

LHD MAINTENANCE

American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Fund (SLFRF)



9/30/2022

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Report Mandate

Chapter 1 Enactment Clause 1, paragraph B.2.m.6., of the amended 2021 Acts of Assembly states, “The department shall communicate a detailed plan and implementation schedule to the Governor, the Chairs of the House Appropriations and Senate Finance and Appropriations Committees, and the Director of the Department of Planning and Budget by September 30, 2021. Additionally, the department shall report quarterly to the Governor, the Chairs of the House Appropriations and Senate Finance and Appropriations Committees, and the Director of the Department of Planning and Budget on progress made, with the first progress report to be delivered not later than December 31, 2021.”

Context for ARPA Initiatives

The Virginia Department of Health (VDH) is excited about the opportunity presented by the appropriation of ARPA State Fiscal Funds in the August 2021 Special Session II of the General Assembly to improve public health in Virginia. VDH views this investment as a once in a generation opportunity and will work tirelessly to maximize use of funds to create and sustain these initiatives. Modifications to VDH’s plans will be reflected in future quarterly reports.

Executive Summary

The VDH & Local Health Department (LHD) Maintenance initiative focuses on implementing solutions to address facility maintenance needs that have impacted the Department’s ability to provide services that address COVID-19’s impact across the Commonwealth of Virginia. The Commonwealth’s residents who are served by the community-based clinics that are part of the public health system rely on the LHD facilities. Lack of appropriate facility upgrades, such as touchless technology for doors and restrooms and cold storage for vaccines, exacerbated the disproportionate impact of COVID-19 on populations that rely on public health systems. This initiative focuses on employee safety and addresses maintenance needs in the LHDs and other VDH facilities. It will enable locations to comply with distancing and ventilation guidance to minimize the spread of COVID-19.

These projects will enable VDH to protect the health and promote the well-being of all people in Virginia, while simultaneously ensuring VDH employees are able to work in a safe environment that enables social distancing and COVID-19 prevention measures. The projects will support VDH’s employees, contractors, and volunteers in furthering the agency’s mission of making Virginia the healthiest state in the nation.

The following is a summary of progress made over the last three months, with more details provided later in this report:

- Continued workspace redesign work at the James Madison Building and Office of Environmental Health Services Norfolk Field Office
- Received delivery of vaccine cold storage equipment for LHD sites
- Completed card reader access control and continued progress of security camera installation at the Office of Vital Records

- Completed installation of teleconferencing equipment at the James Madison Building and two LHD sites as part of a pilot program. Delivered new camera equipment to 33 additional sites for immediate setup and use

Objective(s)

The goal of this initiative is to make building upgrades to mitigate the impact of infrastructure challenges hindering VDH's ability to reach at-risk communities. The following are objectives to achieve this goal:

- Determine most-needed LHD infrastructure repairs and make upgrades in LHDs across the state in a systematic fashion, prioritizing the most outdated LHDs with the greatest number of needed updates. Infrastructure repairs include physical plant improvements to public hospitals and health clinics, or adaptations to public buildings to implement COVID-19 mitigation tactics.
- Procure and install adequate refrigeration units and generators to support storage of COVID-19 vaccinations.
- Procure and install negative pressure ventilation to support ongoing efforts to combat COVID-19. Ventilation improvements may occur in congregate settings, health care settings, or other key locations.
- Upgrade building furniture and improve layout of offices to allow for adequate social distancing and cleaning measures to protect employees against COVID-19.
- Invest in hands free facility solutions that support ongoing efforts to combat COVID-19.
- Procure and install teleconferencing equipment to adapt to the modern digital workplace and provide robust telehealth services.

Overview of Quarterly Progress (July – September 2022)

Over the previous quarter, VDH has conducted numerous activities that have advanced the LHD Maintenance Initiative, beginning upgrades at some sites while positioning VDH to begin upgrading LHD and VDH facilities in the coming months. The key activities that have been accomplished to date are summarized below:

Key Activities and Accomplishments

- **James Madison Building (JMB)**
 - Additional items were added at JMB to allow for VDH staff to return to in-person work. These items include sanitizing the building, disposal of documents left behind when VDH staff began working remotely due to COVID-19, and the installation of new automated external defibrillators (AEDs)
 - A design firm has been selected to provide a conceptual redesign of the JMB interior spaces. Much of this work will fall outside of ARPA, but some activities will be aligned to

utilize ARPA funding such as the installation of new touchless restroom fixtures and motion-activated light switches

- **Local Health District (LHD) Upgrades**

- Sixty-three new cold storage freezers and refrigerators have been purchased for 45 LHD sites. Fifty-one units have been delivered to date
- The team kicked off installation of generators and the design work necessary to complete improved ventilation at LHDs. Twelve generator and HVAC sites will be improved during the first phase
- Selected a vendor to begin performing site assessments for new wireless access points at the 17 sites receiving improved internet connectivity as part of the Broadband initiative

- **Office of Environmental Health Services (OEHS) Upgrades**

- At the Norfolk Field Office, a firm has been selected and began re-designing workspaces. Once the design is complete, contractors will be solicited to install upgrades
- The Department of Real Estate Services (DRES) is presently negotiating a lease extension at the Accomac Field Office. Once this effort is complete, a similar design exercise will take place to the Norfolk Field Office

- **Office of Vital Records (OVR) Upgrades**

- Completed the installation of card readers for enhanced access control at key doors
- Continued installation of video cameras for improved site security. Completion is pending the delivery of long lead-time devices that are experiencing supply chain disruptions
- Purchased movable panels to better separate public and VDH staff workspaces in an effort to mitigate the spread of contagious diseases

- **Teleconferencing Upgrades**

- Kicked off pilot program, installing new cameras, televisions, and miscellaneous equipment at the James Madison Building and Ashland & Chesterfield Health Districts
- Upgraded teleconferencing software to activate newly installed equipment
- Renewed license and maintenance agreement with teleconferencing service provider (Vicom)
- Purchased and delivered new teleconferencing cameras to 33 LHD sites for immediate setup and activation

Anticipated Next Quarter Activities (October – December 2022)

The following outlines the activities and tasks planned from October through December 2022:

- **James Madison Building (JMB)**
 - Complete the conceptual redesign of JMB workspaces to allow for the competitive solicitation of design work from architectural firms
 - Identify and complete building renovation tasks that do not require design work and are aligned to ARPA rules and regulations
- **Local Health District (LHD) Upgrades**
 - Complete delivery and installation of cold storage equipment
 - Select vendors to complete generator installation and improved ventilation design. Begin generator installation and solicit quotes for improved ventilation installation
 - Complete site assessments for wireless access points at the 17 Broadband pilot sites and place and order with Verizon to install new devices
- **Office of Environmental Health Services (OEHS) Upgrades**
 - Complete the redesign of workspaces at the Norfolk Field Office and solicit quotes from qualified small businesses to install upgrades
 - Begin Accomac Field Office design work once an extended lease agreement is finalized
- **Office of Vital Records (OVR) Upgrades**
 - Complete installation of new security cameras
 - Select a vendor to install lobby modifications. Most of this work is outside of ARPA and separately funded, but some tasks will be funded under ARPA where the rules and regulations allow
- **Teleconferencing Upgrades**
 - Complete pilot program at two JMB locations currently incomplete due to long lead-time equipment experiencing supply chain disruptions
 - Begin implementation of the full program of upgrades across LHD sites

Risks and Risk Management

- **Risk 1:** If a long-term funding source is not identified for monthly router and wireless access point fees, then VDH will not be able to afford the upgraded broadband equipment that will be installed
 - **Mitigation Strategy:** Develop a detailed operating expense budget using available Verizon/Virginia IT Agency (VITA) cost information for VDH to use in requesting additional funds from the General Assembly.
- **Risk 2:** If VDH does not provide instructional material to sites receiving teleconferencing upgrades, then they may not be able to effectively use the new equipment

- **Mitigation Strategy:** Teleconferencing vendor (Vicom) to provide instructional materials for VDH to distribute and post in upgraded conference spaces.
- **Risk 3:** If LHDs are responsible for procuring and overseeing vendors, then they may not follow the correct procedures to document and confirm compliance with the ARPA rules and regulations
 - **Mitigation Strategy:** Prepared guidance materials for the business managers or their delegates to use when procuring vendors and will use a comprehensive tracker to make sure all compliance items are documented prior to executing a purchase order.

Change Management Considerations

VDH understands that successful transformation initiatives rely on more than just the right technology, processes, and resources. They also depend on effective change management, communications, and engagement strategies to make sure stakeholders are properly equipped with the information and guidance that they need to support the changes. For the LHD Maintenance initiative, the successful implementation of critical upgrades will depend on ongoing two-way communication and engagement with a variety of local contacts.

VDH has developed and implemented a communications strategy for the LHD Maintenance initiative that identifies key internal and external stakeholders, determines how they may be impacted and/or their role in supporting the effort, and establishes strong feedback loops and channels for regular information-sharing. Key messages to build buy-in and support from stakeholders have included the goals of the upcoming changes, their benefits, and guidance and steps to prepare. Feedback loops include an intranet site to house content for internal stakeholders, an initiative-specific email inbox for two-way communication, and regular briefings to Central Office and LHD stakeholders across a variety of VDH forums.

Project Budget

Budget, Obligations, and Actuals as of September 2022

Total Appropriation	\$30,000,000	Total Obligations (To Date)	\$2,584,500	Total Expenditures (To Date)	\$871,700
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