Berks County
Emergency Operations Plan

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Infectious Disease Outbreak Plan

HOW TO USE THIS PLAN

The Berks County Department of Emergency Services in cooperation and collaboration with the Berks County Pandemic Advisory Council, has developed this plan to address methods and procedures to prevent, mitigate, prepare, respond, and recover from, an occurrence of a novel or emerging infectious disease which impacts the County of Berks.

This plan and its associated annexes are designed around the functional areas during a disaster. These 22 functions are designated in the plan and an appropriate checklist has been developed for these, highlighting actions that can be taken during an emerging infectious disease and pandemic event.

To utilize this plan, simply identify which function closely matches your discipline and reference that document. For instance, if you are a transportation provider such as a commercial or public transportation company, you would reference the Transportation Annex, while a community fire department would reference the Firefighting Annex.

Because emergency preparedness begins in the home at the personal level, family & personal preparedness has also been addressed and information can be found in the Personal and Family Preparedness Annex.

Defining every action and every discipline in this plan is virtually impossible; therefore, it is also important to utilize other resources from credible agencies such as the Centers for Disease Control, the US Department of Health and Human Services, and the Pennsylvania Department of Health.

By following these simple steps identified in this plan, and practicing proper hygiene, we as a community can minimize the effects of an event of this type.

EXECUTIVE SUMMARY

An emerging infectious disease or pandemic event, such as the influenza virus has the potential to cause more death and illness than any other public health threat presently identified. If an event with similar virulence to the 1918 pandemic influenza virus strain emerged today, it is estimated that 1.9 million Americans could die, and almost 10 million could be hospitalized. Current CDC FluSurge© modeling run by county emergency management staff estimates that in Berks County alone, we could expect to see upwards of 5,400 fatalities. Although the timing, nature and severity of the next pandemic cannot be predicted with any certainty, preparedness planning is essential to mitigate the impact of a public health event. Because of the broad impact of such an event, local, county, state and federal government resources will be expended rapidly. This will create the necessity for public, commercial, and private concerns to deal with the ramifications of the event with limited, or even no assistance, from other entities generally viewed as being a "next line of defense" during major emergencies. When the emergency is everywhere at once, there is no emergency anywhere.

To some extent, every individual is affected by an infectious disease outbreak. Those that do not get sick themselves, or do not have loved ones who get sick, will likely still suffer under strain to our normal societal fabric. Planning assumptions state that nationwide, a 40% reduction in the workforce will be experienced. This number reflects the sick, those caring for sick family, and those too scared to report for work. The most concerning category is the last. It can be assumed that those most afraid of contracting disease will be those who work in occupations in closest contact with other individuals, particularly individuals who would be anticipated to be sick. Healthcare workers represent the greatest group of concern. To prepare for this shortage, every business, government agency, emergency service provider, health care and congregate care facility will need to ensure that their most critical operations will continue in the face of workforce and supply chain interruptions. How will law enforcement function with only 60% of the police officers normally available? How will supermarkets prioritize the movement of foodstuffs with only 60% of their truck drivers reporting for work and reduced fuel availability? How will 911 centers answer calls and dispatch emergency services with limited staffing, and will there be ample emergency workers available to respond? Imagine how an event such as this will impact those processes, we take for granted daily; electricity generation, telephone service, even refuse and recycling pickup.

Because an infectious disease outbreak such as influenza is predicted to have cascading effects which impacts every function of a community, including businesses and families, a comprehensive plan addressing every need is virtually impossible to develop. Any single entity, the County included, does not have the authority or responsibility to conduct planning for every other entity. It is the position of the County of Berks that the most successful response to an event such as this is realized if every individual and organization can, as closely as possible, provide the goods and services that he/it provides on a regular basis. It is strongly encouraged that every organizational entity, and even every family and individual, take time to contemplate the impacts of an infectious disease outbreak, and develop a plan to prepare for and cope with an event to achieve the best mitigation possible.

This plan has been developed as an appendix to the Berks County All-Hazard Emergency Operations Plan (EOP). During an infectious disease outbreak, the County, and each political subdivision located within the county, will utilize its comprehensive EOP to respond to and recover from the community needs aspect of the event. Both the EOP, and this appendix, have been designed around the Emergency Support Function (ESF) concept

identified in the National Response Framework (NRF). The ESF format groups resources and capabilities into functional areas that are most frequently needed during an incident (e.g., Transportation, Law Enforcement, Mass Care). ESFs utilize standard resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during and after an incident. No matter what type of incident is impacting a community (e.g., severe weather, fire, flood, or infectious disease event), the anticipated needs of the community remain the same. The difference is one of magnitude. A flood may create a need for food and electrical generation in a neighborhood. An infectious disease event may create that need in the community. Lacking unfathomable increases in personnel, funding, and logistics, no government entity is going to be able to provide for the needs of every constituent. It is crucial to the response and recovery efforts that all sectors identified as serving a critical role to the community are prepared to continue to serve that role at the highest level reasonable regardless of the nature of the emergency at hand. It is further crucial that entities serving a critical role to the community be cognizant of and prepare for their role well in advance of their services being needed. As such, this plan defines recommended actions during the mitigation, preparedness, and the response and recovery phases of an emerging disease outbreak or pandemic event.

This document summarizes recommendations from the government of the County of Berks, the Berks County Pandemic Advisory Council, guidance provided by the Pennsylvania Department of Health, and Centers for Disease Control, for how providers of resources and services identified under the ESFs should prepare for an infectious disease outbreak or a pandemic event. This document also incorporates lessons learned in the response to the COVID – 19 pandemic which occurred in the spring of 2020. It identifies interactions and co-dependencies that the County believes must be made known to others in the community to heighten their awareness of the need to prepare. Unlike most sections of the EOP, this appendix is not a controlled document. It is intended for broadest possible distribution to increase awareness and promote dialogue especially regarding inter-dependencies.

The community needs aspect of the event differs from the internal recovery aspect of the event. This document is not a framework for county government's internal recovery efforts. While servicing of community needs are addressed in the EOP, the county as a government must be simultaneously managing its own **internal** response and recovery from the disaster. These efforts are planned for in the Berks County Continuity of Government (COG) plan, another appendix to the Berks County EOP.

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I.   INTRODUCTION

   A.   Purpose

       1.   The purpose of this plan is to prescribe those activities to be taken by
              the County as well as other community organizations and stakeholders
              involved with the detection of, and response to, an incident involving a
              human to human or animal to human transmissible disease. This plan
              supplements but does not replace any part of the existing all-hazards
              plan model used for the management of significant events in Berks
              County.

       2.   This plan has been developed to provide guidance to local
              governments, private businesses and non-governmental organizations
              in the preparedness for, response to, and recovery from an emerging
              or novel infectious disease. In addition to the basic plan, annexes
              which are structured around the Emergency Support Function (ESF)
              concept have been developed for the ESFs identified in the County and
              municipal all-hazards emergency operations plan. These annexes are
              organized to allow businesses and other entities the capability to
              properly prepare for an event by providing a comprehensive list of
              actions and procedures.

   B.   Scope

       1.   This plan was originally developed following the outbreak of a human
              to human transmissible variant of the H5N1 influenza virus, its content
              is applicable to any widespread outbreak of a human to human or
              animal to human transmissible disease.

       2.   This plan has been updated and restructured to allow for emerging
              guidance from the Center for Disease Control considering the
              Coronavirus Disease 2019 (COVID-19) outbreak in December of 2019.
              As this current event is extremely fluid and changing on a daily basis,
              this plan will be reviewed and subsequently updated as more guidance
              and operational actions are released by the CDC along with federal and
              state health organizations.

II.   SITUATION AND ASSUMPTIONS

   A.   Situation

          The County of Berks is susceptible to a wide variety of hazards, all which may
          impact the county in various ways. The current all-hazard emergency
          operations plan utilized by the county addresses all these potential hazards,
          and provides a framework for preventing, mitigating, preparing, responding,
          recovering from these hazards. Most emergencies that occur in the county are
          handled by local first responders with little assistance from County, State or
          Federal authorities. While most emergencies are handled locally, there are
          occasions that require additional resources from other levels of government
          and the coordination that accompanies these resources.

This plan addresses the methods of coordination and collaboration between the stakeholders involved in a novel disease outbreak or pandemic event that impacts the County of Berks. In a "typical" disaster, resources for the response to the emergency can be requested from other jurisdictions. Due to the widespread nature of this type of event, these resources may not be available.

A widespread disease outbreak is most likely when the Influenza type A virus makes a dramatic change. This change results in a new or novel virus to which the general population has no immunity. The appearance of a novel virus is the first step toward a pandemic.

B.   **Assumptions**

1.   An outbreak of a previously unknown human to human or animal to human transmissible disease may occur anywhere in the world. In any given locale, including Berks County, it is a statistically unlikely occurrence. However, once an outbreak is detected, it is very likely to have significant local impact.

2.   Not all jurisdictions will experience clusters of disease simultaneously; however, near-simultaneous clusters likely will occur in many communities across the United States, thereby limiting the ability of any jurisdiction to support and assist other jurisdictions.

3.   Unlike most incidents, an outbreak of a human transmissible disease will, beyond the initial attempts to contain it, rapidly overwhelm the capabilities of all levels of government, resulting in a primarily local response.

4.   No single agency can be identified as the lead agency for this type of incident. Rather, various agencies must be identified as leads for certain aspects of the response. Successful response to the crisis will be dependent on the coordination and collaboration efforts of these agencies.

5.   Local response to a human to human or animal to human transmissible disease outbreak will be hampered by the following situations:

a)   Workforce reduction caused by sickness and fear of contracting the disease.

b)   Physical resource shortages caused by competition for limited critical supplies and impacts to normal commerce affecting the movement and replacement of such goods.

c)   Breakdown of normal societal fabric including, but not limited to, misinformation, disinformation, civil unrest, and lack of centralized guidance normally relied upon in times of disaster.

d)   The number of ill people requiring outpatient medical care and hospitalization will overwhelm the local health care system,

thereby causing the normal amount and level of hospital care to be unavailable.

6. Activation of the Berks County Emergency Operations Center will be following, or closely followed by, activation of the Pennsylvania Emergency Operations Center.

7. The current system of government in Pennsylvania provides a county very limited authority to mandate compliance outside of the county organization.

8. Residents may be required to stay in their homes for a significant period; thus, residents will need public information, education and tools so they are prepared to take responsibility for basic needs (food, water, medications, etc.).

9. Of those who become ill, up to 50% will seek outpatient medical care.

10. Businesses, schools, healthcare facilities, and other community organizations will implement recommended actions to ensure their respective establishments are protected to minimize the risk of severe illness.

III. CONCEPT OF OPERATIONS

A. General

1. In order to effectively identify the actions associated with an event of this type, this plan has been designed around the five phases of emergency management and their applicability to a human to human or animal to human transmissible disease.

    a) **Prevention –** Defined as the capabilities necessary to avoid, prevent, or stop imminent threats. Implementation of the prevention phase will be much the same as the mitigation phase, focusing on such actions as proper hygiene, vaccinations, employee health care programs, prophylaxis treatments and community outreach initiatives. Actions also include avoiding situations that could put one at risk of contracting the influenza virus or any contagious disease and following recommendations and guidance from the CDC to avoid or prevent further human to human transfer of infectious diseases.

    b) **Mitigation** – Defined as activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster. Implementation of this phase may have already occurred, as many governments, businesses and individuals have recognized the potential impact a disease outbreak may have and implemented mitigation actions previously. It is recognized that the tasks identified in this phase will most likely never be completed in their entirety

but are terminal objectives that each tasked entity should be working towards.

c) **Preparedness** – Defined as a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action to ensure effective coordination during incident response. Examples of these activities include developing plans, procedures or guidelines, establishing memorandums of understanding, or compiling equipment and resources for the response phase.

d) **Response** – Defined as those activities that address the short-term, direct effects of an incident. These include immediate actions to save lives, protect property, and meet basic human needs.

Public health authorities at the federal, state and local levels provide constant syndromic monitoring. It is through this monitoring that an outbreak will most likely be detected. Because Berks County lacks a county level public health authority, all guidance on such matters will be provided by the Pennsylvania Department of Health through the South East District Office.

Implementation of the response phase shall occur when any of the following occur:

✓ Direction is received by the Berks County Department of Emergency Services from the PA Department of Health that this plan should be implemented;

✓ Direction is received by the Berks County Department of Emergency Services from the Pennsylvania Emergency Management Agency that this plan should be implemented;

✓ The Board of Commissioners, with guidance from the Berks County Department of Emergency Services determine that implementation of this plan is in the best interest of the community; or

It will be the responsibility of the Board of Commissioners through the Berks County Department of Emergency Services, to implement the response phase of this plan based on conditions observed in the community. This implementation will likely not be due to some obvious or overt happening in the community.

e) **Recovery** – Defined as the development, coordination, and execution of service- and site-restoration plans in addition to the reconstitution of services, social, political, environmental, and economic restoration and the development of initiatives to mitigate the effects of future incidents. Previous significant

disasters show that the recovery phase is usually equal to 10 times the response phase. Therefore, if an outbreak lasts for one month, it is reasonable to assume that it will take ten months to recover from the outbreak. Actions one could expect during the recovery phase of an outbreak include recovery of the financial infrastructure, medical and emergency services, and the psychological recovery of victims and their loved ones.

B.   Organization

Planning guidance and models recommend that distinct lines of authority are established with State, Regional, County and Municipal entities. Because of the predicted scope of an event of this nature, assistance from agencies outside the County and municipal realm will most likely be unavailable. With this assumption in mind, this plan has been developed around the county and municipal planning model using the emergency support function (ESF) standard. This standard aligns categories of resources and provides strategic objectives for their use. Because the sheer number of businesses, employers, and agencies in Berks County would make this plan incomprehensible if individually addressed in this plan, entities can identify which ESF function closely matches their discipline and examine recommendations that should be utilized in the five distinct phases of an incident.

C.   Notifications

The purpose of this section is to define how Berks County will make known to the necessary individuals and agencies that the response phase of the plan is being implemented.

Notifications in times of disaster must move both up and down chains of command, with certainty of success gained only when notifications are received full circle. Three types of notification are recognized in this plan:

1.   **Inter-Organization Notifications** – These notifications will be made by the staff of the Berks County Department of Emergency Services using existing telephone and e-mail lists. Decisions about the prioritization and types of notifications will be based on the needs at the time of the implementation. Examples of this type of notification include those departments and individuals within the county including:

     a)   Berks County elected officials and department heads;
     b)   Berks County Emergency Operations Center staff; and
     c)   Berks County 911 Center staff.

2.   **Intra-Organization Notifications** – These notifications will be made by previously established methods including the Pennsylvania Emergency Incident Reporting System, telephone and e-mail. These are notifications to entities with roles in the response phase that are not part of the county government organization. These include:

     a)   Pennsylvania Emergency Management Agency;
     b)   Berks County Emergency Medical Service agencies;
     c)   Berks County municipalities;

      d)   Tower Health, Reading Hospital;

      e)   Penn State Health, St. Joseph's

      f)   American Red Cross

It should be noted that this list is not inclusive of all agencies requiring knowledge of the crisis. It represents the contacts to be made by Berks County with the intention that other notifications will take place as a result (e.g., PEMA will notify PA DOH, PA Department of Education, etc; Local municipalities will notify their emergency services, etc.). In addition, notifications to private entities will occur through these notifications (e.g., Office of Aging will notify assisted living facilities, MH/MR will notify SAM, etc.).

3.   **Public Notifications** – These are notifications made to the public through media, press, or public warning systems including the Emergency Alert System. All public notifications during the response phase will be made as part of an established joint information system managed at the local level from the Berks County EOC by the county designated Public Information Officer in consult with the PIO at the State EOC. All such notifications will be in concert with the policies and guidance contained in the Berks County EOP ESF Annexes 2 & 15. It is understood that notifications made during the response phase differ from, and therefore will not follow the same procedures as other notifications.

IV.   ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A typical emergency operations plan formatted and developed using guidance from the Federal Emergency Management Agency, recognizes that in most situations one entity will be relied upon to respond to an emergency (the primary agency) and other entities may serve in a support capacity (the support agencies). No single agency can be identified as the primary agency for an infectious disease outbreak. Rather, various agencies must be identified as leads for certain aspects of the response. This section of the plan will designate the responsibilities of the various stakeholders as they pertain to the phases of an event. The organization of this plan and the associated annexes is structured around the 22 Emergency Support Functions which are designated in the Berks County Emergency Operations Plan. Using this format, entities can identify which ESF closely matches their function and review that particular ESF for recommendations in each of the five phases.

The checklists developed for this plan identify discipline specific information which should be considered when preventing, mitigating, preparing, responding, or recovering from an infectious disease outbreak. In addition to the information contained in the checklists, all businesses, organizations, and associations should consider the following basic planning questions and ensure that these are considered when developing a plan;

- What is the threat (e.g., spread, duration, virulence) to my organization, the community, and the nation?

- Where will it appear first, and how will I know when it does?

- When will it begin affecting my organization, the community, and the nation?

▪ How will government help to inform and support my organization?

▪ How can I help to support the business sector, my community and the nation?

▪ How will it affect my organization, the community, and those that depend on me?

A.   Roles & Responsibilities

1.   Local Government

This level of government represents the nation's front lines in the infectious disease battle. They will face extreme challenges in maintaining normal operations in the face of widespread illness and increased demand on most government services. Responsibilities of the local government include the following:

▪ Ensuring all reasonable measures are taken to limit the spread of an outbreak within and beyond the community's borders;

▪ Consider all aspects of the community that might be impacted, including populations most vulnerable to severe illness and those that may be more impacted socially or economically;

▪ Establishing comprehensive and credible preparedness and response plans that are exercised on a regular basis;

▪ Integrating non-health entities, including law enforcement, utilities, and municipal services in planning activities;

▪ Identifying non-critical functions that can be suspended to allow for a focused response to the infectious disease event (e.g. code enforcement, plan review, parks and recreation, etc.);

▪ Identifying critical functions that must continue regardless of availability of personnel (e.g. trash collection, public safety, wastewater and water treatment, etc.);

▪ Ensuring continuity of government and/or continuity of operations plans are up-to-date and have been reviewed with essential personnel;

▪ Identifying key spokespersons for the community, ensuring that they are educated in risk communications, and having coordinated crisis communication plans; and

▪ Providing public education campaigns on emerging infectious diseases.

Due to the scope and severity of an anticipated event and the lack of resources available to local government officials, collaboration between private industry and government is essential during the preparedness

phase. In addition, the response phase will bring a shortage of resources and personnel whereby assistance from private industry will be necessary to assist in the community's response to the emergency. Businesses, non-profit organizations, and non-governmental organizations should identify ways that assistance can be provided to the community during the phases of an infectious disease outbreak. A partial list of these considerations can be found in the various annexes to this plan.

2.   **Private Sector**

The impact of all disasters is generally felt most severely at the local level. Private sector businesses should familiarize themselves with the various containment and response options including social distancing, quarantine laws, and movement restrictions, in the jurisdictions where they operate. Business executives should also assess the diverse national and international legal and regulatory authorities, issues, and restraints that could affect their business, supply chain, transportation of goods and services, priority for municipal services, and workplace safety issues. Additionally, executives should fully asses the risks, impacts, and implications of related disruptions to international production, supply chain, and goods and personnel movement. Most businesses rely on a global network of essential material and support functions. Disruptions in international trade could result in cascading impacts across private sector businesses even before disease outbreaks reach the United States.

The private sector has a significant role to play in preparing for an infectious disease event. As outlined in the _National Strategy for Pandemic Influenza_, private sector businesses and industries should consider the following:

▪   Establishing a process for infection control in the workplace, including options for working offsite while ill, systems to reduce infection transmission, and worker education;

▪   Establishing internal surveillance protocols to monitor the health of workers and business stakeholders and to keep local public health officials informed;

▪   Developing and updating all-hazard continuity of operations plans to maintain delivery of essential goods and services despite significant and sustained worker absenteeism;

▪   Monitoring regional/national/international infectious disease threat levels for trigger-point changes that will affect the business;

▪   Ensuring critical resources are available through established supply-chains or alternative methods are in place to procure necessary resources to continue required processes;

- Coordinating with government officials and community stakeholders to share planning, preparedness, response, and recovery information; and

- Establishing partnerships with other members of the sector to provide mutual support and maintenance of essential services during an infectious disease outbreak.

To maintain essential levels of service and ensure that basic goods are available during an event, the federal government identified 16 sectors as critical infrastructure sectors. It is critical that these 16 sectors develop continuity of operations plans to ensure that their services are available. These sectors should also coordinate public health planning with all appropriate private and public entities:

▪ Chemical	▪ Financial Services
▪ Commercial Facilities	▪ Food & Agriculture
▪ Communications	▪ Government Facilities
▪ Critical Manufacturing	▪ Healthcare & Public Health
▪ Dams	▪ Information Technology
▪ Defense Industrial Base	▪ Nuclear Reactors, Materials
▪ Emergency Services	▪ Transportation Systems
▪ Energy	▪ Water & Wastewater Systems

3. **Personal and Family Preparedness**

Most actions identified in this plan target businesses of varying types. It is critical to remember that emergency preparedness **MUST** begin in the home at the personal level. By following the recommendations found below, individuals can help save lives and keep our community functioning during an infectious disease outbreak.

a. **Preparedness**

- Store a two-week supply of food. Select foods that do not require refrigeration, preparation or cooking. Ensure that formula for infants and any special nutritional needs are a part of your planning. Plan for your pets as well.

- Store a two-week supply of water, 1 gallon per person per day, in clean plastic containers.

- Store a supply of nonprescription drugs, such as pain relievers, cough and cold medicines, stomach remedies and anti-diarrheal medication, as well as vitamins and fluids with electrolytes (such as sport drinks).

- Store health and cleaning supplies, such as bleach, tissues, paper towels, toilet paper, a thermometer, disposable gloves, soap, and alcohol-based hand sanitizers.

- Know where to find up-to-the-minute information on the status of the disease outbreak or pandemic event.

- Know the difference between important terms such as evacuation, shelter-in-place, quarantine, and isolation.

b. Prevention

- Clean your hands often with soap and water or alcohol-based hand sanitizer.

- Cover your mouth and nose with a tissue when you cough or sneeze and clean your hands afterward.

- Cough or sneeze into your upper sleeve if you don't have a tissue.

- Keep your hands away from your eyes, nose and mouth to prevent germs from entering your body.

- Practice social distancing of 6 feet or more apart or two arms lengths.

- Put used tissues in a wastebasket.

- If you display signs or symptoms, stay home from work, school and errands and avoid contact with others.

  Follow the recommendations of state and federal health officials regarding the wearing of facemasks to prevent the spread of disease. Where possible utilize cloth facemasks to preserve the supply of disposable masks for health care workers and first responders.

- The emergency service agencies will most likely be overtaxed, therefore attempt to utilize your family doctor for medical advice and minor treatment, and resort to emergency rooms for severe medical complications only.

A comprehensive list of actions that can be taken can be found in the Personal and Family Preparedness Annex of this plan.

B.   Emergency Support Functions (ESF)

This portion of the plan identifies the 22 Emergency Support Functions identified in the County and municipal all-hazard emergency operations plan and relate those functions to an infectious disease outbreak. Using this format, entities can identify which ESF closely matches their function and review that particular ESF for recommendations in each of the five phases.

1.   **TRANSPORTATION ESF-1**

The transportation system, vital to every resident and visitor to Berks County, is responsible for delivering millions of people and billions of dollars of goods each year. Built around the "just-in-time" delivery of goods and services, any disruption to the transportation system could have cascading effects on many other functions and disciplines in the County. Maintaining a healthy and viable transportation system during an infectious disease event will be highly dependent on the degree of preparedness, the ability to respond, and the capability to recover within each of the major transportation modes identified below:

- Aviation (airports / commercial airlines);
- Rail (rail carriers, both passenger and freight);
- Highway (commercial shipping); and
- Mass Transit (commercial buses, taxis).

The entities which comprise the transportation system in Berks County must identify methods to continue operations during an event, giving priority to the transportation of the following materials and resources;

- Pharmaceuticals for the treatment of infectious disease outbreak;
- Food supplies;
- Fuel for transportation and heating;
- Sanitizing materials;
- Personal hygiene products;
- Supplies for emergency service providers;
- Transportation of individuals (both sick & well);
- Movement of essential work forces;
- Transportation for disposition of the deceased; and
- Move of the public at large.

In order to continue to provide transportation services, entities must address several key issues related to a public health event, some of which are included below:

- Personal protective equipment must be provided to drivers and employees serving in the transportation function to minimize the transmission of the influenza virus.
- Multiple sources for fuel resources need to be identified during the preparedness phase, in addition to alternate transportation methods, and re-routing or combining transportation services with other providers.
- Alternate drivers and employees should be identified, in addition to partnering with other transportation entities to allow services to be combined.

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an infectious disease. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical. The following are expectations from local and county government for the transportation discipline:

- Mass transportation providers will be asked to cancel routes to public venues such as malls, outlets, large businesses, etc., and establish routes to medical treatment facilities and/or Points of Distribution (PODs).
- Private mass transportation providers will be asked to cancel trips and/or tours and assist local government and the public mass transportation providers with the transportation resources necessary to deliver community residents to medical treatment facilities and/or PODs.
- Commercial motor carriers will be asked to use their resources (storage trailers, commercial delivery vehicles) for the task of delivering and storage of resources.

Consult the Transportation Annex of this plan for a comprehensive list of recommended actions to be taken during the five phases of a infectious disease event.

2. **COMMUNICATIONS ESF-2**

Emergency communications facilities serve as the central hub for communication and coordination of emergency response actions during everyday emergencies. Because of the critical nature of these organizations, planning for the five phases of an infectious disease event is critical. During an event, it is most likely that they will be faced with higher demands for services while experiencing problems like the rest of the community – increased employee absenteeism, disruption of supply chains and increased rate of illness. The following facilities have been identified as those whose responsibilities fall under the Communications ESF of this plan.

- Emergency communications facilities (police, fire, EMS);
- Emergency Operations Centers; and
- Amateur Radio Emergency Services (ARES) / Radio Amateur Civil Emergency Service (RACES)

Several important issues which must be planned for prior to an event are included below. A comprehensive list can be found in the Communications Annex of this plan.

- In order to be effective in call-taking and dispatching, the telecommunicator must have accurate, up-to-date information to relay to the public;
- Consider what non-critical tasks can be suspended to allow for personnel to focus on other responsibilities;
- Alternate protocols need to be developed to triage requests for service based on information received from the complainant; and

- With the anticipated shortage of staff, cross train telecommunicators so that functions can be staffed by numerous people.

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an infectious disease incident. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical. The following are expectations from local and county government for the communications discipline:

- Maintain an awareness of the origin of requests for assistance from callers with symptoms. Compile this information on a frequent basis and report this to the County EOC.
- Communicate information pertaining to the event to public safety agencies throughout the county.

3. **PUBLIC WORKS ESF-3**

Public works professionals play a key role in operating critical infrastructure services, such as water treatment and distribution systems, power generation and distribution systems and other critical infrastructure whose failure can directly impact the ability to respond to an infectious disease event. In addition, these professionals can provide for other essential services such as debris management, detour route establishment and maintenance & upkeep of municipal and state roadways.

The following have been designated as public works agencies for the purpose of this plan:

- Municipal public works departments;
- Municipal water and sewer management; and
- Engineering firms and construction companies tasked with municipal public works management;

Management and maintenance of the critical infrastructure is the key role for public works officials. Several essential functions which must be considered during an event are listed below. More information can be found in the Public Works Annex of this plan.

- Cross-train personnel in public works functions to assure that all personnel can perform numerous jobs;
- Identify non-critical functions which can be suspended during an incident (street cleaning, lawn and parks maintenance); and
- Have employees who are tasked with non-critical functions (building inspectors, code enforcement, plumbing inspectors) trained in public works tasks to be able to assist the public works agencies during an event.

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an infectious disease event. Due to the potential lack of resources and

assistance available from normal resource providers, working with local government is also critical. The following are expectations from local and county government for the public works discipline:

- Provide resources such as barricades and other traffic control devices to assist the county or local government in a wide scale traffic management plan in or around PODs, medical treatment facilities, or other critical facilities.
- Supplement area EMS agencies with trained public works staff (e.g., drivers for ambulances, etc.).

4.   FIREFIGHTING ESF-4

Emergency services of any type will most likely be severely impacted by an infectious disease event. Because of the sheer nature of this public service-oriented discipline, planning actions must be taken to assure the impact is minimal and operations can continue with decreased staffing. With many fire departments also offering emergency medical services, or providing mutual aid to EMS agencies, the role of the fire department during an event will most definitely shift from the traditional fire suppression role to an emergency medical treatment role. With this is mind, the agencies identified below must not only consider maintaining and staffing fire suppression resources, but also emergency medical resources. Agencies identified as being included in the Firefighting ESF include;

- Municipal fire departments;
- Brush fire task forces; and
- Fire brigades.

Consider the following recommendations when developing a response and recovery strategy for fire service-oriented agencies. A comprehensive list of recommendations can be found in the Firefighting Annex of this plan.

- Identify non-critical fire services (fire prevention, code enforcement, training, etc.) and reassign personnel usually tasked with these operations to critical services;
- Revise staffing and response procedures (e.g., Assign one chief to investigate an automatic fire alarm rather than committing the resources of several apparatus and personnel); and
- Ensure fire department personnel have an adequate stock of personal protective equipment (e.g., nitrile gloves, safety glasses, masks, etc.) and that universal precautions are implemented on any incident where contact with the public occurs.

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an incident. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical. It is assumed that during an event, the traditional role of the fire service will adapt to more of a medical treatment function. Although the everyday emergencies will continue, fire service

personnel should be prepared to assist EMS agencies and medical service providers with triage and treatment. The following are expectations from local and county government for the fire service discipline:

- Assist EMS agencies by providing trained staff with QRS capabilities to respond to minor medical emergencies.
- Provide available fire police personnel to assist with traffic management around PODs, medical facilities, and other critical areas.

5. **MASS CARE, EVACUATION & SHELTERING ESF-6**

Agencies tasked with functions involved with mass care, evacuation or sheltering should consult the Health & Medical ESF and/or the Business & Industry ESF.

6. **HEALTH & MEDICAL ESF-8**

As a component of the Nation's critical infrastructure, the health & medical sector will play a vital role in responding to requests for assistance, triaging patients, and providing emergency treatment to patients during an infectious disease outbreak. The health & medical sector will also assist with the management and disposition of the fatalities associated with the outbreak. Assuring the viability of the workforce and their families through social support services is essential to supporting the workforce's role in mitigating and responding to an event. Staff may be apprehensive about leaving home, need to care for sick family members and/or may find it difficult to travel to work during an event. Additionally, burnout from stress and long hours may occur.

This plan encompasses a significant number of disciplines and agencies, all of which will be impacted by an event in several ways. No other function will be more critical during an event than those tasked with the treatment of casualties and disposition of fatalities of those individuals affected by an infectious disease. The following entities have been identified as having responsibilities which fall under the Health & Medical Annex:

- Hospitals;
- Assisted Living / Skilled Nursing / Personal Care Homes;
- Rehabilitation / Physical Therapy Agencies;
- Laboratory agencies;
- Doctors offices;
- Home health care providers;
- Emergency Medical Service agencies;
- Aeromedical services;
- Adult day care;
- Mental health agencies;
- Pharmacies;
- Coroners;
- Funeral Homes / Mortuary; and

▪ Cemeteries / Mausoleums.

The following items highlight some of the key principles that must be identified during an event. A comprehensive list can be found in the Health & Medical Annex of this plan.

▪ How will agencies identify when an infectious disease has impacted their operation (e.g., surveillance, trigger points);
▪ What non-essential functions can be suspended, and personnel reassigned to critical tasks (e.g., elective surgery, physical therapy);
▪ Reduce large gatherings and limit visitors and external staff while implementing screening for those staff and visitors that may be in attendance;
▪ What methods can be implemented to allow for phone triaging and telemedicine practices;
▪ What methods are in place to deal with a significant number of deceased and ensure that dignity is maintained, and cultural and religious beliefs are considered during this period; and
▪ Work with the human resources representative to identify retired health professionals who may be able to assist if a shortage of employees occurs.

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an incident. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical. The following are expectations from local and county government for the health & medical discipline:

▪ Implement alternative standards of care to address patients presenting with flu-like symptoms.
▪ Hospitals, nursing homes, and other care facilities should expect to provide a report on available bed space, resource status and number of individuals presenting or residing at the facility with flu like symptoms.
▪ EMS agencies will be asked to consider canceling routine, non-emergency medical transports.
▪ Assist the Department of Health in identifying alternative care sites to relieve demand on hospital emergency departments and care for persons not ill enough to merit hospitalization.
▪ Pharmacists, pharmacy personnel, and other individuals with a medical background should expect to be requested to aid in tasks such as dispensing of medications, administration of vaccines, and patient screening.

7. **FOOD & WATER ESF-11**

An infectious disease event would dramatically disrupt the processing and distribution of food supplies across the nation, emptying grocery store shelves and creating crippling shortages for months. Entities involved in the distribution and marketing of foodstuffs are familiar with this scenario as it occurs each time a significant amount of snow

is forecasted. Contingency plans must be developed by the following agencies to address this shortage and ensure that food and water resources are available during an event:

- Grocery stores;
- Food processing, distribution, or storage facilities;
- Restaurants;
- Bulk water suppliers; and
- Agriculture suppliers / farms.

Several key questions which need to be answered are found below and additional topics which should be addressed in a plan are found in the Food & Water Annex to this plan.

- How will supermarkets and distributors receive product when the supply chain is disrupted or shut down completely?
- Consider eliminating food stuffs from inventory which may be difficult to decontaminate (e.g., fruits, vegetables) and distributing only canned goods.
- Agriculture suppliers and farmers should develop alternate methods for harvesting and distributing food stuffs to minimize the potential for the dispersal of an infectious disease.

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an incident. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical.   The following are expectations from local and county government for the food & water discipline:

- Assist County and local governments in identifying sources of and obtaining and arranging transportation for ice, human food & animal feed and water to designated staging areas.
- Collaborate with the American Red Cross to identify food and water needs.

8. **ENERGY & UTILITIES ESF-12**

Infectious disease planning for energy & utility providers should be designed to protect the employees, and to ensure operations of their respective infrastructure are properly supported. Those agencies who can utilize the Energy & Utilities annex of this plan are identified below:

- Electric providers / Power plants;
- Water utilities;
- Natural / LPG gas providers;
- Telephone & television service providers;
- Pipeline entities;
- Cellular communication providers;
- Internet service / Information technology providers; and
- Radio communication providers.

Although many of the planning assumptions and concerns with an event are similar, utility providers need to consider some specific issues which are addressed in the appropriate annex to this plan. For instance;

- What non-essential services can be suspended, and personnel resources be reassigned to critical functions such as power plant operations and system switching?
- How can control room operations be amended to minimize staff needed to oversee operations?
- Are public safety answering points, emergency service providers, and health facilities given priority of service to assure their continued operation?
- Will EAS stations be able to stay online during an incident?

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an event. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical. The following are expectations from local and county government for the energy & utilities discipline:

- Ensure that priority service is given to critical infrastructure and emergency service providers.
- Provide status reports on utility service to the County and/or municipal emergency operations center.

9.   **LAW ENFORCEMENT ESF-13**

Public health emergencies pose special challenges for law enforcement, whether the threat is manmade or naturally occurring. Policing strategies will vary depending on the cause and level of the threat, as will the potential risk to the responding officers. Depending on the threat, law enforcement's role may include enforcing public health orders, securing perimeters, securing health care facilities, controlling crowds, investigations, and protecting national stockpiles of vaccines. Agencies which may be tasked with these functions and are applicable to the Law Enforcement Annex of this plan are as follows:

- Municipal police departments;
- County sheriff's office;
- Detention centers; and
- Private security agencies.

It is critical that private security services associated with protecting critical infrastructure and key resources throughout the County develop the necessary plans to ensure they have the capability to carry out their responsibilities throughout the event period, which will mitigate the demand for additional public sector resources. Depending on the scope and severity of the incident, consideration may be given to these agencies to provide support to the municipal police departments or county law enforcement assets.

Specific issues which need to be addressed by the law enforcement discipline include the following;

▪ What will officers do when an individual suspected of a crime and is infected and needs to be incarcerated?
▪ What operations can be suspended during an outbreak (e.g., routine traffic stops, court appearances, foot patrol of public venues, etc.)?
▪ What alterations can be made to patrol schedules to ensure adequate coverage of all areas of the community are provided police coverage (e.g. can patrol districts be combined during periods of reduced staffing)?
▪ How can department operations be revised to allow for minimal contact (e.g. can security checks be performed by phone rather than in-person)?

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an event. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical. The following are expectations from local and county government for the law enforcement discipline:

▪ Prioritize and triage requests for services based on severity of incident and implement alternatives to normal response.
▪ Provide security at PODs, shelters or other medical care facilities in the respective municipalities.
▪ Isolate sections of the community during an outbreak.
▪ Assist with traffic management around health care facilities or other critical infrastructure being operated (e.g., food distribution facilities, pharmacies, hospitals, etc.).

10.   **PUBLIC INFORMATION ESF-15**

The mission of the public information function of this plan is to identify mechanisms to educate individuals, families, organizations and businesses throughout Berks County on the importance of preparedness. During a confirmed outbreak, these mechanisms will also be utilized to transmit accurate information on the status of the event and provide guidance on the proper methods of protection from human to human or animal to human transmission of a virus. Agencies which can assist in this process are identified as;

▪ TV & radio broadcasting companies;
▪ Newspaper services; and
▪ Agencies (County, Municipal, DOH, CDC, Red Cross, etc.) which maintain websites & social networks.

Actions which need to be considered include the following:

▪ Provide timely, accurate, consistent, and appropriate information about the event;

- Emphasize the rationale and importance of adherence to public health measures that some people may consider intrusive (e.g., quarantine);
- Promptly address rumors, inaccuracies, and misperceptions; and
- Adapt materials for others with special needs (e.g., non-English speaking populations, difficult-to-reach communities, and persons living in institutional settings) receive appropriate information.

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an incident. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical. The following are expectations from local and county government for the public information discipline:

- Ensure that any public information statements provided to your organization are transmitted or published in a timely manner.
- Allow the utilization of e-mail broadcast messages, websites, text messaging and other mass communication methods utilized by your agency for the dissemination of important information related to the incident.

Other essential functions can be found in the Public Information Annex to this plan.

11.   **ANIMAL CARE & CONTROL ESF-16**

After Hurricane Katrina struck New Orleans, it was identified that emergency plans were lacking information and procedures on how to accommodate individuals with service animals and household pets. As a result of this, the Robert T. Stafford Disaster Relief and Emergency Assistance Act, (Stafford Act) was amended with the "Pets Evacuation and Transportation Standards Act of 2006" to require state and local emergency preparedness operational plans to address the needs of individuals with household pets and service animals following a major disaster or emergency. The purpose of the Animal Care and Control Annex of this plan is to assist those agencies identified below with the planning, response and recovery phases of an event.

- Veterinarians;
- Animal hospitals; and
- Animal shelters.

Actions which need to be considered by the disciplines identified above include;

- If the virulence causing the outbreak is avian or zoonotic in nature, ensure that precautionary measures are taken to prevent the transmission of the virus;
- Ensure that the County Animal Response Team (CART) has considered how stray or abandoned animals will be cared for, in addition to those animals brought to established shelters;

▪ Inventory resources and supplies of the organization and determine if these could be utilized by other disciplines tasked with the response to an outbreak.

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an incident. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical. The following are expectations from local and county government for the animal care & control discipline:

▪ Assist the CART with resources which may be necessary to treat, manage and contain animals which may have been abandoned or otherwise impacted.

Additional planning and preparedness concerns for agencies responsible for animal care and control can be found in the Animal Care & Control Annex of this plan.

12. **HUMAN RESOURCE MANAGEMENT ESF-17**

This annex provides human resource management guidance for agencies tasked with personnel management and any company or organization that maintains a human resource department or performs functions associated with the management of employees.

Within this function, there are numerous essential tasks which must be considered during an outbreak.

▪ **Staffing** – Sufficient staffing will be crucial to the emergency management process. With the potential of 40% of the employees falling ill or not reporting to work due to the care of ill family members, it is essential that staffing considerations be identified during the development of a plan.

▪ **Telecommuting & Social Distancing** – Actions such as telecommuting, alternate work schedules, and multiple / staggered shifts will not only minimize the transmission of the virus at the workplace, but also provide alternatives for staffing issues.

▪ **Health Benefits Administration** – Administration of employee health benefits should be addressed, especially if the availability of these is minimized during an event. Alternate procedures should be developed to reimburse employees who may not be able to visit network providers.

▪ **Workers' Compensation** – Claims for workers' compensation must continue during an event, and alternative procedures should be included in the plan to address a lack of resources or personnel able to process these claims.

▪ **Employee Assistance Programs** – Because of the severity and scope of an infectious disease outbreak, it is anticipated that

employee assistance programs will be taxed, as the agency who maintains and staffs these programs will also be subject to the 40% reduction in workforce. Human resource agencies should collaborate with their employee assistance program provider to assure that their services will be available.

13. **DIRECTION & CONTROL ESF-20 (LOCAL GOVERNMENT)**

The elected officials of a municipality are responsible for the protection of lives and property of the citizens and exercise ultimate supervision and control over the five phases (prevention, mitigation, preparedness, response and recovery) of emergency management activities within the municipality. No matter the scope, nature or impact of an emergency, all emergency incidents begin at this level of government; therefore, it is crucial that a comprehensive emergency operations plan is developed in addition to hazard specific annexes.

The Direction and Control ESF for the Infectious Disease Outbreak Plan addresses those situations which are unique to an event which local governments need to consider when developing a plan.

Actions to consider when planning for an event include, but are not limited to;

- What essential functions that the local government provides must be continued during an outbreak (e.g., law enforcement, fire protection, refuse collection, sewage treatment, etc.)?
- Are there any non-essential functions that can be suspended, and personnel reassigned to complete the identified essential functions?
- What succession leadership and delegations of authority have been established?
- Are continuity of operations plans in place and up to date?

14. **BUSINESS & INDUSTRY ESF-21**

Due to the nature of an infectious disease event, every individual, business, government, and organization must be adequately prepared to respond to an incident of this national significance. Because of this, general guidance is provided to all types of businesses in the Business & Industry Annex of this plan. This annex is generic in nature therefore any organization can utilize the information in this section.

An important point which must be considered during the development of a plan involves inter-agency dependencies and cascading effects. Many businesses rely on others for raw materials, utilities and manpower. These requirements must be identified, and an agreement should be reached specifying how the raw materials (if available) will be distributed.

When developing a plan, businesses and industries should consider the following, in addition to those listed in the Business & Industry Annex;

- What industries or other businesses do the businesses rely on to conduct day-to-day operations?
- Are Memorandums of Understanding established between these businesses to assure that supplies will be received?
- How will a reduction of 40% of the workforce impact your business operations?
- Review, update, or develop workplace plans to include liberal leave and telework policies, alternate team approaches for work schedules, and seven day leave policies for people who demonstrate signs and symptoms.
- Increase physical space between workers while staggering work schedules and decreasing social contacts in the workplace.
- Consider limiting large work-related gatherings such as meeting, conferences, and other non-essential work travel.
- Ensure flexible leave policies for staff who need to stay home due to school/childcare dismissals.

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an incident. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical. The following are expectations from local and county government for the business & industry discipline:

- Businesses and industries who manufacture or supply medical equipment, health care supplies, or other durable medical equipment should expect that assistance will be requested in fulfilling unmet needs in which their services or supplies can be utilized.

15. **EDUCATION SERVICES ESF-22**

Schools, colleges, universities, and trade schools will play a key role in communicating related information to parents and other community members. Preparedness information can be disseminated using such methods as brochures sent home with students, presentations to parent-teacher organizations and informational seminars during teacher in-service days.

Although educational institutions may provide an excellent method of outreach, schools, colleges and universities also may provide an environment that is very conducive to accelerating the spread of influenza not only within schools, but throughout the community.

Because of the potential for facilitating the spread of virus, it may be determined that the best course of action is to suspend school activities and close the buildings during the event. The decision to close schools will necessitate consideration of other actions related to other types of facilities, activities, and functions that bring people together, particularly in closed environments. The following entities have been identified as those having a critical role in the planning and response to an infectious disease event:

- Elementary, Secondary, Higher Education Institutions;
- Trade / Technical Schools;
- Intermediate Units;
- Private / Parochial Schools; and
- Day Cares / After School Programs.

These agencies must not only consider how an event will impact their operation, but also how the cascading effects of a school closure will impact other organizations.

- If schools are closed, how will students' complete assignments and submit for grading?
- If schools remain open and the institution witnesses a decrease in teacher attendance, what subjects can be suspended to allow other teachers to instruct in key subjects?
- If colleges and universities have students from other countries, how will they care for these students, or others that may not be able to travel home?
- Consider regular health checks of students, staff, and visitors.
- Can short-term dismissals be implemented to allow for cleaning and disinfecting?
- Can extra-curricular activities involving large gathering (e.g., sporting events, concerts, performances, assemblies) be cancelled or postponed?

Collaboration with like agencies and resource providers is a critical aspect of planning for, responding to, and recovering from an event. Due to the potential lack of resources and assistance available from normal resource providers, working with local government is also critical. The following are expectations from local and county government for the education discipline:

- Work with county and/or local government to provide transportation resources.
- Provide staff (particularly those with medical training) to serve as volunteers at points of distributions (PODs).
- If schools are to remain open, provide information on student absences and impact of the event to the Education ESF representative at the County or local EOC.

C.   Inter-Agency Dependencies

1.   As part of the pandemic planning process, individuals and businesses must identify other agencies or resources which are dependent on their operations. For instance, community members rely on grocery stores and convenience stores for their supply of food, water and other necessities. Grocery and convenience stores must identify who they rely on to receive the products; farmers, food distribution companies, warehousing facilities, transportation providers, etc. Once these inter-agency dependencies are identified, a collaborative approach should be utilized in developing preparedness plans for each entity.

2.   Organizations and businesses identified as critical infrastructure or key resource providers should recognize the importance of inter-agency dependencies and work to identify alternate methods for collaborating with these agencies during a period of reduced workforce availability.

V.   ADMINISTRATION AND LOGISTICS

A.   Administration

1.   To maintain a situational awareness of the impact of the event, local governments will submit situation reports to the Berks County Department of Emergency Services in a timely manner. It is encouraged that businesses and non-governmental agencies maintain documentation locally regarding the impact of the event on their agency. This information should be in a professional format that is easily understood and transmitted to requestors.

2.   Municipalities, businesses and non-governmental agencies should utilize pre-established bookkeeping and accounting methods to track and maintain records of expenditures and obligations.

B.   Logistics

1.   Primary response to all emergencies begins at the local level. Each municipality is to establish mechanisms and procedures to allow its emergency services to secure all reasonably foreseeable resources necessary to address anticipated hazards.

2.   When resources are exhausted at the local government level, or prudent planning projects that resources will become exhausted, as dictated by PA Title 35, the next level of emergency management shall coordinate assistance and attempt to satisfy unmet needs. Assistance may come from:

   - Surrounding municipalities and counties;
   - The Commonwealth of Pennsylvania;
   - Federal agencies; or
   - Private partners.

   Unless otherwise established, the cost for such assistance, if any, will be born by the entity making the initial request for assistance.

VI.   TRAINING AND EXERCISES

A.   Training

1.   For training purposes and exercises, this plan can be activated as deemed necessary.

2.   Organizations utilizing the guidance found in this plan should also consider training employees, volunteers, and other personnel in the preparedness, response and recovery actions pertaining to an event.

B.   Exercise

1.   After personnel have been trained in the plan contents, it is encouraged that an exercise program be established to test the knowledge, skills and abilities of those trained.

2.   Exercises should be designed and structured in accordance with the Homeland Security Exercise Evaluation Program (HSEEP).

VII.   PLAN REQUIREMENTS, MAINTENANCE AND DISTRIBUTION

A.   Required Review

1.   The plan components will be reviewed and updated by the County Emergency Management Coordinator on a regular basis, but not less than annually. Whenever this plan is implemented in an emergency event or exercise, an after-action review, consistent with HSEEP guidance, will be conducted to determine if any changes are necessary.

B.   Execution

1.   This plan will be executed upon request of the Pennsylvania Emergency Management Agency, the Berks County Emergency Management Coordinator, the Berks County Board of Commissioners, or any other individual designated by local policy as having such authority.

C.   Distribution

1.   This plan has been developed as a public document and distribution is unlimited. It is the purpose of this plan to provide a comprehensive document to provide to all government agencies, businesses, and non-governmental organizations for the purpose of planning. The Berks County Department of Emergency Services encourages individuals to distribute this plan to the audience identified in the plan. Copies of this plan can be obtained by accessing the department's website at http://www.berksdes.com.

2.   Plan revisions will be distributed via the department's website and other communication methods as deemed necessary. Revisions or changes are documented by means of the "Record of Changes" page. A receipt system shall be used to verify the process.

VIII. AUTHORITIES AND REFERENCES

Berks County Emergency Operations Plan, March 2019.

Berks County Municipal Emergency Operations Plan Template, October 2007

Pennsylvania Emergency Management Services Code 35 Pa. C.S. Section 7101-7707, as amended.

Pennsylvania Counterterrorism Planning, Preparedness, and Response Act (Act 2002-227), December 16, 2002.

East Central PA Counter-Terrorism Task Force Regional Strategic National Stockpile Distribution Plan, December 2005.

Eastern PA Regional EMS Council Disaster Operating Guidelines, January 2000.

National Incident Management System, Department of Homeland Security, October 2017.

Center for Disease Control Pandemic Flu Website: http://www.pandemicflu.gov. US Department of Health & Human Services.

Pennsylvania Pandemic Flu Website: http://www.health.pa.gov . Pennsylvania Department of Health.

EMS Response to Patients with Suspected Respiratory Illness Standard Operating Guideline, Berks County EMS / Medical Working Group, March 2007.

Pandemic Influenza Plan Guidelines for Virginia Public Schools, Virginia Department of Education. May 2008.

Influenza Pandemic Response Plan, Pennsylvania Department of Health, 2005.

Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources, Department of Homeland Security, September 2006.

Implementation of Mitigation Strategies for Communities with Local COVID-19 Transmission, Centers for Disease Control and Prevention, March 2020.

Public Health Emergency Preparedness and Response Capabilities, Centers for Disease Control and Prevention, January 2019.

Pandemic Influenza Plan 2017 Update, U.S, Department of Health and Human Services, 2017.

IX.   DEFINITIONS

Cascading Effects – An event that triggers or causes additional impacts.

Delegations of Authority - A delegation of authority identifies who is authorized to act on behalf of the agency head or other officials for specified purposes and ensures that designated individuals have the legal authorities to carry out their duties. To the extent possible, these authorities should be identified by title or position, and not by the individual office holder's name.

Emergency Management Cycle – A subset of incident management, the coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate against threatened or actual natural disasters, acts of terrorism, or other manmade disasters.

Emergency Operations Center (EOC) – The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Emergency Operations Plan (EOP) – The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Support Functions (ESF) – Used by the Federal Government and many State governments as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of resources and provide strategic objectives for their use. ESFs utilize standard resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.

Evacuation – An initiated action for an organized, phased, and supervised withdrawal dispersal, or removal from dangerous or potentially dangerous areas and their reception and care in safe areas.

FluSurge© - FluSurge© is a spreadsheet-based model which provides hospital administrators and public health officials estimates of the surge in demand for hospital-based services during the next influenza pandemic. FluSurge© estimates the number of hospitalizations and deaths of an influenza pandemic (whose length and virulence are determined by the user) and compares the number of persons hospitalized, the number of persons requiring ICU care, and the number of persons requiring ventilator support during a pandemic with existing hospital capacity.

Isolation – The separation of persons who have a specific infectious illness from those who are healthy and the restriction of their movement to stop the spread of that illness. Isolation allows for the focused delivery of specialized health care to people who are ill and protects healthy people from getting sick.

National Response Framework (NRF) – Guides how the nation conducts all-hazards response. The NRF documents the key response principles, roles, and structures that organize national response. It describes how communities, States,

the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

Orders of Succession - Provisions for the assumption of senior agency offices during an emergency if any of those officials are unavailable to execute their legal duties.

Pennsylvania Emergency Incident Reporting System (PEIRS) – A web-based incident reporting system where incidents of significance are reported to the Pennsylvania Emergency Management Agency to maintain a situational awareness of emergency incidents occurring throughout the Commonwealth of Pennsylvania.

Quarantine – The separation and restriction of movement of people who were exposed to a contagious disease to see if they become sick.

Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) - The Stafford Act authorizes the President to provide financial and other forms of assistance to State and local governments, certain private nonprofit organizations and individuals to support response, recovery and mitigation efforts following Presidential emergency or disaster declarations.

Shelter-In-Place – The use of a structure to temporarily separate individuals from a hazard or threat. Sheltering in place is appropriate when conditions necessitate that individuals seek protection in their home, place of employment, or other location when disaster strikes.

X. CERTIFICATION OF REVIEW

A review of this plan has been conducted by the County Emergency Management Coordinator and the review is hereby certified;

DATE	NAME	SIGNATURE
4/17/2012	Brian A. Gottschall	
3/11/2013	Brian A. Gottschall	
3/13/2014	Brian A. Gottschall	
3/19/2015	Brian A. Gottschall	
3/10/2016	Brian A. Gottschall	
2/9/2017	Brian A. Gottschall	
3/22/2018	Brian A. Gottschall, MPA, CEM	
3/18/2019	Brian A. Gottschall, MPA, CEM	
3/4/2020	Brian A. Gottschall, MPA, CEM	
3/17/2020	Brian A. Gottschall, MPA, CEM	
7/8/2020	**Brian A. Gottschall, MPA, CEM**	

XI.   RECORD OF CHANGES & UPDATES

Changes have been made to the plan as indicated, and copies of the changes have been provided to all entities requiring updates as indicated on the plan distribution list.

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)
1	3/7/2012	4/5/2012	Donnie R. Swope

SUMMARY OF CHANGE(S):
Changes made to: Table of Contents, VII.C. Distribution pg. 28 now pg. 29 (pg.4). (pg.13) Section- A.3. Personal and Family Preparedness, with the addition of sections **(a.) Preparedness** and **(b.) Prevention**. In section b. Prevention: the order of preventative measures was changed to prioritize measures (pg.13). Addition of Agencies which maintain websites & Social Networks under Section-B.10 Public Information ESF (pg.22). Correction to Berks County Department of Emergency Services website on page 29 to reflect current website. Minor spelling and verbiage corrections were made with no impact to overall plan. Changes are a result of the Berks County Pandemic Advisor Committee recommendations.

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)
2	2/13/13	3/11/2013	Donnie R. Swope

SUMMARY OF CHANGE(S):
Change made to: Reading Hospital and Medical Center new name is Reading Health System, and St Joseph's Medical Center's new name is St. Joseph's Regional Health Network.

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)
3	2/25/2016	2/25/2016	Donnie R. Swope

SUMMARY OF CHANGE(S):
Changes made: St. Joseph's Regional Health Network changed to Penn State Health St. Joseph's on pg. 9. State Influenza link updated pg. 29 http://www.health.pa.gov under heading Authorities and References.

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)
4	2/7/2017	2/7/2017	Donnie R. Swope

SUMMARY OF CHANGE(S):
Change made, page 9, addition of American Red Cross to the Intra-Organization Notifications.

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)
5	2/21/2018	2/21/2018	Donnie R. Swope

SUMMARY OF CHANGE(S):
Change made: Reading Health System changed to Tower Health, Reading Hospital on page 9 of the plan.

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)
6	2/26/2019	2/28/2019	Donnie R. Swope

SUMMARY OF CHANGE(S):
Addition of Emergency Support Function (ESF) numbering to coincide with each referenced support function listed.

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)
7	2/3/2020	3/4/2020	Donnie R. Swope

SUMMARY OF CHANGE(S):

Corrected typos and grammar/run-on sentence issues.

Changed reference to outdated NFP, four phases to five phases of emergency management.

Plan updated to be more inclusive by adding the language "emerging infectious diseases" such as influenza…

Added facemask information to Section 3.b, Personal and Family Preparedness, and Personal and Family Annex.

CHANGE NUMBER	DATE OF CHANGE	DATE ENTERED	CHANGE MADE BY (Signature)
8	5/13/2020	5/13/2020	**Donnie R. Swope**

SUMMARY OF CHANGE(S):

Plan name change to be more inclusive of infectious diseases, while still applicable to pandemic outbreaks. Changes were made to reflect actions taken during COVID-19 outbreak.

Additional protective measures added.

Language change from "emerging infectious disease" to "infectious disease outbreak"

CDC information added from lessens learned during the COVID-19 Outbreak.

Berks County
Emergency Operations Plan

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Infectious Disease Outbreak
Emergency Support Function Annex

TRANSPORTATION PLANNING GUIDE

Guide Information	The transportation planning guide has been developed to be utilized by entities involved in one of the following four methods of transportation:
	1. Aviation
	2. Rail
	3. Highway
	4. Mass Transit
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak event. It is highly recommended that each of these disciplines collaborate on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the transportation sector to provide mutual support and maintenance of essential services during an infectious disease outbreak.	
✓ Collaborate with human resource personnel regarding transportation functioning with 40% of the work force absent. ● Consider modifying route schedules and eliminating duplicate routes. Also identify the types and numbers of workers critical to sustain essential functions. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Utilization of taxicabs and paratransit type vehicles will increase and a decrease in demand for mass transit vehicles will most likely occur. ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak?	

✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses. ● Bus routes to public gathering venues (malls, business complexes, etc.) should be suspended and re-routed to those locations offering health and medical services. ● Private motor carriers can suspend normal operations and be utilized to supplement public mass transit resources. ● Passenger airline services can be suspended and those resources utilized to supplement other transportation methods.	
✓ Prioritize the identified essential services, functions and processes given their value to customers and the community. ● A request for transportation from a medical professional should receive priority over other requests. ● If an outbreak reduces the number of available workers, is there a way to prioritize cargo to ensure that the most essential goods/products are transported first?	
✓ Identify and assess critical customers given their value to sustaining the organization and the community. ● Critical customers include pharmaceutical companies, pharmacies, hospitals, doctors, food distribution facilities. ● Communicate with these individuals to determine the level of support required to them.	
✓ Identify critical supporting agencies to plan for ways to continue essential business operations. ● Transportation entities should focus on coordinating with agencies such as fuel distribution entities and warehousing facilities.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified. ● Could fewer maintenance facilities be operated and what would the impact be if one were to become unavailable?	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Materials for the transportation discipline include fuel, lubricants, refrigerants, filters and other repair parts. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify workers whose job functions are consistent with telecommuting. ● Ensure technology and policies are in place to allow for telework for these employees. ● Exercise telework technology and policies prior to need for implementation	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers and the public utilizing transportation resources. ● Emphasize basic personal hygiene and workplace infection control. ● Consider developing a process to screen employees and visitors at the entrances to critical facilities. ● Consider closing non-critical common areas such as break and lunchrooms, and ensuring workers do not commingle during shift changes.	

✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees whose job functions allow it to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak. ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Establish procedures detailing specific actions to take if passengers begin displaying signs and symptoms of an infectious disease during an extended trip. ● Commercial bus companies and commercial airlines should identify how they will address passengers who develop symptoms during a trip in which the occupants will be confined to the bus or plane for an extended period of time. Responses could include moving ill persons away from other travelers, placing a surgical mask on the ill person, and emphasizing the importance of hygiene measures to all passengers.	
✓ Assess the need to provide security to protect shipments of critical, high-demand supplies. ● Examples include vaccines or antiviral medications, and shipments of food & fuel.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the outbreak preparedness phase will enhance collaboration and networking during the response phase	
✓ Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of infectious disease outbreaks.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible cost recovery.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment. ● Ensure that social distancing practices are utilized on mass transit resources (e.g., minimize crowding on busses).	
✓ Identify & prioritize cargo that could be deemed essential and ensure its continuity. Examples of such materials include; ● Pharmaceuticals ● Food Supplies ● Fuel ● Sanitizing Materials ● Hygiene Products ● Maintenance Supplies ● Medical Supplies	
✓ Identify mass transit routes that can be suspended and utilize those available resources in the transportation of critical personnel.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily (at a minimum) with soap and water or a detergent/disinfectant. ● Ensure that mass transit resources are disinfected on an hourly basis (e.g., seats, handles, railings).	
✓ Monitor employee and employee's family social and psychological concerns. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	

✓ Preposition essential material and equipment on site. ● Materials for the transportation discipline include fuel, lubricants, refrigerants, filters and other repair parts.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the outbreak phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Encourage the use of Employee Assistance Programs for assistance with coping with loss and stress.	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress	
✓ Assess shortage impact on the business (both material & human resources).	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

COMMUNICATIONS PLANNING GUIDE

Guide Information	The communications planning guide has been developed to be utilized by emergency communications providers including emergency operations centers, public safety answering points and other agencies and organizations that may be tasked with emergency communications.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak event. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the communications sector to provide mutual support and maintenance of essential services during an infectious disease outbreak.	
✓ Collaborate with human resource personnel regarding communications services functioning with 40% of the work force absent. ● Identify the number of communicators required to sustain essential functions. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Examples of such essential services include call taking, emergency dispatching & communications and situational awareness. ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak?	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses. ● Examples of such non-essential services include training (excluding "just-in-time" training), public outreach, and accounts payable/receivable.	
✓ Prioritize the identified essential services, functions and processes given their value to customers and the community. ● Call taking on 911 lines takes priority over calls received on a seven-digit line.	

✓ Develop materials to be used for "just-in-time" training. ● Examples of this include checklists or brief procedures on how to operate specific equipment (e.g., telecommunications consoles, computers, etc). These should be used to provide a training resource for non-essential employees tasked with essential functions during an infectious disease outbreak.	
✓ Revise call-taking protocols to include specific infectious disease symptom monitoring, triage and priority dispatch of EMS and public safety resources. ● During an outbreak, it will be important for call takers to identify callers who are likely afflicted by an infectious disease and to assign appropriate resources to help them. This resource may not be a responding EMS unit, but an alternative source of care, such as a nurse assists line or other health care call line. Revised protocols should also include methods to address situations where a response is not available or will be significantly delayed. ● Procedures should also be developed for prioritizing requests for service and determine methods to minimize responder involvement in incidents (e.g., telecommunicators should not dispatch emergency services to non-reportable vehicle accidents).	
✓ Identify critical supporting agencies to plan for ways to continue essential business operations. ● Critical supporting agencies for the communications discipline include telephone service providers, communications hardware support agencies, and facilities management personnel.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider closing non-critical common areas such as break and lunchrooms and ensuring workers do not commingle during shift changes.	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Develop procedures to ensure all individuals are following proper infection control techniques. ● Reduce the amount of time spent in gatherings such as shift meetings, breaks, and shift changes. ● Develop strategies to assist staff that has children or elder-care responsibilities or other special needs that might affect their ability to work during a outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the outbreak preparedness phase will enhance collaboration and networking during the response phase.	
✓ Identify the types and numbers of workers critical to sustain essential functions. ● Identify the minimum number of staff necessary to continue communications functions, assuming a 40% reduction in the available workforce.	

✓	Identify methods of public information regarding the outbreak. Ensure that all telecommunicators are providing the same information, speaking as one unified voice, and all information has been approved by Incident Command/Unified Command.	
✓	Identify the interdependent relationships and take actions to sustain this essential support. ● Public safety organizations, other communications centers and providers should all be considered. ● Ensure that plans for these agencies are in consonance with your agency.	
✓	Identify special needs communities and individuals who may receive home health care. This service may be interrupted, and patients may need to be directed to other resources by communications personnel.	
✓	Anticipate social disruption & disgruntled callers. Identify methods to mitigate and address these types of calls.	
✓	Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓	Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓	Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓	Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of infectious disease outbreaks.	
✓	Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓	Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible grant funding or reimbursement.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Implement alternative call taking protocols to properly triage requests for medical assistance.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified. ● Provide "just-in-time" training to these non-essential employees.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned after each shift or as personnel rotate positions, with soap and water or a detergent/disinfectant.	
✓ Monitor employee and employee's family social and psychological concerns. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	

✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the outbreak phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations. ● Shift supervisors and management personnel should monitor calls received and identify specific geographical areas where a significant number of calls are originating from. Share this information with Incident Command/Unified Command.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions. ● Return to normal call taking protocols, however, continue to monitor and note specific areas where infectious disease related requests are originating.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress	
✓ Assess shortage impact on the business (both material & human resources).	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

PUBLIC WORKS PLANNING GUIDE

Guide Information	The public works planning guide has been developed to be utilized by providers including municipal public works departments, management companies tasked with the operation of wastewater and water treatment plants and other organizations focused on public works services.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak event. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the public works sector to provide mutual support and maintenance of essential services during an infectious disease outbreak.	
✓ Collaborate with human resource personnel regarding public works functioning with 40% of the work force absent. ● Identify the number of employees required to sustain essential functions. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Examples of essential services may include such functions as wastewater treatment, emergency road repairs & detour route establishment. ● How might normal services be adapted to support the community, region, or nation during a an infectious disease outbreak?	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses. ● Examples of these services may include code enforcement, park maintenance, and street cleaning.	
✓ Prioritize the identified essential services, functions and processes given their value to the community.	
✓ Identify and assess critical customers given their value to sustaining the organization and the community. ● Critical infrastructure should be given priority when requesting assistance from public works resources.	

✓ Identify critical supporting agencies to plan for ways to continue essential business operations. ● Ensure that vendors who supply raw goods (fuel, salt, cinders, etc.) are able to continue to supply materials during an outbreak.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified. ● Ensure contingency plans addressing reduced staffing are in place at wastewater/water treatment and sewage treatment plants.	
✓ Establish variances in water/solid waste/wastewater treatment operations.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Materials for the public works sector include fuel, lubricants, refrigerants, filters, materials for water and sewage treatment, and consumables used for road maintenance. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify workers whose job functions are consistent with telecommuting. ● Ensure technology and policies are in place to allow for telework for these employees. ● Exercise telework technology and policies prior to need for implementation	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider developing a process to screen employees and visitors at the entrances to critical facilities. ● Consider closing non-critical common areas such as break and lunchrooms, and ensuring workers do not commingle during shift changes.	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees whose job functions allow it to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak. ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the outbreak preparedness phase will enhance collaboration and networking during the response phase.	
✓ Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	

✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of current outbreaks.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of a outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible grant funding or reimbursement.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified. ● Non-essential public works employees may be able to assist other disciplines (e.g., transportation providers).	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Implement variances in water/solid waste/wastewater treatment operations.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant. ● Ensure that vehicle interiors, tools, and other equipment is disinfected after each shift.	
✓ Monitor employee and employee's family social and psychological concerns. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Preposition essential material and equipment on site. ● Materials for the public works sector include fuel, lubricants, refrigerants, filters and other repair parts, barricades, traffic cones and other traffic management equipment.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Assist in the response phase by providing public works resources such as barricades, signs and traffic signal modifications to establish detours or other traffic pattern modifications.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	

✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the outbreak phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

FIREFIGHTING PLANNING GUIDE

Guide Information	The United States Fire Administration estimates that 49.8% of the nation's firefighters fall in the 20-to-39 age bracket, which was the hardest hit during the 1918 pandemic. A pandemic of this nature today would cripple the emergency services agencies, which would already be heavily stressed by an increase in calls for service. These two statements alone, illustrate the necessity for fire service organizations to prepare for an infectious disease outbreak.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each of these disciplines collaborate on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate a infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the firefighting sector to provide mutual support and maintenance of essential services during an infectious disease outbreak.	
✓ Collaborate with human resource personnel regarding the fire service functioning with 40% of the work force absent. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers. ● If possible, minimize the number of firefighters per shift, or stagger shifts to reduce the amount of time spent working close with other personnel. ● Identify those essential employees who are cross trained in other functions. ● Develop alternate staffing procedures to minimize the number of apparatus and firefighters who respond to a medical incident involving a possible infectious disease exposure.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Identify employees who are capable of performing the identified essential services and include these as part of the procedures. ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak?	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses. ● Examples of these services include training, code enforcement, plan reviews & inspections. ● Develop procedures to identify and train non-essential employees to assist with tasks identified as essential.	

✓ Prioritize the identified essential services, functions and processes given their value to customers and the community.	
✓ Develop procedures to prioritize requests for service and determine methods to minimize fire service involvement in minor incidents. (e.g., consider having an officer only investigate automatic alarms.)	
✓ Consider policy on suspending response to EMS calls unless requested by EMS or warranted by call type.	
✓ Identify critical supporting agencies to plan for ways to continue essential business operations. ● Fire Service agencies should focus on neighboring departments and those who provide mutual aid to assure that continuity of operations plans exists for these agencies. The COOP plans should also be reviewed to assure the plans are in consonance with each other.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Materials for the fire service sector include fuel, fire suppression resources and emergency medical supplies. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider closing non-critical common areas such as break and lunchrooms and ensuring workers do not commingle during shift changes.	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Reduce the amount of time spent in gatherings such as shift change and shift meetings. ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Anticipate social disruption and/or public disorder when responding to incidents involving patients affected by the outbreak. Identify methods to mitigate and respond to these incidents.	
✓ Procure and store a sufficient quantities of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, etc.), and personal protective equipment	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	

✓	Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓	Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of an infectious disease.	
✓	Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓	Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible cost recovery.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant. ● Ensure that vehicle interiors, shared personal protective equipment (SCBA face pieces), and hand tools are disinfected and cleaned after each use and after each shift.	
✓ Monitor employee and employee's family social and psychological concerns. ● Mental health and faith-based resources should be available to provide counseling to personnel during and after an event.	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the outbreak phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Encourage the use of Employee Assistance Programs for assistance with coping with loss and stress.	
✓ Assess the impact on employees and their families. ● Mental health and faith-based resources should be available to provide counseling to personnel during and after an outbreak.	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

HEALTH & MEDICAL PLANNING GUIDE

Guide Information	The impact of an infectious disease outbreak on the health & medical field would be significant, due to the inherent nature of the field. Most hospitals, nursing homes, and doctors' offices are already experiencing a shortage of nurses; add to that a potential reduction of 40% of the nursing staff, and one can imagine how the resources and personnel of these facilities would be taxed.
	The health & medical planning guide has been developed to be utilized by providers including hospitals, nursing homes, doctor's offices, day cares, coroners, and funeral homes.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the health & medical sector to provide mutual support and maintenance of essential services during an infectious disease outbreak.	
✓ Collaborate with human resources personnel regarding health and medical services functioning with 40% of the work force absent. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers. ● Consider using non-medical trained personnel as drivers of vehicles, thus availing medical personnel for patient care and management.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	

✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Examples of such essential services include emergency care, critical surgery, critical medical treatments (dialysis, etc.), mass fatality operations, security, dietary, laundry, mental health, etc. ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak? ● Mortuary affiliated agencies should identify resources and alternative methods to normal operations which can be utilized during an outbreak with mass fatalities (e.g., abbreviated scene processing procedures). ● Nursing homes and hospitals should address the necessity for rapid processing and additional storage of the deceased. An evaluation should be performed on their current morgue capabilities, including cooler space, as well as assess what their surge capabilities are and where additional temporary morgue space can be established.	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses. ● Examples of non-essential services include elective surgery, physicals, routine medical exams and other services not related to emergency care and treatment.	
✓ Prioritize the identified essential services, functions and processes given their value to customers and the community.	
✓ Identify and assess critical customers given their value to sustaining the organization and the community. ● Priority should be given to emergency service providers and their families.	
✓ Identify critical supporting agencies to plan for ways to continue essential business operations. ● Critical customers include pharmaceutical companies, pharmacies, hospitals, doctors, food distribution facilities. ● Communicate with these individuals to determine the level of support required to them.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified. ● Could fewer facilities be operated and what would the impact be if one were to become unavailable. ● Alternate mortuary facilities/resources should be identified and included in the infectious disease outbreak plan. An expedited cremation process should be considered. ● In an infectious disease outbreak event, individual funeral homes should expect to handle approximately six months of work within a six to eight-week period. These facilities should develop specific plans regarding the additional human resources necessary.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Materials for the health & medical discipline include pharmaceuticals, medical supplies and food. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers. ● Contact suppliers to determine lead time for casket manufacturing and discuss alternative possibilities.	
✓ Identify workers whose job functions are consistent with telecommuting. ● Ensure technology and policies are in place to allow for telework for these employees. ● Exercise telework technology and policies prior to need for implementation	

✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider developing a process to screen employees and visitors at the entrances to critical facilities. ● Consider closing non-critical common areas such as break and lunchrooms, and ensuring workers do not commingle during shift changes.	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees whose job functions allow it to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak. ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak (e.g., do policies address telecommuting procedures?). ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Hospitals should develop plans for the use of over space to triage, transfer/discharge, and treat patients, including use of suspended beds, converting outpatient space to inpatient, and using non-patient areas.	
✓ Identify triggers for activating the organization's infectious disease outbreak plan.	
✓ Hospitals should consider the use of the Hospital Emergency Incident Command System (HEICS) for sustained continuity of hospital operations and patient care services.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the outbreak preparedness phase will enhance collaboration and networking during the response phase.	
✓ Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Anticipate social disruption & disgruntled customers. Identify methods to mitigate and address these situations.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	

✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of infectious disease outbreaks.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible cost recovery.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Limit points of entry to the facility and assign clinical staff to entry screening. Facilities with less mobile or immobile populations (long term care facilities, nursing homes, etc.) should restrict access to the facility in order to prevent exposure.	
✓ Implement surveillance activities for infectious disease in incoming patients and previously admitted patients.	
✓ Implement specific strategies to protect employees from getting or spreading influenza on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until flu symptoms are gone. ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees.	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified. ● Consider closing satellite offices and relocating staff to other facilities. ● Suspend elective surgeries and other non-critical medical procedures. ● Defer elective admissions and procedures until local events wane.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment. ● Establish segregated waiting areas for persons with symptoms of influenza. ● Limit the number of visitors to those essential for patient support. ● Close units where there has been nosocomial transmission.	
✓ Anticipate social disruption & disgruntled patients. Identify methods to mitigate and address these types of patients.	
✓ Implement human resource policies which allow employees to work from home or another location.	

✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant. ● For public venues, consider placing infection control supplies (e.g., hand sanitizers, disinfectant wipes, etc.) throughout the facility to allow for easy decontamination of public amenities.	
✓ Monitor employee and employee's family social and psychological concerns. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Preposition essential material and equipment on site. ● Materials for the health & medical sector include medical supplies, food, decontamination/disinfectant materials and other basic amenities.	
✓ Continuously monitor vaccine supplies, distribution and use.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the outbreak phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Assess shortage impact on the business (both material & human resources).	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

FOOD & WATER PLANNING GUIDE

Guide Information	An infectious disease outbreak would most likely disrupt the processing and distribution of food and water supplies across the world, emptying grocery store shelves and creating crippling shortages for months. The cascading effects of this crippling event are beyond the scope of this guide due to the sheer volume of outcomes; however, it is anticipated that agencies providing food and water resources will be severely impacted by an event such as this.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations. ● Consider developing a list of what products should be carried during the outbreak and those non-essential products that could be scaled back to provide the space needed for demand-spike items.	
✓ Establish partnerships with other members of the food & water sector to provide mutual support and maintenance of essential services during an outbreak.	
✓ Collaborate with human resource personnel regarding functioning with 40% of the work force absent. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Essential services may include tasks such as aggressive production and distribution of bottled water, distribution of infection prevention supplies and prepackaged/canned food supplies. ● How might normal services be adapted to support the community, region, or nation during a infectious disease outbreak?	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses. ● Food distribution facilities should consider suspending the sale of fresh fruit and vegetables due to the difficulty of decontamination and the excessive handling of same by customers.	

✓ Prioritize the identified essential services, functions and processes given their value to customers and the community. ● Manufacturing of and transportation of food and water resources and medical supplies should be a priority over other resources. ● If an outbreak reduces the number of available workers, is there a way to prioritize manufacturing and transportation to ensure that the most essential goods/products are distributed first?	
✓ Food service distributors and manufacturers should identify core products that would be in higher demand by customers such as shelf-stable foods, potable water, etc., and ensure that contingency plans have been established to supply these items during an event.	
✓ Agencies that package food products for distribution should consider placing origin data on all products destined for consumers. This will alleviate concern of the public as to what country, state or city the material was grown or manufactured in.	
✓ Restaurants should consider the potential to use excess supplies to serve the requirements of emergency health care facilities in locations without kitchens.	
✓ Identify and assess critical customers given their value to sustaining the organization and the community. ● Critical customers include hospitals, doctors, food distribution facilities, and custodial care facilities. ● Communicate with these individuals to determine the level of support required to them and to minimize the number of deliveries.	
✓ Identify critical supporting agencies to plan for ways to continue essential business operations. ● Ensure that vendors who supply raw goods and those who supply critical inventory to supermarkets or food distribution agencies, are able to continue to supply materials during an outbreak.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified. ● Examples include production & storage equipment and transportation vehicles.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify workers whose job functions are consistent with telecommuting. ● Ensure technology and policies are in place to allow for telework for these employees. ● Exercise telework technology and policies prior to need for implementation	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers and the public utilizing transportation resources. ● Emphasize basic personal hygiene and workplace infection control. ● Consider closing non-critical common areas such as break and lunchrooms and ensure workers do not commingle during shift changes.	

✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees whose job functions allow it to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak. ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the outbreak preparedness phase will enhance collaboration and networking during the response phase.	
✓ Anticipate social disruption and/or public disorder and identify methods to mitigate and respond to these incidents.	
✓ Analyze product lists to anticipate likely demand shifts during an outbreak. Identify core items and develop relationships with vendors to ensure that these materials will be available.	
✓ Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of infectious disease outbreaks..	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible cost recovery.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials). Ensure that restaurant employees and other food preparation workers and handlers are using masks and gloves.	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment. ● Adjust procedures to minimize contact between warehouse personnel and delivery personnel.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Consider shifting store responsibilities so that more work is performed during non-peak hours to minimize contact between consumers and employees.	
✓ Consider a potential for customer avoidance of products produced in the areas where the human-transmissible form of the disease is thought to have developed or where high levels of illness may be occurring.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant. ● For public venues, consider placing infection control supplies (e.g., hand sanitizers, disinfectant wipes, etc.) throughout the store to allow for easy decontamination of carts, baskets, and foodstuffs.	
✓ Businesses with self-checkout lanes should assure that these are functional and frequently cleaned and sanitized.	

✓ Monitor employee and employee's family social and psychological concerns. ● Mental health and faith-based resources should be available to provide counseling to personnel during and after an event.	
✓ Provide for additional security at food distribution warehouses and also for drivers who are distributing food during an outbreak.	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the outbreak phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional outbreaks.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Assess shortage impact on the business (both material & human resources).	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

ENERGY & UTILITIES PLANNING GUIDE

Guide Information	Planning for an infectious disease outbreak is unique because it requires businesses to prepare to operate with a significantly smaller workforce, a threatened supply system, and limited support services for an extended period. The plans being developed by energy & utility companies are designed to protect the people working for them and to ensure operation and infrastructure are properly supported.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate An infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the energy & utilities sector to provide mutual support and maintenance of essential services during an outbreak.	
✓ Collaborate with human resource personnel regarding functioning with 40% of the work force absent. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Examples of essential services include control room monitoring, power plant operations and system switching. ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak?	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses. ● Examples of these services include meter reading, training, and non-emergency maintenance.	
✓ Prioritize the identified essential services, functions and processes given their value to customers and the community.	
✓ Identify and assess critical customers given their value to sustaining the organization and the community. ● Critical customers include emergency service providers and other critical infrastructure.	

✓ Identify critical supporting agencies to plan for ways to continue essential business operations. ● Ensure that vendors who supply raw goods (fuel, etc.) are able to continue to supply materials during an outbreak.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials.	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider developing a process to screen employees and visitors at the entrances to critical facilities. ● Consider closing non-critical common areas such as break and lunchrooms, and ensuring workers do not commingle during shift changes.	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak (e.g., do policies address telecommuting procedures?). ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the outbreak preparedness phase will enhance collaboration and networking during the response phase.	
✓ Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of infectious disease outbreaks.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible grant funding or reimbursement.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant.	
✓ Monitor employee and employee's family social and psychological concerns. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	

✓ Throughout the outbreak phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional outbreaks.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Assess shortage impact on the business (both material & human resources).	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

LAW ENFORCEMENT PLANNING GUIDE

Guide Information	During an infectious disease outbreak, law enforcement resources will quickly become overwhelmed, and law enforcement officials will have to balance their resources and efforts between these new responsibilities and everyday service demands. All of this may have to be accomplished with a greatly diminished workforce, as officers and their families may become infected and ill, and some personnel may determine that the risk of continuing to report to work is just too great to themselves or their families. A department's ability to respond effectively to any emergency—public health or otherwise—greatly depends on its preparedness, and this is directly linked to the law enforcement agency's planning and its partnerships.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the law enforcement sector to provide mutual support and maintenance of essential services during an outbreak.	
✓ Collaborate with human resource personnel regarding law enforcement functioning with 40% of the work force absent. ● Consider modifying patrol schedules and eliminating duplicate coverage of patrol divisions. Also identify the types and numbers of workers critical to sustain essential functions. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Resources necessary for law enforcement and emergency response activities should be planned for. ● Revise report taking procedures to minimize exposure. (e.g., reports for minor criminal incidents (property damage, missing or lost property, etc.) should be taken over the phone rather than in-person.) ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak?	

✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses. ● Suspend such tasks as motor vehicle carrier enforcement, seatbelt checks, routine traffic stops and courtesy transportation of civilians.	
✓ Develop procedures to prioritize requests for service and determine methods to minimize officer involvement in minor incidents. (e.g., encourage involved parties of non-reportable accidents to exchange information and follow-up on known false calls by phone (911 hang-up calls, false alarms, etc.).	
✓ Consider policy on suspending response to EMS calls unless requested by EMS or warranted by call type.	
✓ Establish policies on post-arrest management of an ill or exposed individual, including what to do should a care facility, precinct, or other law enforcement facility refuse entry to an ill or exposed individual.	
✓ Identify critical supporting agencies to plan for ways to continue essential business operations.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified.	
✓ Identify materials and supplies to sustain essential functions and equipment for an extended period of time and determine the most effective ways to ensure an adequate supply of these essential materials. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider developing a process to screen employees and visitors at the entrances to critical facilities. ● Consider closing non-critical common areas such as break and lunchrooms, and ensuring workers do not commingle during shift changes.	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak (e.g., do policies address telecommuting procedures?). ● Consider postponing court appearances or allowing for video testimony. ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Identify hospitals, medical treatment facilities, and sites designated as Points of Distribution and develop traffic flow plans to deal with standard traffic management and traffic flow around these facilities.	
✓ Identify methods of public information regarding the outbreak. Ensure that all officers are providing the same information, speaking as one unified voice, and all information has been approved by Incident Command/Unified Command.	

✓ Anticipate social disruption and/or public disorder and identify methods to mitigate and respond to these incidents.	
✓ Identify facilities that may be targeted by terrorists and plan to increase patrol of these locations (health facilities, facilities that manufacture critical supplies, etc.)	
✓ Procure and store a sufficient quantities of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, etc.), and personal protective equipment	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of an infectious disease.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the disease outbreak.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until flu symptoms are gone. ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees.	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified (E.g., non-essential functions which can be suspended included routine traffic stops, motor carrier enforcement, public outreach, fingerprinting, etc.).	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Emphasize to law enforcement officers that a minimum of 6' is maintained between the officer and the public. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant. ● Ensure that vehicle interiors are disinfected after each shift and after each subject in custody is transported. ● Properly disinfect holding cells and other equipment / facilities utilized by the public.	
✓ If necessary, provide security escorts to transportation assets being utilized for the distribution of pharmaceuticals to hospitals or PODs.	
✓ Monitor employee and employee's family social and psychological concerns. ● Mental health and faith-based resources should be available to provide counseling to personnel during and after a event.	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	

✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the outbreak phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Encourage the use of Employee Assistance Programs for assistance with coping with loss and stress.	
✓ Assess the impact on employees and their families. ● Mental health and faith-based resources should be available to provide counseling to personnel during and after an event.	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

PUBLIC INFORMATION PLANNING GUIDE

Guide Information	The mission of the Public Information function is to identify mechanisms to educate individuals, families, organizations and businesses throughout Berks County on the importance of infectious disease preparedness. During a confirmed outbreak, these mechanisms will also be utilized to transmit accurate information on the status of the event and provide guidance on the proper methods of protection from human to human transmission of an infectious disease.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the public information sector to provide mutual support and maintenance of essential services during an outbreak.	
✓ Collaborate with human resource personnel regarding functioning with 40% of the work force absent. ● Identify the types and numbers of workers critical to sustain essential functions. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Essential services include emergency communications, media monitoring and rumor control. ● Document the procedures and resources necessary to provide essential services and ensure that these are kept in an easily acceptable location and personnel are familiar with them. ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak?	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses.	
✓ Prioritize the identified essential services, functions and processes given their value to customers and the community. ● Emergency communication requests such as EAS activations will take priority over normal public information functions.	

✓ Identify critical supporting agencies to plan for ways to continue essential business operations.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are identified and that written procedures exist for these functions.	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider developing a process to screen employees and visitors at the entrances to facilities. ● Consider closing non-critical common areas such as break and lunchrooms.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify workers whose job functions are consistent with telecommuting ● Ensure technology and policies are in place to allow for telework for these employees. ● Exercise telework technology and policies prior to need for implementation	
✓ Develop materials to be used for "just-in-time" training. ● Examples of this include checklists or brief procedures on how to operate specific equipment. These should be used to provide a training resource for non-essential employees tasked with essential functions during an infectious disease outbreak.	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider developing a process to screen employees and visitors at the entrances to critical facilities. ● Consider closing non-critical common areas such as break and lunchrooms, and ensuring workers do not commingle during shift changes.	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees whose job functions allow it to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Develop information on infectious disease preparedness and disseminate appropriately. Ensure that this information is in consonance with other agencies materials and that it is available is several formats.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the outbreak preparedness phase will enhance collaboration and networking during the response phase.	

✓ Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries or agencies does your organization rely on most for support and vice versa. ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of infectious disease outbreaks.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible grant funding or reimbursement.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified. ● Provide "just-in-time" training to these non-essential employees.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means. ● Conduct interviews and information collection using phone, e-mail or fax.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant.	
✓ Provide information on the outbreak, precautions to take, and the effect of the incident on the community. Assure that this information is accurate and up to date.	
✓ Monitor employee and employee's family social and psychological concerns. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	

✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the outbreak phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

ANIMAL CARE & CONTROL PLANNING GUIDE

Guide Information	With over 74% of households in the United States owning pets, the care of domesticated animals is a significant concern when planning for an infectious disease outbreak. As most people consider their pets as family members, owners will most likely be concerned with their health and wellbeing during a outbreak event. With this in mind, animal hospitals, veterinarians, and shelters need to ensure they are adequately prepared for an outbreak of infectious disease.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism. ● Plans should also include surveillance, detection, and reporting mechanisms of an infectious disease outbreak in the animal population served.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the animal care & control sector to provide mutual support and maintenance of essential services during an outbreak.	
✓ Collaborate with human resource personnel regarding functioning with 40% of the work force absent. ● Identify the types and numbers of workers critical to sustain essential functions. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Resources necessary for emergency treatment of animals should be planned for. ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak? ● Designate separate blocks of time for non-infectious and infectious-related patient care.	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses. ● Suspension of non-essential veterinary visits (e.g., annual physicals) is encouraged.	
✓ Prioritize the identified essential services, functions and processes given their value to customers and the community.	

✓ Identify and assess critical customers given their value to sustaining the organization and the community. ● Critical customers would include police departments with canines, search & rescue organizations, and other public safety organizations who use animals in their normal operations.	
✓ Identify critical supporting agencies to plan for ways to continue essential business operations.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Essential materials include vaccines and other pharmaceuticals and infection control supplies. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify workers whose job functions are consistent with telecommuting. ● Ensure technology and policies are in place to allow for telework for these employees. ● Exercise telework technology and policies prior to need for implementation	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider developing a process to screen employees and visitors at the entrances to critical facilities. ● Consider closing non-critical common areas such as break and lunchrooms, and ensuring workers do not commingle during shift changes. ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees whose job functions allow it to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak. ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak (e.g., do policies address telecommuting procedures?).	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the preparedness phase will enhance collaboration and networking during the response phase.	

✓ Procure and store a sufficient amount of infection prevention supplies (e.g., soap, alcohol-based hand sanitizers, disinfectants, etc.).	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of an infectious disease.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible grant funding or reimbursement.	
✓ Implement specific strategies to protect employees from getting or spreading the infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant. ● Examination rooms should be designated and isolated for those individuals presenting with infectious disease signs and symptoms.	
✓ Monitor employee and employee's family social and psychological concerns. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	

✓ Throughout the response phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Assess the impact on employees and their families. ● Mental health and faith-based resources should be available to provide counseling to personnel during and after an event.	
✓ Assess shortage impact on the business (both material & human resources).	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

HUMAN RESOURCE PLANNING GUIDE

Guide Information	Due to the potential reduction in workforce caused by an infectious disease outbreak, human resource agencies and departments will need to develop a comprehensive plan addressing the many facets of personnel management due to an incident of this nature.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism. Ensure that the administration of health benefits and workers' compensation during a outbreak is included in this plan.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Establish partnerships with other members of the human resources sector to provide mutual support and maintenance of essential services during an outbreak.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● Essential services for the human resource sector include payroll, health insurance maintenance, labor management, and documentation of time off (sick time, vacation, personal, etc.). ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak?	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses. ● Non-essential services include new employee orientation, performance reviews, and policy review and revision.	
✓ Prioritize the identified essential services, functions and processes given their value to customers and the community.	
✓ Identify and assess critical customers given their value to sustaining the organization and the community. ● Communicate with department heads, managers, and union representatives to assure a sufficient number of employees are able to sustain critical operations of the business.	
✓ Identify critical supporting agencies to plan for ways to continue essential business operations. ● Critical supporting agencies may include health insurers, labor and union management personnel, and employee assistance program providers.	

✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify workers whose job functions are consistent with telecommuting ● Ensure technology and policies are in place to allow for telework for these employees. ● Exercise telework technology and policies prior to need for implementation	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees whose job functions allow it to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the preparedness phase will enhance collaboration and networking during the response phase.	
✓ Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of an infectious disease.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible grant funding or reimbursement.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified. ● Cancel such functions as new employee orientations and performance reviews and assign these employees to the identified essential functions.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant.	
✓ Communicate with business executives, department heads and managers to ensure that sufficient personnel are available to maintain essential functions within their department	
✓ Monitor employee and employee's family social and psychological concerns. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	

✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the response phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Encourage the use of Employee Assistance Programs for assistance with coping with loss and stress.	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Assess shortage impact on the business (both material & human resources).	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

DIRECTION & CONTROL PLANNING GUIDE

Guide Information	In the event of an infectious disease outbreak, local government will play a key role in protecting employees' and the public's health and safety as well as limiting the negative impact to the community. Local governments need to focus on continuity of operations in order to supply services to the community.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services required to sustain operations.	
✓ Establish partnerships with other members of the local government sector to provide mutual support and maintenance of essential services during an outbreak.	
✓ Collaborate with human resource personnel regarding functioning with 40% of the work force absent. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak?	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses.	
✓ Prioritize the identified essential services, functions and processes given their value to customers and the community.	
✓ Identify and assess critical customers given their value to sustaining the organization and the community.	
✓ Identify critical supporting agencies to plan for ways to continue essential business operations. ● Ensure that vendors who supply raw goods are able to continue to supply materials during an outbreak.	

✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify workers whose job functions are consistent with telecommuting ● Ensure technology and policies are in place to allow for telework for these employees. ● Exercise telework technology and policies prior to need for implementation	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees whose job functions allow it to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the preparedness phase will enhance collaboration and networking during the response phase.	
✓ Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your municipality rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of an infectious disease.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the municipality's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible cost recovery.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified.	
✓ Provide ample amounts of hygiene products such as soap, hand sanitizer and disinfectants.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant.	
✓ Monitor employee and employee's family social and psychological concerns. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Provide status reports on the response to the outbreak to the County, ensuring that proper documentation is utilized.	

✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the response phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the municipality and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Encourage the use of Employee Assistance Programs for assistance with coping with loss and stress.	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

BUSINESS & INDUSTRY PLANNING GUIDE

Guide Information	In the event of an infectious disease outbreak, business and industry will play a key role in protecting employees' health and safety as well as limiting the negative impact to the economy and society. Business and industries need to focus on continuity of operations in order to supply the products or services to the community.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the business & industry sector to provide mutual support and maintenance of essential services during an outbreak.	
✓ Collaborate with human resource personnel regarding functioning with 40% of the work force absent. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations. ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak?	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses.	
✓ Prioritize the identified essential services, functions and processes given their value to customers and the community.	
✓ Identify and assess critical customers given their value to sustaining the organization and the community. ● Communicate with these individuals to determine the level of support required to them.	
✓ Identify critical supporting agencies to plan for ways to continue essential business operations. ● Ensure that vendors who supply raw goods are able to continue to supply materials during an outbreak.	

✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified.	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider developing a process to screen employees and visitors at the entrances to facilities. ● Consider closing non-critical common areas such as break and lunchrooms.	
✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify workers whose job functions are consistent with telecommuting ● Ensure technology and policies are in place to allow for telework for these employees. ● Exercise telework technology and policies prior to need for implementation	
✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees whose job functions allow it to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. ● Building external relationships with competitors and distributors during the preparedness phase will enhance collaboration and networking during the response phase.	
✓ Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of an infectious disease.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak. Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	

✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the infectious disease outbreak for possible grant funding or reimbursement.	
✓ Implement specific strategies to protect employees from getting or spreading an infectious disease on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified.	
✓ Implement social distancing practices including relocation of workspaces, closing break rooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Monitor workforce absenteeism and be prepared to provide this information to the appropriate agency.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant.	
✓ Monitor employee and employee's family social and psychological concerns. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	

✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the response phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Encourage the use of Employee Assistance Programs for assistance with coping with loss and stress.	
✓ Assess the impact on employees and their families. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress.	
✓ Assess shortage impact on the business (both material & human resources).	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

EDUCATION SERVICES PLANNING GUIDE

Guide Information	Local educational agencies play an integral role in protecting the health and safety of their district's staff, student and their families. Interruptions in educational services during an influenza outbreak may cause conflicts for working parents that could result in high absenteeism in the workplaces. Colleges and universities are also vulnerable to the cascading effects of an infectious disease outbreak, especially when dealing with students who reside on campus or commute.
	This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from an infectious disease outbreak. It is highly recommended that each discipline collaborates on the development of their individual plans to assure that all potential actions are identified.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Designate an infectious disease coordinator and establish a working group of employees, supply chain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with infectious disease specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the education sector to provide mutual support and maintenance of essential services during an outbreak.	
✓ Collaborate with human resource personnel regarding functioning with 40% of the work force absent. ● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical? ● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate. ● Consider retraining and updating recently retired essential and non-essential workers.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Encourage parents of students to develop alternate plans for childcare in the event schools are closed for an extended period of time.	
✓ Identify requirements of students with special needs (e.g., low income students who rely on the school food service for daily meals), those in special facilities as well as those who do not speak English as their primary language.	
✓ Identify surveillance methods to monitor substantial increases in student absenteeism. Determine a baseline percentage of students that are absent on a daily basis.	
✓ Identify and plan for, how the institution would deal with program closings, staff absences, and gaps in student learning that may occur during an outbreak.	
✓ Develop alternate methods for ensuring continuity of instruction (e.g., distance learning, telecommunications, etc.).	

✓ Identify technology required to support distance learning ● Exercise distance learning technology and policies prior to need for implementation	
✓ Develop contingency plans for those students who depend on student housing and food services (e.g., international students or students who live too far away to travel home).	
✓ Identify alternate dining services to avoid large gatherings of students and staff.	
✓ Identify methods of public information communication regarding the outbreak. Included with this method should be procedures for communicating with staff, students, and families. Identify which languages are represented in the student population and community and assure that all information is translated to those languages.	
✓ Identify the essential services, functions, and processes required to sustain essential services and operations (e.g., food services, instructional support). ● How might normal services be adapted to support the community, region, or nation during an infectious disease outbreak? ● How will classroom assignments be continuing, completed and submitted for grading?	
✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses (e.g., physical education, liberal arts, after school activities).	
✓ Prioritize the identified essential services, functions and processes given their value to staff and students (e.g., food services take priority over educational technology).	
✓ Identify students who are most vulnerable to serious illness (immune compromised, chronic illness, etc.).	
✓ Identify critical supporting agencies to plan for ways to continue essential operations.	
✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified (e.g., plant and facility maintenance).	
✓ Identify materials and supplies to sustain essential functions and equipment for an extended period of time and determine the most effective ways to ensure an adequate supply of these essential materials. ● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action? ● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.	
✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers. ● Emphasize basic personal hygiene and workplace infection control. ● Consider developing a process to screen employees and visitors at the entrances to educational facilities. ● Consider closing non-critical common areas such as break and lunchrooms.	
✓ Identify workers whose job functions are consistent with telecommuting ● Ensure technology and policies are in place to allow for telework for these employees. ● Exercise telework technology and policies prior to need for implementation	

✓ Identify policies and procedures to protect and sustain workers during an outbreak. ● Reduce demands on essential workers. ● Consider implementing telecommuting procedures to allow employees whose job functions allow it to work from home. ● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during an outbreak ● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during an outbreak.	
✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.	
✓	
✓ Procure and store a sufficient quantity of infection prevention supplies (e.g., soap, alcohol-based hand sanitizer, disinfectants, etc.), and personal protective equipment.	
✓ Identify the interdependent relationships and take actions to sustain this essential support. ● What other industries does your organization rely on most for support and vice versa? ● Ensure that plans for these agencies are in consonance with your agency.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Develop a process to actively monitor and support potentially and confirmed ill employees and their families.	
✓ Ensure all employees are properly trained (and where necessary, pre-screened and fit-tested) in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of the disease of concern.	
✓ If the institution provides housing services, ensure adequate supplies are kept on hand for those students who may not be able to travel home (e.g., international students).	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of an outbreak Exercises of the infectious disease outbreak plan and COOP plan should also be conducted.	
✓ Review and exercise plans and procedures periodically (at least annually) to ensure that information is up to date.	

RESPONSE ACTIONS	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international threat levels for changes that will affect the business.	
✓ Put in place mechanisms to track cost incurred in response to the disease outbreak.	
✓ Implement specific strategies to protect employees from getting or spreading the disease of concern on the job. ● Require employees to stay home if they think they might be sick and require them to stay home until symptoms of concern are gone. (following recommendations of state and federal health officials). ● Provide supplies of hand sanitizers and disinfectants at numerous locations. ● Provide personal protective equipment to employees. (following recommendations of state and federal health officials).	
✓ Identify and assess implications for those at-risk workers and family members. ● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.	
✓ Track the number of staff and students absent daily and be prepared to provide this information to the appropriate agency.	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified.	
✓ Implement social distancing practices including increasing student desk space, closing cafeterias or auditoriums, discouraging prolonged congregation in hallways, and suspend any activities which bring a large group of students together at one time	
✓ For secondary education facilities, consider rotating teachers rather than the student population.	
✓ Consider cancelling classes, sporting events, after school activities and public events. Institutions of higher education should close campuses, student housing and/or public transportation.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Consider modifying the school hours/days of operation (e.g., students with last names A-J come to school on Monday & Wednesday, students with last names K-Z come to school on Tuesday & Thursday).	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant.	
✓ Monitor employee and employee's family social and psychological concerns. ● Mental health and faith-based resources should be available to provide counseling to personnel during and after an event.	

✓ Preposition essential material and equipment on site. Ensure that each classroom, office area, etc. has an adequate supply of soap and water for hand washing or alcohol-based hand sanitizer.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ Identify a main entrance and an indoor screening area where students, staff and visitors will be screened upon entering the building.	
✓ Identify an area where students who have fallen ill or are displaying symptoms of an infectious disease can keep away from other students until their family arrives to transport home.	
✓ As the outbreak mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	
✓ Throughout the response phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with student, staff and parents.	

RECOVERY ACTIONS	✓
✓ Assess the impact of the outbreak on the agency and begin to implement procedures to return to pre-event conditions.	
✓ Monitor international and national health information sources for any updates on additional trends.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Ensure emotional & psychological support is available for students and faculty. ● Encourage the use of Employee Assistance Programs, mental health and faith-based resources for assistance with coping with loss and stress	
✓ Hold staff meetings to ensure accurate information is provided to staff members, including support services available to students, and signs and symptoms of psychological and emotional problems.	
✓	
✓ Identify students, families, and staff who may require long-term assistance (both physical and mental) and develop school and community programs to provide these services.	
✓ Search for and apply for grants and loans to assist with cost recovery.	
✓ Perform an After-Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	

PERSONAL AND FAMILY PLANNING GUIDE

Guide Information	This guide is designed to help you understand the implications of infectious disease outbreak. It has been developed around the tasks you can implement in preparing for, responding to, and recovering from an infectious disease outbreak that may impact your family. Unfortunately, no one can predict how severe the next infectious outbreak will be, or when it will strike, therefore preparedness is a key function of surviving an outbreak.
	Topical information during infectious disease outbreak will be communicated to the public using a variety of methods, however awareness of actions to mitigate and prepare for an event are critical.

MITIGATION/PREPAREDNESS ACTIONS	✓
✓ Plan for the possibility that usual services such as hospitals, healthcare facilities, banks, restaurants, government offices, etc. may be disrupted.	
✓ Ensure you have enough supplies for at least 7 days as stores may be closed or have limited supplies. Select foods that do not require refrigeration, preparation or cooking. Store a gallon of water per person, per day. Make certain that nonprescription medications are available and that prescription medications are refilled in advance.	
✓ Plan to take fewer trips to the store, especially if public transportation is needed, as transportation may be limited or not available.	
✓ Ensure you have basic personal protective equipment (PPE) like cloth face masks and disposable gloves, as well as alcohol-based hand sanitizer for all family members	
✓ Plan for the possible loss of income if you are unable to work, or if the company you work for temporarily closes.	
✓ Plan for the potential that schools and day cares may be closed, forcing children to remain at home. Develop learning activities and exercises that your children can do at home.	
✓ If you do have to continue working plan for childcare which does not utilize a daycare setting (e.g. A family member or friend)	
✓ Plan entertainment and recreational activities that your children can do at home.	
✓ Learn how to wash your hands properly, cover your cough & sneezes.	
✓ Learn the difference between an outbreak and a pandemic.	
✓ Talk to family members and discuss how you will seek care in the event of an infectious disease outbreak.	
✓ Ask your employer how they will handle extended sick time, leave of absences, and alternate work scheduled during an outbreak.	
✓ If your employer allows telework, prepare a suitable area of your home free from distractions to function as an office • Test all technology and connections needed for telework before it needs to be put into use	

✓ If you or a family member receive in-home medical care, discuss with the service provider, how they will continue service.	
✓ Ensure family members are up to date on immunizations.	
✓ Stay informed about current situation by reviewing websites such as cdc.gov or another credible agency.	

RESPONSE ACTIONS	✓
✓ Practice good hygiene, ensuring proper hand washing or disinfecting with alcohol-based hand sanitizers.	
✓ Ensure that all surfaces in the home are frequently disinfected with an appropriate cleaning agent. This will minimize the possibility of the disease from spreading.	
✓ If you or a family member becomes sick, stay home from school or work and minimize contact with other individuals.	
✓ Follow the recommendations of state and federal health officials regarding the wearing of facemasks to prevent the spread of disease. Where possible utilize cloth facemasks to preserve the supply of disposable masks for health care workers and first responders.	
✓ Avoid public venues such as malls, grocery stores, churches, etc., as these locations may cause the virus to spread rapidly.	
✓ Stay informed by monitoring credible websites, TV and radio, and avoid being misinformed by false information or rumors.	
✓ Stay in contact with relatives and family members.	
✓ As hospitals and medical treatment facilities will most likely be overwhelmed, use caution when requesting medical treatment. Utilize your family doctor for minor medical treatment.	
✓ If you or a family member receives in-home medical care, communicate with the provider during the event to learn of any disruptions or alterations of service.	

RECOVERY ACTIONS	✓
✓ Return to your normal routine as soon as possible.	
✓ Try not to discuss the event in front of children, as it may cause unnecessary stress and hardship.	
✓ Restock any preparedness items which were used during the event.	
✓ Assist children and family members in returning to their normal lifestyle.	
✓ Thoroughly disinfect any areas or surfaces that were touched or handled by infected individuals.	