



Daily Operations Briefing

May 5, 2020

0800 Hours

Welcome – Planning Section Chief



- 1. Welcome & Introductions**

- 2. Expected Outcomes**
 - A. Transfer of information
 - B. Hand off duties
 - C. Clarify expectations for the day
 - D. Execution of Incident Action Plan (IAP)

- 3. Ground Rules**
 - A. Cell phones and radios off/silent
 - B. Minimize side-bar conversations
 - C. Stick to the agenda

Welcome!

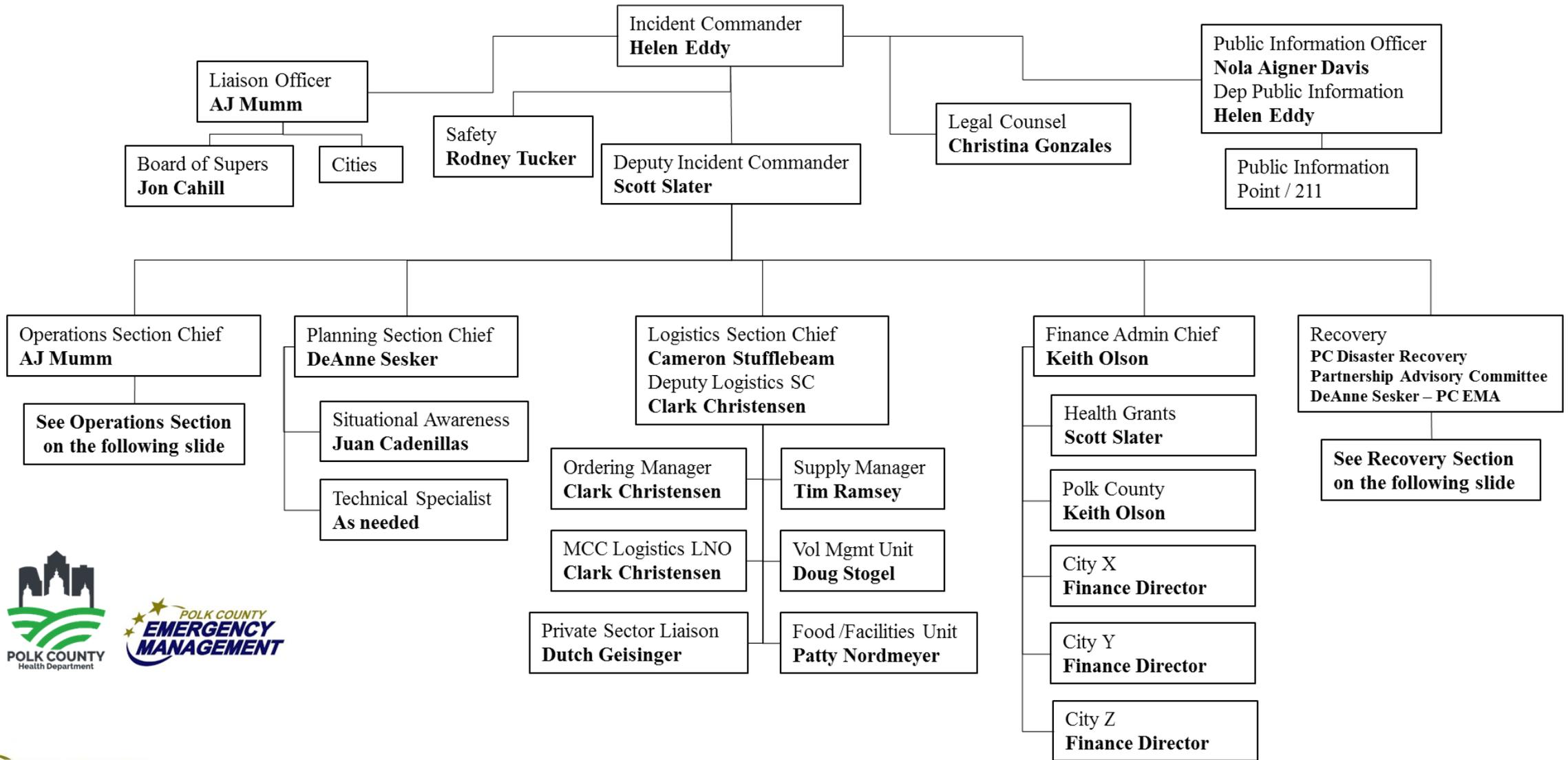


Opening Comments

Helen Eddy – Incident Commander

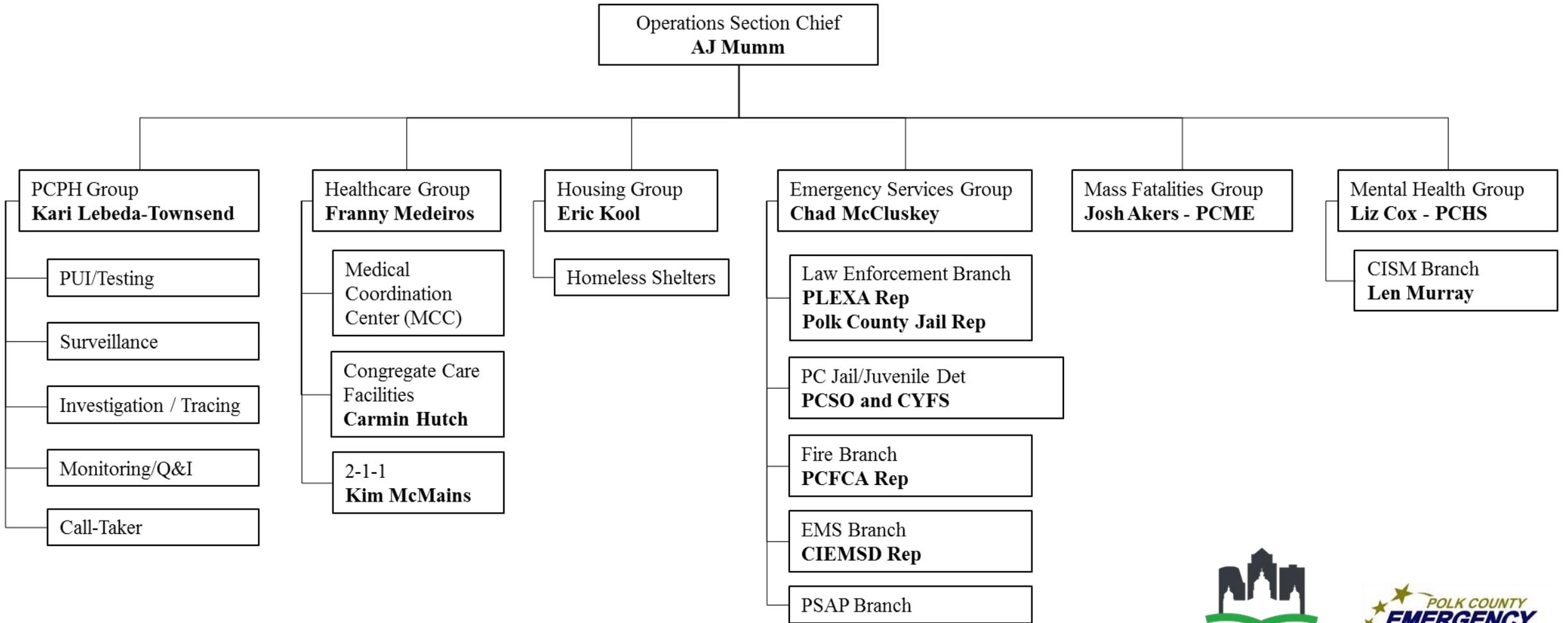
Polk County Public Health Director

CORONAVIRUS COVID-19 ORGANIZATIONAL CHART (05/04/20)

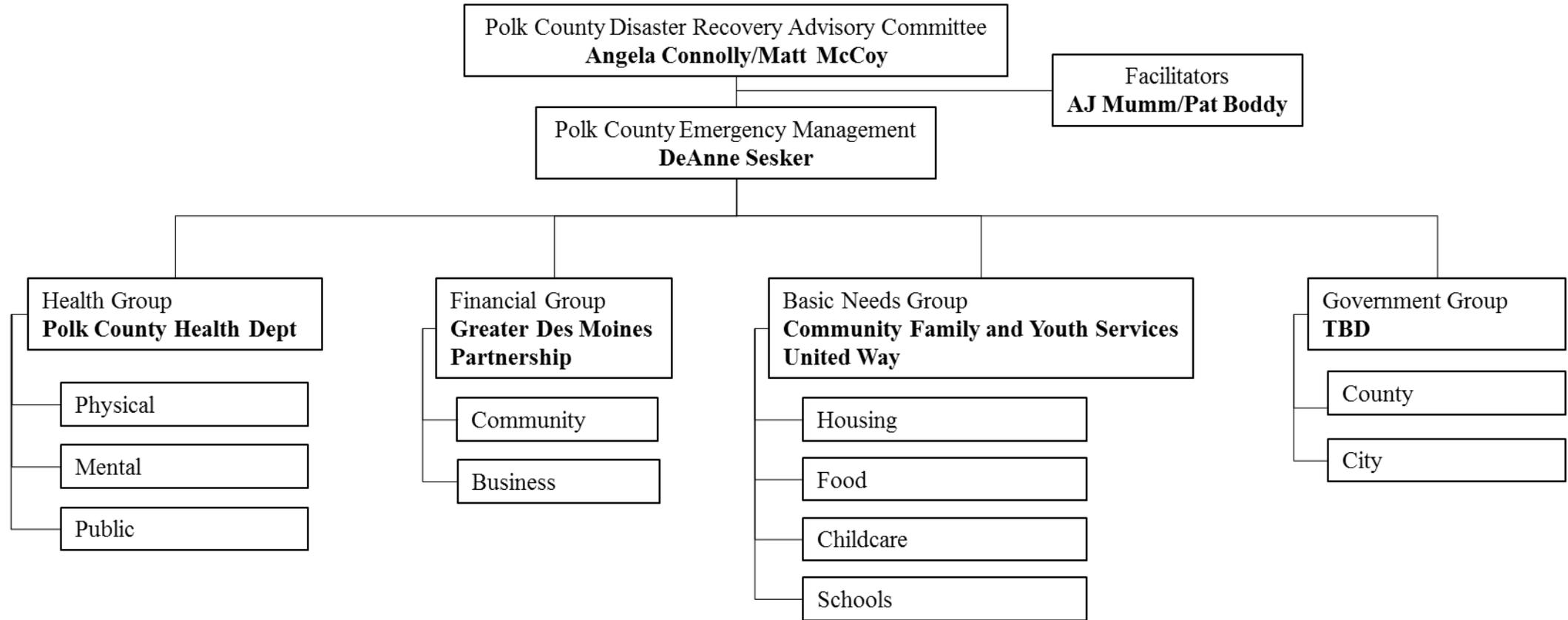


Our success is measured by how well we help others succeed.

Operations Section



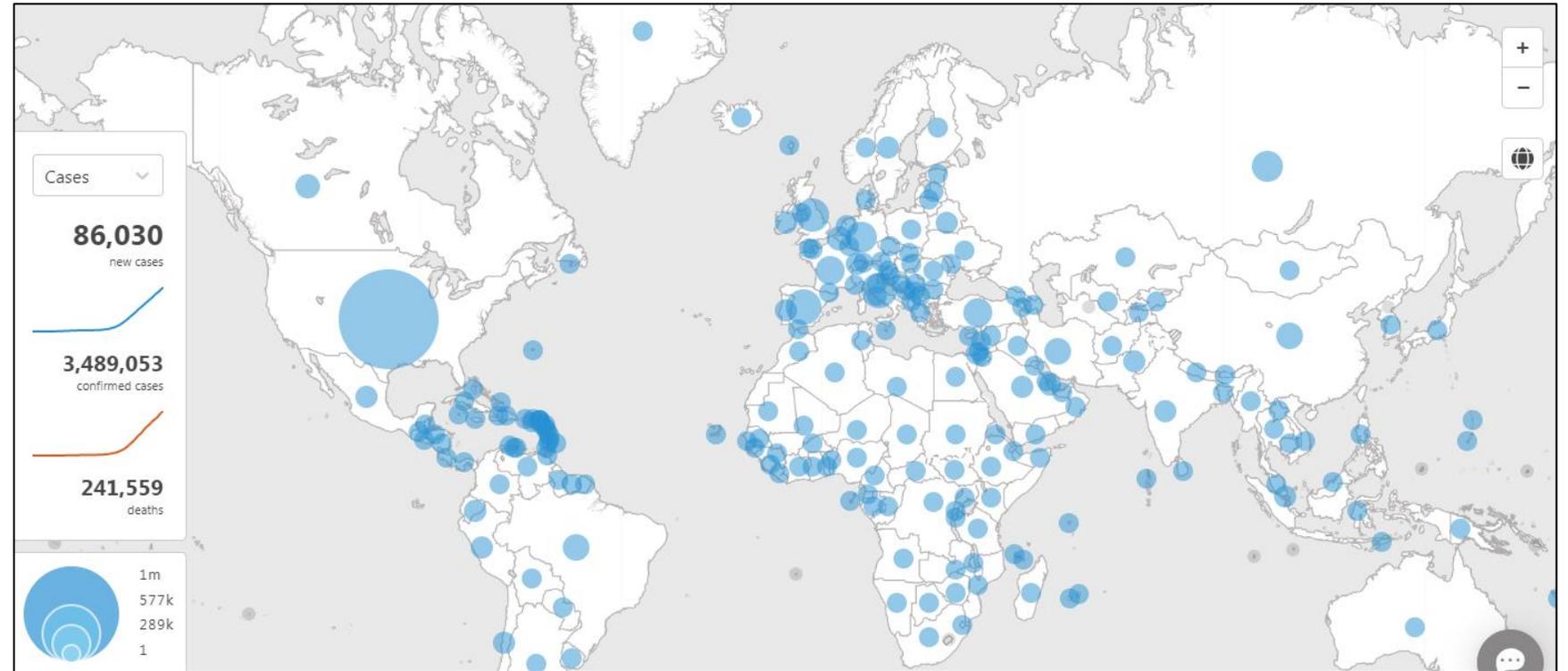
Recovery Section (05/04/20)



Global Situation Update

World Health Organization

+86,030 new cases
Since previous day

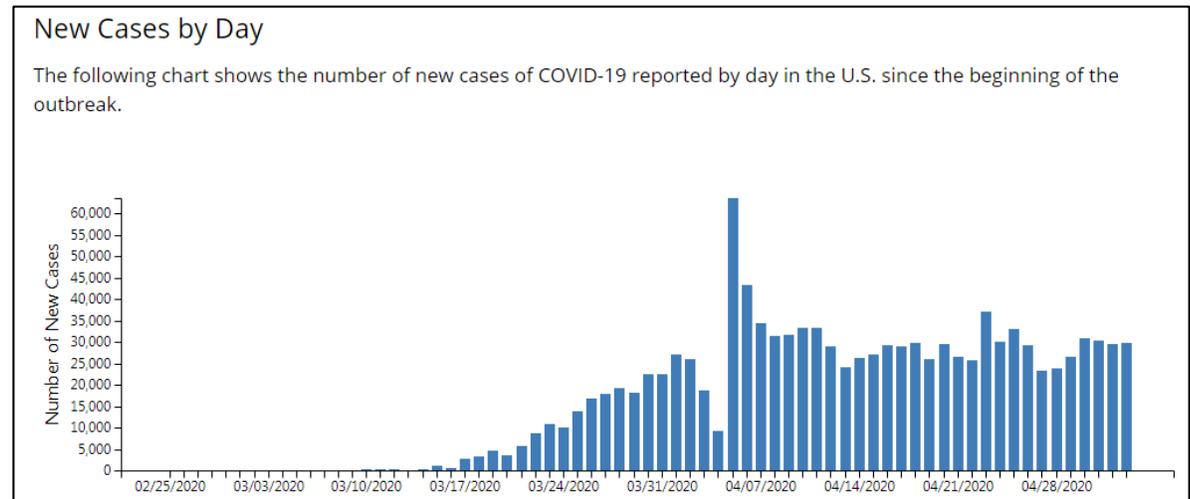
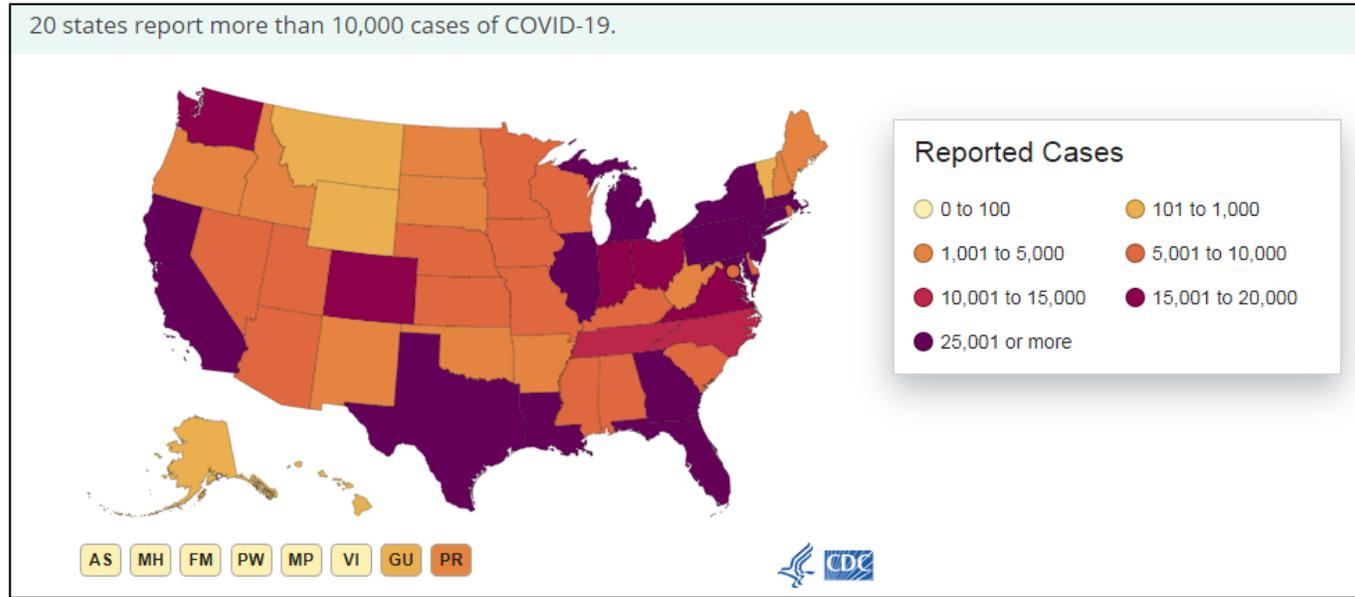


<https://covid19.who.int/>

U.S.A. Situation Update

Centers for Disease
Control and
Prevention

Current Case Count:
1,152,372
(+29,763 since previous day)



<https://www.cdc.gov/coronavirus/2019-ncov/cases-updates/cases-in-us.html>

Iowa Situation Update

Iowa Department of Public Health

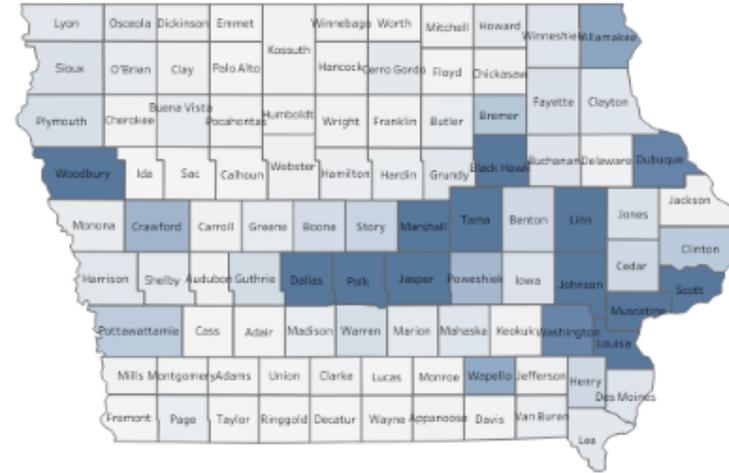
Number of Confirmed COVID-19 Cases in Iowa (as of 5/3/20)

Confirmed	9,703 (+534)
Deaths	188 (+4)
Recovered	3,486 (+161)

COVID-19 in Iowa

Data as of 5/3/2020 10:00 AM

Confirmed Cases by County
Click on a county for details



Total Confirmed Cases

9,703

Total Deaths

188

Total People Tested

57,161

Total Confirmed Cases Recovered

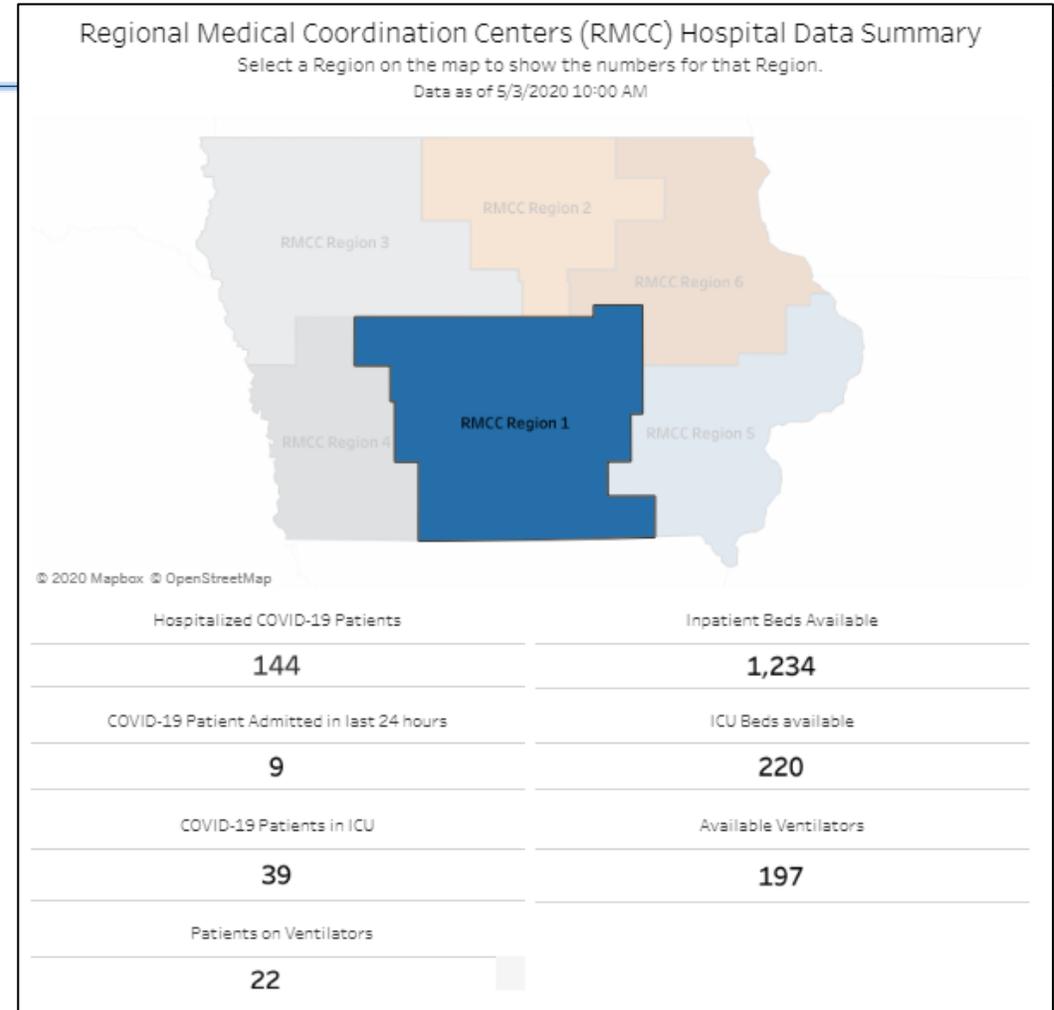
3,486

COVID-19 data are reported as timely, accurately and completely as we have available. Data are updated as we receive information that is more complete and is subject to change.

<https://coronavirus.iowa.gov/>

RMCC Region 1 Status

RMCC Hospital Data as of 5/3/20	
Hospitalized	144
ICU	39
Ventilated	22



<https://coronavirus.iowa.gov/>

Polk County Confirmed COVID-19 Cases



COVID-19 Cases in Polk County	
Confirmed	1,604 (+85 since previous day)
Deaths	43 (+2 since previous day)

(Numbers are correct and adjusts the lag time between IDPH website updates)

DATA IS NOT INCLUSIVE OF TEST IOWA INFORMATION.



Our success is measured by how well we help others succeed.

PCPH Group – Kari Lebeda-Townsend, PCHD



Recent Accomplishments

- Case management, contact tracing and follow-up continues
- New procedures for internal tracking system
- Expanded intake and IDSS data entry
- Locations and approaches to increase CD team staff capacity
- Coordination on COVID-19 mortality review with PCME
- Through the PIO, interpreters were embedded with the CD Team

PCPH Group – Kari Lebeda-Townsend, PCHD



Objectives	Due Date
Addressing school return questions and children on immunization provisional waivers for 2020-2021 school year	Monitoring
Onboard and train additional RNs and CMAs to support disease investigation, follow up and contact tracing	Ongoing
Process with PCME to verify cases	Ongoing
Work with community partners to meet basic patient and family needs	Ongoing
Coordinating individual case investigation and facility under monitoring and with outbreaks	Ongoing
Develop position job aid to document processes for continuity	4/8
Identify successor	4/8
Develop a patient education video w/PIO for those that have tested positive	5/4
Provide information or host a call with PC schools on re-opening considerations	5/6

Congregate Care Group – Carmin Hutch, PCHD



Recent Accomplishments

- Building out a team to meet the demands of LTCF/congregate site hotspots
- Managing a high-number of LTCF/congregate sites to include daily calls to provide guidance to facility staff

Congregate Care Group – Carmin Hutch, PCHD



Objectives	Due Date
Daily calls with LTC impacted facilities	Ongoing
Identify successor	4/8
Coordinate with Mental Health Group on transport of group home patients	4/9
Provide guidance to group homes on staffing recommendations and how to minimize exposure to “narrow the web” across group home locations/patients	4/14
Define process with logistics and staffing requests	4/22

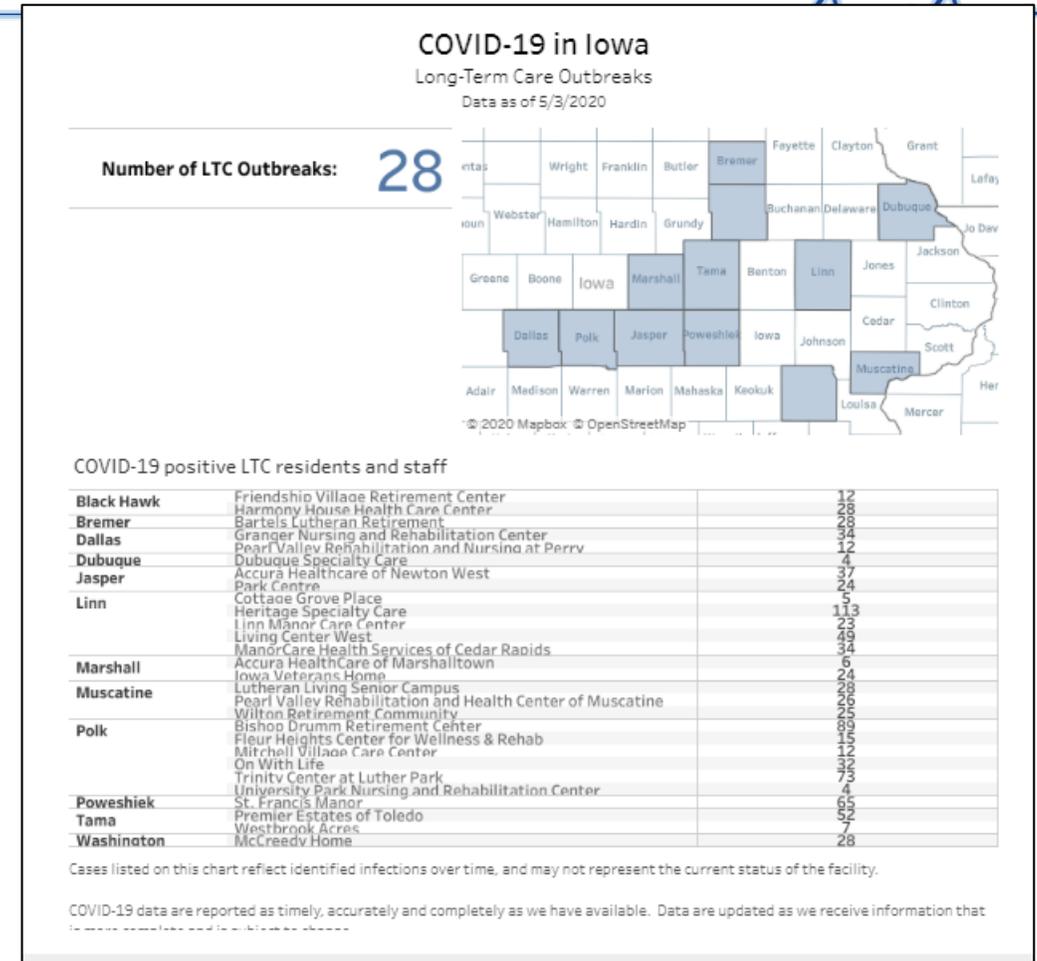
Congregate Living Cases and Outbreaks

(including LTC Facilities)

Polk County Facilities Impacted

Total Facilities Impacted	50 (+11 from previous day)
Facilities Currently Monitored	47
• Facilities with cases; no outbreak	33 (+9 from previous day)
• Facilities with a confirmed outbreak*	14 (+2 from previous day)

*outbreak = 3 or more confirmed cases



<https://coronavirus.iowa.gov/>

Medical Coord Ctr (MCC) Group – Franny Medeiros, PCHD



Recent Accomplishments

- Hospital systems standardized surge plans
- 2-1-1 is capturing symptomatic calls vs worried well now, which provides additional surveillance
- Airway bypass added to EMResource
- Capturing data on a daily basis
- Non-traditional hospital surge plan completed

Medical Coord Ctr (MCC) Group – Franny Medeiros, PCHD



Objectives	Due Date
Collaborate with IANG LNO on regional plans within Service Area 1	Ongoing
Coordinate with RMCC on their operations	Ongoing
Coordinate with LTC facilities	Ongoing
Continue PPE discussion to come to a hospital system agreement	Ongoing
Implement Ethical Standards of Care within the hospitals; awaiting IDPH guidance	Ongoing
Develop position job aid to document processes for continuity	4/1
Develop and approve an alternate care site plan	4/17
Developing the processes for the non-traditional surge plan	4/20
Revisiting Community-based testing sites	4/23
Meet with IDPH, RMCC, PCHD, MCC and Logistics on the request process for staffing	4/27
Develop or share the process developed for staff request as an outcome of the IDPH, RMCC, MCC and Logistics meeting	5/1

Metro Hospital Status Report



Metro Hospital Status As of 5/5/2020		Tier Color	Positive Hospitalizations	PUI	Staffing	Logistics
MercyONE	AM	Green	74	2	Green	Green
	PM					
Broadlawns	AM	Green	4	0	Green	Green
	PM					
UnityPoint Health - Des Moines	AM	Green	47	6	Green	Green
	PM					
VA - Central Iowa Healthcare System	AM	Green	5	0	Green	Green
	PM					

Mental Health Group – Liz Cox, Polk County Health Services



Recent Accomplishments

- Established a hotline for medical staff & emergency responders to support their own mental health
- Launched social media, PSAs and resource tool kit for mental health
- Mental health support via 211is live
- Published list of providers accepting new telehealth mental health patients
- Funding approved to equip consumers with phones for telehealth services
- Finalized and shared a draft family plan for emergency responders
- Connected mental health group homes with Operations – PCHD
- Coordinated respite services for parents of kids with special needs
- Succession planning/successor identified
- Developed a Facebook filter and “care” package of printables for healthcare provider appreciation
- Presented, with EMA, to the Des Moines Partnership

Mental Health Group – Liz Cox, Polk County Health Services



Objectives	Due Date
Continue connecting with volunteers with home-bound people	Ongoing
Equip (purchase) consumers with phones for telehealth services	Ongoing
Coordinate with Legal Aid	Ongoing
Develop communications to support families and children in response to school closures	4/22

Mass Fatalities Group – Dr. Joshua Akers, PCME Office



Recent Accomplishments

- Reached out local funeral homes to exchange information about COVID
- Spoke with Iowa Office of the State Medical Examiner (IOSME)
- Discuss National Guard plans with IOSME
- Identified Hamilton's Funeral Home – Mitchellville location as overflow

Mass Fatalities Group – Dr. Joshua Akers, PCME Office



Objectives	Due Date
Surge plan for mass fatalities	Ongoing
Monitor death trends	Ongoing
Coordinate with PCHD/CD Team on LTCF deaths	Ongoing
Coordinate with PCGS regarding the logistics for receipt of a refrigerated truck	4/20
Meeting with funeral homes and State ME to discuss needs moving forward	4/29

Housing Group – Eric Kool, Polk County Comm, Family, Youth Services



Recent Accomplishments

- Identified discharge transportation options
- Approved alternative housing for Polk County essential employees
- Distributed a memo to hospitals and clinics regarding the isolation shelter and direct referrals
- Supported the completion of the FEMA Non-Congregate Housing application
- Added staff to support PCHD CD Team to address questions of isolation families
- Draft memos to PCHD for resource and referrals for family isolation and homeless PUI individuals

Housing Group – Eric Kool, Polk County Comm, Family, Youth Services



Objectives	Due Date
Continue to interview and hire staff	Ongoing
Coordinate with Central Intake/PHC on the expansion of rapid re-housing for families on wait lists or in shelters	Ongoing
Creating a process to distribute refugee grants for outreach and support	Ongoing
Meet with MCC to review modeling to determine alternative solutions to sheltering	4/22
Reach out to those counties who may have self-referral homeless coming to Polk County	4/22
Completing the refugee grant application	4/24
Identify a plan for PUI homeless population with MCC	4/24
Develop a task list required for Isolation Shelter transition/demobilization; coordinate with Logistics	5/1
Meet with PCHD, MCC, shelter representatives to outline processes for hospital discharge of homeless population and determine solutions to the gaps and communicate expectations	5/1
Determine the process to meet the needs for transportation, food, etc. of those in the “in between” situations for the homeless population	5/1

Emergency Services Group – Common Accomplishments



Recent Accomplishments

- Primary alternative (Phase 1) housing location for emergency services is open and ready to receive responders
- Childcare options and process has been developed and distributed to all organizations
- Support and communicate 211 and other mental health resources and family planning for emergency responders (CISM and peer support)
- LE agency tiered mutual aid response provided to PSAPs via E911 Coordinator (FD/EMS Teams Cards already in place)
- Shared emergency services dashboard to all stakeholders

Emergency Services Group – Common Objectives



Objectives	Due Date
Plans for secondary locations for first responder alternative housing	Ongoing
Develop and send a letter to state to continue to provide PSAPs dispatch alerts	5/1

Emergency Services Dashboard



Normal Staffing : Staffing Unaffected / Normal Operations and Service Levels / Good or Sufficient PPE with backstock					
Staffing Levels Affected : Overtime Mandated / Reduced Service Levels / Minimal PPE on hand with no backstock					
Critically Low Staffing Levels / Severly Limited or Affected Service Levels / Inadequate PPE Supply for Immediate Needs					
Agency	Discipline	Personnel	Daily Operations / Service Delivery	PPE Supply	Notes / Comments
Altoona Fire	Fire / EMS				
Ankeny Fire	Fire / EMS				
Boundurant Fire	Fire / EMS				
Carlisle Fire	Fire / EMS				
Clive Fire	Fire / EMS				
Delaware TWP Fire	Fire / EMS				
Des Moines Fire	Fire / EMS				
DBM Airport Fire	Fire				
Elkhart Fire	Fire / EMS				
Granger Fire	Fire / EMS				
Huxley Fire	Fire / EMS				
Indianola Fire	Fire / EMS				
Johnston-Grimes Fire	Fire / EMS				
Life Flight	EMS				
Maxwell Fire	Fire / EMS				
Mercy-One Air	EMS				
Mercy-One Ground	EMS				
Midwest Ambulance	EMS				
Midwest Medical Transport	EMS				
Mitchellville Fire	Fire / EMS				
Northern Warren Fire	Fire / EMS				
Norwalk Fire	Fire / EMS				
Pleasant Hill Fire	Fire / EMS				
Polk City Fire	Fire / EMS				
Runnels Fire	Fire / EMS				
Saylor TWP Fire	Fire / EMS				
Urbandale Fire	Fire / EMS				
Waukee Fire	Fire / EMS				
West Des Moines EMS	EMS				
West Des Moines Fire	Fire				
Windsor Heights Fire	Fire / EMS				

Normal Staffing : Staffing Unaffected / Normal Operations and Service Levels / Good or Sufficient PPE with backstock					
Staffing Levels Affected : Overtime Mandated / Reduced Service Levels / Minimal PPE on hand with no backstock					
Critically Low Staffing Levels / Severly Limited or Affected Service Levels / Inadequate PPE Supply for Immediate Needs					
Agency	Discipline	Personnel	Daily Operations / Service Delivery	PPE Supply	Notes / Comments
Altoona PD	Law Enforcement				
Ankeny PD	Law Enforcement				
Carlisle PD	Law Enforcement				
Clive PD	Law Enforcement				
Des Moines Emerg Communications	PSAP				
Des Moines PD	Law Enforcement				
Johnston PD	Law Enforcement				
Mitchellville PD	Law Enforcement				
Norwalk PD	Law Enforcement				
Pleasant Hill PD	Law Enforcement				
Polk City PD	Law Enforcement				
Polk Co Sheriff's Office	Law Enforcement				
Polk County Communications	PSAP				
Urbandale PD	Law Enforcement				
Waukee PD	Law Enforcement				
West Des Moines PD	Law Enforcement				
WESTCOM	PSAP				
Windsor Heights PD	Law Enforcement				

EMS Branch – CIEMSD



Recent Accomplishments

- Primary alternative (Phase 1) housing location for emergency services is open and ready to receive responders
- Confirmed process for exposure reporting for EMS providers/HC workers
- Childcare options and process has been developed and distributed to all organizations
- Support and communicate 211 and other mental health resources for emergency responders
- Confirmed the logistics app is working
- Approval of medical directors to implement assess and refer protocol
- Airway Management Diversion Protocol implemented
- Assess and refer protocol approved and disseminated

EMS Branch – CIEMSD



Objectives	Due Date
Protocol 36 pandemic protocol for EMD – PSAPs – waiting on PSAPs	4/20
Alternative transport destinations - waiting on health systems	4/20
Revisit the notification algorithm to notify providers of a positive test, to include LTC facilities	4/27

Operations Section Chief – A.J. Mumm, Polk Co EMA



Recent Accomplishments

- Unification of LE, Fire and EMS strategy on Alternative Housing
- Provide working space for R-MCC
- Integrate PSAP (911 Call Centers) representatives into EOC
- Define the coordination required between Ops and Logs for resource management

Operations Section Chief – A.J. Mumm, Polk Co EMA



Objectives	Due Date
Develop position job aid to document processes for continuity	4/1
Review epidemiological modeling data developed, review planning assumptions based on data	4/3
Identify successor	4/8
Prepare to develop recovery strategies	4/10
Discussion with Operations Section of how to coordinate virtually	4/10
Create video for resource request and fulfillment process	4/14
Utilize data from MCC and Logistics regarding PPE	4/10
Work with Logs and Congregate Group on PPE dashboard status and the communications loop	4/17
Revisit the community based testing plans	4/17
Submit questions to state regarding CBTS	4/17
Coordinate a meeting with Dallas county re: facility coordination between counties	4/21
Add logistics position to the MCC	4/30

Planning Section Chief – DeAnne Sesker, Polk Co EMA



Recent Accomplishments

- Developed position job aid for continuity
- Established a process to collect, prepare and produce incident documentation on a daily basis
- Validated that EOC daily planning meetings can be conducted virtually
- Recovery Advisory Group established and have a framework developed to begin planning for recovery

Planning Section Chief – DeAnne Sesker, Polk Co EMA



Objectives	Due Date
Gather Group accomplishments and objectives for next day	Ongoing
Prepare for the next day's daily briefing	Ongoing
Prepare for Tuesday's Stakeholder Briefing	Every Monday
Conduct Weekly Stakeholder Briefing	Every Tuesday
Prepare and publish the weekly IAP	Every Tuesday
Identify successor	4/8
Meet with Section Chiefs and Group Supervisors to begin collecting AAR content	4/13

Logistics Section Chief – Cameron Stufflebeam, Polk Co EMA



Recent Accomplishments

- Contact w/LTHC oversight and outreach w/MCC
- Guidance for resource requests was distributed via DLAN
- Community Lifelines* have been added to the Priority 2 PPE group
 - *FEMA definition
- Large donations are being offered
- Placed an order for PPE via the county vendor
- Quick turn to provide PPE to a “hot spot” within 3 hours
- Emergency fills for LTC Facilities
- Small “push pack” has been created and is ready to be deployed if needed

 **logistics@polkcountyiowa.gov** 

Logistics Section Chief – Cameron Stufflebeam, Polk Co EMA



Objectives	Due Date
10-day plan and re-order process, Alternate sourcing, WebEOC clean-up and entry State asset delivery and distribution	Ongoing
Volunteer management process documented	4/2
Warehouse management process documented	4/2
Prepare a plan that will identify and describe how your Section/Group will work virtually	4/8
Identify successor	4/8
Work with Ops and Congregate Group on LTC status and communications loop	4/20
Demobilization planning	5/1

Resource Management Status



	Total Requests	Total Requests Filled	Total Requests Partially Filled	Total Items Requested	Total Items Issued
3/31/2020 - 4/15/20	176	95	81	132,933	84,073
4/16/2020 - 4/24/2020	127	106	21	50,282	46,967
4/25/2020 - 5/3/2020	43	29	23	43,694	27,941
4-May	12	9	3	10,508	7,433
5-May					
6-May					
7-May					
8-May					
9-May					
10-May					
11-May					
12-May					
Totals	358	358	128	237,417	166,414

Logistics Section – Dutch Geisinger, Safeguard Iowa



Recent Accomplishments

- Maintaining Q&A on safeguardiowa.org
- Monitoring federal trends through FEMA CIKR and CISA calls
- Working with OSHA and DOL to answer questions for private sector
- Working with Hawkeye hotels on alternative housing for medical, NG, and responders
- Acquired a list of companies that are manufacturing PPE
- Organizations will share messaging about not hoarding food/supplies
- Receiving additional PPE donations from private sector

Logistics Section – Dutch Geisinger, Safeguard Iowa



Objectives	Due Date
Address concerns from private sector	Ongoing
Continue adding to scam and FAQ page	Ongoing
Discussion with IEDA on recovery and messaging to businesses	Ongoing
Continue to support private sector and government requests for resources	Ongoing
Identify specific donors for needed items	Ongoing
Messaging to private sector atypical partners for requests for donations	4/21
Secure a contract for hotels space to support Alternate Care Sites for the MCC	4/28
Coordinate with PIO on the development of information for businesses for re-opening	5/1

Logistics – Food Unit – Patty Nordmeyer



- Sign-up at the front desk by 10:00
- Use provided, disposable utensils – do not share
- Food schedule
 - Wednesday – Fernando’s Mexican
 - Thursday – Smokey D’s
 - Friday – Drake Diner

Finance Section – Keith Olson, Polk County Auditor’s Office and Scott Slater, Polk County Public Health



Recent Accomplishments

- COVID-19 Crisis Response Supplemental Funding contract approved by BOS 4/7/2020
- Reviewed funding parameters and work with staff to identify needs and appropriate expenditures
- Developed a plan with Auditor’s Office to assure eligible expenditures are being captured and coded to supplemental health grant
- Polk County government has completed a Request for Public Assistance (RPA) to FEMA cover all county departments
- All \$160K of IDPH supplemental funds are obligated
- Completed the non-congregate shelter application process with the support of the Housing Group Supervisor

Finance Section – Keith Olson, Polk County Auditor’s Office and Scott Slater, Polk County Public Health



Objectives	Due Date
Gathering costs from each partner on projected costs per activity and initial IDPH approval	Ongoing
Coordinate between Housing Group F/A and BOS re: reimbursement and stimulus impacts	Ongoing

Recovery Section – Matt McCoy, Board of Supervisors and DeAnne Sesker, Polk County Emergency Management



Recent Accomplishments

- Polk County Advisory Group established
- Initial framework of focus areas identified
- Consultant identified to support the recovery planning coordination

Recovery Section – Matt McCoy, Board of Supervisors and DeAnne Sesker, Polk County Emergency Management



Objectives	Due Date
Complete the contract for recovery facilitator (Pat Boddy)	5/8
Schedule and conduct initial interviews with Advisory Group and Chairs	5/13
Summarize interviews and identify gaps, solutions, dependencies and opportunities	5/15

Public Information Officer – Nola Aigner Davis, Polk Co Health



Recent Accomplishments

- Working with JIC to answer media requests
- Social media graphics/website updates
- Ongoing conversations with refugee/immigrant organizations to provide COVID-19 resources
- Interpretation call line established
- Coordinated interpreters to be onsite with the PCHD CD Team

Public Information Officer – Nola Aigner Davis, Polk Co Health



Objectives	Due Date
Working with refugee/immigrant population	Ongoing
Update website and social media	Ongoing
Work on MCC communication needs with JIC	Ongoing
Work with refugee messaging and information sharing	Ongoing
Coordinate with BOS to develop a universal video on the use of PPE for polling sites	TBD
Start messaging and communication for recovery process	Ongoing
Work with team to monitor and address rumors	Ongoing
Develop a social distancing media campaign to prepare for the Governor’s “re-opening” plan in partnership with Safeguard Iowa	5/1
Develop a patient education video w/CD Team for patients that have tested positive	5/4
Work with the media for TV spots to re-emphasize the use of masks during “re-opening”	5/8
Coordinate with Safeguard Iowa in the development and broadcast Town Hall for businesses	5/8

Policy Group – Supervisor Matt McCoy, Polk Co BOS



1. Reviewing stimulus package and will be pushing out messaging
2. CISS numbers are high; will look for ways to support
3. Recovery – guidance for re-opening or alternative options until re-opening for various businesses/attractions
4. Information on/help with financial crisis management for families; developing PSAs
5. Election planning
6. Immigrant/refugee messaging
7. Small business grants being developed; non-profit support
8. Strengthen messages to business community and refugee employees
9. Recovery start-up process to begin
10. Coordinated with WHO-TV to implement “13 Days of Caring” for the Disaster Recovery Fund

Weekly EOC Status



- Monday and Tuesday – staffed
- Wednesday - Friday – meet half-day

Current Focus Areas - PSC



- COVID-19 testing
- Surge capacity
- Resource management
- Continuity Planning
- Ethics/Crisis Standards of Care
- Food pantry (monitoring)
- Congregate facilities

Ongoing Initiatives - PSC



- Rumor control
- Law Enforcement
- Critical infrastructure
- Mass fatality planning
- Alternative housing

Emerging Priorities - PSC



- Demobilization
- Recovery

Safety Officer – Polk County Risk Management



Safety Top 5

1. Wash your hands / use sanitizer frequently
2. Take your temp – ≤ 100.4
3. Sleep
4. Monitor stress
5. Drink water / healthy foods

Hazardous Weather Outlook

Today

Rain and windy high of 53. tonight rain and low around 40.

Wednesday

Slight chance of rain early, becoming sunny with a high near 62. Low of 43.

Thursday

Slight chance of rain, high near 62, low of 40.

Spotter Activation Statement

- Spotter Activation is not expected

Weekly Meetings at a Glance



	Monday	Tuesday	Wednesday	Thursday	Friday			
800	Daily Briefing	Daily Briefing	Daily Briefing (Z)	Daily Briefing (Z)	Daily Briefing			
830								
900			County EMA / HSEMD (C)					
930	State CBTS (C)		State CBTS (C)		State CBTS (C)			
1000								
1030		Weekly Stakeholders Briefing (Z)						
1100	Gov Press Conference	Gov Press Conference	Gov Press Conference	Gov Press Conference	Gov Press Conference			
1130								
1200	Law Enforcement (C)	Shelters (C)	Law Enforcement (C)	HCC / IDPH (Z)	Law Enforcement (C)			
1230								
1300	MCC (Z)	Critical Infrastructure Partners (Z)	MCC (Z)	Food Bank (C)	MCC (Z)	Dallas County Briefing (Z)	MCC (Z)	MCC (Z)
1330								
1400		Chief Medical Officers (C)		Chief Medical Officers (C)				
1430								
1500								
1530			Mass Fatalities (Z)					
1600		EMS (Z)						
1630								
1700								

BIG WINS!



What	Who
2-1-1 for the public, clinical and responder audiences	Healthcare and Mental Health Groups
Town Halls/Media coverage	PIO
Isolation Shelter	Housing Group
Social media and PCHD website	PIO
Partnering with United Way for volunteer management	Volunteer Management Branch
Establishment of the Medical Coordination Center in the EOC	Healthcare Group
Development of the resource ordering application and process	Healthcare Group Logistics Section
Identified alternative housing for first responders	Emergency Services Branch
Non-traditional hospital surge plan draft	Healthcare Group

What	Who
Clarification on exposure criteria for responders	Healthcare Group - CIEMSD
Ongoing capture of successes/best practices	Planning Section Chief
Mitigation strategies implemented	County Jail and Juvenile Detention
Emerging Infectious Disease Surveillance tool	CIEMSD
Strong and resilient Communicable Disease Team nurses	Polk County Public Health Group
Airway bypass added to EMResource	Healthcare Group - CIEMSD
MOAs returned from all MCC partners	Healthcare Group - MCC
Logistics Ordering Process established and shared	Logistics Section
WHO-TV "13 Days of Caring" campaign implemented	Board of Supervisors

Q&A



Closing Comments

Adjourn