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# MEMORANDUM

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Date: October 6, 2021

To: Jan Leshar  
Chief Deputy County Administrator

From: C.H. Huckelberry  
County Administrator 

Francisco García, MD, MPH,  
Deputy County Administrator  
& Chief Medical Officer, Health and Community Services

Cathy Bohland, Director  
Human Resources

Michelle Campagne, Director  
Finance and Risk Management

Re: **Board of Supervisors Discussion Regarding Vaccine Mandate for All Pima County Employees**

On October 5, 2021, the Board continued Item 4 on the Addendum and directed the County Administrator and staff to propose a workable COVID-19 vaccine mandate. The item was continued for two weeks.

In the discussion, a member of the Board of Supervisors indicated that suspension, disciplinary action or termination would not be preferred and that weekly or bi-weekly COVID-19 testing should be paid by the County. This leaves little additional actions the County can take regarding taking actions that would include an unvaccinated employee to become vaccinated.

I would appreciate a list of what you believe may be helpful on this subject, although the list becomes more limited as disciplinary action or payment for weekly or bi-weekly testing is removed from the options.

What appears to have been successful is requiring new employees of the County to be vaccinated or those wishing to be promoted to be vaccinated. The Sheriff recently indicated that of his new class of correction officers who are now new employees, all have been vaccinated.

A few of the options that remain available are:

1. Denial of off-duty or second job approvals for those who are unvaccinated.
2. Disallowing on-call, callback or overtime pay for those who are unvaccinated.

Ms. Leshner, Dr. Garcia, Ms. Bohland and Ms. Campagne

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3. Denial of any future pay increase for any unvaccinated employee.
4. Requiring an unvaccinated employee to wear a face mask at all times while on duty.
5. Adjusting self-insurance medical rates in accordance with medical claims expenses for unvaccinated employees.

In addition, we need to examine the Merit System Rules (MSR) and Personnel Policies to determine which may apply to employees who do not cooperate with nor respond to a COVID-19 case investigation requests regarding their infection. Rules that may apply that warrant disciplinary action up to and including dismissal would be MSR 12.1c5 (Insubordination), MSR 11 (Willful disobedience) and violations of the Rules of Conduct. Perhaps we need to amend Personnel Policy 18-119 and insert specific language related to the public health emergency, COVID-19 and the duty to comply with all public health County Administrative directives related to preventing the spread of COVID-19 such as mandatory wearing of masks, COVID-19 testing and reporting, the results of such testing and the duty to fully cooperate with any contact tracing investigation related to a COVID-19 infection.

I am open to any suggestions you may have on this subject.

CHH/anc

c: The Honorable Chair and Members, Pima County Board of Supervisors