

State of Michigan State Emergency Operations Center

Ford Field Type I Mass Vaccination Site and Type V Mobile Vaccination Units Operational Plan



FEMA



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PLAN AUTHORIZATION

Signature Page

The Michigan State Police, Emergency Management and Homeland Security Division (MSP/EMHSD) developed this plan in coordination with federal, state, local, private sector, and nonprofit stakeholders to provide overall direction for operation of a mass vaccination site at Ford Field in the City of Detroit. This plan describes the command organization and outlines the principal functions required for the administration of vaccines on site and through mobile vaccine units.

Acknowledging the coordinating role of the State Emergency Operations Center (SEOC), the document will be approved by Capt. Kevin Sweeney, Commander, MSP/EMHSD.



March 23, 2021

Capt. Kevin Sweeney
Deputy State Director of Emergency Management
Michigan State Police

Date

Executive Summary

In addition to mitigation measures such as social distancing and the wearing of masks, the widespread administration of vaccines is an important strategy to protect residents during the ongoing COVID-19 pandemic. Community vaccination centers can improve the access of the public to vaccinations. Federal, state, local, private sector, and non-profit stakeholders have coordinated to establish a mass vaccination site at Ford Field in the City of Detroit that increases public access to vaccinations in Southeast Michigan.

This plan describes the command organization that has been established for the operation of the mass vaccination site and outlines the various functions that need to be implemented for effective vaccination administration.

Planning Team

The following partners have contributed to the planning effort for establishing a mass vaccination site at Ford Field:

Federal partners:

- Federal Emergency Management Agency
- Department of Defense

State of Michigan partners:

- Executive Office of the Governor
- Michigan Department of Health and Human Services
- Michigan Department of Labor and Economic Opportunity
- Michigan Department of Military and Veterans Affairs
- Michigan Department of Natural Resources
- Michigan Department of Technology, Management and Budget
- Michigan State Police/Emergency Management and Homeland Security Division

Local partners:

- City of Detroit
- Macomb County
- Oakland County
- Wayne County

Private sector partners:

- Bromberg Translations
- Detroit Lions/Ford Field
- Henry Ford Health Systems
- Hospital Network Healthcare Services
- Meijer
- Michigan Center of Medical Research
- ModivCare
- Pepsi

Non-profit and voluntary organization partners:

- Detroit Lions Charities

SITUATION

Purpose

This plan provides an overview of the command structure and operational functions that have established to manage a Type I Mass Vaccination Site at Ford Field in the City of Detroit with a mobile vaccination component carried out through Mobile Vaccination Units (MVUs). Functional annexes outline roles and responsibilities in greater detail. The vaccination site and MVUs are jointly operated by federal, state, and local government entities in coordination with private and non-profit organizations.

Scope

This operational plan is intended to be used by the federal, state, and local government stakeholders, as well as private and non-profit organizations listed under Planning Team in the Plan Authorization section of this document.

The plan is part of an overall “playbook” for vaccine administration at the vaccination site and through the MVUs. In addition to this document, the “playbook” also includes changing Incident Action Plans (IAPs) for specific operational periods throughout the duration of the use of Ford Field as a Type I vaccination site.

Guiding principles

Five guiding principles have been established for the distribution of vaccines across the State of Michigan, which have also been applied throughout the planning process for the mass vaccination site and MVUs:

- All Michiganders have equitable access to vaccines.
- Vaccine planning and distribution is inclusive.
 - Actively engages state and local government, public and private partners; and draws upon the experience and expertise of leaders from historically marginalized populations.
- Communications are transparent, accurate, and frequent to build public trust.
- Data is used to promote equity, track progress, and guide decision-making.
- Resource stewardship, efficiency, and continuous quality improvement drive strategic implementation.

Venue

Ford Field is located at 2000 Brush Street in the City of Detroit (Wayne County). The vaccination site serves regional residents from Macomb, Wayne, and Oakland counties. These are the three most populous counties in the State of Michigan which account for approximately 40% of the state’s population.

The selection of the venue was based on a variety of criteria, such as the proximity of the site to vulnerable populations (determined through, among other factors, the Social Vulnerability Index (SVI) for surrounding areas, access and functional needs accessibility considerations, parking, public transit access, ability of space to provide unidirectional patient flow, washrooms, storage,

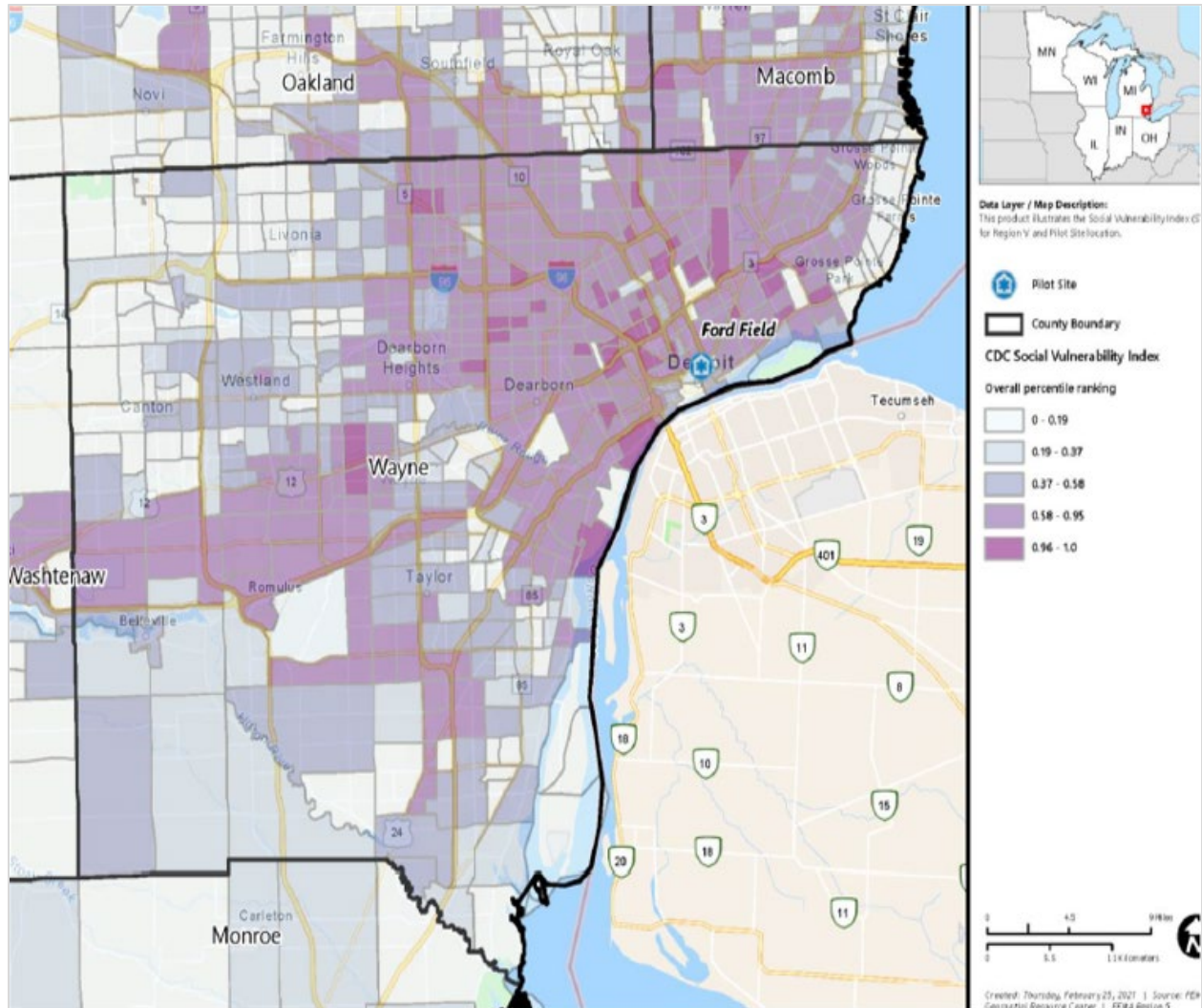


Figure 1: SVI Percentile Ranking Map

etc., and the overall capacity to accommodate the large patient volume and staffing requirements of a Type I Mass Vaccination Site.

The facility is designated as a Type I Mass Vaccination Site with the capacity to administer 6,000 COVID-19 vaccine doses daily (up to 42,000 doses per week). Of these doses, 5,000 can be administered on site, while an additional 1,000 doses can be delivered in surrounding areas using four Type V Mobile Vaccine Units (MVUs). Vaccination operations at the site and through the MVUs are scheduled for a duration of 8 weeks from March 23, 2021 to May 18, 2021. Daily operational hours for site staff and wraparound services are 0700 to 2200. The takedown of the site and demobilization of personnel and equipment are scheduled to occur from May 19 to May 21, 2021.

Type I Mass Vaccination Site

Ford Field functions as a walk-in indoor vaccination clinic capable of administering vaccine doses to 5,000 clients per day. The clinic operates seven days per week and opens to the public at 0800, with last appointments being scheduled for 2030.

Clients pre-register and have an appointment to enter the site. However, protocols are in place to accommodate walk-ups. Vaccine eligibility requirements coincide with the current State of Michigan vaccine eligibility phases. The site utilizes the Pfizer/BioNTech vaccine throughout the first six weeks of operations. In the last two weeks of operations, the Janssen (Johnson & Johnson) vaccine is used. This is a one-shot vaccine, which mitigates scheduling issues for return shots after the demobilization of the clinic.

Emergency medical personnel is on-site during vaccination hours to assist clients who experience adverse reactions.

Type V Mobile Vaccination Units

Ford Field also serves as the home base for four Type V MVUs with the capability to administer 1,000 vaccine doses per day across all mobile units. The MVUs are deployed to provide support in four jurisdictions in close coordination with the applicable local health departments: City of Detroit and Wayne, Macomb, and Oakland counties. The MVUs are specifically focused on providing mobile vaccination services to underserved populations and isolated communities and target high-SVI areas that meet the state vaccination prioritization guidance. For the first three weeks of MVU operations (phase 1), 26 locations focused in nine zip codes have been preselected.

Each MVU travels to one or multiple locations to serve targeted populations before returning to Ford Field at the end of the day. The MVUs utilize 1,000 doses per day from the same federal allocation of doses available to Ford Field. Doses designated for MVU use are shipped to sites designated by the local health departments and picked up there by the MVUs that are assigned to the respective jurisdiction. Based on need and efficiency of MVU operations, the State of Michigan may later choose to contribute an additional 1,000 doses per day from the overall state allotment of vaccines, which is independent from the Ford Field allocations.

The MVUs are state-managed and not federally supported through DoD staff or federal equipment. Staff and vehicles have been contracted through the Michigan Center of Medical Research (MICHMER).

Timeline

The following is an overall timeline outlining milestones leading up to and including the operation of the Type I Mass Vaccination Site and Type V MVUs.

March 12	Public site announcement
March 15	Patient registration opening
March 15	Site buildout begins

March 18	FEMA virtual site inspection
March 18	Initial vaccine order
March 19	DoD staff arrival
March 19	Mass Vaccination Site Tabletop Exercise
March 19	Site buildout completed
March 22	FEMA post-buildout site inspection
March 22	Initial vaccine delivery
March 22	Mass Vaccination Site Client Intake Functional Exercise
March 23	Soft opening (mass vaccination site)
March 24	Hard opening (mass vaccination site and MVUs)
March 26	USACE electrical/power inspection
March 29	Meijer vaccine clinic (return shots) scheduled at Gate G
May 18	Site closing
May 19-21	Demobilization

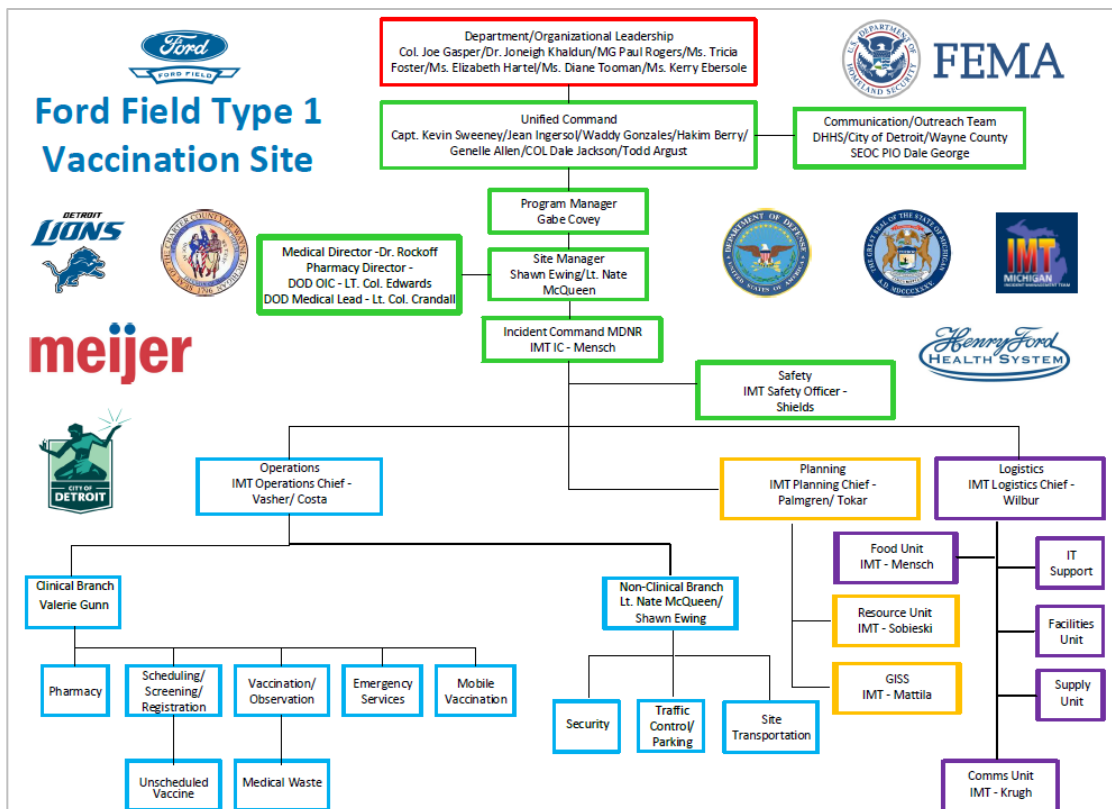
CONCEPT OF OPERATIONS

Command Structure

The operation of the mass vaccination site is a joint effort between federal, state, and local governmental agencies with support from private sector and non-profit organizations. Considering the various roles and responsibilities of the various stakeholders at the different levels of government and non-governmental organizations, a unified command structure has been established to facilitate planning and oversight for site operations.

Incident command rests with a Unified Command cell comprised of leadership from the MSP/EMHSD, Michigan Department of Health and Human Services (MDHHS), Federal Emergency Management Agency (FEMA), City of Detroit, Wayne County, US Department of Defense (DoD), and Ford Field. The Unified Command group receives strategic and policy direction from the "Vaccines in Arms" Multiagency Coordination (MAC) group with representation from executive leadership of the MSP, MDHHS, Michigan Department of Military and Veterans Affairs (MDMVA), Executive Office of the Governor (EOG) and Michigan Department of Labor and Economic Opportunity (MDLEO).

A Program Manager is assigned to carry out the strategies established by the Unified Command cell and oversee overall operations. The Program Manager coordinates with two Site Managers, one of which is on site each day of operations. An Incident Management Team (IMT) has set up an Incident Command System (ICS) structure for day-to-day management of site operations. For the duration of the clinic and MVU assignments, the IMT develops IAPs that outline assignments



for specific operational periods. The deployed DoD staffing package includes command and control personnel that oversee and assign DoD staff.

Assignment of Responsibilities

The following overview outlines the broader responsibilities of different organizations for the operation of the mass vaccination site and MVUs. Additional detail regarding the various operational assignments of agencies can be found in the functional annexes to this plan.

Bromberg Translations:

- Provide translation and sign-language services to clients.

Department of Defense:

- Provide staffing for mass vaccination site, including self-sufficient command and logistics components.
- Coordinate with civilian command for oversight of the mass vaccination site, including clinical components.

Detroit Department of Public Works:

- Coordinate with MDOT and other stakeholders to avoid road closures and provide appropriate signage on route to Ford Field.
- Provide appropriate signage on city roads.

Detroit Police Department:

- Provide traffic direction and control services.
- Support site security with law enforcement officers and other specialized resources.

Ford Field:

- Provide parking, traffic control, safety, medical, guest, and facility services through staff and contracted vendors.

Henry Ford Health System:

- Provide civilian oversight for clinic operations and maintain medical policies and procedures.

Hospital Network Healthcare Services:

- Pick up and dispose of medical waste.

Local Health Departments:

- Coordinate with MDHHS and MICHMER to identify MVU clinic sites.
- Receive and store vaccine allocations for MVUs.

Meijer:

- Maintain scheduling, registration, and on-site registration platforms for client appointments.
- Provide pharmacy and on-site registration staff.
- Receive, store, and transport vaccine allocations for the mass vaccination site.
- Track and create daily reports on appointments and administered vaccines.

Michigan Center for Medical Research:

- Provide staff, equipment, and vehicles to operate MVUs.

Michigan Department of Health and Human Services:

- Coordinate with COVID-19 hotline partners to provide phone registration and scheduling option for clients.
- Coordinate with local health departments and MICHMER to identify MVU clinic sites.
- Coordinate with DoD and civilian medical oversight for the mass vaccination site.
- Order vaccines for mass vaccination site and MVUs.

Michigan Department of Natural Resources:

- Deploy IMTs to support on-site incident command, operational planning, and logistics functions.

Michigan Department of Technology, Management, and Budget:

- Contract with Ford Field and other vendors for provision of services.
- Transport state resources and supplies to Ford Field.

Michigan Department of Transportation:

- Coordinate with DPW and other stakeholders to avoid road closures.
- Provide appropriate signage on MDOT roads.

Michigan's Public Safety Communications System:

- Provide communications and IT support and equipment.

Michigan State Police/Emergency Management and Homeland Security Division:

- Provide logistics and operational support through assigned staff and the SEOC.

Staffing

Staffing for the site is supported by the DoD, which provides 222 medical and non-medical personnel for site operations. This includes 15 command and administrative staff, 57 clinical staff (including clinic directors/managers, lead pharmacist, pharmacy techs, observation managers, medical screeners, and medical logistics staff), 80 vaccinators, 15 registered nurses, and 55 general purpose support personnel. Civilian counterparts are required for the clinic director/manager and lead pharmacist positions. The civilian clinic director/manager is contracted through Henry Ford Health System, and the civilian lead pharmacist through Meijer, Inc.

Meijer provides additional staff and services for scheduling, pharmacy, patient intake, and registration. A site manager from MSP/EMHSD is present daily. Ford Field has designated a manager on duty that is present at the site from 0700 to 2200 for oversight and coordination with the site manager. Ford Field is further augmenting staffing through contracted services for site security, facility services, guest services, emergency medical services, and traffic control. Rotating civilian IMTs from the Michigan Department of Natural Resources (MDNR) are supporting the management of daily operations at the facility. The Detroit Police Department (DPD) supports traffic control and site security with law enforcement officers. The MVUs are staffed through personnel contracted from MICHMER.

The SEOC Voluntary Agency Liaison (VAL) and Michigan Community Service position are coordinating with voluntary organizations such as Team Rubicon, Civil Air Patrol, Michigan Voluntary Defense Force (MIVDF), and others for volunteer support for functional needs mobility

assistance. Bromberg Translations has been contracted to provide staffing for on-site translation services.

On-site staff is scheduled in two shifts of ten hours, with one additional hour available to staff for breaks, from 0700 to 1800 and 1100 to 2200. Due to the staff overlap between 1100 and 1800, these hours have the largest potential vaccination throughput. Should peak times shift from mid-day to the morning or evening hours throughout the duration of the vaccination clinic, a split shift staffing model can be employed to increase capacity at the beginning and end of the hours of operations.

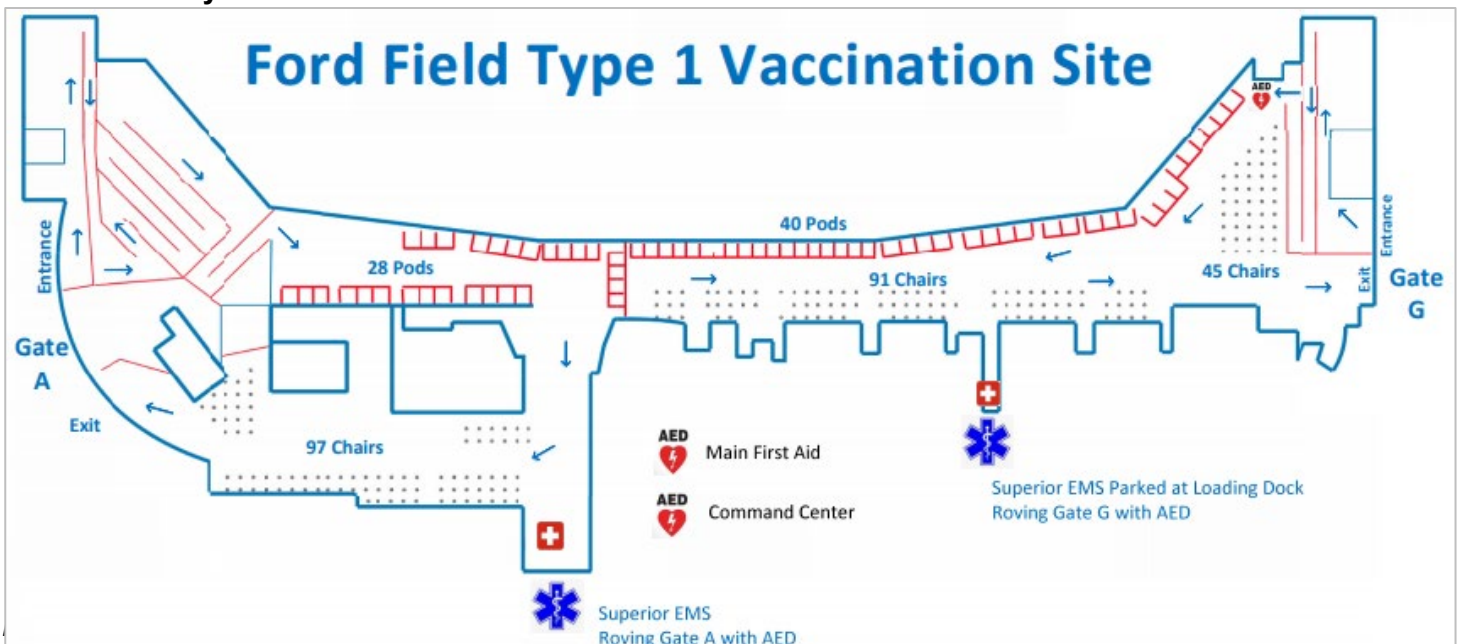
Ford Field will provide meals to DoD, State of Michigan, and state-contracted staff for breakfast (0700 to 0900), lunch (1100 to 1300) and dinner (1700 to 1900). The meals are provided through facility-contracted caterer Levy and get served in the PRIDE Den. Pepsi is donating additional refreshments for 300 staff daily through Detroit Lions Charities.

MICHMER provides a daily pool of approximately 100 staff for the MVUs. Personnel is provided for a variety of positions, including supervisory personnel, vaccinators and vaccine preparers, client observers, greeters/screeners, etc.

All staff should be mindful of risk factors associated with working at the vaccination clinic that might impact their performance or health and mental wellbeing. These risk factors include weather and road conditions when travelling to and from the facility, fatigue, biohazards (such as potential exposure to COVID-19, needle sticks, etc.), patient interactions (frustration and impatience), work side accidents, and other site safety considerations.

MVU staff may be exposed to similar circumstances, including elevated risk related to driving inherent in the mobile mission of these units, and potential increased exposure to stressful interactions due to a higher percentage of access and functional needs clients (e.g., dementia-related actions, language barriers, etc.).

Site Layout



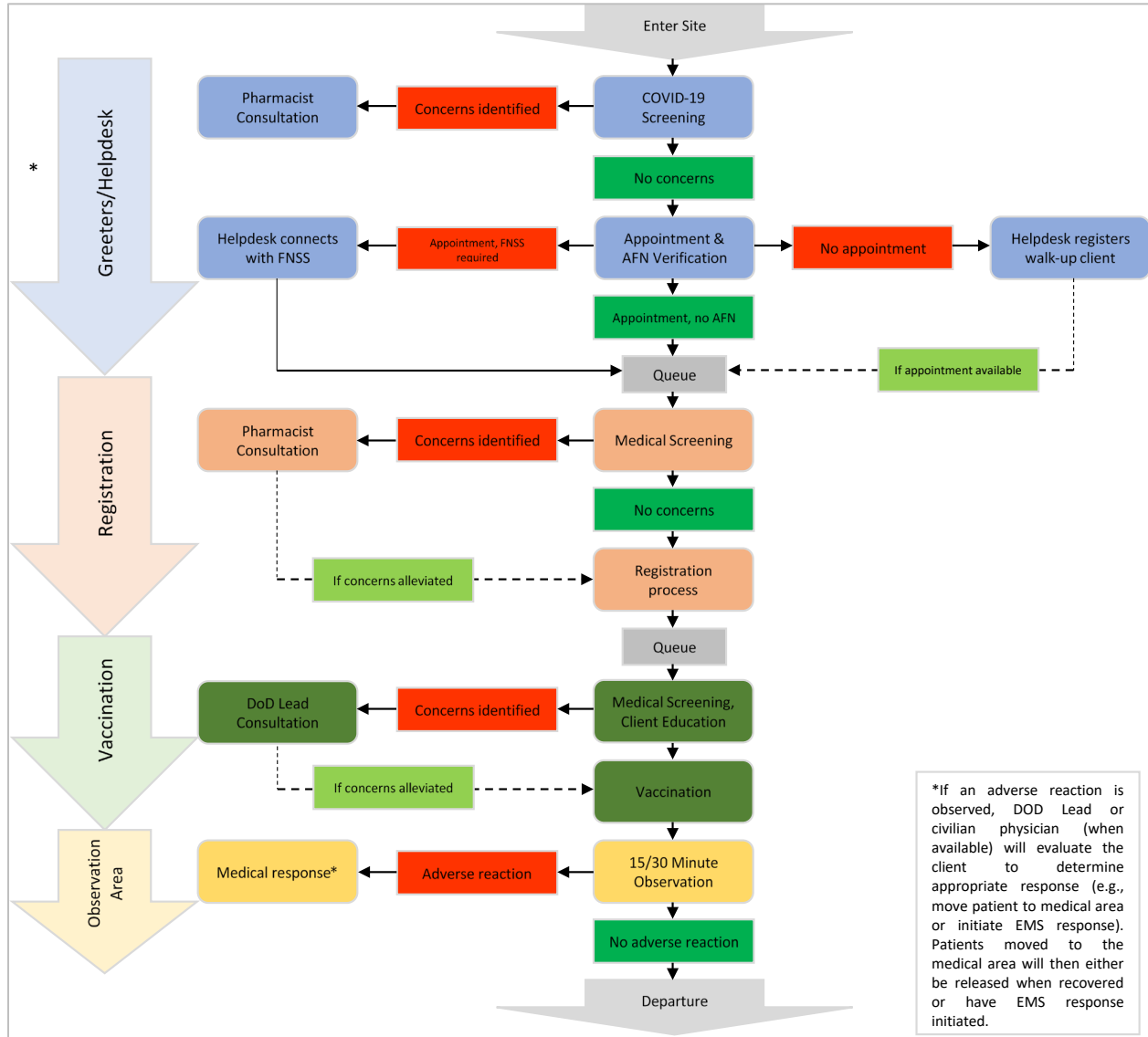
The layout displayed on the last page has been established for walk-in vaccine operations. The site plan accommodates unidirectional client flow and allows for a maximum throughput over 5,000 clients per day. Facility buildout through Ford Field occurred between March 15 and March 19, 2021.



Figure 4: Ford Field Area Map

Client Flow

Upon entry to the facility, clients will follow the steps broadly outlined below. Clients are first welcomed by greeters, who perform a basic COVID-19 screening, verify appointments, and direct clients with access and functional needs to the helpdesk area at their gate. Should a COVID-19 screening indicate that a client might have had exposure to and/or contracted COVID-19, a pharmacist consults with the client. The helpdesks connect access and functional needs clients with appropriate functional needs support services and assists walk-up clients with the registration process. Clients are then directed to enter the queue for the registration area.



(AFN=Access and Functional Needs, FNSS = Functional Needs Support Services)

Figure 5: Client Flow Chart

At the next available registration desk, the client information is verified and a pre-procedural screening with medical questions takes place. If any concerns arise, a pharmacist consults with the client. After completing their registration, clients are directed to enter the queue for the vaccination area. They will be guided to the next available vaccination station, where they receive

their vaccine, unless a second medical screening identifies concerns that would require additional medical consultation. Following vaccination, clients are directed to the medically supervised observation area for a period of 15 minutes for clients without medical concerns, or 30 minutes for clients with a history of allergic reaction to vaccines, contraindications to the administered COVID-19 vaccine, or history of anaphylaxis due to any cause. After their observation period ends, clients are directed toward their parking area or other mode of transportation and depart the facility.

Access and Functional Needs Considerations

All stakeholders are committed to ensure an equitable distribution of vaccines at the mass vaccination site, through the MVUs, and throughout the state as a whole. This includes the provision of support services to individuals with access and functional needs that might otherwise impede their ability to become vaccinated.

The identification of persons that may require functional needs support services begins during the scheduling process, where clients are given the opportunity to indicate if they have specific functional support needs. To ensure that every eligible person can schedule an appointment, three scheduling systems are available (web, text, phone). Any electronic forms used during the scheduling process are ADA compliant and accessible for those using assistive technology. Active phone assistance is provided to individuals that require further scheduling support. The scheduling process also identifies clients that do not have access to sufficient transportation to Ford Field. Individuals that reside in Macomb, Oakland, and Wayne counties are then connected to pick-up/drop-off ride opportunities to and from the mass vaccination site.

Appointments for individuals that requiring support services are fulfilled at Gate G. The gate is specifically designated to accommodate access and functional needs clients. This includes the operation of surface lots and a short-term pick-up/drop-off area for parking, personnel and equipment to provide mobility assistance, and other resources. Through the use of Gate G, approximately 65 percent of site capacity is primarily dedicated to accommodating clients with support needs. However, all capabilities to assist clients that may require support services are also available at Gate A. Out of 68 vaccination stations at both gates, 42 are larger to accommodate functional needs clients (10 sq ft instead of 8 sq ft, 20 at Gate A and 22 at Gate G).

Upon entry, greeters identify and triage clients that require special assistance. Each gate features a help desk area that connects clients with applicable functional needs support services. If needed, an aide is provided to accompany the client throughout the entire registration, vaccination, observation, and departure process. Support activities include mobility assistance (wheelchairs and/or golf carts are available at Gate A, Gate G, and all designated parking areas), interpreter services for clients for whom English is a second language or who may be hard of hearing, sighted guides for the blind and those with low vision, forms and registration assistance, and any other appropriate accommodation that can be made to those who may need them.

Signage throughout Ford Field features large signs that are easy to understand through use of pictograms, arrows, color schemes that do not disadvantage clients with colorblindness, multiple languages, etc. Any printed client handouts available on site are available in the four most common languages for the three-county area. All site staff is mindful of potential client needs. This includes the use of first-person language, not making assumptions about the abilities of clients and the support they might require, allowing clients ample time to ensure all information

is fully communicated, not touching assistive equipment or service animals unprompted, and not asking personal questions unless invited to do so. Not all disabilities are visible, and staff does not make assumptions about whether a client has a disability or requires assistance.

The use of the MVUs is an additional strategy to serve access and functional needs populations that are otherwise isolated or underserved. The four applicable local health departments identify locations and communities that particularly benefit from the off-site vaccination opportunities facilitated through the MVUs.

Communications

On-site communications are facilitated via 800 MHz and high band radio. Several talk groups have been established. Ford Field, DPD, MSP/EMHSD, and IMT staff are equipped with radios that can access the applicable zones and channels. Ford Field provides 50 additional radios for on-site communications. The State of Michigan is further providing a limited cache of radios to DoD command. Ford Field staff utilizes three additional radio channels for internal communications and staffs their internal on-site command center with one dispatcher to provide radio support for facility staff.

Radio channels:					
Zone	Ch.	Function	Channel Name	Assignment	Purpose
Y	16	Command	MPSCS Trunked System DNR Fire 10	IMT	IMT Communications
J	1	Tactical	MPSCS Trunked SP Event J47	DPD	Interior Communications
J	2	Tactical	MPSCS Trunked SP Event J48	DPD	Exterior Communication
J	3	Tactical	MPSCS Trunked SP Event J49	IMT	Command Communications
	1	Tactical	Ford Field Radio System	Ford Field	Ford Field Upper Management
	3	Tactical	Ford Field Radio System	Ford Field	Ford Field Command Center
	18	Tactical	Ford Field Radio System	Ford Field	Ford Field Parking
F	4	Tactical	MPSCS Radios Interop 8TAC91D	Backup	Backup, if needed

5G service is available at Ford Field and provides connectivity for mobile devices. Ford Field has also established three separate secure wireless networks for use by the IMT, DoD Command, and for client registration/tracking, and data submission.

The IAPs established by the IMT for each operational period include a list of cell phone and email contacts, a communications plan, and a public alerting plan in case of emergency.

Michigan's Public Safety Communications System (MPSCS) provides virtual IT support. Personnel can be deployed to provide on-site support, as needed. Ford Field provides support for the contracted secure wireless networks and audiovisual capabilities.

A document repository has been established on the State of Michigan's MI CIMS (WebEOC) incident management platform. MI CIMS can be accessed by a variety of the stakeholders across the command organization. They can share relevant documents such as procedures and reference materials in a designated file library.

Public Information

Site opening and scheduling information were publicized through joint news releases from the Executive Office of the Governor, FEMA, City of Detroit, and Macomb, Oakland, and Wayne counties. Stakeholders continue to disseminate relevant information via news releases and through social media. Media opportunities at Ford Field are scheduled for March 18, March 23 (soft open), and March 24 (hard open), 2021. Additional media opportunities at Ford Field and at MVU off-site clinic locations will follow. MDHHS is purchasing paid advertising (radio and digital) for vaccination appointments targeted within the Southeast Michigan media market. MDHHS, Meijer, and Henry Ford Health System will geofence digital and social media advertising for specific zip codes based on SVI. Local health departments and their partners are organizing phone banking for additional outreach to potential clients that reside within these zip codes.

COVID-19 Protocols

Site staff follows CDC guidelines to protect themselves and others by minimizing the risk of spreading COVID-19. This includes the wearing of masks, staying at least 6 feet (about 2 arms lengths) from others when possible, and avoiding crowds and their accumulation in the facility. Detailed instructions on minimizing the risk of exposure for individuals, including specific guidelines for cleaning, and disinfecting the facility and its surfaces, and regarding safety and infection control for healthcare professionals are available on the CDC website under <https://www.cdc.gov/coronavirus/>.

FUNCTIONAL ANNEXES

The following annexes have been established to provide additional detail regarding the various functions that are required for the operation of the Type I Mass Vaccination Site and four Type V Mass Vaccination Units.

The agencies identified in each annex may establish additional job aids, operational plans, or other reference materials in support of their assignments.

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On-site Direction and Control

Points of Contact:	
Primary agency	MSP/EMHSD – Lt. Nate McQueen, 248-210-0672 MSP/EMHSD – Shawn Ewing, 517-897-7576
Supporting agencies	DoD – LTC Shay Edwards, 505-379-9109 Henry Ford Health System – Dr. Steven Rockoff, 412-951-7222 MDHHS – Jean Ingersoll, 517-582-4660 MDNR-IMT Incident Commander – Rotating

Mission:

To provide on-site coordination and oversight for mass vaccination site and MVU operations, implementation of direction received from the Unified Command group, and supervision of assigned staff.

Agencies:

The U.S. Department of Defense (DoD) oversees the DoD staffing package and coordinates with civilian command to facilitate efficient vaccination operations.

Henry Ford Health System provides civilian oversight for clinic operations and maintains medical policies and procedures.

The Michigan Department of Health and Human Services (MDHHS) monitors and provides oversight for clinic operations and coordinates with local health departments.

The Michigan Department of Natural Resources (MDNR) deploys rotating Incident Management Teams (IMTs) to Ford Field to support site management through operational planning, resource/supply ordering, data tracking, and other services.

The Michigan State Police/Emergency Management and Homeland Security Division (MSP/EMHSD) provides program and site managers to oversee operations and implement strategies and directives from executive leadership.

Concept of Operations:

DoD oversight

The deployed DoD staffing package is self-sufficient and provides their own oversight and command and control functions, including the assignment of DoD personnel to positions and shifts. DoD command is represented in the Unified Command cell, ensuring alignment of DoD and overall goals and objectives.

Non-DoD oversight

Oversight of non-DoD functions and staff is provided by the program manager at the SEOC (provided by MSP/EMHSD). The program manager is tasked with implementation of strategies and directives received from the “Vaccination in Arms” MAC-Group and the UC cell. Two site managers (MSP/EMHSD) report to the program manager. A site manager will be at Ford Field daily during operational hours to carry out direction received from the program manager. An IMT supports the site managers with the management of the site (see below). MDHHS key personnel

regularly works out of Ford Field to provide further oversight and direction. MDHHS further coordinates with the local health departments for the City of Detroit and Macomb, Oakland, and Wayne counties regarding the deployment of MVUs in those jurisdictions. Henry Ford Health System provides a medical director and support to oversee clinical staff in coordination with DoD command, and maintain policies and procedures for clinical operations and medical emergencies.

Incident Management Team

The MDNR is deploying rotating IMTs to Ford Field. The MDNR-IMTs are self-sufficient, high-functioning teams that implement the Incident Command System to mitigate obstacles during emergency situations. They support, communicate with, and provide close coordination between the involved local, state, and federal agencies.

The MDNR-IMT will develop an IAP for each operational period throughout the duration of the vaccination site. They further provide support to the four MVUs based at the facility. They are also facilitating the development and implementation of a daily chain of custody procedure for the distribution of vaccines that meets FEMA and CDC standards.

The MDNR-IMT also developed and maintains dashboards to track daily vaccinations administered at Ford Field and through the MVUs, and to monitor vaccine doses to ensure their use before the end of their viability. Their dashboards also track PPE burn rates to help maintain adequate medical supplies. PPE burn rates are reported daily and weekly and enable the MDNR-IMT Logistics Section Chief to request required supplies through the MI CIMS incident management platform for weekly delivery.

MDNR-IMTs are assigned for the duration of two weeks. Transition to a new MDNR-IMT occurs with an overlap of one day between teams. The MDNR-IMTs report to the site managers.

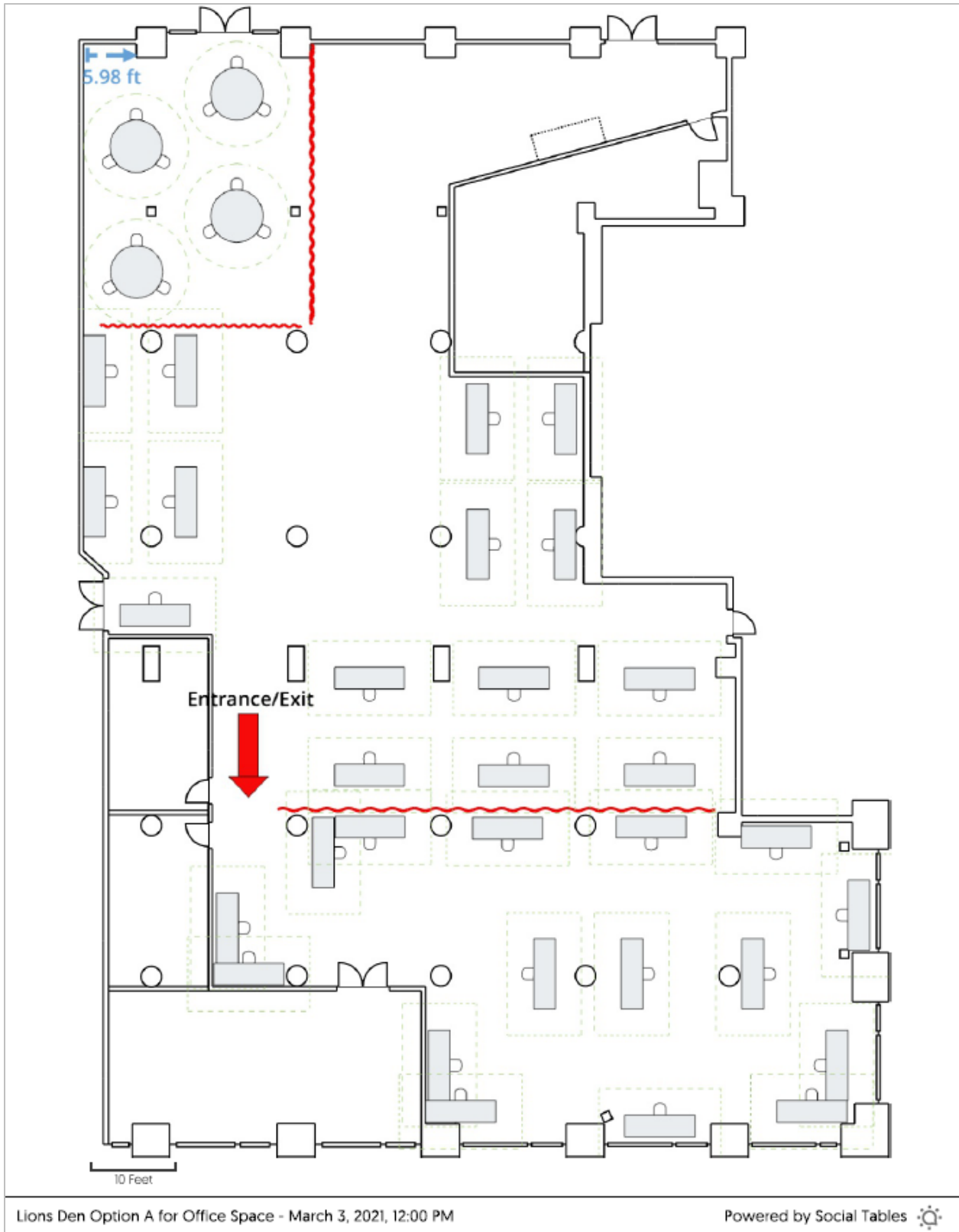
Attachments:

- Attachment 1 – Daily Battle Rhythm
- Attachment 2 – Ford Field Command Center Layout

Attachment 1 – Daily Battle Rhythm

Time	Agenda Item
0715	Operational Brief
0730	All positions staffed
1115	Transition Brief for second shift
1130	Second shift positions staffed
1730	Shift 1 After Action
2130	Shift 2 After Action

Attachment 2 – Ford Field Command Center Layout



Vaccine Ordering and Storage

Primary agency/Point of Contact:	MDHHS – Jean Ingersoll, 517-582-4660
Supporting agencies/Points of Contact:	DoD – MAJ Sang Ngo, 978-604-8158 Henry Ford Health System – Dr. Steven Rockoff, 412-951-7222 Meijer – Nick Benedetti, 586-817-9131 Local Health Departments – Through MDHHS

Mission:

Ensure an adequate supply of vaccines in appropriate condition by tracking available doses, ordering vaccines, providing for appropriate storage and transportation, and establishing chain of custody.

Agencies:

The U.S. Department of Defense (DoD) provides pharmacy staff for on-site vaccine storage, handling, and reconstitution.

Henry Ford Health System develops and maintains pharmacy procedures for the mass vaccination site.

Meijer receives and stores vaccines for use at Ford Field off site, transports vaccines to Ford Field, and provides additional pharmacy personnel.

The Michigan Department of Health and Human Services (MDHHS) orders vaccine for use at Ford Field and through the MVUs.

The local health departments for the City of Detroit and Macomb, Oakland, and Wayne counties receive and store vaccine for use through the MVUs.

Concept of Operations:

Vaccine ordering

MDHHS orders vaccines through the CDC Vaccine Tracking System (VTrcksS) system. Doses for on-site administration at the mass vaccination site are ordered to Meijer pharmacy #464. Doses for use by the MVUs are allocated directly to the applicable local health department.

Off-site vaccine storage

Vaccine for on-site administration at Ford Field will be held at Meijer pharmacy #464 in Belleville, MI. The distance between both facilities is 29 miles. The pharmacy is non-public facing. Vaccine for administration through use by the MVUs is allocated directly to the applicable local health departments for storage.

Vaccine transportation to site

Meijer transports vaccines from pharmacy storage to Ford Field for use at the mass vaccination site every one to two days, based on need. Vaccine will be transported in frozen state as standard practice in a thermal shipper. Ancillary supply kits are transported to Ford Field weekly.

Vaccine and ancillary supplies for use by MVUs are not stored by Meijer, but at the applicable health departments, where MVUs will load vaccines at the beginning of the day.

On-site vaccine storage

A 30x30ft in the command center has been designated for vaccine storage and equipped with refrigeration capabilities (ultra-low freezer, refrigerator). The command center is locked and accessible only with access card. Lead pharmacists (DoD, Meijer) coordinate pharmacy teams with DoD and Meijer pharmacy technicians and supply clerks. Meijer lead pharmacists are the only individuals permitted to access the vaccine freezer and refrigerator. Upon vaccine arrival, the data logger (cold chain monitor) is checked by the lead pharmacist. Personnel verifies that there was no temperature excursion during transit. Vaccines are immediately unpacked and placed in a proper storage unit per the manufacturer recommended temperature range. Vaccines inventory (lot numbers, expiration dates) and ancillary supplies inventory are conducted and logged by pharmacy staff. Discrepancies are reported to pharmacy lead personnel. Upon arrival, vaccines are first placed in a lockable 26 cubic foot ultra-cold freezer and placed in a refrigerator for defrosting the day prior to use. Vaccine temperature and data are reviewed and documented throughout the day to ensure vaccines remain at proper temperatures.

Vaccine preparation and onsite transportation

Vaccines are prepared in a clean, designated medication area away from potentially contaminated items. Vaccine preparation is conducted by Meijer and DoD pharmacy techs. The lead pharmacist arrives at the facility at 0630 (1.5 hours before clinic opening) to check vaccine status and move the amount of vaccine needed for the day from the ultra-low freezer to the refrigerator. 80 vials of vaccine are moved from the refrigerator for preparation. The lead pharmacist continues this process throughout the day in accordance with appointment and vaccination pace. Drawing of vaccines begins at 0700 (1 hour before clinic opening) Pharmacy techs prefill syringes and place them in portable baskets for transportation. Five drawers can prefill up to approximately 1,000 syringes per hour. The distribution of pre-filled syringes and ancillary supplies to vaccination stations occurs via pharmacy runners (DoD).

Residual dose allocation process

To ensure no vaccine doses are wasted, excess vaccines that are unused at the end of the day are administered to eligible recipients prioritized by SVI. The lead pharmacist notifies the site manager of anticipated unused vaccine if 50 appointments have been missed or less than 4,500 clients are scheduled for a day. The site manager then communicates the need to schedule additional appointments to MDHHS. MDHHS notifies stakeholders such as local health departments to reach out to clients regarding walk-in vaccine availability. Potential recipients of residual doses include clinical and non-clinical staff who are on-site, other support staff who are on-site, and residents waitlisted by the local health departments for the City of Detroit and Macomb, Oakland, and Wayne counties.

Attachments:



Attachment 1 – Vaccine Administration SOP Excerpt: Vaccination preparation Pharmacy Team

Attachment 1 – Vaccine Administration SOP Excerpt: Vaccination preparation Pharmacy Team

VACCINE ADMINISTRATION SOP

(...)

Vaccination preparation Pharmacy Team (See Appendix A)

1. Conducted by the Meijer pharmacy team and Title 10 pharmacy technicians.
2. Vaccine preparation pharmacy team duties and responsibilities
 - a. Vaccine delivery conducted through FEMA, MDHHS, and Meijer operating procedures.
 - b. Ultra-low temperature freezer and refrigerator are located in the vaccine command center. Both units will remain locked.
 - c. Meijer Command pharmacists are the only individuals who are permitted to have access to vaccine freezer and refrigerator.
 - d. An extra set of keys is available in a tamperproof bag in the event of an emergency.
 - e. Vaccine refrigerator and freezers are on backup power supply (emergency power) and a power failure action plan is in place.
 - f. Both units will utilize a digital data logger which will be analyzed by a pharmacist or designee twice daily in order to ensure appropriate temperatures are being kept.
 - a. A physical inventory of the vials remaining in the ultra-cold temperature freezer is conducted and compared to the Freezer Inventory Log. This log tracks all movement into and out of the ultra-cold temperature freezer. These numbers must match at all times.
3. Vaccine Preparation: Opening Procedure: Meijer Command Pharmacist
 - a. Pharmacist or designee **arrive** on site 1.5 hours prior to first appointment.
 - b. The pharmacist immediately **downloads** overnight temperature data from the data logger monitoring the vaccine storage freezer and refrigerators.
 - c. Beginning with the refrigerator data, **analyze** the overnight digital data logger information.
 -  a. If there are no temperature excursions overnight, the vaccine is cleared for use.
 -  b. If there are excursions, the data will be evaluated, and a clinical decision must be made utilizing by contacting the vaccine manufacturer to evaluate the excursion and stability data.
 1. **Label** vaccine: DO NOT USE while investigating
 2. **Quarantine** product in refrigerator
 3. **Contact** CPS&PDM
 4. Begin **Documentation** on Vaccine Storage Trouble Shooting record.
 - d. **Ensure** all data is exported and logged to Meijer PC.
 - e. **Move** the rest of the vaccine needed to support the clinic that day from ultra-low freezer to refrigerator.
 - f. **Remove** 80 vials from the vaccine storage refrigerator.
 - g. **Place** in a basket on the dilution table.

- a. **Label** basket with refrigerator removal time and must dilute time. (Labels)
 - b. This area should be free of clutter to eliminate any risk of dropping or knocking over vials since mRNA vaccines are delicate.
 - h. Throughout the day the pharmacist or designee continues this process to support appointment and vaccination pace.
- 4. Vaccine Preparation: DoD personnel, overseen by Meijer.
 - a. **Perform** proper handwashing hygiene before any vaccine handling.
 - 1. **Wash** hands with soap and water for at least 30 seconds.
 - 2. **Sanitize** with alcohol-based disinfectant.
 - 3. **Wear** latex-free gloves.
 - a. **Setup** and **Sanitize** workstations according to the designated diagram.
 - b. **Prepare** dilution and drawing station while vaccine is thawing.
 - c. All workstations are set up in the same manner to prevent inadvertent mix-up between diluted vs undiluted vaccine, empty syringes, saline syringes, and syringes containing vaccine.
 - d. Vaccine thawing and dilution tables are always separate from drawing tables.
 - e. NO food or drink allowed in the vaccine work stations.
 - f. Dilution:
 - 1. 1-2 diluters will **receive** thawed vaccine from pharmacist or designee once the 30min thawing time is up.
 - 2. **Handle** vaccine following the detailed instructions in the COVID-19 vaccine EUA. (see linked reference to the right.)
 - 3. Diluters will place diluted vials into a new basket labeled with BUD.
 - a. Restricting the diluting process to only 1-2 people at a time prevents errors such as double diluting.
 - b. The use of baskets will also prevent double diluting or drawing of undiluted vaccine.
 - g. Drawing:
 - 1. **Receive** vaccine from the diluted vaccine baskets.
 - 2. **Set out** 6 empty syringes.
 - a. This allows us to know how many doses we get out of a vial.
 - b. Place empty vaccine vial in basket labeled 5,6,7 corresponding to the number of doses pulled out of the vial.
 - c. This serves as a triple check against the number of vaccines logged and processed at the end of the day.
 - 3. **Draw** vaccine following the detailed instructions in the COVID-19 vaccine EUA. (see linked reference to the right.)
 - a. **Inspect** syringe for bubbles and double check appropriate dose drawn.
 - b. **Place** drawn syringes into a new colored basket, properly labeled with a beyond use time.

- i. This prevents empty syringes or wrong doses from reaching the administration floor.
 - c. **Place** CDC cards in basket with ready to administer vaccine.
 - d. **Place** completed baskets into the “syringes ready for logging area.”
 - e. Meijer Pharmacist or designee will **log** all syringes leaving the pharmacy command center.
 - f. **Write** the quantity of syringes in the basket on the BUD label.
 - g. **Place** the basket in the ready for runner zone.
- h. Running and Administration: DoD
 - 1. **Place** vaccine baskets in cart and take down to floor level via elevator.
 - 2. **Deliver** baskets by hand to each vaccine station.
 - a. **Do NOT** use cart on brick paver floor to avoid shaking and jarring of the vaccine.
 - b. Runners **return** empty baskets to the command center upon retrieval of new baskets.
 - 3. **Place** BUD label with qty in box in command center as a triple check at the end of the night of doses going out onto the floor.
 - 4. **Administer** vaccine to patients according to EUA guidance. (Referenced to the right.)
 - 5. **Complete** a visual inspection of dose prior to injection.
 - 6. **Report** vaccine waste that occurs on the administration floor to Command Center Pharmacist immediately.
 - 7. **Document** cause of waste/error on unused CDC card and place in designated bin in the pharmacy command center.
- i. Daily Routine Tasks:
 - 1. Temperature checks on all refrigerators and freezers with vaccine inside at least 2 times daily.
 - 2. Trash bins emptied and trash taken outside the pharmacy.
 - 3. Workstations cleaned with proper agents between vaccine preparation or at least hourly.
 - 4. **Report** vaccine waste or vial damage that occurs to Command Center Pharmacist immediately.
 - 5. **Document** cause of waste/error on unused CDC card and return to designated bin in the pharmacy command center.
- j. Night/Closing Operations: Command Center Pharmacist/Meijer
 - 1. **Remove** 1 tray of vaccine for the next day from the ultra-low temperature freezer (-60 to -80 degrees Celsius) utilizing appropriate gloves.
 - 2. **Place** vials in the pharmacy refrigerator for overnight thawing.
 - a. **Label** the time of removal from the ultra-low temperature freezer and beyond use date is labeled on the vaccines, this is then logged on the inventory logger.

3. **Reconcile** doses drawn, logged out of pharmacy, ran to the administration floor, and processed in EPS at the end of the night.
4. **Log and Report** all vaccine waste reported via CDC cards in command center.

(...)

Supply Ordering and Storage

Points of Contact:	
Primary agency	MDNR-IMT Logistics Section Chief – Rotating
Supporting agencies	Ford Field – Kristen Dale, 989-529-2059 MDTMB – Ryan Cross, 517-342-4840 MSP/EMHSD – Wendy Galbreath, 517-449-8956

Mission:

Ensure adequate levels of medical and non-medical supplies are available through storing and monitoring supplies on-hand, and ordering additional supplies, when needed.

Agencies:

Ford Field provides a variety of non-medical supplies.

The Michigan Department of Natural Resources Incident Management Team (MDNR-IMT) maintains dashboards for the tracking of PPE and medical supply levels, monitors supply levels, and orders medical and non-medical supplies, when needed.

The Michigan Department of Technology, Management, and Budget (MDTMB) delivers PPE and medical supplies from state COVID-19 warehouses to Ford Field.

Michigan State Police/Emergency Management and Homeland Security Division (MSP/EMHSD) personnel at the State Emergency Operations Center (SEOC) processes resource and supply requests received from the MDNR-IMT.

Concept of Operations:

PPE and medical supply monitoring

The MDNR-IMT developed and maintains a dashboard to track levels of outgoing and on-hand PPE and medical supplies. Information for the dashboard is entered via a survey application when supplies are checked out or unused supplies are returned to the supply room. Information can be filtered and displayed based on facility or mobile unit use and date.

PPE and medical supply ordering

The MDNR-IMT Logistics Section monitors supply levels through the dashboards and orders new supplies through the MI CIMS incident management platform, when needed. Requests for supplies are then processed through the SEOC Logistics Section. MDTMB fulfills supply requests. PPE supplies are generally replenished on a weekly basis. However, MDTMB distribution trucks travel from the Lansing area (location of state COVID-19 warehouses) to Detroit daily and can transport supplies to Ford Field on shorter notice, when needed.

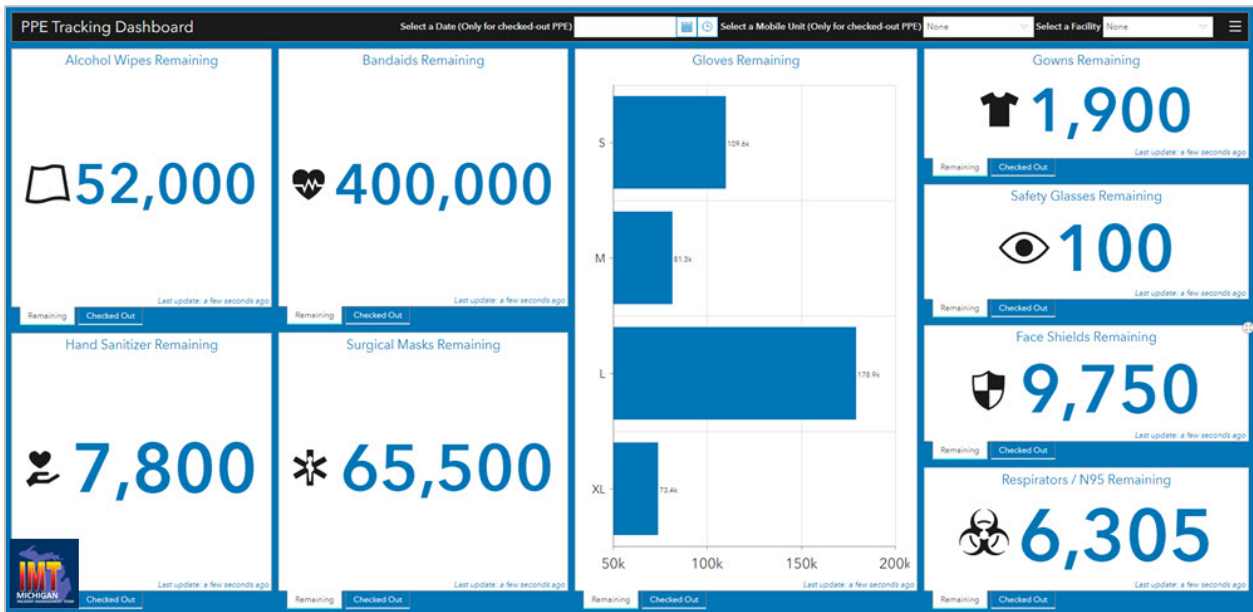
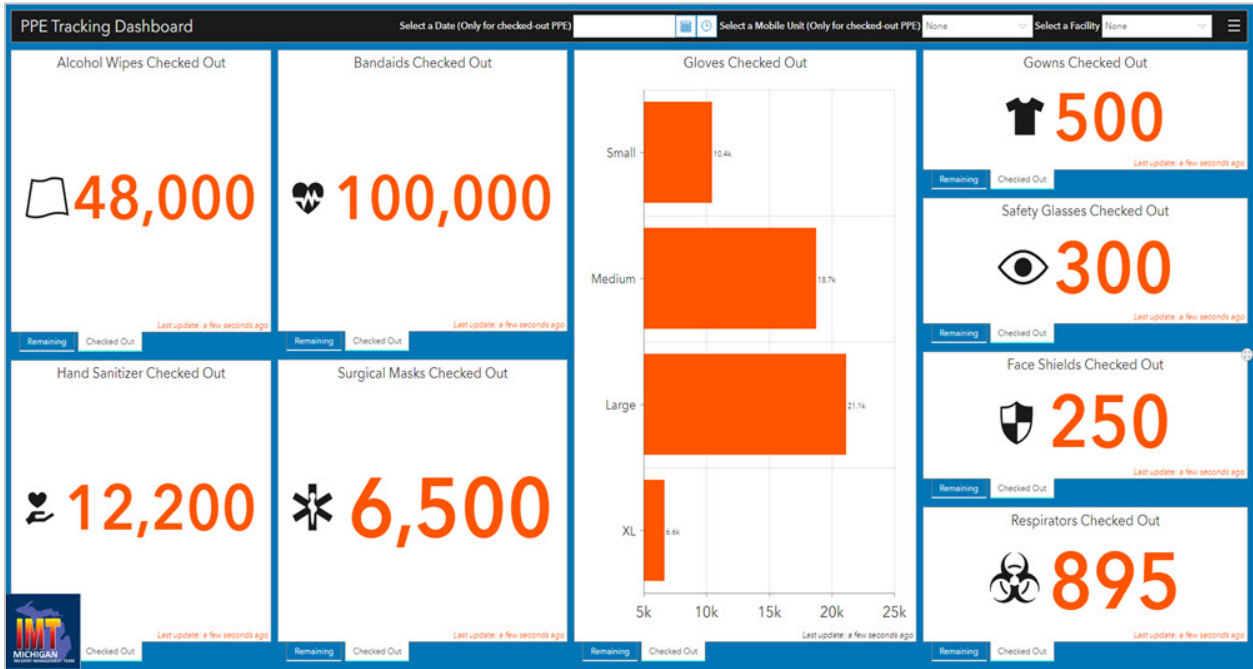
Non-medical supplies

Ford Field provides various non-medical supplies such as styrofoam cups, napkins, etc. Additional non-medical supplies that are required at the site can be ordered through the MDNR-IMT Logistics Section, as needed. Requests for supplies are entered on the MI CIMS incident platform and processed through the SEOC Logistics Section.

Attachments:

Attachment 1 – PPE Tracking Dashboard Examples

Attachment 1 – PPE Tracking Dashboard Examples



Client Scheduling

Points of Contact:	
Primary agency	MDHHS – Jean Ingersoll, 517-582-4660
Supporting agencies	Meijer – Through MDHHS

Mission:

Provide for an efficient and accessible vaccination scheduling process available to the public that gathers all relevant client information and provides clients with clear information on when, where and how to access their vaccines.

Agencies:

Meijer provides the client registration and scheduling systems for the site, which can be accessed on their website.

The Michigan Department of Human Services (MDHHS) coordinates with its call center partners to operate the MDHHS COVID-19 hotline, which provides registration and scheduling services to clients that require support or do not have access to the internet. MDHHS also coordinates transportation opportunities for clients without access to transportation.

Concept of Operations:

Client registration system

To receive an appointment, clients need to complete separate registration and a scheduling process. Registration is available via web (<https://clinic.meijer.com/register/CL2021>), text (EndCovid to 75049), or voice call (MDHHS COVID-19 hotline, 888-535-6136). Text and web clients create a patient profile on the Meijer website. Hotline staff creates a profile on the Meijer website on behalf of phone/voice clients. At the end of the registration process, the client selects voice or text notification for the scheduling process.

The voice call option is primarily targeted at individuals without access to the internet or who may need assistance with the registration and scheduling process. All others should use the text or web options.

Client scheduling system

Four days before appointments are available, clients receive a text notification or phone notification on their selection during the registration process. Both text and phone/voice clients are given a 4-day selection of available dates and times for their appointment. Text clients make their selection on the Meijer website. Phone/voice clients are required to call back the MDHHS COVID-19 hotline for scheduling.

All clients receive a copy of the vaccine fact sheet and anti-discrimination documents. Text clients will receive digital copies. Phone/voice clients receive paper copies on-site before their vaccination. Text clients also receive a “what’s next” document with their day-of-appointment information (parking, etc.). Voice/phone clients receive their appointment information verbally from hotline staff.

Transportation support scheduling

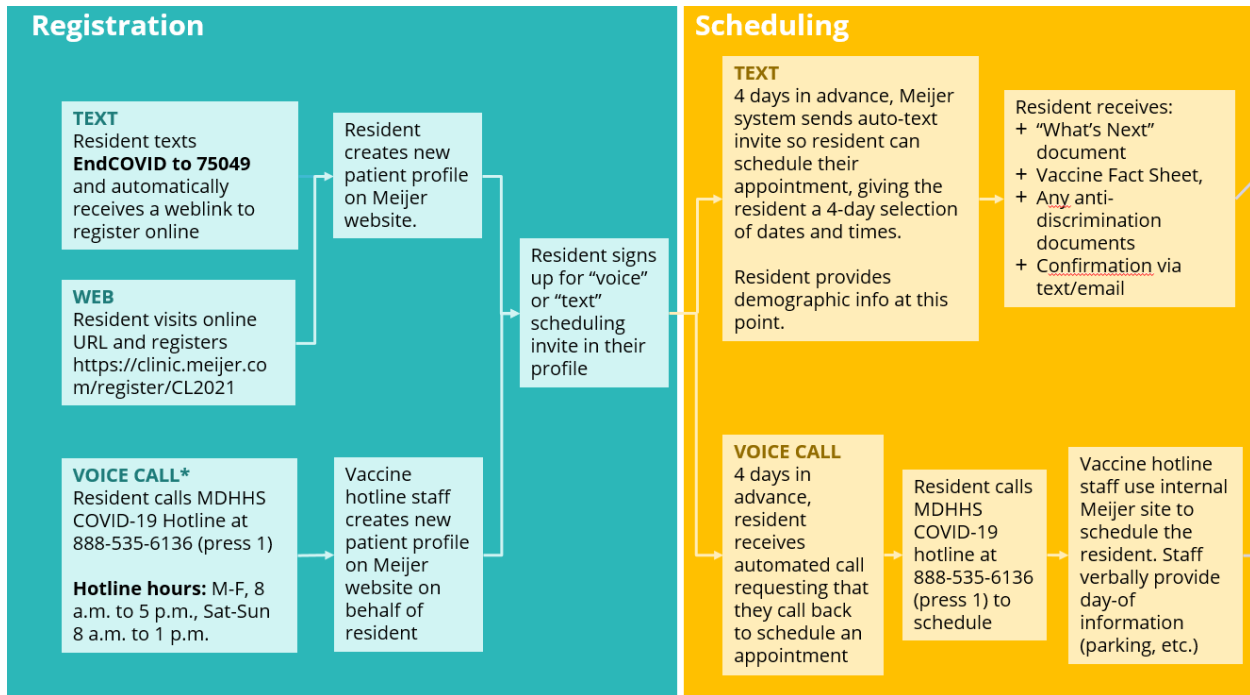
MDHHS coordinates with contractor ModivCare to provide transportation opportunities for clients that do not have access to transportation to Ford Field. Clients identify transportation needs during the scheduling process. MDHHS then arranges for client transportation by providing the contractor with client information, appointment date and time, and needs for additional assistance, if applicable, via email. Within 24 hours of receiving transportation request, ModivCare will contact the client. Single-passenger, curb-to-curb transportation is then provided during a transportation window based on the scheduled vaccination time and date. Drivers wear PPE and assist clients that require functional needs support. ModivCare provides weekly reports on scheduled, completed, and incomplete trips.

At site opening, discussions are ongoing to provide additional transportation assistance to clients from Macomb, Oakland, and Wayne counties.

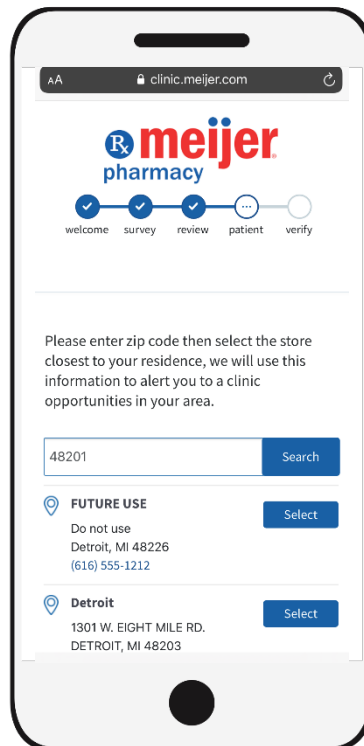
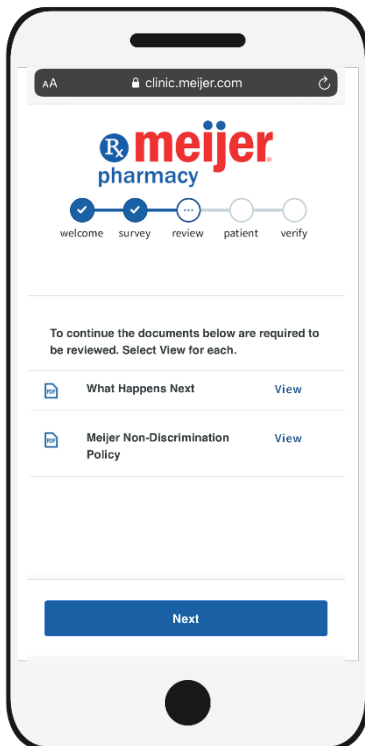
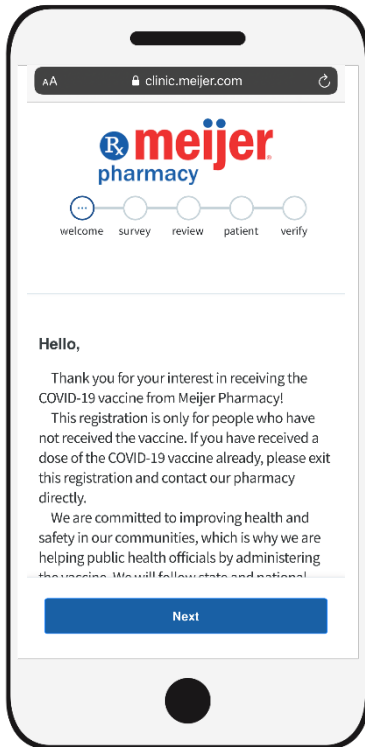
Attachments:

- Attachment 1 – Registration/Scheduling Process Flow Chart
- Attachment 2 – Mobile Registration Platform Examples
- Attachment 3 – Registration Demographic Data Collection Sample
- Attachment 4 – Web Scheduling Interface Examples

Attachment 1 - Registration/Scheduling Process Flow Chart



Attachment 2 – Mobile Registration Platform Examples



Attachment 3 – Registration Demographic Data Collection Categories

Critical Information Requirements (CIRs) For Demographic Data ONLY	Options	Method
Self-Identified Race	American Indian or Alaska Native	Multiple Choice Check (<i>must be connected to ethnicity response to report accurately - see next tab for reporting</i>)
	Asian	
	Native Hawaiian or Other Pacific Islander	
	Black or African American	
	White	
	Other Race	
	Unknown Race	
Self-Identified Ethnicity	Hispanic or Latino	Multiple Choice Check (<i>must be connected to ethnicity response to report accurately - see next tab for reporting</i>)
	Not Hispanic or Latino	
	Unknown Ethnicity	
Self-Identified Gender	Male	Multiple Choice Check
	Female	
	Non-Binary	
	Prefer to Not Say	
Self-Identified Age	0 – 4 Years Old	Multiple Choice Check
	5 – 17 Years Old	
	18 – 29 Years Old	
	30 – 39 Years Old	
	40 – 49 Years Old	
	50 – 64 Years Old	
	65 – 74 Years Old	
	75 – 84 Years Old	
	85 Years Old and Older	
Self-Identified Disability	Yes	Multiple Choice Check
	No	
	Prefer to Not Say	

Attachment 4 –Call Center Scheduling Interface Screenshots

meijer pharmacy

Choose your preferred appointment time

23 March 2021 Availability for Meijer Ford Field FEMA Gate G Week 1

Timezone: America/Detroit

Mon, Mar 22, 2021 Tue, Mar 23, 2021 Wed, Mar 24, 2021 Thu, Mar 25, 2021 Fri, Mar 26, 2021 Sat, Mar 27, 2021 Sun, Mar 28, 2021 Mon, Mar 29, 2021

Morning Slot Available

Afternoon Slot Available

meijer pharmacy

Enter your details to book an appointment (slot held for 4 minutes, 11 seconds) COMPLETE

First name * John ✓

Last name * Smith ✓

Email address * john.smith@prodigy.net ✓

Phone number * (616) 555-1212 ✓

I want to receive SMS reminders

Appointment Date: Tuesday, March 23, 2021 9:00 AM

Subject: COVID-19 Vaccine - Tuesday

meijer pharmacy

Thank you for making your appointment. Please review your confirmation email for the link to request accommodations or for any other special requests -- John Smith

We look forward to seeing you at

Location: Meijer Ford Field FEMA Gate G Week 1

Time: 9:00 AM (America/Detroit)

Date: Tuesday, March 23, 2021

To Discuss: COVID-19 Vaccine - Tuesday

You will receive an email confirmation shortly. From here you can also cancel or reschedule your appointment at any time

Hi Sandeep Shenoy,

This is to confirm your appointment for a COVID vaccine at Meijer Ford Field FEMA Gate A Week 1. Thank you for scheduling your vaccine with Meijer.

Red Gate A - Free parking is available in the Gem Theater Parking Garage located at 1910 Brush St Detroit, MI 48226. Guests must enter Gate A. Masks are required inside Ford Field.

If you need transportation to and from the Ford Field Community Vaccine Center or any other accommodation or disability assistance for your vaccine appointment, please indicate using this form: <http://bit.ly/FordFieldAssist>

To ensure social distancing and to maintain appointment times there is no need to arrive early, please visit the check in station at your scheduled appointment time.

Your details are as follows:
 Date: March 23, 2021
 Time: 9:05 AM
 Location: Meijer Ford Field FEMA Gate A Week 1, 1910 Brush St, Detroit, MI, 48226, United States of America (USA)

We look forward to seeing you at Meijer Ford Field FEMA Gate A Week 1.

To cancel your appointment any time please visit: <https://gd.page.link/JQ83C1>

Meijer
 Powered by Outini Ltd - www.outini.com

1:59 Messages at 50%

us.quidini.com

meijer

Hi John Smith

Thank you for booking an appointment with us. Your appointment details are:

9:00 AM
 Tuesday, March 23, 2021

Service
 COVID-19 Vaccine - Tuesday
 5 minutes

Store Location
 Meijer Ford Field FEMA Gate G Week 1
 1910 S. Brush
 Detroit, MI 48226
 United States of America (USA)

Client Intake and On-Site Registration

Points of Contact:	
Primary agency	Meijer – through MDHHS
Supporting agencies	Bromberg Translations – through Site Manager DoD – LTC Shay Edwards, 505-379-9109 Ford Field – Kristen Dale, 989-529-2059

Mission:

Ensure that all persons entering the POD are welcomed and processed, including being medically screened, directed to the appropriate resources, and registered.

Agencies:

Bromberg Translations provides translation and sign-language services.

Department of Defense (DoD) personnel greets clients, ensures directional flow, and staffs registration desks.

Ford Field provides guest services personnel for greetings and client orientation.

Meijer maintains the registration platform and provides staff for oversight and direction in the registration area.

Volunteers support access and functional needs clients with mobility assistance.

Concept of Operations:

Greeting

Greeting staff stationed at each gate are a mix of medical and non-medical personnel, including personnel from DoD and Ford Field guest services. Greeters welcome clients to the facility, ensure they are correctly wearing facial coverings, verify appointments, identify individuals with access and functional needs, perform a basic COVID-19 screening, and direct clients to appropriate resources. Clients with appointments are directed to the queue for the registration area. Walk-up and access and functional needs clients are directed to the help desk area.

COVID-19 screening

Greeters perform a basic medical screening. This includes completion of a questionnaire to determine if clients have experienced symptoms of COVID-19 and/or had contact with individuals known or suspected of having contracted COVID-19. Following the questionnaire, greeters will screen the temperature of clients without COVID-19 symptoms and/or exposure with handheld devices (temperature of client should be below 100.4°F). If the questionnaire or temperature screening indicate potential sickness, clients will be referred to a pharmacist stationed in the registration area for consultation. Clients that pass the medical screening will be directed to the appropriate resources in the facility.

Help desk

Help desk staff connects clients that require assistance with appropriate resources to ensure they can receive their vaccination. Access and functional needs clients are connected to functional

needs support services, such as mobility assistance, sighted guides, and translation or sign-language services (interpreters with Bromberg Translations are on site for American Sign Language, Arabic, Chinese and Mandarin, Spanish, and Bengali, and other language needs can be accommodated through video and audio remote interpreting). If required, access and functional needs clients can be linked with an aid (“ambassador,” staffed by volunteers) that accompanies the client throughout the entire clinic from registration to departure. The help desk can also provide forms assistance and register walk up clients (see Walk-up clients below).

Walk-up clients

Greeters identify residents that arrive at the facility without a scheduled appointment. If a walk-up client is eligible for vaccination under current State of Michigan eligibility guidelines, they are directed to the help desk area to receive paper registration forms if the current flow of clients is low (less than 30-minute wait time). After filling out their registration form, they enter the queue for the registration desk, where they are scheduled for the next available vaccination timeslot (this may not be on the same day). If wait times are longer than 30 minutes and not conducive to the schedule of the walk-up client, assistance is provided to schedule an appointment on a later date. If greeters cannot visibly determine an estimated wait time, they should contact the clinic manager.

If a walk-up client is not eligible for vaccination under current state guidelines, they can wait for or be placed on a call-back list for potential residual vaccine availability at the end of the day.

Registration

Seven registration desks are available at Gate A and nine at Gate G. Registration desks are staffed by DoD personnel with additional administrative support and oversight provided by Meijer. Registration staff verifies the identity of the client and their appointment time and asks them pre-vaccination procedure screening questions. Clients that have scheduled their appointments via phone/voice call receive paper copies of the vaccine fact sheet and anti-discrimination documents (clients that scheduled via text and web options have already received digital copies). In addition to staff at the registration desks, one pharmacist is assigned at each registration area for client education. If registration staff identifies potential contraindications or medical issues during the registration process, the client is referred to the pharmacist for consultation. Clients also receive their vaccination record card at registration. Clients are further provided with a sticker, and registration staff indicates on the sticker if the standard post-vaccine observation period of 15 minutes applies to the client (black mark on sticker), or if an extended observation period of 30 minutes is recommended (red mark). After completing the registration process, client flow monitors (DoD) direct the client to enter the queue for the next available vaccination station.

Registration backup process

Should on-site registration systems become unavailable, for example due to registration system or Wi-Fi interruptions, the registration process transitions to a paper system immediately. The daily list of scheduled appointments is maintained. Data collection required to verify, and check-in scheduled clients continues on paper forms. The walk-up process is also supported by backup paper forms.

Client records handling

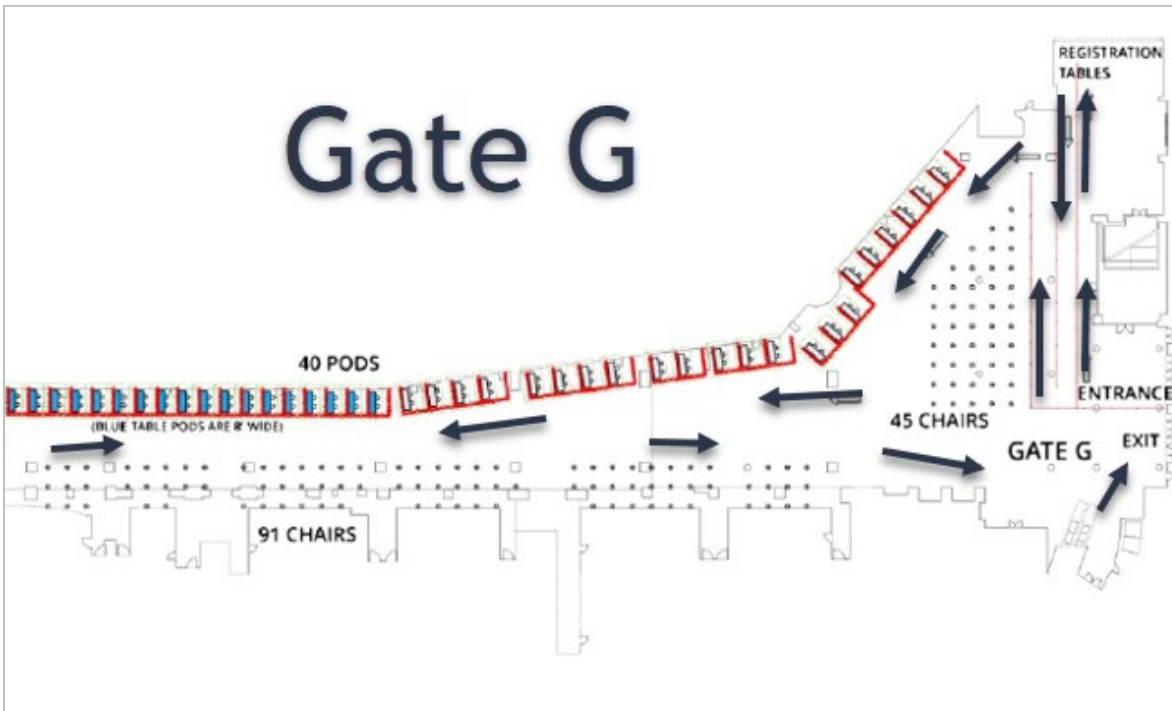
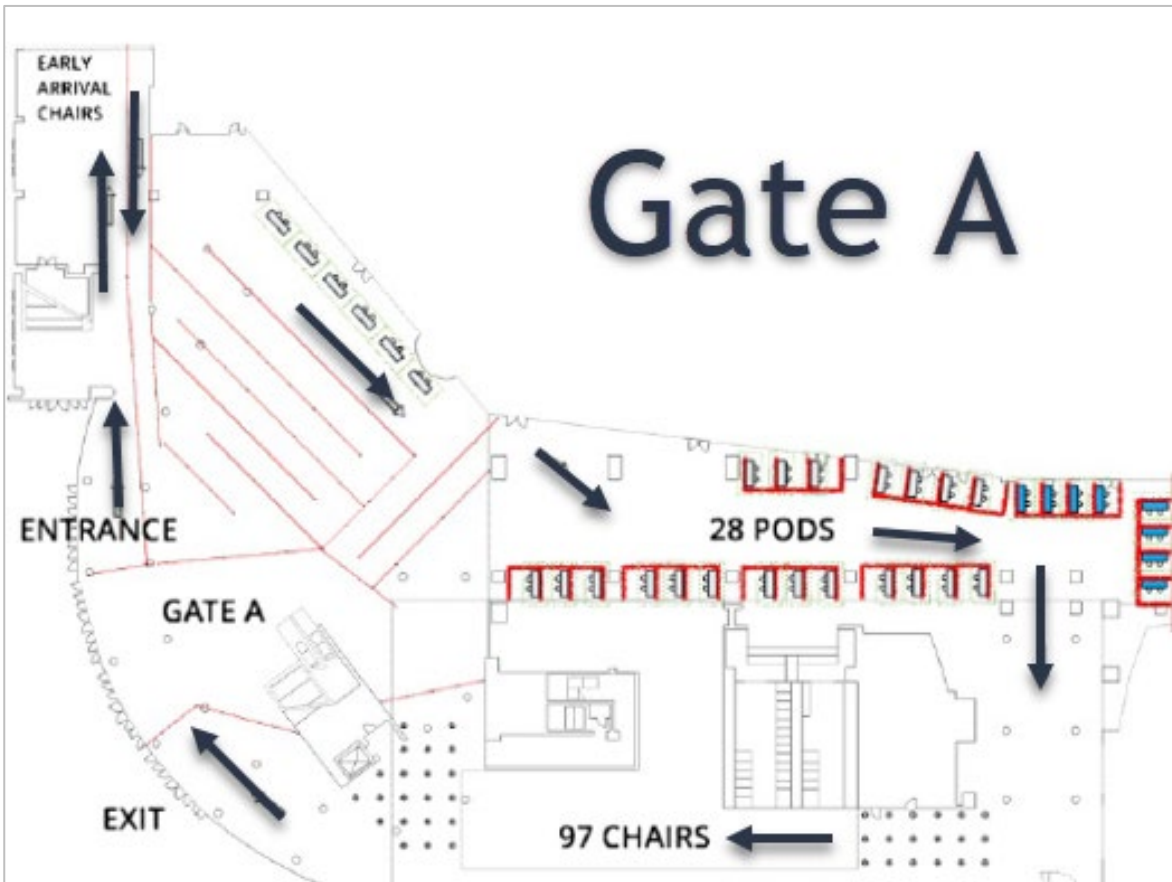
The registration desks will handle all client records in accordance with safeguards established by Meijer. Paper forms used for walk-up clients or during registration system outages are kept secured and away from clients at the registration desks before being collected. Records of all immunizations are entered into the Michigan Care Improvement Registry (MCIR) within 24 hours of administration by Meijer.

Attachments:

Attachment 1 – Gate Layouts and Client Flow

Attachment 2 – Vaccine Administration SOP Excerpts: Pre-Check In, Registration Station,
Translation Services

Attachment 1 – Gate Layouts and Client Flow



Attachment 2 – Vaccine Administration SOP Excerpts: Pre-Check In, Registration Station, Translation Services, Administration Support

VACCINE ADMINISTRATION SOP

(...)

Pre-Check In:

1. Personal Protective Equipment (PPE): All greeters and pre-check-in personnel must wear appropriate PPE which includes a face covering (mask or face shield).
2. Greeter personnel (military service members and Ford Field personnel) will be located at the Brush Street entrance (Gate A) and the St. Antoine Street entrance (Gate G) to welcome and receive the client into Ford Field initiating the client experience to receive their COVID-19 vaccine.
3. Duties and Responsibilities at the door
 - a) Greet the client.
 - b) Ensure client has facial covering or face shield and is wearing it correctly.
 - c) Screen client for a temp greater than 100.4F (38.0 C)
 - d) Identify additional accommodations the client requires.
 - i-Support companion
 - ii-Wheelchair/assistive device
 - iii-Translation services. (Appendix 02)
 - iv-Service animal (Follow Ford Field policy and procedures
 - e) Upon entry to the facility, clients will be asked if they have a confirmed appointment and if they completed an electronic screening questionnaire.
 - f) Clients who have completed an online questionnaire and have a confirmed appointment will be escorted to a registration station.
 - g) Clients who have NOT completed an online questionnaire will be referred to a Meijer pharmacy staff member to complete a paper questionnaire.

Registration Station:

1. Personal Protective Equipment (PPE): All registration personnel must wear appropriate PPE which includes a face covering (mask or face shield).
2. Registration personnel will verify the client's appointment from the Enterprise Pharmacy System (EPS) through the Immunization Portal.
 - a. Verification consists of appointment confirmation and identification of additional client needs.
3. Conduct screening with patient prior to vaccination, based on preregistered information input into EPS.
 - a. Assess persons 16 years of age and older for vaccination with Pfizer-BioNTech COVID-19 vaccine based on the following criteria:
 - Verify Client has not completed a COVID-19 vaccination series, regardless of brand. (If 2 doses of an mRNA vaccine have been administered or a single dose of Johnson and Johnson vaccine has been administered, no additional doses are recommended).
 - Verify if the client is receiving their first COVID-19 vaccine or is receiving their second COVID-19 vaccine (weeks 4,5,6). No second doses weeks 1,2,3. – consent form from Meijer filled out electronically during

registration. If there is an issue, DoD raises flag and Meijer pharmacy team will complete the screening.

- Weeks 4,5,6: If client has received 1 previous dose of Pfizer-BioNTech COVID-19 Vaccine, then administer the second dose at an interval of at least 21 days and preferably before 42 days.
- Do not administer Pfizer-BioNTech COVID-19 Vaccine at the same time as other vaccines; separate Pfizer-BioNTech COVID-19 Vaccine by 14 days before or after the administration of other vaccines.
- Defer vaccination with Pfizer-BioNTech COVID-19 Vaccine for at least 90 days for persons who received passive antibody therapy (monoclonal antibodies or convalescent plasma) as part of COVID-19 treatment.
- Screen for contraindications and precautions.
 - a) Contraindications:
 1. Severe allergic reaction (e.g., anaphylaxis) after a previous dose or to a component of an mRNA COVID-19 vaccine (Moderna or Pfizer-BioNTech)
 2. Immediate allergic reaction± of any severity to a previous dose or known (diagnosed) allergy to a component of the vaccine.
 - Get copy of consent form.
 - Provides timestamp for patient on when they are permitted to leave.
 - a) Determination is based upon preregistration form for allergies and known adverse reaction history (15 or 30 min.). Observation times will be color-coded and written on client badge in marker: black = 15 min. and red = 30 min.

Translation Services

1. Personnel in association with Brownberg Translation Services will be located both Gate A and Gate G in the help desk area. Languages provided onsite:
 - b) American Sign Language (ASL)
 - c) Arabic
 - d) Chinese and Mandarin
 - e) Spanish
 - f) Bengali
2. Mobile stations will be available to support all language needs.
 - a) Each mobile station will have access to video and audio remote interpreting.
 - b) An iPad and remote wireless speaker will be on each station.
 - c) Supermax-trained personnel or the interpreters (Brownberg) can utilize mobile stations.
 - VRI associate will not have to be present to utilize VRI equipment.
 - All VRI units will be charged nightly by onsite staff.
 - Greeters and registration staff will have “I Speak” cards to help identify language.

Routers/Ushers/Runners

1. Personal Protective Equipment (PPE): All registration personnel and greeters must wear appropriate PPE which includes a face covering (mask or face shield).

2. Team members designated as an usher will coordinate the reception of the client to designated pathway – take from registration to vaccine area.
3. Team members designated as runners will facilitate the management and re-supply of the designated areas they are located.
4. Responsibilities:
 - a. Greet the client.
 - b. Identify additional accommodations the client may need.
 - c. Guides or escorts client through the concourse of Ford Field from the check-in entrance area to their designated waiting area to receive the vaccine.
 - d. Address client questions or concerns – or locate staff who is able to.
 - e. Returns used wheelchairs to designated area for
 - f. Lead Router/Usher duties and responsibilities
 - i. Delegates main routers in their tasks and responsibilities as indicated above.
 - ii. Assists in flow of clients.

(...)

Administration Support

1. Administrative Support duties and responsibilities
 - a) Greet the client.
 - b) Inform the client of documentation process.
 - c) Verify client's demographic information.
 - d) Document above noted information into the EPS system.
 - e) Document above noted information onto CDC approved vaccination card.
 - f) Give CDC approved vaccination card to client.
2. Document vaccination into EPS system
 - a) Document the vaccine and the date it was administered.
 - b) Manufacturer,
 - c) Lot number
 - d) Vaccination site
 - e) Route
 - f) Name and title of the person administering the vaccine.
3. Vaccination record card:
 - a) Date of vaccination
 - b) Product name/manufacturer
 - c) Lot number

(...)

On-site Vaccine Administration

Primary agency/Point of Contact:	Henry Ford Health System – Dr. Steven Rockoff, 412-951-7222 DoD – LTC Benjamin Crandall, 805-354-4290
Supporting agencies/Points of Contact:	MDHHS – Jean Ingersoll, 517-582-4660

	Meijer – Through MDHHS MDNR-IMT Planning Section Chief – Rotating
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Mission:

Safely and efficiently administer vaccine to clients on-site, observe clients for immediate adverse reactions, and facilitate check-out process before clients depart the facility.

Agencies:

The U.S. Department of Defense (DoD) provides vaccinators and personnel for the waiting areas, observation area, and client check-out.

Henry Ford Health System provides civilian oversight for vaccination operations and develops and maintains medical procedures.

Meijer and the Michigan Department of Natural Resources (MDNR) Incident Management Team (IMT) track and report vaccine and appointment information for each day.

Concept of Operations:

Vaccination queue

While clients are in the queue, patient flow monitors and booth directional assistance staff (DoD) identify the next available vaccine station and direct clients there based on the order in which they arrive. Staff will speak with clients to identify any issues that may impact the manner in which their vaccine will be administered (e.g., functional needs, faith-based preferences, privacy preferences, or clothing choices that result in the need for privacy curtains to be drawn and chaperones to be present for vaccinations, the need to be vaccinated by a vaccinator of a specific gender, etc.).

Vaccine administration

There are 28 vaccination stations available at Gate A and 40 at Gate G. Vaccination stations are equipped with a biohazard sharps container for syringes and needles, and another general waste receptacle that can be used for PPE, alcohol pads, etc. Each vaccination station can be enclosed with a curtain, allowing for privacy of the client. There are between 30 and 60 vaccinators (DoD) present at the facility throughout the day. Vaccinators should administer approximately nine vaccines per hour. All clients or their guardian have received vaccine information statements (VISs) during the registration process before they get to the vaccination station. Vaccinators screen all clients for contraindications and precautions for specific vaccines in use before administering the vaccine. Vaccination personnel use proper hygiene techniques to clean hands before vaccine administration, between patients, and anytime their hands become soiled. They wear appropriate PPE, as directed. Vaccines are administered using the aseptic technique and as specified by the manufacturer. Any clients with a needlestick injury, a vaccine administration error, or urgent medical problem are evaluated immediately and get referred to additional medical care, if needed. The vaccinator notes the time of the vaccination, and the booth at which the vaccination was administered, on the sticker that the client received at registration. The vaccinator completes the information on the vaccine record card and provides the client with instructions on how to exit to the observation area.

Station monitors (DoD) identify vaccination and other supply needs and guide runners to vaccination stations for resupply.

Post-vaccine observation

Observation areas include 97 chairs at Gate A and 91 at Gate G. Each observation area will also feature partitioned sections with one to two beds for clients that may need to lay down temporarily. Observation areas are staffed with one recovery observer for every ten clients in the area, a medical provider (MD/DO/APP), and one nurse. Clients remain in the observation for 15- to 30-minute observation period (self-monitored, clients are not constrained from leaving the facility). The recovery observers greet the client and inform them of their wait time. They observe clients and connect them with medical aid, if needed. The medical providers assist in the observation of clients and provide medical insight where necessary. Nurses conduct the assessment of individuals experiencing adverse reactions, initiate first aid, and request provider or ALS support, if needed. ALS support is available at both gates. If an adverse reaction occurs, the lead vaccinator/charge RN located in the vaccination area will report the event in the Vaccine Adverse Event Reporting System (VAERS), pending decision from the Medical Director.

Client check-out and egress

Non-clinical patient flow personnel are assigned to each observation area to direct departing clients toward their parking area or mode of transportation.

Reporting

Meijer provides daily vaccination reports by noon of the following day. Data points include first doses administered (for two-part series vaccines), final doses administered (second dose in two-part series or single-dose vaccine), cumulative first doses, cumulative final doses, cumulative doses by manufacturer, cumulative booked and completed appointments, demographic information on recipients (including disability status), and wasted doses. Meijer can provide spot reports showing filled appointments/appointment no-shows, number of walk-ins, etc., throughout the day.

The MDNR-IMT maintains a dashboard that tracks scheduled appointments, cancelled appointments, walk-ups, opened but unused vaccines, and spoiled vaccines. The dashboard is updated daily.

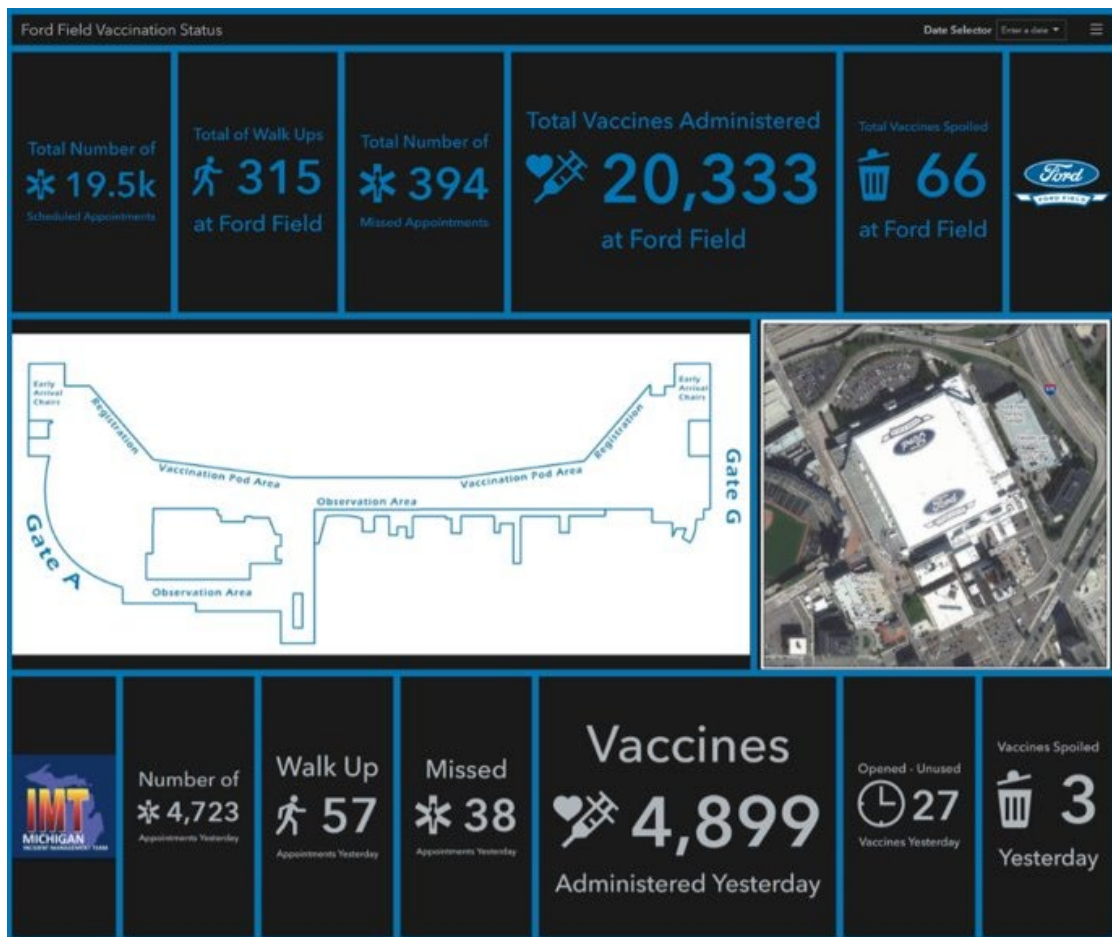
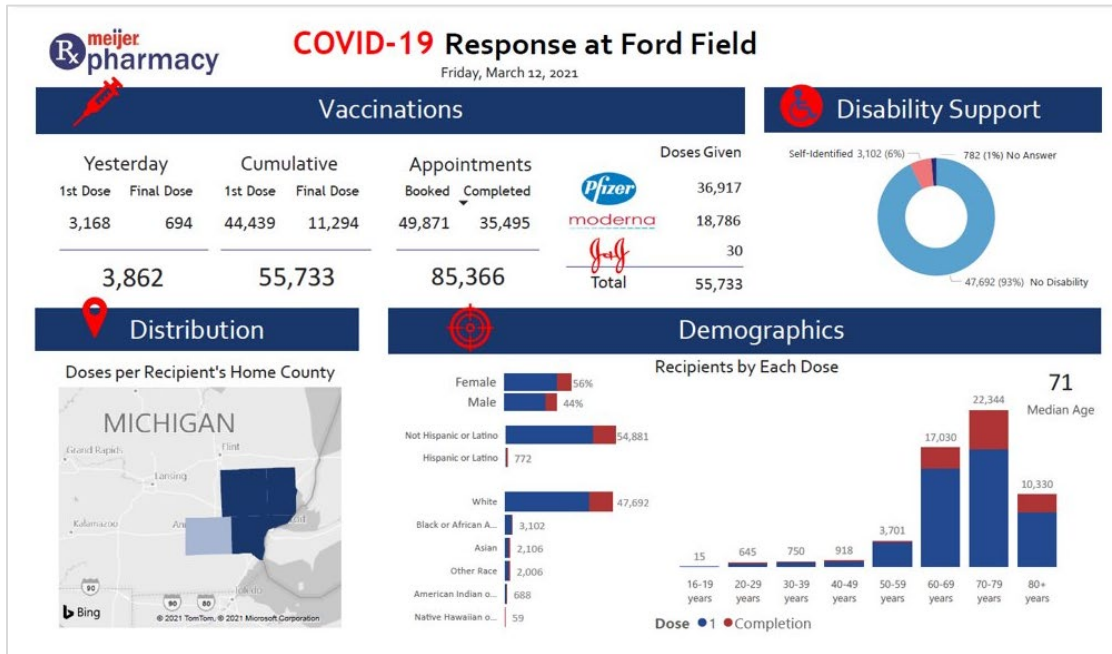
Attachments:

Attachment 1 –Vaccine Administration Dashboard Examples

Attachment 2 – Vaccine Administration SOP Excerpts: Vaccination preparation Pharmacy Team, Observation Area

Attachment 3 – Guidelines to COVID-19 Vaccine Handling & Logistics Excerpts: Administration, Safety

Attachment 1 – Daily Vaccine Administration Dashboard Examples



Attachment 2 – Vaccine Administration SOP Excerpts: Vaccination preparation Pharmacy Team, Observation Area

VACCINE ADMINISTRATION SOP

(...)

Vaccination preparation Pharmacy Team (See Appendix A)

(...)

- k. Accidental Needlestick and/or Exposure to Bloodborne Pathogens
 1. Bloodborne pathogens are infectious microorganisms in human blood that can cause human disease. Potential pathogens include, but are not limited to, hepatitis B (HBV), hepatitis C (HCV) and human immunodeficiency virus (HIV).
 2. Needlesticks and other sharps-related injuries may expose clinic workers to bloodborne pathogens.
 3. In cases where clinic staff are part of a “needlestick” event and/or been exposed to a blood-borne pathogen, attending medical personnel should refer to, and utilize, the following documents found in Appendix 09-12.
 - a. Blood Born Pathogen (BBP) exposure for DoD Support (Appendix 09)
 - b. JFLCC Blood and Body fluid exposure Report (Appendix 10)
 - c. Sharps Injury report log (Appendix 11)
 - d. CCIR Report form (Appendix 12)
 - e. All items will be reported through the chain of command.
- l. Anaphylactic Reaction
 1. If a client receiving the COVID-19 vaccine begin to experience signs of an allergic reaction to the vaccine, the onsite Emergency Medical Services (EMS) personnel will be charged with the direct care of the client. On-site licensed personnel (e.g., RN, APP, M.D.) may be consulted at the discretion of the EMS personnel.
 2. Identified Lead Vaccinator/Charge RN located in the Vaccination area will be responsible for completing the Vaccine Adverse Event on paper or entering information into the Vaccine Adverse Event Reporting System (VAERS), pending decision from the Medical Director.
 3. A VAERS report form will be available to on-site medical personnel or using this website:
 - a. Vaccine Adverse Event Reporting System (VAERS) (hhs.gov)
 - b. VAERS fillable pdf report (Appendix 14)
 - c. CCIR Report form (Appendix 12)
 4. Follow policy and procedures for emergency use of Epinephrine.
 - a. Emergency use of Epinephrine for anaphylaxis (A 13)

(...)

Observation Area:

Vaccination observers located in each observation area should observe patients after vaccination to monitor for the occurrence of immediate adverse reactions:

1. 30 minutes:
 - a) History of an immediate allergic reaction of any severity to a vaccine or injectable therapy.
 - b) Contraindications to Janssen COVID-19 Vaccine who receive Pfizer-BioNTech Vaccine
 - c) History of anaphylaxis due to any cause.
2. 15 minutes: All other persons
3. Advanced Life Support (ALS) will be available and will provide ALS services according to their current policies and procedures.
4. Observation Process
 - a) Recovery observers (1 observer/10 patients)
 - Greet the client.
 - Inform the individual of their wait time.
 - Provide the individual with information on the V-Safe application.
 - Watch for signs of anaphylaxis.
 - Link individuals with First/Aid as needed – identify Ford Field staff to assist in the event of an emergency.
 - b) Provider (MD/DO/APP) (one provider per side (Gate A or Gate G))
 - Provide medical insight and clarification when needed.
 - Assist recovery observers during the observation period.
 - c) Nurse
 - Conduct assessment of any individuals experiencing adverse events following vaccination.
 - Initiate first aid; utilize first aid box when necessary, to include administration of Epinephrine and/or Benadryl.
 - Request ALS and Provider support as necessary through Ford Field staff.
 - d) ALS (located at each gate)
 - Provide first aid as needed throughout the vaccine operation.
 - Support and assist in the recovery areas.
 - Monitor by walking down the rows during the recovery period when needed.

Exit: Will be conducted through the Router/Ushers located throughout the operation and located at Gate A and G.

Attachment 3 – Guidelines to COVID-19 Vaccine Handling & Logistics Excerpts: Administration, Safety

(...)

Administration

1. All sites administering vaccine shall ensure they have the following supplies readily available:
 - a. Personal protective equipment, such as surgical masks, face shields, eye wear, bandages, and sharps containers.
 - b. Ancillary kits are being provided with each vaccine; however, each site should have additional inventory available if needed.
2. Providers must provide an Emergency Use Authorization (EUA) fact sheet or vaccine information statement (VIS), as applicable, to each vaccine recipient/parent/legal guardian prior to vaccination.
3. Preparation:
 - a. Keep COVID-19 vaccines in the refrigerator until ready for patient use, keeping in mind the doses per vial.
 - a. The Pfizer vaccine may only be at room temperature undiluted for a maximum of 2 hours, cumulatively. If the undiluted vial is brought to room temperature and returned to the refrigerator, then a label shall be placed on the vial denoting the maximum time remaining at room temp once the vial is removed again from the refrigerator.
 - b. The Janssen vaccine may only be at room temperature for up to 12 hours un-punctured.
 - b. The Pfizer product requires reconstitution with 1.8 ml of 0.9% sodium chloride before use. No further dilution is required. Prior to reconstitution, allow the vial to come to room temperature, which is typically within 30 minutes.
 - a. Once reconstituted, store vials at room temperature [2°C to 25°C (35°F to 77°F)] and use within 6 hours. The vial shall be labeled by the clinic associate with the new 6-hour time from time of reconstitution.
 - b. Any remaining contents not utilized after this 6-hour window shall be discarded.
 - c. The Pfizer vaccine may be drawn up into unit of use syringes [0.3 mL each] during a mass vaccination event but must be labeled and have a 6 hour beyond use dating attached.
 - i. The 6-hour timeframe begins when the vial was reconstituted/diluted.
 - ii. The label must contain the name of the vaccine, lot number, dosage, initials of the person preparing the vaccine dose, along with the beyond use date as described above in both date and time.
 - iii. The syringe has the same storage conditions as the reconstituted vial [2°C to 25°C (35°F to 77°F)].
 - d. Once brought to room temperature, the product has a new BUD of 12 hours. The vial shall be labeled by the clinic associate with the new 12-hour time from time of transfer from refrigeration.
 - e. Once punctured and in use, the vial has a new BUD of 6 hours.
 - c. The Janssen vaccine does not require reconstitution or dilution. The vial does not need to be brought to room temperature prior to use.
 - a. Unpunctured vials may be stored between 9°C to 25°C (47°F to 77°F) for

- up to 12 hours.
 - b. After the first dose has been withdrawn, hold the vial between 2° to 8°C (36° to 46°F) for up to 6 hours or at room temperature (maximally 25°C/77°F) for up to 2 hours.
- 4. Each vaccine is administered intramuscularly [IM].
- 5. All doses administered should be documented in to MCIR, within 24 hours of administration.
- 6. Sites shall be encouraged to schedule patients in increments of how the vaccine vial presents to minimize waste, such as 6 for the Pfizer vaccine, and 5 for the Janssen vaccine.
 - a. In the presence of overfill of the Pfizer COVID-19 vaccine:
 - a. The Food and Drug Administration (FDA) is advising that it is acceptable to use every obtainable dose from Pfizer COVID-19 vaccine vial.
 - b. Pfizer will not be making a recommendation at this time regarding an extra dose.
 - c. Extra doses should not be pooled from more than one vial.
 - d. The extra dose given needs to continue to be 0.3 mL.
 - e. If there is not enough volume left for a 0.3 mL dose, the vial should be discarded as excess volume.
 - b. In the presence of overfill of the Janssen COVID-19 vaccine:
 - a. The FDA is advising that it is acceptable to use every obtainable dose from the vial.
 - b. Extra doses should not be pooled from more than one vial.
 - c. The extra dose given needs to continue to be 0.5 mL.
 - d. If there is not enough volume left for a 0.5 mL dose, the vial should be discarded as excess volume.
- 7. For select COVID-19 vaccine products, two doses of vaccine, separated by 21 days.
- 8. For the Janssen vaccine product, the vaccine is a single dose only.
- 9. Different COVID-19 vaccine products will not be interchangeable; thus, a vaccine recipient's second dose must be from the same manufacturer as their first dose.
- 10. Vial and carton labels for vaccines authorized under an emergency use authorization [EUA] will contain slight variations from labels typical of approved FDA products, including:
 - a. For scanning, manufacturers will include a 2D barcode on the vaccine vial (if possible) and carton (required) labels that includes NDC, lot #, and a placeholder expiration date of 12/31/2069 to be read by a scanner. The placeholder 12/31/2069 expiration date is not visible on the vaccine packaging nor found anywhere else; it is only to facilitate information system compatibility. This is not the expiry dating or appropriate BUD.
 - b. Manufactured Date: A manufactured date will be on the packaging and should not be used as the expiration date when documenting vaccine administration. This date is provided to help with managing stock rotations.
 - c. QR Code: Each vaccine manufacturer will include a Quick Response (QR) code on the vaccine carton for accessing FDA-authorized, vaccine product-specific EUA fact sheets for providers and patients.
 - d. The storage and handling information in the most current Fact Sheet supersedes the storage and handling information on the carton and vial labels.
- 11. Providers must provide a COVID-19 vaccination record card to each vaccine recipient, or parent/legal guardian.
- 12. Second-dose reminders for vaccine recipients will be critical to ensure compliance with vaccine dosing intervals and achieve optimal vaccine effectiveness.

- a. Meijer should make every attempt to schedule a patient's second-dose appointment when they get their first dose.
- b. CDC v-safe program has added functionality to send automated texts to patient for their second dose.
 - a. Healthcare professionals and healthcare facilities that are giving COVID-19 vaccines are asked to provide printed hard copies of the v-safe information sheet to each vaccinated individual and counsel them on enrolling in v-safe.

Safety

- 1. Adverse events are likely and may involve fever, chills, headache, and muscle aches. All other adverse events shall be reported in.
 - a. Quality & Risk or Pharmacy team shall report applicable events to the Vaccine Adverse Event Reporting System [VAERS].
- 2. Per the CDC COVID-19 Vaccination Program Provider Agreement, COVID-19 vaccination providers are required to report the following to the VAERS:
 - a. Vaccine administration errors
 - b. Serious adverse events
 - c. Multisystem inflammatory syndrome (MIS) in children or adults, and
 - d. Cases of COVID-19 that result in hospitalization or death post-vaccination.
- 3. Vaccine adverse events (side effects) may manifest within 72 hours of vaccination and may last up to 48 hours. Side effects may be worse after the second dose. If a team member is symptomatic after vaccination:
 - a. Exclude from work if symptoms suggest INFECTION (new cough, shortness of breath, rhinorrhea, sore throat, loss of taste or smell, high fever (> /= 101F/38.3C).
 - b. Team members with vaccine-related symptoms (body aches, headaches, fatigue, low grade fever (< 101F/38.3 C) may be allowed to work and do not require testing for COVID-19. Ideally, employees should not work with a fever, but per CDC guidance, organizations may allow them to work if their exclusion would lead to critical staffing levels.
- 4. If symptoms last longer than 48 hours, the team member will self-isolate, contact manager/supervisor, and contact Employee Health at 313.651.1119.
- 5. For more details, please consult the "Monitoring & Adverse Drug Event and Reaction Management" in the Tier 1: Standing Orders & Adverse Reaction Management for Administration of Pfizer-BioNTech COVID-19 Vaccine to Persons 16 Years of Age and Older

(...)

Mobile Vaccinations

Primary agency/Point of Contact:	MDHHS – Nicole Hudson, 517-614-6491
Supporting agencies/Points of Contact:	MICHMER – Through MDHHS Local Health Departments – Through MDHHS

Mission:

Provide vaccination opportunities to underserved populations and isolated communities in the City of Detroit and Macomb, Oakland, and Wayne counties by operating four Mobile Vaccination

Units (MVUs) with the capability to travel and administer up to approximately 250 vaccine doses daily.

Agencies:

The Michigan Department of Health and Human Services (MDHHS) coordinates with the local health department for the City of Detroit and Macomb, Oakland, and Wayne counties to identify suitable target areas and locations for MVU clinics.

The Michigan Center of Medical Research (MICHMER) is contracted to provide staffing, vehicles, and equipment to operate the MVUs.

Concept of Operations:

Staffing

The staffing for the MVUs, including drivers and medical staffing, will be provided by MICHMER. A pool of approximately 100 staff is provided. Staff is assigned to the different MVUs based on vaccine clinic size and staffing needs for each unit. Positions in the staffing package include greeter/screener/runner, vaccine preparers, vaccinators, medical observers (registered nurses (RNs) or paramedics), data entry personnel, operational oversight, RN coordinators and supervisors, labor operations, account managers, and compliance assistants.

Vehicles

MICHMER will provide three vehicles and needed equipment for MVU operations.

Loading

The MVUs will obtain their vaccine allotments and ancillary supplies from their applicable local health departments. MVUs receive an initial one-month supply of items such as PPE, sanitizer, cones, tape, biohazard sharps containers, etc., at Ford Field. Resupplies will occur at their applicable local health departments.

Site selection

Local health departments work their community partners and MDHHS to select MVU clinic locations. They will also be responsible for communications, advertising, scheduling of appointments, and providing education materials. MDHHS will work closely with local health departments to ensure translation services and other site-specific needs are identified and addressed. For the first three weeks of operations, 26 locations in high-SVI areas of the City of Detroit and Macomb, Oakland, and Wayne counties have been selected for MVU clinics.

Security

Security considerations are dependent on the scheduled site and are coordinated with the applicable local health department. A Safety Officer should be designated for each site, and other precautions taken as deemed necessary by the MVU, MDHHS, and health department.

Reporting

Each MVU will track and report daily on the number of vaccine doses that was administered, vaccine chain of custody, appointments fulfilled and cancelled, vaccine wasted or spoiled, residual doses, and adverse vaccine reactions experienced by clients. This information will be entered into a dashboard provided by the IMT at Ford Field. Data will also be collected on the re-allocation of unused or open vaccines, as needed. The MVU will further provide list of all sites that were

visited and report on administered doses and cancelled appointments per site. Demographic information is collected either during scheduling or appointment registration and will also be reported into the dashboard provided by the IMT.

Attachments:

Attachment 1 – Week 1 to 3 (Phase 1) MVU Locations

Attachment 2 – Internal MVU Dashboard Example

Attachment 1 - Week 1 to 3 (Phase 1) MVU locations

City of Detroit:

King Solomon Baptist Church

6100 14th St, Detroit, MI 48208

Goodwill Industries

3111 Grand River Ave, Detroit, MI 48208

Tabernacle Missionary Church

2080 West Grand Blvd, Detroit, MI 48208

New Bethel Church

8430 Linwood St., Detroit, MI 48206

Cass Community

11850 Woodrow Wilson, Detroit, MI 48206

Elmhurst Home

12010 Linwood, Detroit, MI 48206

Hillcrest Residence

2008 W. Grand Boulevard, Detroit, MI 48208

Salvation Army Booth/Harbor Light

3737 Lawton St, Detroit, MI 48208

2nd Ebenezer

14601 Dequindre St, Detroit, MI 4821

Macomb County:

Southwest Health Center

27690 Van Dyke, Suite B, Warren, MI, 48093

All God's People Church

25295 Chippendale St, Roseville, MI 48066

MyCare Health Center

6900 E 10 Mile Rd, Center Line, MI 48015

ACCESS

4301 E 14 Mile Rd, Sterling Heights, MI 48310

Oakland County:

New Bethel Baptist Church

147 Branch St, Pontiac, MI 48341

New Birth International Church

124 W. Columbia Ave, Pontiac, MI 48340

Prospect Missionary Baptist Church

351 Prospect St, Pontiac, MI 48341

Macedonia Missionary Baptist Church

512 Pearsall Ave, Pontiac, MI 48341

United Shore Soccer Complex

867 S Blvd E, Pontiac, MI 48341

United Food and Commercial Workers International Union

76 Horace Brown Dr, Madison Heights, MI 48071

Southfield Pavilion/Southfield Church

26000 Evergreen Rd, Southfield, MI 48076

Hazel Park Community Center

620 Woodward Heights Blvd, Hazel Park, MI 48030

Waterford Oaks Activity Center

2800 Watkins Lake Road, Waterford 48328

Wayne County:

John F. Kennedy Middle School

27225 West Outer Drive, Ecorse, MI 48229

International Gospel Center

375 Salliotte Rd, Ecorse, MI 48229

Booker T. Dozier Center

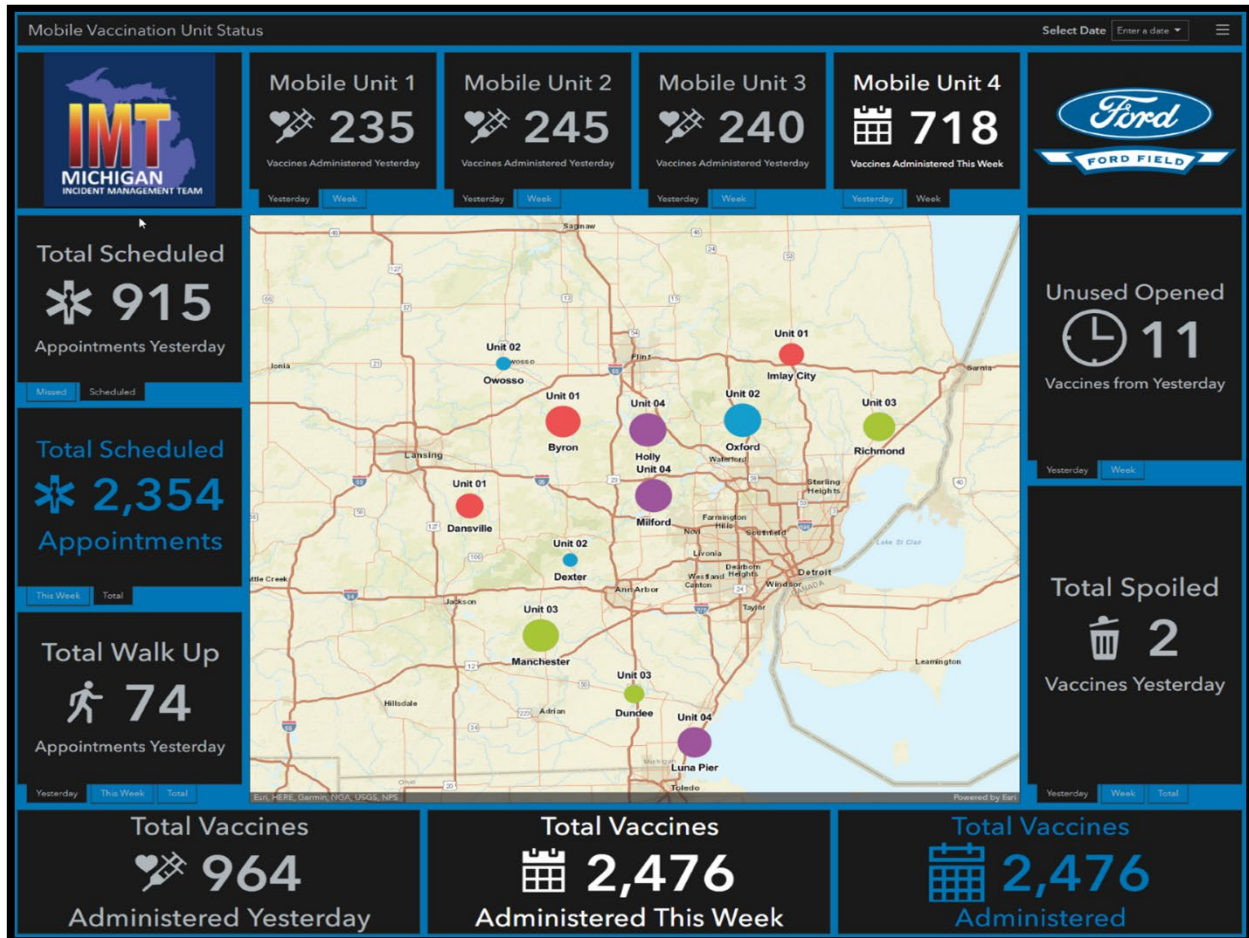
2025 Middlebelt Rd, Inkster, MI 48141

Highland Park Rec Center

(Ernest T. Ford Field House)

10 Pitkin, Highland Park, MI 48203

Attachment 2 – Internal MVU Dashboard Example



Facility Services

Points of Contact:	
Primary agency	MDTMB – Pam Platte, 517-249-0927
Supporting agencies	Ford Field – Kristen Dale, 989-529-2059 MPSCS – Randy Williams, 517-204-8080 HNHS – Through MDTMB

Mission:

Ensure a safe and clean environment for clients and staff through cleaning and decontamination, custodial services, and facility maintenance.

Agencies:

Ford Field coordinates with their contracted housekeeping partner TPG and provides site setup, building maintenance, sanitation services, non-medical waste removal, audiovisual labor, and utility notifications.

Hospital Network Healthcare Services (HNHS) provides medical waste disposal services.

The Michigan Department of Technology, Management, and Budget (MDTMB) has contracted for facility services with Ford Field and other service providers.

Michigan's Public Safety Communications System (MPSCS) provides virtual IT support and can deploy staff for on-site support.

Concept of Operations:

Site setup/buildout

Ford Field set up the registration areas, waiting areas, vaccination stations, and post-vaccination observation areas in the week of March 15 to March 19, 2021. The registration area will include tables, chairs, and stanchions for line queuing. Each vaccination station consists of a pipe and draped area for privacy that includes a power outlet for a computer, one 8' table, one small trash can, one biohazard sharps container, and hand sanitizer. Chairs are provided for the waiting and observation areas.

Interior wayfinding

Ford Field is placing signage in accordance with a signage plan on the interior and exterior of the facility. Ford Field also provides the printing services for identified signage needs.

Sanitation

Ford Field's contracted housekeeping services partner TPG is responsible for cleaning spaces in use, including the vaccination stations (end of day), restrooms (throughout the day), common areas open to the public (throughout the day), and staff break areas (during mealtimes).

Building maintenance

Ford Field operations staff is on-site to assist with all stadium maintenance issues that may arise.

IT support

MPSCS and MDTMB provide virtual IT support for state systems and equipment. Staff is deployed to the facility if on-site support is required. Ford Field will provide audiovisual labor, and technology support regarding their wireless network connections, digital monitors, exterior LEDs, data drops, etc.

Utility notifications

Ford Field operations staff will handle any utility notifications, as needed.

Medical waste disposal

HNHS disposes of medical waste generated at the site. They have provided drop-off boxes, red medical waste bags, tape, and a tape gun. Biohazard sharps containers are collected, boxed up, and sealed by vaccination site staff. Medical waste bags can be used for other medical waste items. The bags are tied up and placed in the drop-off boxes. HNHS picks up the boxes every Tuesday and Thursday, and replenishes supplies (boxes, bags, tape), as needed.

Waste disposal

Non-medical waste will be removed from public areas throughout the day, as needed (see Sanitation). Ford Field has two 25-yard waste compactors on-site for trash removal.

Site Security

Points of Contact:	
Primary agency	Ford Field – Darren Johnson, 313-694-6217
Supporting agencies	DPD – Lt. Shanda Starks, 313-682-2473 MSP/EMHSD – Lt. Nathaniel McQueen, 248-210-0672

Mission:

Provide for the safety and security of the public, staff, supplies, equipment, and facility before, during, and after hours of operation.

Agencies:

Ford Field coordinates with their contracted partner SAFE Security Management to provide physical and technological security coverage.

DPD provides law enforcement support with officers assigned to the interior and exterior of the facility and specialized resources, such as Bomb Squad and K-9 support.

Concept of Operations:

Staff check-in

Federal, state and state-contracted personnel enter the facility through Gate G. Ford Field and Ford Field-contracted personnel enter through Gate D. Non-DoD staff participates in a COVID-19 medical screen when entering the facility. DoD personnel is screened at the hotel before departing for their shift. All staff is badged and wears their credentials each time they enter the facility. Ford Field provides approximately 60 credential access cards to the State of Michigan to facilitate access of command and administrative staff to office spaces behind secured doors.

Public access

Only the Gate A and G atriums/concourse areas are open to the public. The remainder of the facility is closed to the public. All other points of stadium entry are secured and equipped with electronic card/photo access control technology. Ford Field provides physical security presence at points of entry for stadium tenants between 0700 and 2200 through SAFE Management Security. Motion detection cameras are deployed throughout the facility to prevent unauthorized access, supported by hourly physical foot patrols.

Interior grounds patrol

Ford Field provides a total of 22 officers through their contracted security partner SAFE Management System, supported by nine DPD officers assigned to the interior of Ford Field and the interior and exterior of the Ford Field Parking Deck and Gem Theater garage. SAFE Management Security staff will also provide directional and access and functional needs assistance. One MSP enforcement member will be on site approximately 50 percent of the time (Lt. McQueen).

Exterior grounds patrol

DPD deploys 14 officers that patrol the surrounding area of the facility, including the parking lots. Officers will act on disruptions aimed at the vaccination site or other violations of law observed

and help direct arriving and departing patients to their designated gates, parking areas, or other destination.

Bomb sweeps

DPD provides three K-9 handlers with dogs to conduct bomb sweeps. Two DPD Bomb Squad members are assigned for potential bomb containment.

After-hours security

Ford Field's contracted security partner provides 24/7 security, including the stadium's interior and curtilage. Ford Field's Security Command Center is operated by one supervisor and two officers that conduct proactive video patrols using CCTV technology.

Unusual event protocols

For cases of emergency, such as adverse weather, active shooters, loss of power or other utilities, etc., Ford Field has vast security/facility protocols in place, including for emergency stadium evacuation and shelter in place. DPD Tactical Operations oversees all major events held at Ford Field and maintains a variety of specialized capabilities for the management of unusual events, including but not limited to EOD screening, RAD detection, bomb disposal, SWAT response, counter-sniper team, EMS, and mental health experts.

Attachments:

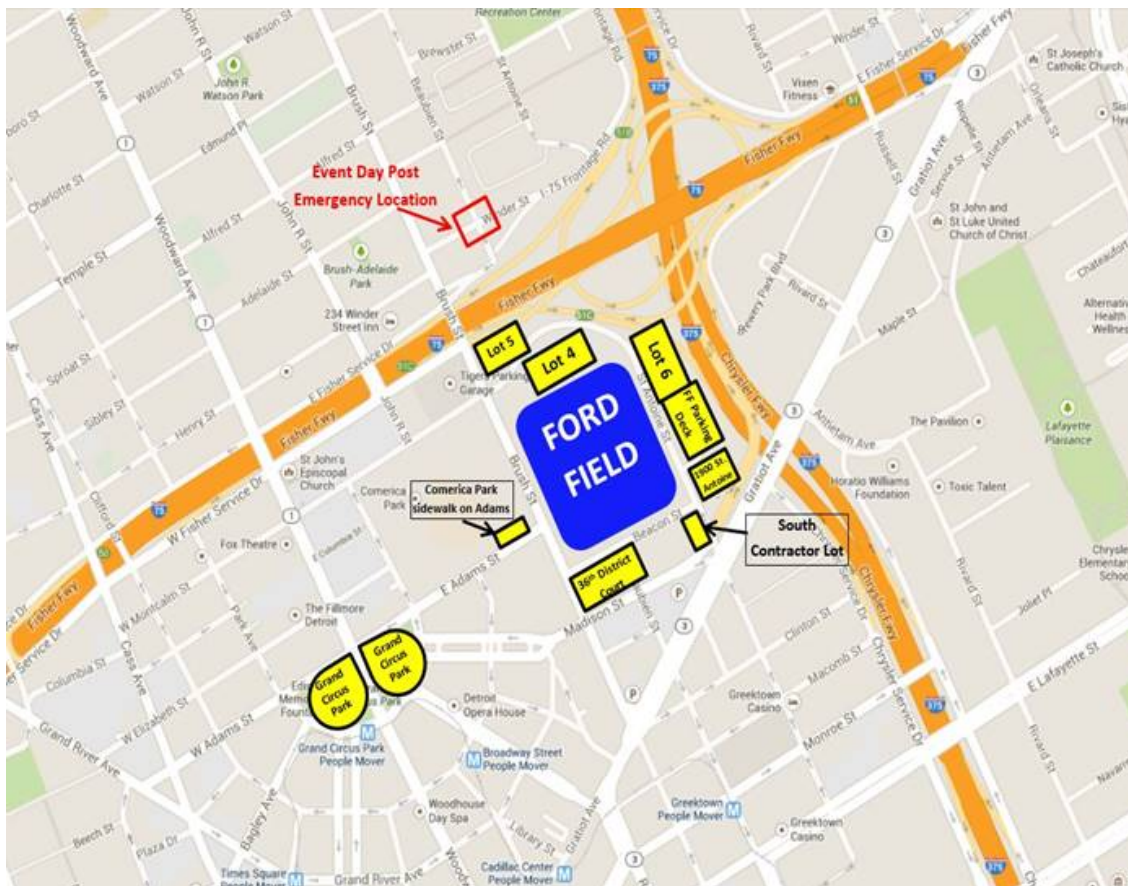
Attachment 1 – Ford Field Vaccine Site Stadium Evacuation Plan

Attachment 1 – Ford Field Vaccine Site Stadium Evacuation Plan

STADIUM EMERGENCY EVACUATION RE: 2021 FORD FIELD – FEMA MASS VACCINATION EFFORT

Building occupants will stop all activities when the Fire Alarm sounds or when instructed by Ford Field Security to evacuate and do the following:

1. Remain calm, do not panic, or run.
2. Promptly move to the nearest exit and assemble at the designated assembly area (see map)
 - a. Please note the nearest exit in your work/vaccination area so you are prepared in case of an emergency. Contact a Ford Field Security representative (Security Command Center (313) 262-2911) or FEMA Safety Designee if unsure of the nearest point of exit in your immediate vicinity. Designated assembly areas have been separated by areas of registration/vaccination below with suggested exit location.
 - b. Please proceed to the nearest exit at the time of the evacuation regardless of the suggested exit below. A map detailing these areas is located below on page 2.
 - i. Gate A Registration/Vaccination – Exit west side of building and proceed to Comerica Park sidewalk on Adams St. If Comerica has an event, proceed to Grand Circus Park.
 - ii. Gate G Registration/Vaccination - Exit east side of building and proceed to Lot 6 (located on the northern end of the Ford Field parking structure).



Traffic Control and Parking

Points of Contact:	
Primary agency	DPD – Lt. Shanda Starks, 313-682-2473
Supporting agencies	Ford Field – Darren Johnson, 313-694-6217 Ford Field – Kristen Dale, 989-529-2059 TMC – Alexander Prysiazniuk, 313-618-7148 MDOT – Yazan Wraikat, 313-820-2665

Mission:

Ensure safe and efficient access to the site for the public and staff through vehicular traffic, pedestrian traffic, and public transit. Provide traffic direction to arriving and departing clients.

Agencies:

The Detroit Police Department (DPD) is the primary agency for providing traffic direction and control. DPD will provide 14 law enforcement officers for traffic control, and four law enforcement officers assigned to monitor the interior and exterior of the Ford Field Parking Deck and Gem Theater garage.

Ford Field will provide further traffic control assistance through ABM, who manages Ford Field parking structures and surface lots, and their traffic directors. Ford Field will provide parking for a total of 2,750 vehicles per day.

The Michigan Department of Transportation (MDOT) and City of Detroit Traffic Management Center (TMC) are providing coordination to avoid road closures, and appropriate signage on route to the facility.

Concept of Operations:

Client parking

Several parking facilities will be available to clients. Clients scheduled to enter at the Gate A entrance will have parking opportunities in the Gem Theater garage. The Gem Theater garage is not directly affiliated with Ford Field, but a cooperative agreement is in place. Ford Field Lot 5 will serve as overflow parking for Gate A clients. Lot 4 can serve as an additional contingency lot, if space is available. Clients scheduled to enter at Gate G can park at the Ford Field Parking Deck. All clients will be directed to enter Gate G Level 1. There are various other parking opportunities in the surrounding downtown area, and it can be expected that some clients will utilize other areas to park based on preference or unfamiliarity with the area.

When entering an officially affiliated parking lot, Ford Field parking staff/traffic directors and/or DPD will check if the client is parking in an area assigned to the gate that they have been scheduled to enter. If they are entering a lot that is not designated for their gate, they will be redirected to an appropriate lot in proximity to their gate. This is done to reduce the risk of clients getting lost or experiencing delays on their way from their vehicles to their appointments and reduce vehicular and pedestrian traffic around the facility.

The Ford Field parking staff/traffic directors stationed at each affiliated parking lot greet arriving clients and provide direction to their gate. DPD Tactical Operations officers will be present for

uniformed presence and incident resolution. Sworn officers and civilian traffic control officers from the Third Precinct (north side stadium traffic) and Downtown Services (south side stadium traffic) will direct vehicular traffic to avoid potential congestion. Ford Field has wheelchairs stationed inside Gates A and G to assist as needed. Guests will be transported via wheelchair throughout the facility while onsite. The 20 Minute Lot, a surface lot that is usually designated for short-term parking in proximity to Gate G can further be used as a parking option for functional needs clients. Ford Field further expanded handicap parking options at the Ford Field Parking deck to accommodate clients with access and functional needs.

When entering the facility for their appointments, registration will request clients to provide information on their parking location.

Staff parking

Civilian staff and MSP members utilize the Ford Field Parking Deck and Lot 6. Ford Field staff and their partners park in Lot 4. A shuttle service facilitates transportation between hotel and the Ford Field loading dock for DoD members.

VIP parking

Limited parking for visits of dignitaries or other VIPs is available on the west end of the Ford Field loading dock in bays 1, 2 and 3 located on Beacon Street. Arrangements must be made in advance through Ford Field to ensure space is available.

Media parking

To deconflict client and media traffic, the Adams Avenue lot has been designated for parking of members of the media during scheduled media opportunities. However, the Adams Avenue lot is not available on Detroit Tigers gamedays. Alternate media parking may be available on the south contractor lot at the corner of Beacon Street/St. Antoine Street. Media parking is confirmed once media opportunities are scheduled and expected media counts are available.

Client drop-off/pick-up area

The 20-minute lot located at Beacon Street/St. Antoine Street is available on a first come, first serve basis. Ford Field staff is stationed at the 20-minute lot to provide mobility assistance to access and functional needs clients. Rideshare and other transportation providers (e.g., scheduled through MDHHS to provide transportation assistance to clients) are required to leave the 20-minute lot and park in the Ford Field Parking Deck for the duration of the client appointment before returning for pick-up. Space for bus drop-off/pick-ups is available at Gate A.

Exterior grounds patrol and traffic direction

DPD deploys 14 traffic control officers assigned to the surrounding area of the facility. Officers help direct arriving and departing clients to their designated gates, parking areas, or other destination, and will act on disruptions aimed at the vaccination site or other violations of law observed. DPD traffic control officers will be assigned at Madison Street/St. Antoine Street, Madison Street/Brush Street, Beacon Street/St. Antoine Street, Beacon Street/Brush Street, Adams Avenue/John R Street, Montcalm Street/Brush Street, and at the Ford Field Parking Deck pedestrian walk. Ford Field will station additional traffic directors at Beacon Street/St. Antoine Street, Beacon Street/Brush Street, and Montcalm Street/Brush Street. All traffic directors will attempt to pre-screen clients and direct them to the correct parking location. It is expected that Beacon Street/St. Antoine Street and Beacon Street/Brush Street may be the two busiest location for traffic directors.

Wayfinding

Permanent signage for Ford Field is already in place on area expressways and local roads. MDOT can further display messages on permanently installed message boards on state trunk lines to aid the guiding of clients. Ford Field operates two mobile variable messaging signs. One of these signs will be placed in the south contractor lot on the northwest corner of Madison Street/St. Antoine Street to display directions to clients. A permanent location for the second sign has not been determined. Directional signage will also be installed around the footprint of the building. The City of Detroit TMC can place additional directional signage on local roads if the need arises throughout the duration of the clinic.

Road closures

MDOT and City of Detroit TMC are coordinating to ensure that construction-related and other road closures on roadways leading to Ford Field are avoided throughout the duration of the vaccination clinic.

Regionally, the I-75 modernization project is causing road closures in Oakland County that potentially affect travel from northern suburbs to Ford Field. However, this is a long-term construction project, and residents are aware that alternate routes might be required when travelling to the City of Detroit.

Locally, targeted road closures are in effect on Detroit Tigers gamedays to ensure traffic safety and access to the adjacent Comerica Park. There is no anticipation that additional local road closures will be necessary to ensure efficient traffic flow to the facilities and throughout the surrounding areas.

Gameday traffic

The Detroit Tigers will play 22 home games in the adjacent Comerica Park while the vaccination site is operational. Attendance is limited to 8,200 spectators, but some local road closures will be in effect for 8-hour blocks on gamedays to guide traffic. This may cause minor disruptions, such as the need to provide additional direction through law enforcement or guest services personnel. Ford Field and Comerica Park staff will coordinate use of parking lots in the area (such as Lots 4 and 5) to deconflict gameday and clinic parking.

Public transit

Ford Field is accessible by the DDOT bus system. Routes with stops in proximity to the facility include routes 4 (Woodward & Adams, Woodward & Columbia) and 6 (Gratiot & St. Antoine). The bus stops are approximately 5 to 10 minutes in distance to Ford Field by foot. DPD officers can provide direction to clients arriving via bus as they are nearing the facility.

Attachments:

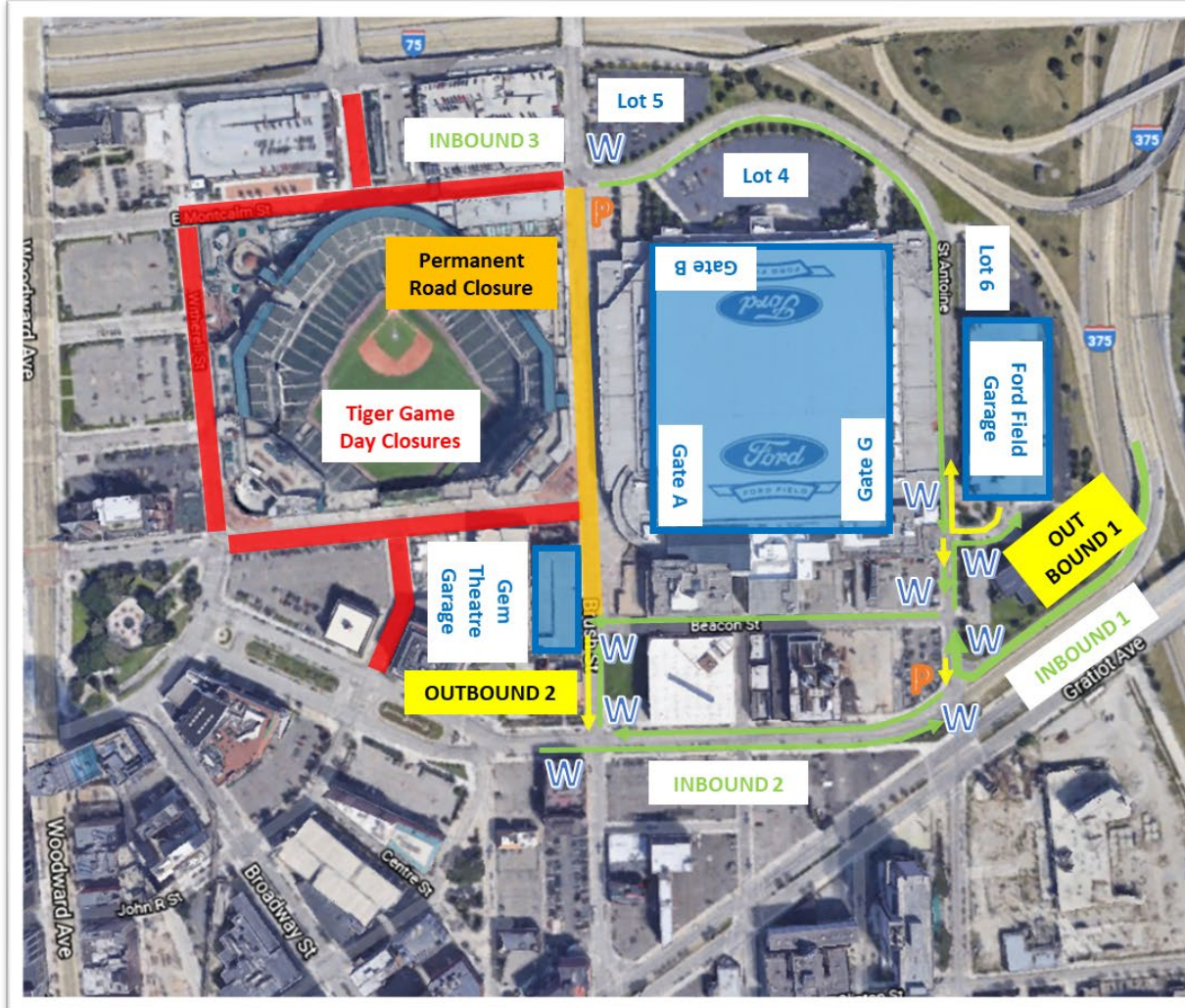
Attachment 1 – Parking Map

Attachment 2 – City of Detroit TMC Traffic Site Plan

Attachment 1 – Parking Map



Ford Field Vaccination Clinic Traffic Site Plan



Detroit Tigers street closures in place 3 hours before game time:

- Montcalm between Woodward and Brush
- Witherell between Adams and Montcalm
- Adams between Brush and Witherell
- John R between Service Drive and Montcalm
- John R between Adams and Madison
- **Brush between Montcalm and Beacon (this closure will be permanent)**

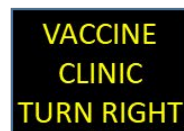
Ford Field Parking Deck/Gate G
1902 St. Antoine
Detroit, MI 48226

Gem Theatre/Gate A
1910 Brush
Detroit, MI 48226



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Wayfinding Signage



PCMS Signs

3/17/2021

Non-vaccine Medical Services

Points of Contact:	
Primary agency	Ford Field – Kristen Dale, 989-529-2059
Supporting agencies	Superior Ambulance – Through Ford Field

Mission:

Provide medical services to staff and clients with minor injuries or illness, and transport clients and staff with severe injuries or illness to appropriate nearby medical facilities.

Agencies:

Ford Field contracts for emergency medical services through Superior Ambulance.

Concept of Operations:

Emergency medical services

Ford Field provides four ALS medics that will be stationed at each gate (two at Gate A, two at Gate G). The medics are mobile and can be repositioned, as needed.

Patient transport

Ford Field provides two ALS ambulances through Superior Ambulance, with two personnel each (see Emergency medical services). One ambulance is staged outside Gate A (on the pavers at Beaubien Street/Beacon Street), the other on the Ford Field loading dock with access to Gate G. The closest hospitals are the Detroit Medical Center (approximately 4 minutes ground transport) and Henry Ford Hospital (approximately 10 minutes ground transport). Superior Ambulance will backfill ambulances that leave the facility for patient transportation.