropriate resource – MACC staff at their houses, member staff via their main offices, etc.

Outbound U.S. Mail Service

Large mailings such as monthly behavioral health invoices will be on hold initially. If the lockdown continues beyond 3-4 weeks, we will have to figure out how to get staff into the office to print on the large-volume printing, folding and postage.

For all other postage needs, staff can request stamps and envelopes from Office Manager Judith Hedman and she will send them to staff's home address.

External Notifications

We will modify our outbound main line message to still present call routing options (as long as those teams can respond to calls flowing to them), and also mention that our office is closed due to the stay-at-home order. We will assure the caller that all messages left on the main line will be reviewed within one business day.

Judith Hedman will maintain connection to the essential duties of the office, including her own e-mail inbox as well as the main line messages by checking both at least once per business day.

Courier Service to/from Member Sites

Under stay-at-home conditions, we will cancel all scheduled courier routes. MACC and member staff will be instructed to scan and e-mail documents that can be transmitted that way. For documents and other materials that cannot be transmitted electronically, standard U.S. Mail service will be the recommendation. If someone is attempting to physically mail something to a MACC staff member, they will be instructed to send that mail to MACC office, and Office Manager will include this mail with the bundle of U.S. Mail already being relayed to staff's homes.

Payroll Check Printing

Payroll checks will be printed by MACC's HR Information System vendor, UltiPro. If that is not possible for some reason, we will allow for an "essential" trip to the office by a MACC HR staff to allow them to print checks on-site.

Payables Check Printing

MACC will engage a vendor (either the banks, or through our Financial apps vendor) to allow us to issue physical and electronic checks via online interface. This will include standard ACH transfers as well as print-and-mail service where ACH is not possible.

Personal expense reimbursements will be sent from an employee to their manager, then manager (if approved) will forward to MACC bill pay e-mail inbox (bill.pay@macc-mn.org), and then payment will be made by physical check sent by U.S. Mail to the address specified by employee.

Receivables Processing

Both cash and checks arrive at MACC's offices – for payments to MACC, as well as money inbound to our Financial Services members. With the ceasing of courier service to MACC, members will be told to either hold the small amount of cash they get, or go ahead and deposit it themselves. They may also deposit checks they receive as well. In both cases, it is important for them to notify MACC, of course.

For checks that come directly to MACC, or the checks that are forwarded from members rather than deposited directly by them, we will need to retain the ability to run them through the special check scanner hardware that the banks require.

Because this check scanning hardware has particular software to go with it, and we have configured it to run well on Kathy Strobush's desktop computer, we will simply move her entire workstation – desktop computer, monitors, scanners, etc. – all to her house for her to work remotely.

During our weekly mail retrieval, Office Manager will bundle up all the checks and forward them along to Kathy for her to deposit from her house.

Office Environment

Cleaning services can be suspended on a day-by-day basis and MACC's monthly bill will be pro-rated according to actual cleaning performed.

MACC Facilities staff will use a checklist evaluate all mechanical, electrical, plumbing and other conditions during the weekly stop at the office (while doing mail processing, etc.). We do have systems that can monitor office temperature remotely, to detect major HVAC failure.

Return To Work

Office Management

As the state-ordered stay-at-home order is lifted, a few basic office management duties will return. When comfortable, our Office Manager will return to daily duty at the MACC office, maintaining office hours 8am to 4:30pm Monday-Friday.

All exterior doors will remain continuously locked, but a notice will be placed on the front door instructing any visitors to use the exterior door buzzer and Office Manager will meet them at the outside door to address their need.

Deliveries & Mail

MACC's U.S. Mail hold will be lifted, and we will return to accepting deliveries of daily mail as well as any other carriers. Regular courier service to/from member sites will be evaluated and restored as those organizations reopen and request scheduled courier runs. Outbound U.S. Mail will be posted by Office Manager and handed to mail carrier during daily pickups.

Staff Return to Work

When and how staff return to work will be determined and guided by a Return to Work Protocol (separate document). It lays out safety practices and communication expectations for an orderly, safe return to work within the MACC office.

Adjustment & Restoration

Daily meetings of SMT will assess this document, its fitness for current conditions both publicly and specific to MACC, the staff's adherence to this Plan, and any further communication needs. This Plan will stay in effect as stated above, until explicitly modified by official communication from MACC president or other member of SMT.