



COVID-19 FLEXIBLE RESPONSE ACCOUNT

AMERICAN RESCUE PLAN STATE FISCAL RECOVERY FUND

Oct. 31, 2021

Minnesota Management and Budget
400 Centennial Office Building
658 Cedar Street
St. Paul, MN 55155
651-201-8000
info.mmb@state.mn.us
mn.gov/mmb

As requested by Minnesota Statute 3.197: This report cost less than \$1,000 to prepare, including staff time, printing and mailing expenses.

Upon request, this material will be made available in an alternative format such as large print, Braille or audio recording.

Contents

COVID-19 FLEXIBLE RESPONSE ACCOUNT1

 Executive Summary4

 Background.....5

 Authorized Expenditures6

 Appendix A: COVID-19 Flexible Response Account Detail8

 Appendix B: Request Forms 10

Executive Summary

- The COVID-19 Flexible Response Account was created to pay expenditures eligible under federal guidance for the state fiscal recovery federal fund. The fund was established on July 1, 2021 with a beginning balance of \$425 million.
- Money in the fund is appropriated to the Commissioner of Management and Budget to be disbursed or transferred to state agencies, as necessary.
- The Commissioner of Management and Budget may authorize expenditures of \$2.5 million or less. An expenditure request in excess of \$2.5 million must be submitted to the Legislative COVID-19 Response Commission for review and recommendation before it can be authorized.
- Funds in the COVID-19 Flexible Response Account may be allocated until June 30, 2022, pursuant to [Laws 2021 1st Special Session, Chapter 12](#). Allocated funds are available until June 30, 2023. Any money in the fund that remains unallocated on July 1, 2022 cancels back to the state fiscal recovery federal fund.
- As of Oct. 31, \$225.8 million remains unallocated in the fund. Legislative COVID-19 Response Commission authorizations total \$182.4 million. Additionally, \$16.8 million has been authorized as an expenditure of \$2.5 million or less.

Background

On June 30, 2021, the Legislature passed legislation creating the COVID-19 Flexible Response Account and appropriating \$425 million to the Commissioner of Management and Budget to be disbursed or transferred to state agencies, as necessary. The legislation also reestablished the Legislative COVID-19 Response Commission to review expenditures.

Members of the commission are the Senate majority and minority leaders, president, chair and ranking minority member of the Senate Finance Committee, House majority and minority leaders, speaker, and chair and ranking minority member of the House Ways and Means Committee.

Expenditure requests in excess of \$2.5 million must be submitted to the Legislative COVID-19 Response Commission for review and recommendation before they can be authorized. The commission has three days after submission to review a request and provide a positive recommendation, a negative recommendation, or no recommendation. If a majority of commission members from the Senate and a majority of commission members from the House of Representatives provide a negative recommendation on a proposed expenditure, the commissioner is prohibited from expending the money. If a majority of the commission members from the Senate or a majority of the commission members from the House of Representatives do not make a negative recommendation, or if the commission makes no recommendation, the commissioner may expend the money. The Commissioner of Management and Budget may authorize expenditures of \$2.5 million or less.

The Commissioner of Management and Budget must provide expenditure reports from the COVID-19 Flexible Response Account to the Legislative COVID-19 Response Commission on the last day of each month. The report must include the total amount of each expenditure, the purpose of each expenditure, and any additional information the Commissioner of Management and Budget determines is necessary to properly document each expenditure. This report includes accounting data through Oct. 31, 2021. Expenditures and commitments in SWIFT may lag the actual costs incurred due to delays in invoicing and payment processes with vendors.

Funds in the COVID-19 Flexible Response Account may be allocated until June 30, 2022, pursuant to [Laws 2021 1st Special Session, Chapter 12](#). Allocated funds are available until June 30, 2023. Any money in the fund that remains unallocated on July 1, 2022 cancels back to the state fiscal recovery federal fund.

Authorized Expenditures

Below is a summary of total authorized expenditures from the COVID-19 Flexible Response Account through Oct. 31, 2021. Table 1 highlights authorized expenditures in excess of \$2.5 million. Table 2 highlights authorized expenditures of \$2.5 million or less.

Table 1. Authorized Expenditures Over \$2.5 Million

(\$ in thousands)

Request #	Date	Agency	Description	Authorized	Expended
LCRC-1	8/4/2021	DPS	Violence Prevention Grants	\$ 16,800	\$ 17
LCRC-2	8/6/2021	MDH	Vaccine Incentives	\$ 13,800	\$ 5,935
LCRC-3	9/3/2021	Zoo	Continued Operations	\$ 11,495	-
LCRC-4	9/3/2021	DEED	Science Museum Operations	\$ 3,798	\$ 3,798
LCRC-5	9/3/2021	Admin	State Parking Facilities	\$ 3,000	\$ 524
LCRC-6	9/3/2021	Admin	Enterprise Planning	\$ 4,000	-
LCRC-7	9/3/2021	Admin	Workers Compensation	\$ 3,175	-
LCRC-8	9/3/2021	OHE	Workforce Stabilization	\$ 35,000	-
LCRC-9	9/3/2021	MDE	Education Partnerships	\$ 4,000	-
LCRC-10	9/3/2021	MDE	Pandemic Enrollment Aid	\$ 29,191	-
LCRC-11	9/3/2021	DHS	Sheltering I	\$ 10,000	-
LCRC-12	9/28/2021	MJB	Courts Backlog	\$ 9,961	-
LCRC-13	9/28/2021	BPD	Public Defense Backlog	\$ 3,945	-

Request #	Date	Agency	Description	Authorized	Expended
LCRC-14	9/28/2021	DHS	Sheltering II	\$ 15,000	-
LCRC-15	10/18/2021	MDH	Child & Youth Vaccine Incentives	\$ 12,200	-
LCRC-16	10/22/2021	MHFA	Emergency Rental Assistance Admin	\$ 7,000	-

Table 2. Authorized Expenditures of \$2.5 Million or Less

(\$ in thousands)

Request #	Date	Agency	Description	Authorized	Expended
MMB-1	7/30/2021	MDH	Vaccine Incentives	\$ 2,500	\$ 2,500
MMB-2	8/30/2021	DNR	Timber Permit Relief	\$ 1,000	\$ 161
MMB-3	8/30/2021	ADM	Small Business Development	\$ 960	-
MMB-4	8/30/2021	MDE	Girl Scouts ConnectZ	\$ 1,000	-
MMB-5	9/10/2021	MMB	State Employee Testing	\$ 1,500	\$ 1
MMB-6	9/17/2021	MMB	COVID-19 Response Accountability	\$ 2,016	-
MMB-7	9/17/2021	GOV	COVID-19 Response Staffing	\$ 900	\$ 24
MMB-8	10/13/2021	MNsure	ARPA Systems Implementation	\$ 1,969	-
MMB-9	10/18/2021	MDE	Early Learning	\$ 1,500	-
MMB-10	10/18/2021	MDE	Expanded Life Skills	\$ 1,000	-
MMB-11	10/27/2021	MDH	Emergency Staff Hospital Decompression	\$2,490	-

Appendix A: COVID-19 Flexible Response Account Detail

COVID-19 Flexible Response Account Overview, July 1 to Oct. 31, 2021

(\$ in thousands)

Initial Fund Balance	Authorized	Remaining Unauthorized	Expended	Committed	Uncommitted
\$ 425,000	\$ 199,200	\$ 225,800	\$ 12,961	\$ 9,804	\$ 176,436

COVID-19 Flexible Response Account Detail

(\$ in thousands)

Request #	Agency	Description	Authorized	Expended	Committed
LCRC-1	DPS	Violence Prevention Grants	\$ 16,800	\$ 17	-
LCRC-2	MDH	Vaccine Incentives	\$ 13,800	\$ 5,935	\$ 4,735
LCRC-3	Zoo	Continued Operations	\$ 11,495	-	-
LCRC-4	DEED	Science Museum	\$ 3,798	\$ 3,798	-
LCRC-5	Admin	State Parking Facilities	\$ 3,000	\$ 524	\$ 1,224
LCRC-6	Admin	Enterprise Planning	\$ 4,000	-	\$ 875
LCRC-7	Admin	Workers Compensation	\$ 3,175	-	-
LCRC-8	OHE	Workforce Stabilization	\$ 35,000	-	-
LCRC-9	MDE	Education Partnerships	\$ 4,000	-	\$ 1,725
LCRC-10	MDE	Pandemic Enrollment	\$ 29,191	-	-
LCRC-11	DHS	Sheltering I	\$ 10,000	-	-

Request #	Agency	Description	Authorized	Expended	Committed
LCRC-12	MJB	Courts Backlog	\$ 9,961	-	-
LCRC-13	BPD	Public Defense Backlog	\$ 3,945	-	-
LCRC-14	DHS	Sheltering II	\$ 15,000	-	-
LCRC-15	MDH	Child & Youth Vaccine Incentives	\$12,200	-	\$ 15
LCRC-16	MHFA	Emergency Rental Assistance Admin	\$ 7,000	-	-
MMB-1	MDH	Vaccine Incentives	\$ 2,500	\$ 2,500	-
MMB-2	DNR	Timber Permit Relief	\$ 1,000	\$ 161	-
MMB-3	ADM	Small Business Development	\$ 960	-	-
MMB-4	MDE	Girl Scouts ConnectZ	\$ 1,000	-	-
MMB-5	MMB	State Employee Testing	\$ 1,500	\$ 1	\$ 1,229
MMB-6	MMB	COVID-19 Response Accountability	\$ 2,016	-	\$ 1
MMB-7	GOV	COVID-19 Response Staffing	\$ 900	\$ 24	-
MMB-8	MNsure	ARPA Systems Implementation	\$ 1,969	-	-
MMB-9	MDE	Early Learning	\$ 1,500	-	-
MMB-10	MDE	Expanded Life Skills	\$ 1,000	-	-
MMB-11	MDH	Emergency Staff – Hospital Decompression	\$2,490	-	-

Appendix B: Request Forms

- LCRC-15 MDH Child and Youth Vaccine Incentive Program
- LCRC-16 MHFA Emergency Rental Assistance Administration
- MMB-8 MNsure ARPA Systems Implementation
- MMB-9 MDE Early Learning
- MMB-10 MDE Expanded Life Skills
- MMB-11 MDH Emergency Temporary Staffing Pool – Hospital Decompression

**American Rescue Plan (ARP) State
Fiscal Recovery Funds (SFRF)
Request Form**

Please complete this form in accordance with
the process instructions.

Agency/Point of Contact: Margaret Kelly, Deputy Commissioner, Minnesota Department of Health

Title of Request: Child and Youth Vaccine Incentive Program

Date: 10/8/2021 **Request Amount:** \$ 12,200,000

Expenditure Time Period: 10/18/2021 to 6/30/2023 (no later than 6/30/2023)

Brief Summary of Request: (Summary must be complete on this page with supporting information attached)

We face a critical juncture in the pandemic. The Delta variant is significantly more infectious, accounting for nearly all of new COVID-19 cases and leading to increased cases across the country. In Minnesota it is putting both vaccinated and unvaccinated at higher risk, surging at a time when students have returned to school and putting our youngest Minnesotans particularly at risk. While we have made significant progress in responding to the pandemic, we need to continue to do everything we can to mitigate transmission and prevent unnecessary hospitalizations and deaths. Our primary prevention tool and best protection strategy is vaccination and our lowest vaccination rates (among those eligible) are in youth ages 12-17.

Incentives have been exercised in Minnesota and across the country to increase vaccination and community feedback is that incentives are a way to encourage action and offset costs of lower income families, including lost wages associated with appointments, transportation, child care, etc. and create more equitable access.

Based on other state learnings and community feedback, this proposal includes a two-part incentive. A cash incentive program to encourage more youth and children to go get their complete vaccine series. Data tells us how important a complete vaccine series is in level of protection. Recent research suggests that a \$100 incentive could sway up to 30% of the people who are not yet vaccinated to get a shot. Our previous program, Your Shot to Summer, led to over 15,000 vaccinations and the \$100 August program rewarded 76,813 people who got vaccinated - including 21,277 12-17 year olds (individuals who waited months after eligibility). In relaunching a cash incentive program, specific weeks will be announced to encourage more children and youth to get their vaccine - starting first with 12-17 and then building future campaigns after eligibility expands to younger ages.

In addition to the cash incentive, the state will create a drawing for all youth and children who have completed their series. Minnesota has learned from success of other states that larger incentives specifically focused on teens garner energy and attention. MDH will facilitate drawings for prizes for children and youth who complete their vaccine series, including college scholarships in partnership with the Office of Higher Education. The funds will be used to create the college savings program and administer donated experience prizes. Early data from Ohio demonstrates 155,000 youth registered to win during its college scholarship drawing program.

Funds will be used to provide cash incentives, award college scholarships up to levels of \$100,000, provide small incentives based on community feedback, and cover the direct administrative and reporting costs.

Margaret Kelly

Department Head Signature

Digitally signed by Margaret Kelly
Date: 2021.10.07 11:19:48 -05'00'

10/8/2021

Date



American Rescue Plan (ARP) State Fiscal Recovery Funds (SFRF) Request Form

Please complete this form in accordance with the process instructions.

Agency/Point of Contact: Minnesota Housing

Title of Request: Emergency Rental Assistance Payment Processing

Date: 10/14/2021 Request Amount: \$ 7,000,000

Expenditure Time Period: 10/25/2021 to 12/31/2021 (no later than 6/30/2023)

Brief Summary of Request: (Summary must be complete on this page with supporting information attached)

Minnesota Housing is requesting \$7 million to support implementation and operations of COVID-19 Emergency Rental Assistance, also known as RentHelpMN. Minnesota Housing has received two federal rounds of this new, federal Emergency Rental Assistance including \$300 million at the end of December 2020 (ERA1) and \$228 million in March's American Rescue Plan (ERA2). ERA1 limited implementation and operating spending to 10% of the award, \$30 million. The federal rules require that the administrative budgets be segregated such that only ERA1 administrative contracts can be used in distributing ERA1 resources. The \$30 million has been fully obligated in the following categories: 1) Twin Cities United Way 211, with a staff of over 40 specialists that provide access to information and the application system; 2) Field Partners for outreach and application navigation, 28 organizations with staff members; 3) Processing and payment contractor with over 450 staff members working the applications, quality assurance, finance, customer service calls to work through landlord and applicant questions, project management and staffing management; 4) Technology, including a new, statewide application system; 5) Staff at Minnesota Housing including 7 current employees.

Besides the initial start-up costs associated with the single largest program ever administered by the agency, most spending is on the people required to process the nearly 50,000 applications that have been received since opening in late April. The program continues to receive around 250 applications per day. Initial projections assumed approximately 100 staff would be needed to process applications, but the combination of demand and higher-touch personal service needed to effectively process claims has meant that more than 450 processor staff members are necessary to assist renters and landlords at scale.

To respond to processing and customer service needs, staff at the processing center have increased significantly over the previous months leading to increased payment processing. Assistance payments for rent and utilities for renters have increased from \$18 million in August to \$43 million in September. As of October 13, over \$50 million has been paid in October. This increased pace of payments spending is expected to continue as application volume remains strong. Without additional funding, staffing levels will be reduced impacting payment speeds to property owners.

Minnesota Housing cannot increase the processing contract to authorize continued work on the program without the budget authority to do so. With the additional resources, total administration costs are anticipated to be 12% for ERA1 which is lower than up to 15% allowed for ERA2. There are also less program dollars to distribute in ERA2. The additional \$7 million will be budgeted in the following ways and primarily to continue increased processing and customer service staff: 1) Maintain processor staffing levels at over 450 people until ERA1 is fully expended and 2) Continue the services in the budget without impacting 211 call-center support, and Field Partner outreaching and navigation. On-going Field Partner work, which is critical to the program operations, can be supported with ERA2 funding.

Jennifer Ho
Digitally signed by jennifer Ho
DN: cn=Jennifer Ho, ou=Minnesota Housing, ou=Commissioner, email=jennifer.ho@state.mn.us, c=US
Date: 2021.10.14 11:17:15 -0500
Department Head Signature

10/14/2021
Date

**American Rescue Plan (ARP) State
Fiscal Recovery Funds (SFRF)
Request Form**

Please complete this form in accordance with
the process instructions.

Agency/Point of Contact: MNsure/Kari Koob

Title of Request: MNsure ARPA Affordable Care Act Expansion Implementation

Date: 9/16/2021

Request Amount: \$ 1,969,000

Expenditure Time Period: 3/15/2021 to 6/30/2023

Brief Summary of Request: (Summary must be complete on this page with supporting information attached)

MNsure is requesting reimbursement of \$1,968,000 for costs associated with implementing provisions of the American Rescue Plan (ARPA). The ARPA was enacted in March 2021 and included significant expansions of the Affordable Care Act (ACA) that bolster the ACA and improve marketplace access and affordability. MNsure worked with IT vendors to implement system changes and make ARPA benefits available to consumers as soon after enactment of the legislation as possible.

The ARPA included a small amount of grant funding for states to implement the legislation. MNsure submitted to the Centers for Medicare and Medicaid Services (CMS) a funding request and plan for implementing ARPA provisions and performing other work to make ARPA enhanced benefits available to consumers, and was awarded \$1,107,000. CMS stipulated that 40% of grant funds could be applied to work that occurred between 3/15/2021 and the grant submission deadline (7/20/2021). The remaining 60% of the award can be used to fund activities after the award date (9/10/2021). MNsure is requesting reimbursement for incurred costs and planned implementation costs that cannot be reimbursed using federal grant dollars, as follows:

	Incurred and Planned Costs	Allowable from Exchange Modernization Grant	Requested from State Fiscal Recovery Funds
Pre-award costs	\$ 1,639,000	\$ 443,000	\$ (1,196,000)
Post-award costs	\$ 1,436,000	\$ 664,000	\$ (772,000)
Total	\$ 3,075,000	\$ 1,107,000	\$ (1,968,000)

Since March 15, 2021, through August 31, 2021, and as a result of MNsure investments to support provisions of ARPA:

- * MNsure signed-up 146,440 Minnesotans into coverage, including 47,436 new consumers
- * Average cost of monthly insurance premium decreased 22%, from \$451 to \$351
- * 7,221 consumers with incomes above 400% FPL became newly-eligible to receive APTC
- * 8,353 unemployment insurance recipients became eligible to receive enhanced APTC and CSR benefits
- * Premium tax credits awarded consumers during 2021 will increase \$1,125, from \$2,500 to \$3,625



Department Head Signature

10/4/2021

Date



American Rescue Plan (ARP) State Fiscal Recovery Funds (SFRF) Request Form

Please complete this form in accordance with the process instructions.

Agency/Point of Contact: MDE - Adosh Unni, Director of Government Relations

Title of Request: Early Learning (Parent Child+ and Reach Out and Read)

Date: 10/11/2021 Request Amount: \$ 1,500,000

Expenditure Time Period: 10/11/2021 to 6/30/2023 (no later than 6/30/2023)

Brief Summary of Request: (Summary must be complete on this page with supporting information attached)

The Early Learning Grant (ParentChild+ and Reach Out and Read) will provide \$1.5 million in funding to support two early learning programs that support early language, communication and literacy skills. The Reach Out and Read program partners with doctors, nurse practitioners, and other medical professionals to incorporate literacy support into regular well-child visits. From the 6-month checkup through age five, medical providers give children developmentally appropriate books and give parents guidance and encouragement on reading with their children. The program focuses on reaching children in low income communities. ParentChild + is an intensive home visiting program for families with children ages 2-4, provided at no cost to the families. It helps children from underserved communities bridge the opportunity gap and prepare them for success in school by bringing highly trained Early Learning Specialists (ELs) into the families' homes for twice-weekly visits over a two-year period. Additionally, funding will support a the implementation of the ParentChild+ Family Child Care (FCC) Model which provides comparable services to family child care providers and allows a broader community reach. Both Parent Child+ programs serve a racially diverse population, and all families are at or below 200% of the 2020 Federal Poverty Guidelines (FPG), with 70% at or below 100% of the guidelines and 30% between 100%-200% FPG.

This request is for \$150,000 to Reach Out and Read, \$1,300,000 to ParentChild+ and up to \$50,000 for grant admin.

Heather Mueller Digitally signed by Heather Mueller Date: 2021.10.11 07:58:05 -05'00' Department Head Signature

10/11/2021 Date

American Rescue Plan (ARP) State Fiscal Recovery Funds (SFRF) Request Form

Please complete this form in accordance with the process instructions.

Agency/Point of Contact: MDE - Adosh Unni, Director of Government Relations

Title of Request: Vocational or Life Skills Programming for Students Receiving Special Education Services

Date: 10/11/2021 **Request Amount:** \$ 1,000,000

Expenditure Time Period: 10/11/2021 to 6/30/2023 (no later than 6/30/2023)

Brief Summary of Request: (Summary must be complete on this page with supporting information attached)

The expand/add vocational or life skills programming will provide \$1.0 million in funding for grants to school districts and charter schools for providing secondary transition services to students with disabilities age 18 to 21 who lost instructional time in secondary transition programs during the pandemic (2020-2021).

The teaching of vocational skills and life skills is intended to prepare a student with a disability for success after secondary education. Through vocational skills training, students will learn how to prepare for a job, find a job, apply for a job and excel at a job. Life skills programs for students with disabilities prepare students to participate as fully as possible in their schools and communities, live as independently as possible, self advocate and make their own choices, and attain quality of life.

This funding will support schools in addressing the needs of students receiving special education services who are preparing to graduate and transition into the workforce or community who currently do not have access and whose services have been limited due to COVID-19. These funds will be utilized by schools in developing and/or expanding vocational and life skills programs in their schools. One example is implementation of Project SEARCH internship sites for students with developmental cognitive disabilities in a business.

The uses of the funds by school districts and charter schools may include one or more of the following:

- a. effective practices for improved social inclusion of students with disabilities with student peers, school and community
- b. secondary transition services for students with disabilities who exited special education in the 2020-21 school year owing to age;
- c. internet capacity for special education transition programs, including access and licensing for the Minnesota Career Information System (MCIS), MyVault, etc.; or
- d. professional development and implementation of effective practices for improving life skills, vocational skills, and improved postsecondary outcomes for students with disabilities, including but not limited to Project SEARCH and Employment Capacity Building Cohort (ECBC) participation and implementation.

Heather Mueller Digitally signed by Heather Mueller
Date: 2021.10.11 08:00:11 -05'00'
Department Head Signature

10/11/2021
Date

**American Rescue Plan (ARP) State
Fiscal Recovery Funds (SFRF)
Request Form**

Please complete this form in accordance with
the process instructions.

Agency/Point of Contact: MN Department of Health/Margaret Kelly, Deputy Commissioner

Title of Request: Emergency Temporary Staffing Pool -Hospital Decompression

Date: 10/25/2021

Request Amount: \$ 2,490,000

Expenditure Time Period: 10/29/2021 to 6/30/2023

Brief Summary of Request: (Summary must be complete on this page with supporting information attached)

In light of extreme constraints on hospital capacity and staff shortages in long-term care (LTC) facilities that limit the ability of hospitals to discharge patients to an appropriate setting, MDH requests authorization of \$2.49M to expand the emergency staffing pool to provide temporary staff to skilled nursing facilities voluntarily agreeing to use temporary staff to add beds for individuals who no longer need hospital-level care. This will free up hospital beds in areas of short supply due to the number of patients needing hospitalization. This effort will be conducted under MDH's authority pursuant to MN Statutes, Section 144.05, Subd 1 (2) and jointly managed by MDH and DHS pursuant to MN Statutes, Section 471.59 (joint exercise of powers). MDH/DHS will use third party entities under contract with DHS to carry out the requirements of this response activity. MDH and DHS will jointly identify nursing facilities stable enough to participate. Individual patient discharge decisions will be governed by all current applicable laws. No additional hospital discharges to nursing facilities receiving emergency staffing pool resources will occur on or after February 15, 2022. DHS estimates this funding will be sufficient to cover the costs of 50 certified nurse assistants and 25 licensed nurses, or other clinical staff as indicated, for approximately six months. DHS and MDH will incur administrative costs related to administration of the program.

The Emergency Temporary Staffing Pool activity is an appropriate use of the state fiscal recovery funds (SFRF). The pool is a direct response to the COVID-19 public health emergency. It provides temporary replacement workers to care for individuals in congregate care settings experiencing staffing shortages related to COVID-19. The Emergency Temporary Staffing Pool is jointly managed by the Department of Human Services and the Department of Health (MDH). Between August 2020 and October 2021, there were 249 provider sites approved for assistance and a total of 719 positions requested.

Funding awards give third party vendors discretion to offer: (1) significantly higher salaries than pre-pandemic wage rates for equivalent licensure levels and relative to training, credentials, background check, license status; (2) at least 14 days of paid sick leave; (3) comprehensive health insurance benefits, including asymptomatic diagnostic testing; (4) workers' compensation coverage; and (5) housing and per diem expenses for the duration of their deployment. DHS offers a variety of additional incentives and bonuses to improve response times. All Emergency Temporary Staffing Pool staff must be vaccinated against COVID prior to any deployment and undergo regular COVID infection surveillance testing.

Margaret Kelly

Digitally signed by Margaret Kelly
Date: 2021.10.27 14:14:50 -05'00'

Department Head Signature

Date