

# **Pandemic Influenza Business Continuity Guide & Template**

**For San Francisco Businesses**

**July 2008**



**San Francisco Department of Public Health  
Communicable Disease Control and Prevention Section**

## Getting ready to write your plan

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It is impossible to develop a pandemic flu business continuity plan template that serves all businesses. However, we believe that a template that offers a basic plan structure, guidance on disease control strategies, information about what to expect from the government, and tips on how to personalize the template, is a great place to start.

### Why write a plan

**What is a business continuity plan?** The goal of business continuity planning is to get an organization up and running in the event of an interruption, crisis, or emergency. The plan provides a users guide for how to minimize financial loss to the institution, continue to serve clients, and mitigate any negative effects that the emergency situation may cause (e.g., reputation, operations, liquidity, market position, compliance with applicable laws and regulations). Every organization should have a continuity plan to ensure the organization's survival.

**Why write a pandemic flu business continuity plan?** A pandemic flu continuity plan addresses business continuity in addition to disease mitigation. It outlines strategies for safely maintaining essential business operations while in the midst of an outbreak, epidemic, or pandemic. With many other types of disasters, business disruptions are likely to be local, immediate, and infrastructure-related. However, during a pandemic flu emergency, disruption to business operations is anticipated to last many months, be global, and to affect human and material resources. In the event of pandemic influenza, businesses will play a key role in protecting employees' health and safety as well as limiting the negative impact to the economy and society.

### How to use the guide and template

This template is only a launching point. It is necessary to adapt the text to create a final document that accurately represents your organization. Start by modifying the content within brackets, filling out the annexes, and attaching the required information. As you move through the template you may find that certain issues important to your organization's ability to function are not addressed and you may wish to add sections or subsections. Or, you may need to delete sections that are not applicable to your organization.

As you move throughout the template you will see "Tips", things to "Consider", and other guidance. These notes are to assist you in developing your plan and can be easily erased.

The Annex will also be a critical component of your plan. The Annex contains detail on how your organization will operationalize key activities. Examples and worksheets are provided to help develop this information.

### Steps to prepare your business for a pandemic flu

Use the Pandemic Influenza Business Continuity Planning Worksheet to help organize your planning process. Key planning steps include:

1. **Form a Pandemic Influenza Planning Team.** A pandemic can affect many areas of your business. On your planning team it is important to include leaders that represent various sectors of your operations. Consider involving representatives from health and safety, communications, human resources, information technology, security, and others. You may also need to get input from employees, legal and labor representatives, clients, vendors, and other stakeholders.

2. **Coordinate with Partners.** As you develop your plan it will be important and informative to speak with your vendors, clients, and partners. You will want to know what plans they have developed, how they have resolved difficult planning issues, and how you will interact with them in a pandemic flu emergency. Ensuring that your plans are coordinated increases the effectiveness of your response.
3. **Write the Plan.** With your Pandemic Influenza Planning Team review all of your organization's existing emergency plans, this guide, and other planning materials that you will want to incorporate. Identify tasks that need to be completed and assign deadlines. Modify the template so it addresses your business' needs. Meet regularly so that team members stay informed and issues are resolved in a timely manner.
4. **Exercise the Plan.** Several types of tests, including a tabletop exercise or simulation exercise, can be conducted to find strengths and flaws in your plan. Test the plan with key participants using a pandemic flu scenario and measurable objectives to ensure that the plan is effective and realistic. A Pandemic Flu Tabletop Exercise Template is provided by the San Francisco Department of Public Health as part of the Pandemic Flu Business Toolkit (to download or order, visit [www.sfdcp.org/pandemicflu](http://www.sfdcp.org/pandemicflu)).
5. **Refine the Plan.** Use the feedback from the exercise, employees, and partners to update the plan.
6. **Educate your employees.** The concept of a pandemic flu can be unsettling and scary. However, if employees are informed and prepared they will be more likely to succeed during an emergency. You will want to share the following information with them:
  - Seasonal and pandemic flu facts
  - Information about your pandemic flu continuity plan
  - Healthy habits they can use today, and during a pandemic flu, that prevent the spread of flu and other contagious diseases
  - How to create a home infectious disease emergency kit that addresses pandemic flu

The San Francisco Department of Public Health has developed brochures, a power point presentation template, and an infectious disease emergency kit list that you can share with employees. To download or order, visit [www.sfdcp.org/pandemicflu](http://www.sfdcp.org/pandemicflu).

7. **Plan a flu vaccine day at your business.** Vaccines help prevent contagious diseases. Encourage your employees to keep their vaccinations up-to-date, including their annual flu vaccine. The San Francisco Department of Public Health can help you guide employees to places that dispense flu vaccines or help you to set-up a flu vaccine day at your own business. To learn more, visit [www.sfdcp.org/AITC](http://www.sfdcp.org/AITC).
8. **Stay informed.** Throughout and following your planning process, you will want to stay informed about pandemic flu developments, and new resources and recommendations. Some sources include:

**E-mail alerts.** Sign-up for daily or weekly influenza and other infectious disease e-mail alerts from the Center for Infectious Disease Research and Policy (CIDRAP) at [www.cidrap.umn.edu](http://www.cidrap.umn.edu).

**Information resources.** The following websites can be relied on for accurate up-to-date information and planning materials:

- San Francisco Department of Public Health – Pandemic Flu Page  
[www.sfdcp.org/pandemicflu](http://www.sfdcp.org/pandemicflu)
- US Dept. of Health and Human Services - Pandemic Influenza Website  
[www.pandemicflu.gov](http://www.pandemicflu.gov)

## Pandemic Influenza Business Continuity Planning Worksheet

Developing a plan takes many people, coordination, and time. Use this worksheet to help you organize your planning.

### 1. Pandemic Flu Continuity Planning Team and Responsibilities

Role	Name	Contact Information (e-mail, phone, emergency #)	Assigned Task(s)
Business Continuity Plan Coordinator			
Technical Processes			
Human Resources			
Financial Information			
Legal Responsibilities			
Data Security			
Building Security			
Health and Safety Officer			
[Insert other roles as needed]			

### 2. Meeting times

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### 3. External planning partners (e.g., vendors, clients) and contact information

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4. Draft plan completion deadline \_\_\_\_\_

5. Plan exercise date \_\_\_\_\_

6. Final plan completion deadline \_\_\_\_\_

### 7. Employee education activities and dates

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[Use this template to create your own business continuity plan. Add in or delete information as it relates to your business.]

## Pandemic Influenza Continuity Plan

[Insert business name]

[Insert date]

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# I INTRODUCTION

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## A. Purpose and Objectives

The primary purpose of the Pandemic Influenza Continuity Plan is to enable the [insert business name] to respond safely, effectively, and efficiently to a pandemic flu. Our [insert business name] objectives during a pandemic flu are the following:

1. Reduce transmission of the pandemic virus strain among our employees, customers/clients, and partners.
2. Minimize illness among employees and customers/clients.
3. Maintain essential operations and services.
4. Minimize social disruptions and the economic impact of a pandemic.
5. [insert additional objectives as appropriate]

## B. Supporting Plans

[Insert business name] has published several plans addressing emergency response and recovery. The Pandemic Influenza Continuity Plan will be implemented in conjunction with the following plans:

1. [Insert plan name]
2. [Insert plan name]
3. [Insert plan name]
4. [Insert plan name]

## C. Overview

### a. Pandemic Influenza Overview

Severe flu pandemics represent one of the greatest potential threats to the public's health. Flu pandemics are distinct from seasonal influenza. Seasonal influenza is caused by influenza viruses which circulate globally every year and cause an average of 36,000 deaths annually in the United States. Over time, people develop some degree of immunity to these viruses, and vaccines are developed annually to protect people from serious illness. Pandemic influenza refers to a worldwide epidemic due to a new, dramatically different strain of influenza virus, to which there is no immunity. The new virus strain may spread rapidly from person to person and, if severe, may cause high levels of disease and death around the world. It is estimated that in the U.S. alone, an influenza pandemic could cause about 2 million deaths and 10 million people to be hospitalized.

The worldwide public health and scientific community is concerned about the potential for a pandemic to arise from the widespread avian influenza A (H5N1) found in birds across several continents. Although many officials believe it is inevitable that future influenza pandemics will occur, just like with earthquakes, it is impossible to predict the exact timing of their arrival. It is difficult to predict the severity of the next pandemic, if it will be associated with the current H5N1 strain or an entirely different strain, and whether the pandemic virus strain will be treatable with existing medicines.

There are several characteristics of an influenza pandemic that differentiate it from other public health emergencies. Unlike other natural disasters, where any disruption to business service provision is likely to be infrastructure-related, disruption to business operations in the event of a pandemic is anticipated to be human and material oriented. A pandemic has the potential to cause illness in a very large number of people, overwhelm the health care system, and jeopardize services by causing high levels of absenteeism

in the workforce. Basic services, such as health care, law enforcement, fire, emergency response, communications, transportation, and utilities could be disrupted during a pandemic. Finally, the pandemic, unlike many other emergency events, could last many months and affect many areas throughout the world simultaneously.

In a pandemic situation, the goal is to slow the spread of disease to prevent illness. The most effective strategy to accomplish this is through vaccination. However, it is likely that large quantities of effective vaccines will not be available for many months following the emergence of a new pandemic strain of influenza. Existing antiviral medications may also not be effective or available. Other disease control strategies such as social distancing, improved hygiene and respiratory etiquette, isolation, and quarantine may be used to control the spread of disease.

**b. International Monitoring**

The World Health Organization (WHO) and the United States Federal Government use a series of phases and stages of pandemic alert as a system for informing the world of the seriousness of the threat and of the need to launch progressively more intense preparedness and response activities.

WHO Phases		Federal Government Response Stages	
<b>INTER-PANDEMIC PERIOD</b>			
<b>1</b>	No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused a human infection may be present in animals. If present in animals, the risk of human disease is considered to be low.	<b>0</b>	New domestic animal outbreak in at-risk country
<b>2</b>	No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza subtype poses a substantial risk of human disease.		
<b>PANDEMIC ALERT PERIOD</b>			
<b>3</b>	Human infection(s) with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.	<b>0</b>	New domestic animal outbreak in at-risk country
		<b>1</b>	Suspected human outbreak overseas
<b>4</b>	Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.	<b>2</b>	Confirmed human outbreak overseas
<b>5</b>	Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).		
<b>PANDEMIC PERIOD</b>			
<b>6</b>	Pandemic phase: increased and sustained transmission in general population.	<b>3</b>	Widespread human outbreaks in multiple locations overseas
		<b>4</b>	First human case in North America
		<b>5</b>	Spread throughout United States
		<b>6</b>	Recovery and preparation for subsequent waves

### **c. Role of the San Francisco Department of Public Health**

The San Francisco City and County Health Officer has broad powers to address a pandemic influenza emergency. Under California law, a local health officer who believes a contagious, infectious or communicable disease exists within the territory under his or her jurisdiction “shall take measures as may be necessary to prevent the spread of the disease or occurrence of additional cases” and to protect the public’s health (California Health and Safety Code Section 120175).

The health department will be the lead agency in coordinating city/county wide public health and emergency medical response and will activate its Department Operations Center (DOC) and request the activation of the city-wide Emergency Operations Center (EOC) when a unified response is necessary.

The epidemiology of the new influenza virus strain and the current situation will influence the health department’s response. Specific guidance and policies, based on up-to-date intelligence, will be provided throughout. *Potential* response activities for a severe pandemic influenza emergency may include:

#### **Response coordination**

- Activation of San Francisco City and County emergency response centers and plans
- Information updates and recommendations provided via press releases, press conferences, telephone information lines (e.g., 311), and other methods

#### **Social distancing ordinances**

- Cancellation of large gatherings (e.g., concerts)
- Dismissal of students from schools

#### **Public recommendations**

- Face masks be worn in public
- Isolation of ill people for a finite time period (e.g., up to 1 to 2 weeks) until they are no longer contagious
- Enhanced use of healthy habits (e.g., hand washing, cover your cough)

#### **Medical support**

- Health Alerts issued to San Francisco clinicians
- Consultation provided to San Francisco clinicians
- Alternate care sites established to provide basic support to individuals with influenza who are unable to recuperate at home

### **D. Planning Assumptions**

The following planning assumptions were used in the development of [insert business name]’s Pandemic Influenza Continuity Plan:

#### **Time period**

- There may be less than six weeks of warning from the time the pandemic is announced before it reaches San Francisco.
- The time interval between alert stages may be rapid (ranging from days, to weeks, to months).
- The pandemic may last as long as eighteen months and occur in several waves with mortality and morbidity increasing and decreasing sporadically.
- Waves of severe disease may last 1 to 4 months.

### **Prevention & Treatment**

- A fully protective vaccine may not be available for months after an influenza pandemic begins and supplies may be limited.
- Antiviral medicines may not treat or protect against the pandemic influenza virus strain.
- If effective, antiviral medications (e.g., Tamiflu) may be in limited supply.
- Infection control (e.g., respiratory etiquette, hand hygiene) strategies will be used to slow the spread of disease.
- Social distancing strategies (e.g., postponing public gatherings) may be used to control the spread of disease.
- Isolation of ill people will be required.
- Voluntary quarantine of people exposed to ill people may be recommended until it can be determined that they have not been infected.

### **Staffing**

- Up to 20-50% employee absenteeism in all sectors.
- Absenteeism will be the result of workers becoming ill, staying home to care for children or family members, or refusing to go to work.
- Every person who becomes ill is likely to miss a few days to many weeks of work.
- In a severe pandemic 0.1% - 2.5% of workers who become ill may die.

### **Vendors of Services/Products**

- City services will be stressed but will remain functional.
- Critical goods and services provided by contractors, consultants, and vendors may be erratic.
- San Francisco may not be able to rely on mutual aid from state or federal agencies to support local response efforts.

## **II     Activation & Notification**

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### **A.     Activation**

Some or all of the Pandemic Influenza Continuity Plan will be activated when one or more of the following criteria is met:

- WHO declares the pandemic is in Phase 6 (increased and sustained transmission in the general population)
- Essential services are impacted by the pandemic flu either due to employee absenteeism, lack of supplies, or other reasons.
- Employee absenteeism is at [insert percentage] or greater.
- Employee concern regarding personal safety from pandemic influenza exists.

Only authorized staff may direct the activation/deactivation of the Pandemic Influenza Continuity Plan. Staff authorized to activate the plan include:

- [insert position title (e.g., Company President, Vice-President, etc.)]
- [insert position title]
- [insert position title]
- [insert position title]

### **B.     Notification**

The following groups will be notified when the plan has been activated (see the Appendix for employee contact information):

- Employees
- Customers/clients
- Vendors
- [insert other groups]

The following message will be disseminated to communicate activation of the plan:

As of [insert date and time] the [insert business name] Pandemic Influenza Continuity Plan has been activated. This activation is in response to [insert reason for activation]. As the situation progresses, updates on the response will be provided via [insert method of communication (e.g., e-mail, website, telephone information line, etc.)] at the following time intervals, [insert days and/or times of updates]. The goal of the activation is to ensure a safe working environment and maintenance of essential operations. Thank you.

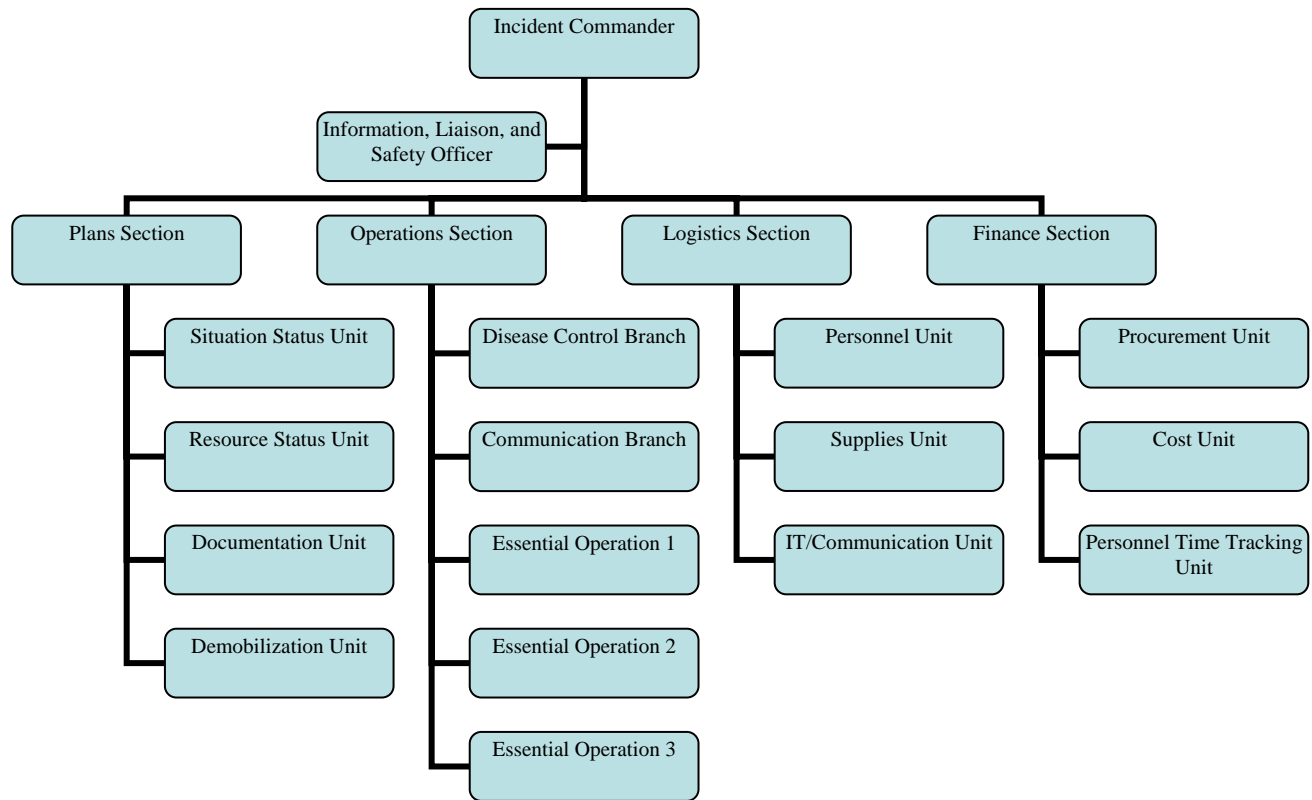
### III AUTHORITY

#### A. Response Organizational Structure

The following organizational structure will be used to manage the response. This structure is based on the [daily operating organizational structure, the Incident Command Structure, or other emergency response structure]. Some or all of the organizational chart will be activated for the response. Modifications can be made to the structure throughout the response as needed.

**Note**  
The Incident Command Structure (ICS) is one method for managing an emergency response. In the United States it is used by national and local governments and has also been adopted by many businesses. To learn more about ICS see: <http://training.fema.gov/>

#### [Insert business name] Pandemic Flu Continuity Organizational Response Structure



#### B. Overall Management of Response

When the Pandemic Influenza Continuity Plan has been activated, overall management of the response is delegated to the [insert title of emergency leader (e.g., Incident Commander)]. Their primary responsibilities include:

- Oversight for implementation of the plan and company operations
- Expenditure approval consistent with established organizational procedure
- Allocation of personnel and non-personnel resources
- Policy decision making authority

The individuals that hold the following positions at [insert business name] are eligible to assume overall management of the response.

1. Primary [insert position title]
2. Backup [insert position title]
3. Backup [insert position title]
4. Backup [insert position title]
5. Backup [insert position title]

**Consider**

Which individuals in your organization are authorized to make decisions to divert employees to essential services when absentee rates threaten business continuity? Who can step in if leaders are absent for lengthy periods?

The designated individual retains all assigned obligations, duties, and responsibilities until officially relieved by an individual higher on the list. If a designated individual is unavailable, authority will pass to the next individual on the list. “Unavailable” is defined as:

- The designated person is incapable of carrying out the assigned duties by reason of death, disability, or distance from the facility.
- The designated person is unable to be contacted within [insert number minutes/hours].
- The designated person has already been assigned to other emergency activities.

## **IV SITUATION ANALYSIS**

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### **A. Mission**

To inform the response, a situation analysis will be conducted regularly (daily or as needed) to identify up-to-date information, new guidance, and assess the impact of the pandemic flu on the business, partners, and community. This information will be shared with response leaders to inform decisions and with employees to ensure that they have accurate and up-to-date information.

### **B. Implementation**

#### **a. Pandemic Influenza Status**

The scope and spread (e.g., number of cases) of pandemic influenza in the community will be monitored. Key sources for reliable information include:

- Centers for Disease Control and Prevention [www.cdc.gov](http://www.cdc.gov)
- World Health Organization [www.who.int](http://www.who.int)

Newspapers and other popular sources of information will be monitored in order to address misinformation and emerging public concerns.

#### **b. Disease control safety recommendations**

Local safety recommendations and requirements issued by the San Francisco Department of Public Health in coordination with other Bay Area health departments will be collected. These may include recommendations specific to individuals, workplaces, healthcare facilities, and/or other sites. Disease control safety recommendations may address personal protective equipment (e.g., masks), social distancing measures (e.g., closure of schools, closure of large events), escalation of healthy habits (e.g., hand washing), and other strategies to reduce the transmission of a pandemic flu virus.

These recommendations will be shared and adopted by the individuals responsible for implementing disease control in the workplace. Sources for local San Francisco disease control safety recommendations include:

- Official government press releases
- Official government press conferences
- Website: [www.sfdcpc.org](http://www.sfdcpc.org)
- Radio stations:
  - KCBS 740 AM
  - KGO 810 AM
  - KNBR 680 AM
  - KQED 88.5 FM
  - KSJO 92.3 FM
- 311 San Francisco telephone information service
- Other sources to be provided at the time of the event

#### **c. Community impact**

The impact on the general public, clients, and community will be assessed to provide situational awareness and inform operations.

**d. Demand changes**

Client demand for [insert business name]’s services/products may increase or decrease due to the pandemic flu situation. Changes in demand will be assessed. Additionally, recommendations on modifications that can be made to the types of services/products provided and/or the way they are provided, to increase demand and instill customer confidence will be made.

**Consider**  
Behavior may change during a pandemic flu - people may limit their activities and choose to avoid gatherings, they may be fearful, or may be opportunistic. Your business should be prepared to meet these needs (e.g., provide services that can be accessed from home, service at off peak hours, increased security).

**e. Input changes**

Vendors or partners that routinely provide services or products to [insert business name] may be impacted by the pandemic flu. Vendor ability to maintain services or provide products, and how or if this will impact operations, will be assessed. Vendors/partners with whom [insert business name] routinely does work include:

<u>Vendor/Partner</u>	<u>Service/Product Provided</u>
[Insert vendor/partner name]	[Insert service/product provided]
[Insert vendor/partner name]	[Insert service/product provided]
[Insert vendor/partner name]	[Insert service/product provided]
[add additional rows as needed]	

Contact information for vendors is located in the Appendix.

**Consider**  
Your business probably relies on a large network of vendors and partners to operate. A pandemic flu could affect all sectors so don’t forget to include the services you rely on every day and intermittently. These may include cleaning services, internet providers, shipping companies, factories, analysts, and others.

Vendors with whom [insert business name] does not routinely work, but may be able to supply needed goods and/or services during an emergency, will also be assessed.

**f. Operational capabilities**

Routine and essential operations may be affected by the pandemic flu situation due to staff absenteeism, regulatory agency modifications, or other impacts. [Insert business name]’s ability to maintain the following activities with the available human and material resources will be assessed:

**Essential operations**

- [Insert essential operation]
- [Insert essential operation]
- [Insert essential operation]

**Suspended standard daily operations**

- [Insert operations that can be suspended for a time period]
- [Insert operations that can be suspended for a time period]
- [Insert operations that can be suspended for a time period]

**New or alternative services that emerge from the situation.**

For details see Section VIII, Essential Business Operations.

**g. Financial analysis**

An update on the business’ financial performance will be conducted regularly. This information will be used to inform decisions about resource allocation.

**Consider**  
What is the organization’s cash reserve? How long will it take before the loss of income (25%, 50%, 75%) affects the delivery of services? How many payroll periods can be met with reduced income? How can resources be re-allocated to maximize income?

**C. Management and Staffing**

Situation analysis activities will be managed by [insert the name of the unit from your response organizational structure that is designated to manage these activities (if using ICS, these activities would be managed by the Plans Section, Situation Status Unit)]. Positions required to perform operations include:

[Modify staffing table as needed]

**Situation Analysis Staffing Positions**

<b>Job Title</b>	<b>Task Overview</b>	<b>Critical Skills Required</b>	<b>Number of Employees</b>
Situation Status Leader	Oversee the collection, analysis, and sharing of information.	[insert skills]	1
Situation Analyst	Collect, synthesize, and share situational information.	[insert skills]	[insert #]
Financial Analyst	Collect, synthesize, and share financial information.	[insert skills]	[insert #]

Job Action Sheets for each position are attached in the Appendix.

**Tip**  
Job Action Sheets serve as a guide for staff when you re-assign them to a new position and provide basic instructions on what to do. For your plan to work think through the skills you require in an emergency and consider cross training staff now to perform more complex functions.

## V COMMUNICATION

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### A. Mission

During a pandemic flu there may be a high level of fear and anxiety. Rumors and misinformation will fuel those emotions. [Insert name of business] realizes that in order to sustain employee, customer, and vendor confidence and morale, information sharing will be critical. [Insert name of business] will strive to provide clear, consistent, relevant, truthful, and timely information to the following audiences:

- **Employees**
- **Customers**
- **Product and service vendors**
- **Public**
- **Government**
- [Insert additional audiences as appropriate]

### B. Implementation

All content will be disseminated by one coordinated working group to ensure that messages are consistent, complete, and effectively reaching all audiences. However, various individuals may assist in developing messages. All outgoing content will first be approved by:

#### a. Content

##### i. Employee Communication

Sustaining employee confidence and morale for many months will be challenging. [Insert name of business] is committed to maintaining a two-way line of communication and providing regular (e.g., daily, bi-weekly, weekly) updates to all employees.

Prior to the pandemic flu, on [insert date(s)], employees were provided with information about the continuity of operations plan, pandemic flu facts, healthy habits to use everyday and during a pandemic flu, how to develop an infectious disease emergency kit, and where to get information during an emergency (e.g. website, telephone information line).

During a pandemic flu, key topics for inclusion in employee updates will include:

- Status of the pandemic flu
- Status of operations and response
- How routine updates and urgent communications will be disseminated (e.g., telephone information line, posted flyer, e-mail)
- Disease control measures utilized in the workplace
- Policy changes
- Job reassignments
- Absentee reporting process
- Other applicable information as needed

#### **Tip**

Regularly sharing information is one way to reduce staff anxiety. Always ensure that communications are culturally and linguistically appropriate.

## ii. Vendor Communication

[Insert business name] is committed to providing regular updates and ongoing dialogue with vendors and other partners regarding operations, service/product needs, and emergency response activities. Key topics include:

- Changes in supply and service needs
- Disease control requirements they must adhere to at the work site
- Status of operations and response
- How routine updates and urgent communications will be disseminated (e.g., telephone information line, posted flyer, e-mail)
- Updated contact information

## iii. Client and Public Communication

Clients may be unsure if [insert business name] continues to provide services/products and/or if it is safe to utilize these services. To ensure that clients and the general public are aware of services/products and adopted disease control safety standards, key messages will include:

- Services/products being provided (e.g., modified services, additional services)
- Operating hours
- Updated contact information
- Disease control safety standards being implemented at the business
- How updates will be disseminated

## b. Information Dissemination

Information will be disseminated to audiences throughout the pandemic using the modes of communication described below. Multiple strategies will be used to create redundancy and ensure that intended recipients receive messages.

- **Telephone Systems.** Internal agency information line [insert telephone number], external public information line, mass voicemail message, call center/phone bank, call-down tree
- **Electronic Systems\*.** Mass e-mail message, website posting [insert web address], intranet posting, on-line chat
- **Hard copy\*.** Mailing, interoffice mail, mass faxes, notice board postings, pay check mailing
- **In person.** Meeting, presentation.
- **Media- TV, Radio, Newspaper.** Press releases, press conferences
- [Insert additional communication methods]

\* Information may be packaged in the form of letters, memos, fact sheets, brochures, newsletters, etc.

## Urgent updates

The primary method(s) for disseminating urgent communications will be:

**Employees.** [Insert primary methods to disseminate urgent information and intended audience]

**Clients.** [Insert primary methods to disseminate urgent information and intended audience]

**Vendors.** [Insert primary methods to disseminate urgent information and intended audience]

**Public.** [Insert primary methods to disseminate urgent information and intended audience]

## Routine updates

The primary method(s) for disseminating routine emergency related updates will be:

**Employees.** [Insert primary methods to disseminate routine information and intended audience]

**Clients.** [Insert primary methods to disseminate routine information and intended audience]

**Vendors.** [Insert primary methods to disseminate routine information and intended audience]

**Public.** [Insert primary methods to disseminate routine information and intended audience]

## C. Management and Staffing

Communication activities will be managed by [insert the name of the unit from your response organizational structure that is designated to manage these activities (if using ICS, these activities would be managed by the Communications Branch)]. Positions required to perform operations include:

[Modify staffing table as needed]

### Communication Staffing Positions

Job Title	Task Overview	Critical Skills Required	Number of Employees
Communication Director	Oversee the development of communication messages, coordination of messages created by other response leads, and dissemination of messages to key audiences. Ensure messages are clear, consistent, relevant, truthful, and timely. Coordinate the approval of materials.	[insert skills]	1
Content Developer	Develop messages. Collect communication messages provided by other response leads and incorporate them into updates.	[insert skills]	[insert #]
Information Disseminator	Disseminate approved routine/urgent updates.	[insert skills]	[insert #]

Job Action Sheets for positions are attached in the Appendix.

## MODES FOR COMMUNICATING PANDEMIC INFLUENZA INFORMATION TO PRIMARY AUDIENCES

Mode of Dissemination	Audience				Use for Urgent Update	Use for Routine Update	Notes – Strengths/Weaknesses
	Staff	Public	Clients	Vendors			
<b>Telephone System</b>							
Internal Recorded Information Line	✓						A voice message can be pre-recorded and updated off site. Access to the voice message can be controlled by using a PIN provided to all employees. (Good for relaying basic instructions.)
External Recorded Information Line	✓	✓	✓	✓			Your standard answering message can be modified so that anyone calling your business will be provided with basic information.
Mass Voicemail Message	✓						Some employees may not have a designated work phone with voicemail.
Call center/phone bank	✓	✓	✓	✓			Some individuals may prefer speaking to a live person.
Telephone call (e.g., call-down tree)	✓			✓			A call-down tree can be used for relaying simple and short information by phone. Each person is designated to call another once they have received the message.
<b>Electronic</b>							
Mass E-mail message*	✓						Some employees may not have a designated e-mail address or be able to access e-mail at home.
Website Posting*	✓	✓	✓	✓			Not all people will have access to a computer.
Intranet Posting*	✓						Not all employees will have access to a computer.
On-line chat			✓				Not all people will have access to a computer.
<b>Hard Copy</b>							
Mailing*	✓	✓	✓	✓	No		Delivery may take a few days. May be costly.
Interoffice Mail*	✓						Not all employees may have a mailbox.
Mass Faxes*				✓			Database with fax numbers and mass fax system required.
Notice Board Posting*	✓	✓	✓				
Pay check mailing*	✓				No		All employees will receive information. May take a few days.
<b>In Person</b>							
Meeting/Presentation	✓	✓	✓	✓			It may not be advisable to hold gatherings.
<b>Media- TV, Radio, Newspapers</b>							
Press release*	✓	✓	✓	✓			
Press conference	✓	✓	✓	✓			

\* Examples of informational content include letters, memos, fact sheets, brochures, and newsletters.

## **VI COMMUNICABLE DISEASE CONTROL**

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### **A. Mission**

Safeguarding the health of employees, customers, vendors, and the public during an influenza pandemic is a key objective for [insert business name]. A combination of communicable disease control measures, including heightened hygiene practices, social distancing, and protective equipment and supplies will be utilized to slow the spread of disease.

### **B. Implementation**

Communicable disease control refers to strategies that can be used to reduce the transmission and acquisition of contagious diseases. Contagious diseases spread in different ways. Influenza viruses are spread through either:

- Breathing in respiratory particles (usually not visible to the human eye) that are expelled from the respiratory tract during coughing, sneezing, or talking. These particles travel short distances (up to 6 feet) and may remain suspended in the air for short amounts of time depending on the size of the particle, temperature, humidity and other conditions.
- Contact with contaminated respiratory droplets or secretions (e.g., touching a surface that has recently (within 2 days) been contaminated with respiratory droplets or secretions followed by touching the nose, eyes, or mouth).

There are various strategies that can be used to reduce the transmission of the flu virus. During a pandemic flu, the San Francisco Department of Public Health will provide up-to-date guidance on disease control strategies for various target groups and settings, including workplaces. Preliminary recommendations for a severe influenza pandemic are included.

#### **a. Disease Control Supplies**

For employees to practice disease control recommendations properly, the following supplies should be regularly available:

- Soap (at all hand-washing sinks)
- Tissues
- Hand sanitizer (minimum 60% alcohol content)
- Office cleaning and disinfecting supplies (see details in table, Disinfecting Solutions)
- Paper towels
- Trash bags
- Personal protective equipment (See Section VI, B, b)

A stockpile of these supplies are stored in: [insert location of disease control supply stockpiles]

#### **b. Personal Protective Equipment**

Use of personal protective equipment during a severe pandemic flu may be recommended by the San Francisco Department of Public Health. [Insert business name] will ensure that all employees have face masks and instructions on how to safely put on and remove them. Recommended equipment may include:

- **Face masks.** The general public may be asked to wear face masks when in public settings, including workplace settings. Face masks are loose-fitting, disposable masks that cover the nose and mouth, and have ear loops or ties for a secure fit. These include products labeled as surgical, dental, medical procedure, isolation, and laser masks. Facemasks are designed to prevent the wearer from spreading germs found in respiratory droplets, to others. They are not designed to protect the wearer from breathing in very small particles. When supplies are available, facemasks should be used once and then thrown away in the trash, especially if they become moist.
- **Gloves.** Frequent hand washing will be recommended. If adequate hand washing occurs, it is not necessary to wear gloves for routine activities. However, gloves are recommended for cleaning with disinfectant. Gloves come in many types that are suitable in different situations. In general, gloves must be liquid-proof and should fit comfortably.

See the Appendix for instructions on how to safely put on and take off equipment.

### c. Disinfect Surfaces

During a pandemic flu, thorough workplace disinfection measures will be required to minimize the transmission of influenza virus through surfaces. The influenza viruses may live up to two days on hard surfaces like door knobs, sinks, handles, railings, or counters. Influenza viruses live up to 8 to 12 hours on soft surfaces like cloth, paper, or tissues.

Simple cleaning with a damp cloth may not kill or remove influenza viruses, therefore disinfection is required for this purpose. Influenza viruses are readily killed by disinfectants. Any of the following solutions can be used to disinfect surfaces:

DISINFECTING SOLUTIONS

Disinfectants	Recommended Use	Precautions
EPA-Approved Disinfectant* Product should be labeled as a disinfectant and have an EPA registration number	Use to disinfect only after cleaning the surface first. Follow directions on label for proper dilution and contact time.	Follow precautions on label.
Sodium Hypochlorite (Bleach) 1 part bleach to 100 parts of water, or 1:100 dilution. Usually achieved by 2 1/2 tablespoons bleach into 1 gallon of water.	Use to disinfect only after cleaning the surface first. Allow a contact timeLeave solution on the surface for at least 10 minutes.	<ul style="list-style-type: none"> <li>• Use in well-ventilated areas.</li> <li>• Avoid inhalation</li> <li>• Wear gloves while using bleach solution.</li> <li>• Do not mix with strong acids or ammonium based products to avoid release of noxious fumes.</li> <li>• Corrosive to metals and certain materials.</li> </ul>
Alcohol Isopropyl alcohol 70% (rubbing alcohol), or Ethyl alcohol 60%	Use to disinfect only after cleaning the surface first. Make sure the surface becomes wet or damp with the alcohol and then dries completely.	<ul style="list-style-type: none"> <li>• Flammable and toxic. Used in well ventilated areas.</li> <li>• Avoid inhalation.</li> <li>• Keep away from heat sources, electrical equipment, flames, and hot surfaces.</li> <li>• Dry completely- this usually takes about 10 minutes</li> </ul>

\* Look for the EPA (U.S. Environmental Protection Agency) registration number on disinfectant products. This indicates that the product has met efficacy and safety standards.

**i. Items to disinfect**

Surfaces that are frequently touched by hands should be cleaned and disinfected often, at least daily. When a person with suspected flu is identified and has left the workplace, their work area, along with any other known places they have been, should be cleaned and disinfected. Surfaces to disinfect include commonly touched surfaces like doorknobs, water-cooler taps, telephones, and other items that are touched by various people throughout the day. Non-essential items (e.g., magazines/newspapers) from common areas will be removed. The following locations have been identified as high-touch areas and should be disinfected with the following frequency:

<b>Location</b>	<b>Frequency of Disinfecting</b>
Worksite of any individual reporting illness symptoms	Immediately following employee exit
[insert location]	[insert number of times per day]

**ii. Steps to disinfect**

The person cleaning and disinfecting should follow these steps:

1. Wash hands with soap and water, or use hand sanitizer if not visibly dirty (see the Appendix)
2. Put on a face mask (see instructions in the Appendix)
3. Put on gloves (see instructions in the Appendix)
4. Clean surfaces if they appear dirty
5. Apply disinfectant in the appropriate dilution and leave on for at least the minimum contact time
6. Disinfect all surfaces detailed above
7. Remove gloves (see instructions in the Appendix)
8. Remove mask (see instructions in the Appendix)
9. Wash hands with soap and water, or use hand sanitizer if not visibly dirty (see Appendix)

**d. Heightened Hygiene Practices**

Request that employees escalate their use of healthy habits to limit the spread of disease. Disseminate reminders throughout the work site. Key messages include:

- Wash your hands often with soap or use hand sanitizer. (See the Appendix for instructions.)
- Avoid touching eyes, nose, and mouth with un-washed hands.
- Cover your cough and sneeze. (See the Appendix for informational materials.)
- Stay home when sick. Flu symptoms include:
  - Fever (temperature greater than 100.4° F)
  - Chills, shivering
  - Muscle aches
  - Sore throat
  - Dry cough
  - Headache
  - Fatigue (extreme tiredness)
- Avoid close contact (6 feet or less) with others including skin-to-skin contact (shaking hands).
- All persons (employees and clients) in the workplace should wear a mask or covering over the mouth and nose when in the same room as another person.
- Clean and disinfect commonly used surfaces.
- Minimize close contact with sick persons.

Additional hygiene practices may be recommended by the San Francisco Department of Public Health depending on the situation and characteristics of the pandemic flu virus.

**e. Social Distancing**

Social distancing refers to a disease control strategy that includes limiting or altering the frequency and closeness of people in order to reduce the spread of contagious diseases from one person to another. Some social distancing strategies include restricting events that congregate people (e.g., concerts), utilizing physical barriers (e.g., glass divider) to restrict the sharing of air when face-to-face contact is required, modifications to social behavior (e.g., no hand shaking), and creating distance between work spaces that are greater than the virus’ movement. During a flu pandemic people may be advised to stay at least 6 feet apart (this recommendation may be altered by the health department during a pandemic flu event).

[Insert name of business] has the ability to utilize the following social distancing strategies to reduce close contact among individuals.

**i. Telecommuting**

Whenever possible, [insert business name] will encourage employees to work from home. This reduces the risk of disease transmission to all employees by minimizing the number of persons in the work setting. During a pandemic flu, the “Telecommuting Policy” may be activated (see Section VII). See the Appendix for a list of employees who presently have home telecommuting capabilities. Additional telecommuting capabilities can be provided to [insert number of employees].

**ii. Teleconferences**

Face to face meetings will be discouraged and the telephone will be used as the main strategy for employee communication. Teleconferences can be held within the following units: [insert unit names]. Teleconferences can not be held within the following units: [insert unit names]. Telephone instructions on how to conference multiple individuals are attached in the Appendix.

**iii. Staggered work shifts**

The work shifts of some employees/work units can be spread over a 24 hour period or can be modified to a flexible schedule of extended hours in fewer days. These employees/work units are [insert names].

**iv. Face-to-face barriers**

Some of [insert business name]’s services are provided in a face-to-face setting (individuals are less than 6 feet apart). To reduce the possibility of influenza transmission, alterations may be made to reduce face-to-face contact in the work setting (e.g., services provided by telephone instead of in-person, glass barriers set-up between individuals). The types of services and number of employees who have regular face-to-face contact with clients, and modification that can be made to reduce contact, are listed below:

Services requiring face-to-face contact (under 6 feet)	Number of employees performing service	Modifications that can be made to eliminate/reduce face-to-face contact

When it is not possible to eliminate face-to-face contact less than 6 feet, face masks should be worn by both employees and clients.

**v. Distance between work sites**

Create distance (at least 6 feet) between employees who must work in the same room. Room layouts that allow for 6 feet of distance between work stations are attached in the Appendix.

Employees will be encouraged not to congregate in communal spaces – break or lunch rooms.

**f. Restrict workplace entry of people with influenza symptoms**

During a pandemic flu, asking individuals with flu-like symptoms to stay out of the work setting may limit the spread of disease. When the plan is activated, the following steps will be taken to limit entry of people with flu symptoms:

1. Post notices at all workplace/facility entry points advising staff and visitors not to enter if they have flu symptoms. The signs may say:

“To help limit the spread of infection, it is important that you do not come inside this facility if you feel feverish, have a cough, have body aches, or have a sore throat. We may ask you to leave this facility in order to protect our employees, clients and visitors from getting infected. Your cooperation is appreciated.”

2. Provide hand sanitizer at the entrance of the facility. Instruct everyone entering and leaving the facility to clean their hands.
3. Advise employees to call the [insert business name]’s [human resource, health and safety, or designated staff] if they become ill at home or work (provide a designated phone number for reporting illness).

**g. Ventilation**

At present there are no special pandemic influenza heating, ventilation, and air conditioning (HVAC) systems recommendations outside of a healthcare setting. HVAC systems should receive regular maintenance checks according to standards and building codes. In specific rooms where there is a potentially infected person, the ventilation should be increased as much as possible (e.g. by opening windows).

**h. Manage employees who become ill**

In order to reduce the transmission of disease, it is important that individuals who are sick, with pandemic flu or other contagious illnesses, stay out of the work setting. Individuals with flu-like symptoms may be asked to stay home for a specific time period, referred to as home isolation, until they are no longer contagious. The isolation period (or period when individuals are contagious and should stay away from others) could be as long as 1 to 2 weeks after symptoms develop. The San Francisco Health Department will provide guidance on how long individuals with pandemic flu should remain in home isolation.

**i. Employees who become ill at work**

If an employee begins to feel sick while at work, it will be important to follow key steps to reduce the transmission of disease to others. Advise employees that if a person feels ill, or if someone observes that another person is exhibiting flu symptoms at work, they are to immediately contact [insert title of designated position] by telephone. Additional guidelines for managing employees who report ill are located in Section VII, Personnel.

### C. Management and Staffing

Disease control activities will be managed by [insert the name of the unit from your response organizational structure that is designated to manage these activities (if using ICS, these activities would be managed by the Disease Control Branch)]. Positions required to perform activities include:

#### Disease Control Staffing Positions

Job Title	Task Overview	Critical Skills Required	Number of Employees
Disease Control Director	Oversee the implementation of disease control strategies.	[insert skills]	1
Disease Control Supplies Staff	Ensure that employees have the necessary disease control supplies. Track and order additional supplies as needed.	[insert skills]	[insert #]
Protective Equipment Staff	Provide training/info to employees on how to put on and remove protective equipment. Monitor proper usage of equipment. Provide instructions to individuals drafting staff messages.	[insert skills]	[insert #]
Disinfection Staff	Ensure that the work area is properly disinfected at appointed times. Instruct employees how to disinfect their work spaces properly. Ensure that work space of employees reporting ill is disinfected immediately.	[insert skills]	[insert #]
Hygiene Staff	Provide guidance to employees on heightened hygiene practices. Provide information to individuals drafting staff messages.	[insert skills]	[insert #]
Social Distancing Staff	Provide guidance to employees on social distancing strategies. Oversee implementation of strategies. Provide information to individuals drafting staff messages.	[insert skills]	[insert #]
Screening Staff	Restrict the workplace entry of people with influenza symptoms.	[insert skills]	[insert #]

## VII PERSONNEL

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### A. Mission

During a severe pandemic flu, worker absenteeism (20 – 50% in excess of standard absenteeism rates) may occur at all personnel levels due to illness, family member illness, death, unmet childcare needs (e.g., children may be dismissed from school), and “worried well” (otherwise healthy people who avoid the workplace for fear of exposure). Additionally, the San Francisco Department of Public Health will likely recommend that individuals who are experiencing flu symptoms stay at home or away from others until they are no longer contagious (this is known as the isolation period).

[Insert business name] is committed to safely maintaining essential operations and supporting personnel during the emergency. Personnel may be re-assigned and provided with just-in-time training to ensure that essential operations can be performed. Personnel absenteeism will be tracked, non-punitive personnel policies will be activated, and employees who report sick will be supported.

### B. Implementation

#### a. Pandemic Flu Policies

Standard operating policies and practices may need to change during a pandemic flu. The following policies may be activated as part of the pandemic influenza response. The decision to activate the following policies will be made by the [insert name of emergency leader (e.g., Incident Commander)]. Employees will immediately be notified of policy changes.

#### i. Employee Leave

The following emergency leave policies address employee absences due to personal illness, family member illness, trauma, isolation, quarantine, and/or school dismissal.

[Insert policy or attach as an Appendix. Include protocol and authority for activating.]

#### Consider

How will you deal with employees who have used all their vacation and sick leave? What policies will encourage the sick to stay home? How will you respond to employees who must stay home to care for ill family members or are too afraid to come to work? See the Appendix for policy brainstorming questions.

#### ii. Flexible Work

Flexible worksite (e.g. telecommuting) and flexible work hour (e.g. staggered shifts, extended shifts) policies may be activated or enhanced to allow for social distancing. These include:

[Insert policy or attach as an Appendix. Include protocol and authority for activating.]

#### Note

A flexible work policy should include instructions for notifying your workers' compensation carrier that there are employees who are working from home and the days they are doing so. There is no home inspection requirement, because the Occupation Safety and Health Administration (OSHA) has already issued a directive stating so (OSHA Directive Number: CPL 2-0.125). Discuss details with your legal representative.

### iii. Travel Policies

During a pandemic influenza response the following travel policies will apply.

[Insert policy or attach as an Appendix. Include protocol and authority for activating.]

#### Consider

You may want to ask individuals who have been in areas with pandemic flu to stay home for a specified time (the isolation period) until it can be determined that they have not become infected.

### b. Track staff

Because absenteeism may be erratic for many weeks, [enter business name] will regularly track present and absent staff and forecast future staff absenteeism. Key information to collect includes, name of individual, position title, department/unit routinely assigned to, key skills, anticipated return date, and reason for absence (if provided). The following method for collecting information on present and absent employees will be utilized:

[Insert method to track present/absent staff (e.g., sign-in at front door, telephone call-in number for present and/or absent staff)]

#### Note

The California State Government has declared that all California schools will dismiss students following the first identified case of pandemic flu in the state. Employees with young children may experience gaps in childcare if unprepared. You should consider this when assessing and projecting staffing levels and encourage your employees to develop a childcare plan for extended school dismissals.

### i. Employees who report sick

A telephone number will be provided for employees to call if they feel ill and/or need to report sick. The following protocol will be followed:

## PROTOCOL FOR EMPLOYEES WHO REPORT ILL

1. Speak with the individual by phone.
2. Check if the employee has any influenza symptoms. The San Francisco Department of Public Health will provide an updated list of pandemic flu symptoms.
  - Fever (higher than 100.4°F / 38°C)
  - Chills
  - Muscle aches
  - Headache
  - Fatigue (extreme tiredness)
  - Cough
  - Sore throat

If the employee does not have any of these symptoms and has not been in contact with someone with the flu, they are unlikely to have the flu and should be reassured and advised to call again later or to seek medical attention if they are still concerned. If the employee has flu symptoms, they should be treated as a “suspect influenza case.”

3. If the employee is at work, provide them with a face mask and instruct them to put the mask on immediately. (This is to help protect other staff.)
4. Instruct the employee to leave work. If possible, public transportation should be avoided. If public transportation is unavoidable, instruct the employee to keep the mask on.
5. Advise the employee to follow instructions from the San Francisco Department of Public Health on how and where to seek care and about where to find guidance on how to care for someone with pandemic flu.
6. Advise the employee on how long to stay away from work (the San Francisco Department of Public Health website, [www.sfdcph.org](http://www.sfdcph.org), will post isolation guidance).
7. Have the employee’s work station cleaned and disinfected.
8. Early in a pandemic, the San Francisco Health Department may ask employers to identify workplace contacts and to assist with measures to control disease in the workplace. Specific instructions will be provided at that time.
9. Advise supervisor and human resources of employee absence and the need for a replacement.
10. Communicate with the employee during his/her absence from work via telephone or e-mail.
11. Encourage employees to return to work once they have recovered and the isolation period has ended (to be provided by the San Francisco Department of Public Health).

### c. Re-assign staff

If staff shortages impede the ability to perform essential operations, employees from other operational areas, may be re-assigned. This Unit will be responsible for collecting information on staff needs and assigning staff to priority activities.

#### Consider

What other human resources (e.g., volunteers, retirees) could be accessed if there is a high level of absenteeism?

#### d. Just-in-time training

Staff assuming new positions will be provided with a job action sheet, or description of the duties they are expected to perform along with basic instructions and resources. See Appendix for job action sheets.

[Insert name of business] has cross-trained some employees to perform essential operations. A list can be found in the Appendix. Pre-trained employees that are re-assigned to essential operations will be provided with refresher trainings before assuming new responsibilities. All other re-assigned employees will be provided with just-in-time training.

Just-in-time and refresher training plans and instructional materials for employees can be found in the Appendix.

#### Consider

Prior to an emergency, consider cross-training employees to perform essential services. The redundancy provided by cross training can also provide back-up during staff absences. Consider using just-in-time training for skills that can be taught in 2 hours or less.

### C. Management and Staffing

Personnel activities will be managed by [insert the name of the unit from your response organizational structure that is designated to manage these activities (if using ICS, these perform would be managed by the Personnel Unit)]. Positions required to carryout activities include:

[Modify staffing table as needed]

#### Disease Control Staffing Positions

Job Title	Task Overview	Critical Skills Required	Number of Employees
Personnel Leader	Recommend the activation of personnel policies. Oversee the tracking, assignment, and training of staff.	[insert skills]	1
Policy staff	Ensure that employees understand new policies. Respond to questions. Make policy modifications to better support staff and the response. Provide information to individuals drafting employee messages.	[insert skills]	[insert #]
Tracking Staff	Set-up a method for employees to report to work. Track staff. Project future staffing levels based on isolation periods and other information.	[insert skills]	[insert #]
Assignment Staff	Ensure that the response has staff with the necessary skills to respond. Reassign staff as needed.	[insert skills]	[insert #]
Training Staff	Provide/coordinate just-in-time training for employees filling new positions.	[insert skills]	[insert #]

Job Action Sheets for each position are attached in the Appendix.

## VIII ESSENTIAL BUSINESS OPERATIONS

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As part of standard daily operating practice, [insert company name] maintains the following activities:

[Insert list of routine operations]

[Insert organizational chart of routine operations]

During a pandemic influenza, employee absenteeism may inhibit the ability to perform routine operations. Staff may need to be re-assigned to one of the following essential operations:

- [Insert essential operation #1]
- [Insert essential operation #2]
- [Insert essential operation #3]
- [Insert essential operation #4]

### Consider

Essential operations include activities that need to be completed every day or occasionally in order to maintain the mission and/or solvency of the company for the weeks or months during a pandemic flu. Essential operations may include accounting/payroll, activities that support safety requirements, profit generating activities, information technology support, or other functions. Consider the following factors to decide which services to maintain:

1. Does the activity protect the health, safety, and welfare of persons?
2. Is the business able to carry out the activity with existing resources?
3. What is the cost of performing or not performing the activity?

Try to identify activities that could be postponed if staff absenteeism is 30 to 50% greater than standard operating levels. Remember to tell staff that even if their jobs are not designated as essential, they are important for standard operating practices, and that their skills and knowledge will be depended on in other ways to maintain the company during a pandemic.

### A. [Essential Operation #1]

#### a. Mission

[Insert the purpose of the essential operation]

#### b. Implementation

[Insert a description of the key activities that need to occur to maintain this essential operation.]

[Attach protocols, instructions, supplies, list of staff trained to perform these activities, and other documents that provide guidance to individuals who may be re-assigned to support these activities]

### Consider

Determine how your customers' needs may change and plan to address those changes. If some of the products or services you normally provide would be in low demand, find ways to re-deploy assets to areas that experience increases in demand.

**c. Management and Staffing**

Activities will be managed by [insert the name of the unit from your response organizational structure that is designated to manage these activities]. Positions required to perform activities include:

**[Essential Operation #1] Staffing Positions**

<b>Job Title</b>	<b>Task Overview</b>	<b>Critical Skills Required</b>	<b>Number of Employees</b>
[Insert position titles]	[Insert key tasks]	[Insert key skills]	[Insert #]

Job Action Sheets for each position are attached in the Appendix.

**B Essential Operation #2**

**a. Mission**

[Insert details]

**b. Implementation**

[Insert details]

**c. Management and Staffing**

[Insert details]

**C. Essential Operation #3**

**a. Mission**

[Insert details]

**b. Implementation**

[Insert details]

**c. Management and Staffing**

[Insert details]

## IX INFORMATION AND TECHNOLOGY SYSTEMS

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### A. Mission

During a pandemic flu, it will be critical that information and technology systems are in working order and able to support standard and/or new communication needs.

### B. Implementation

#### a. Information Technology (IT) Systems

**Telecommuting.** Some employees may be asked to work from home and telecommute during a pandemic flu. IT systems will be monitored to ensure that staff can access and share files and communicate through e-mail. Instructions for accessing e-mail and internal networks are in the Appendix.

#### Consider

You may want to have a large number of employees practice telecommuting to see if your server can support many people working from home.

**Websites.** The [insert business name] website and intranet may need to be updated with up-to-date information for the employees, clients, vendors, and the public. This information will be provided by the [insert name of group responsible for Communication (if using ICS, this would be the Communication Branch in conjunction with the Information Officer)]. The website can be updated from [inside the office/remote offices/other sites (e.g., home computers)]

**Data Back-up.** Routine data backup procedures will be maintained throughout the pandemic flu.

#### b. Communication Systems

**Teleconferencing.** In order to reduce close contact between people, telephone conversations and teleconferencing may be utilized in lieu of meetings. Instructions on how to conduct a conference call are attached in the Appendix.

#### Consider

If you do not have the ability to hold telephone conversations with multiple persons, various commercial telephone companies provide this service. Check with your local providers.

**Voicemail messages.** The [insert business name] has the ability to leave group voicemail messages. See the Appendix for instructions. Instructions for employees on how to check voicemail from outside of the office are in the Appendix.

**Telephone information lines.** The [insert business name] has the ability to set-up telephone information lines. These include:

<u>Type of telephone line</u>	<u>Telephone number</u>
Recorded employee information line	[insert telephone number]
Recorded public information line	[insert telephone number]
Live employee information line	[insert telephone number]
Live public information line	[insert telephone number]
[insert additional telephone systems]	

Activation instructions (passcodes, etc.) are located in the Appendix.

**C. Management and Staffing**

IT and communication activities will be managed by [insert the name of the unit from your response organizational structure that is designated to manage these activities (if using ICS, these activities would be managed by the Logistics Section, IT/Communication Unit)]. Positions required to perform activities include:

[Modify staffing table as needed]

**IT/Communication Staffing Positions**

<b>Job Title</b>	<b>Task Overview</b>	<b>Critical Skills Required</b>	<b>Number of Employees</b>
IT/Communication Leader	Oversee IT and communications.	[insert skills]	1
IT Specialists	Ensure that IT systems are operational, telecommuting abilities are enabled, websites are updated, and data is backed up.	[insert skills]	[insert #]
Communication Specialists	Ensure that telephone systems, teleconferencing, voice-mail messaging, and telephone information lines (recorded or live phone banks) are operational.	[insert skills]	[insert #]

## **X DEMOBILIZATION**

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### **A. Mission**

Following the pandemic flu, it will be necessary to demobilize and coordinate a smooth transition from emergency response activities to standard daily operating procedures and evaluate the response.

### **B. Implementation**

#### **a. Deactivation**

[Insert business name] will assess the impact of the pandemic on operations, personnel, clients, partners, and vendors. Recovery from the pandemic flu can begin when it is determined that adequate personnel, supplies, resources, and systems exist to manage all or the majority of standard daily operating activities. The [insert name of the emergency leader (e.g., Incident Commander)] must approve deactivation and the transition plan.

#### **b. Transition Plan**

If the decision is made to deactivate, a transition timeframe and plan with the following details will be developed:

- Staff assignments (if some staff are still out)
- How and when employees should exit their response positions and resume their routine positions.
- Policy changes
- Modifications that should be made to standard operating practices (e.g., new services to add, continued disease control practices)
- Hours of operation
- Contact information for business and staff
- Method to collect documentation from the response.
- Community recovery needs and ways to provide assistance
- [Insert additional transition instructions]

#### **c. Notifications**

When the [insert name of the emergency leader (e.g., Incident Commander)] has approved demobilization of the response, the following audiences will be notified and provided with instructions on how to transition to standard operating activities.

#### **d. Evaluation**

Conduct an internal evaluation of [insert business name]'s pandemic flu response. Gather documentation from the response and feedback from all stakeholders and incorporate into an after action report and corrective action plan. Update the Pandemic Influenza Continuity Plan and other emergency response plans as appropriate.

### **C Management and Staffing**

Demobilization activities will be managed by [insert the name of the unit from your response organizational structure that is designated to manage these activities (if using ICS, these activities would be managed by the Plans Section, Demobilization Unit)]. Positions required to perform activities include:

#### **Demobilization Staffing Positions**

<b>Job Title</b>	<b>Task Overview</b>	<b>Critical Skills Required</b>	<b>Number of Employees</b>
Demobilization Leader	Oversee demobilization.	[insert skills]	1
Transition specialist	Develop a transition plan.	[insert skills]	[insert #]
Notification specialist	Ensure employees are notified of the deactivation and understand the transition plan and what to do.	[insert skills]	[insert #]

Job Action Sheets for each of these positions are attached in the Appendix.

## Appendix

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[Attach the following items to support your plan. Some have been provided in this template, some can be downloaded from the San Francisco Department of Public Health's website ([www.sfgdcp.org/pandemicflu](http://www.sfgdcp.org/pandemicflu)), and some will need to be created by your Pandemic Flu Continuity Team.]

### 1. Glossary

[See attached template]

### 2. Job Action Sheets

[Create Job Action Sheets for every position with instructions on how to perform expected duties using the attached template.]

### 3. Contact Information

3.1 Employee Contact Information

3.2 Vendor Contact Information

3.3 Client Contact Information

### 4. Informational Materials

[You can order free materials using the attached form or download informational materials from the San Francisco Department of Public Health website ([www.sfgdc.org/pandemicflu](http://www.sfgdc.org/pandemicflu)). Visit this website regularly as this information will be updated.]

4.1 Pandemic Flu Fact Sheets

4.2 Preparedness Information

4.3 Disease Control Information

- Hand Washing and Hand Sanitizer [see attached instructions]
- How to Put on a Mask
- How to Put on Gloves
- Healthy Habits Instructions

### 5. Personnel

5.1 Personnel Policies

[See the attached Brainstorming Questions for Developing Pandemic Flu Policies document to help you think through appropriate policies]

5.2 Employee Attendance Tracking Form

[Attach a form which allows you to track employee names, regular work position, skills, potential response assignments, days absent, expected date of return, and any notes]

5.3 List of Cross-Trained Employees

5.4 Just-in-time Training Manuals

## **6. Room Layout**

6.1 Modified Room Layout

[Attach workplace layouts that all employees to work 6 feet apart.]

## **7. Essential operations**

7.1 Essential Operation #1

- Protocols and Instructions
- Vendor Contact Information [see attached forms and complete]
- [Additional Materials]

7.2 Essential Operation #2

- Protocols and Instructions
- Vendor Contact Information [see attached forms and complete]
- [Additional Materials]

7.3 Essential Operation #3

- Protocols and Instructions
- Vendor Contact Information [see attached forms and complete]
- [Additional Materials]

## **8. IT and Communication Systems**

8.1 Employee Telecommuting Instructions

[Attach information for employees on how to access e-mail, the networks, and other IT tools remotely]

8.2 Website Updating Instructions

[Attach instructions for staff on how to update the website (include user codes, etc.)]

8.3 Routine Data Back-up Procedures and Instructions

8.4 Teleconferencing Instructions for Employees

8.5 Group Voicemail Instructions

[Attach instructions on how to leave group voicemail messages and pass-codes]

8.6 Telephone Information Line Protocol and Instructions

[Attach instructions on how to set-up a telephone information line message or how to operate a live telephone bank for employees, clients, or other stakeholders.]

## **GLOSSARY**

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<b>Airborne</b>	Spreading of a contagious agent by particles, dust, or droplet nuclei suspended in the air.
<b>Antimicrobial</b>	Drugs that are used to prevent or treat a disease caused by microbes (germs) which could be due to bacteria, parasite, or virus.
<b>Antiviral</b>	Drugs that are used to prevent or treat a disease caused by a virus.
<b>Asymptomatic</b>	Having no symptoms of disease.
<b>Avian influenza</b>	Avian influenza, also referred to as bird flu, is a common disease of birds (e.g. ducks, chickens) caused by the influenza virus.
<b>CDC</b>	Centers for Disease Control and Prevention, the U.S. government agency at the forefront of public health efforts to prevent and control contagious and chronic diseases, injuries, workplace hazards, disabilities, and environmental health threats. CDC is one of 13 operating components of the Department of Health and Human Services.
<b>Contact</b>	A person who has been in close proximity to an individual who is, or is suspected of being, infected with a contagious disease like influenza.
<b>Contagious</b>	Able to spread from one person to another.
<b>EPA</b>	U.S. Environmental Protection Agency, the government agency that leads the nation's environmental science, research, education and assessment efforts.
<b>Epidemic</b>	A disease that affects many people in a community or region at the same time. See pandemic.
<b>Epidemiology</b>	A branch of public health that deals with the incidence, distribution, and control of disease in a population.
<b>Flu</b>	See influenza, seasonal influenza, pandemic influenza, and avian influenza.
<b>Flu vaccine</b>	A preparation of weakened, or killed flu virus, introduced into the body to prevent disease by stimulating production of antibodies.
<b>H5N1</b>	H5N1 is an avian influenza virus subtype of concern to experts because of its potential for mutating into a pandemic flu strain.
<b>Hand hygiene</b>	The cleaning of one's hands. This is usually done with soap and water or hand sanitizer. To kill an influenza virus, hands must be washed with soap and water for 20 seconds and hand sanitizers must be used for 10 seconds and have an alcohol content of at least 60%.
<b>Human-to-human transmission</b>	The ability of a contagious disease to spread from one person to another. Some germs can be transmitted between animals (animal-to-animal), some can be transmitted from animal-to-human (and vice versa), and some can be transmitted from human-to-human.
<b>Immune system</b>	The cells, tissues, and organs that help the body to resist infection and disease by producing antibodies and cells that kill the germs and/or their multiplication.
<b>Immunocompromised</b>	A weakened immune system and, therefore, increased susceptibility to illness.

<b>Incident Command System (ICS)</b>	A standardized, incident (emergency) management system used in the United States. It includes standardized ways to organize, communicate, and operate. It is based upon a flexible scalable response organization and provides a common framework within which people can work together effectively.
<b>Infection control</b>	A broad term used to describe measures designed to detect, prevent, and contain the spread of contagious diseases. Measures include hand washing, respiratory etiquette, use of personal protective equipment (PPE), prophylaxis, isolation, and quarantine.
<b>Infectious disease</b>	A disease caused by micro-organisms (e.g. viruses, bacteria, fungi) which grow, multiply, and cause illness.
<b>Infectiousness</b>	The relative ease with which a contagious disease is spread.
<b>Infectious period</b>	The time during which a contagious agent (e.g., virus, bacteria) may be spread from an infected person to another person.
<b>Influenza</b>	Influenza (the flu) is an infectious disease caused by the influenza virus. In humans it causes high fever, sore throat, cough, muscle aches, and extreme tiredness.
<b>Isolation</b>	Isolation is when sick people who are contagious (can spread disease) are kept away from people who are not sick, until the sick person can no longer spread disease. Isolation can occur in the hospital or at home. A Health Officer has the authority to issue legal orders for isolation for extremely contagious and severe diseases.
<b>Masks</b>	Face masks, also called surgical or procedure masks, are designed to prevent the wearer from spreading germs to others.
<b>Pandemic influenza</b>	Pandemic influenza (flu) is a worldwide outbreak of flu. A pandemic flu could happen if an influenza virus emerges that is: 1) so new and different that no one has immunity to the virus; 2) able to spread easily from one person to another; 3) able to cause significant illness and/or death; 4) able to infect many people around the world.
<b>Personal Protective Equipment (PPE)</b>	PPE is specialized clothing or equipment worn to protect someone against a hazard including an infectious disease. A face mask is an example of PPE.
<b>Prophylaxis</b>	Medicines taken by a person to prevent disease.
<b>Quarantine</b>	Quarantine is when people without symptoms of the disease who have been exposed to a contagious person are asked to stay away from the general public until it can be determined that they are not infected. Quarantine can occur in the home or another facility. A Health Officer has the ability to take any measure needed to protect the public's health.
<b>Respirator</b>	Masks used primarily in health care facilities. They are designed to protect the wearer from inhaling very small particles. Some respirators are made for single use and some are reusable, with filter cartridges that must be replaced periodically. Respirators are used in the medical setting to protect health care providers from airborne germs. Each individual must undergo a procedure called fit testing to be certain the respirator will be effective. Respirators labeled as "NIOSH-certified" N95, N99, or N100 protect against very small particles, although no respirator can ever guarantee full protection. Respirators are recommended for health care workers during certain high-risk settings and procedures.
<b>Respiratory etiquette</b>	Respiratory etiquette is good coughing and sneezing technique. Respiratory etiquette can limit the spread of germs that are passed human-to-human via tiny drops that come

out of the nose or mouth when a person coughs, sneezes, or talks. Healthy and sick people should cover their nose and mouth with the inside of their elbow or tissue when sneezing, coughing, or blowing their nose. If a tissue is used, it should be put in the trash and hands washed.

<b>Seasonal influenza</b>	Seasonal influenza, commonly referred to as the flu, is an infectious disease caused by the influenza virus. In the United States, flu season usually occurs between November and March. Also see influenza.
<b>Social distancing</b>	Social distancing is keeping people safely separated so that human-to-human spread of infectious disease does not occur. Examples of social distancing include avoiding large public gatherings and altering workplace environments and schedules.
<b>Strain</b>	A group of organisms within a species or variety.
<b>Surge capacity</b>	Ability to obtain /access additional resources when needed during an emergency.
<b>Surveillance (public health)</b>	The systematic collection, analysis, interpretation, and dissemination of health data to assist in the planning, implementation, and evaluation of public health interventions and programs.
<b>Transmission</b>	Any means of spreading contagious disease to or among people.
<b>Vaccine</b>	A preparation of antigens weakened or killed germs or parts of a germ which when introduced into the body, stimulates the production of specific antibodies or altered cells better prepared to fight infection.
<b>Virulent</b>	Highly lethal; causing severe illness or death.
<b>Virus</b>	A type of germ (microorganism) that can cause disease.
<b>WHO</b>	World Health Organization, an agency of the United Nations established in 1948 to further international cooperation in improving health conditions.

[Modify the Job Action Sheet for each position]

**JOB ACTION SHEET**  
**[Insert Position Title]**

**Position title:** [Insert title]

**Required Job Skills:** [Insert any required job skills (e.g., accounting)]

**You report to:** [Insert position title of supervisor]

**You supervise (if activated):** [Insert position titles if applicable]

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**Mission**

[Insert a summary of the position]

**Initial Actions**

- Report to and receive assignment from your supervisor.
- Read entire Job Action Sheet.
- Introduce self to all staff assigned to team.
- Alert supervisor if you are unable to perform any of the duties in the Job Action Sheet. Clarify any questions or concerns with assigned supervisor prior to starting work.
- Familiarize self with the work station and resources including:
  - Physical layout of the work space (e.g. emergency exits, bathrooms).
  - If assigned, check workstation phone and computer.
  - Obtain needed office supplies (paper, pens, etc.).

**Specific Job Actions**

- [Insert duties]
- 
- 
- 
- 

**Conclusion of Work Shift Actions**

- Complete all required forms, reports, and other documentation and give to supervisor.
- Sign out and log the hours worked during the response.
- Clean up your work area before you leave.
- Leave a phone number where you can be reached.
- Brief on-coming staff at shift change on specific job position duties. Ensure that ongoing activities are identified and that follow-up requirements are known before you leave your workstation.

## **Hand Washing & Hand Sanitizing Instructions**

One of the most important ways to prevent an infection is to wash your hands after touching another person, or an item or surface that may have been contaminated or soiled.

### **When to Wash Your Hands**

- After using the bathroom or changing diapers.
- Before and after eating.
- After blowing your nose, coughing, or sneezing.
- Before and after preparing food (especially raw meat).
- Before and after caring for someone who is sick.
- After touching another person's hands or touching an animal or pet.
- After handling garbage.

### **How to Wash Hands with Soap and Water**

1. Always use warm water and soap. Pre-moistened cleansing towelettes do not clean hands as effectively.
2. Wet hands and apply soap.
3. Rub hands until a soapy lather appears for at least 20 seconds. Be sure to scrub between fingers, under fingernails, around joints, and the tops and palms of hands.
4. Rinse hands.
5. Dry hands with a clean or paper towel. If in a public place, use another paper towel to turn off the faucet and throw away in the trash.
6. When helping a child, rub their hands first and then wash your own.

### **How to Use Hand Sanitizer**

1. Use hand sanitizer if soap and water are not available. Use alcohol-based gel that has at least 60% alcohol content to be effective.
2. Use hand sanitizer when hands are not visibly dirty (if hands are dirty, clean off dirt first).
3. Apply enough hand sanitizer for both hands to the palm.
4. Rub hands covering between fingers, under fingernails, around joints, and the tops and palms of hands until dry. If your hands dry before 10 seconds, you did not use enough. Add more hand sanitizer.

# **Brainstorming Questions for Developing Pandemic Flu Policies**

Page 1 of 2

## **Employees Who Become Ill**

1. The San Francisco Department of Public Health may issue guidance that during a flu pandemic, employees with flu-like symptoms should stay home from work. If the organization chooses to follow this guidance:
  - Will a doctor's note be required? What if that is not feasible?
  - Will employees be required to take sick or vacation days?
  - What if employees have used up all their sick and vacation days?
  - Will sick employees who are required to stay home be compensated if they do not have any sick or vacation time? Will they be dismissed?
2. Will there be a special policy on returning to work after illness with an influenza-like illness? The San Francisco Department of Public Health may request that individuals with flu-like symptoms stay in home isolation for a certain number of days (e.g. up to 1 or 2 weeks) until they are better and no longer contagious.
  - Some employees may try to hide their symptoms because they do not want to use personal leave or take a leave of absence. How will you encourage people with symptoms to stay home?
  - Some employees may feel well enough to work before the isolation period is over and may not want to use their personal leave, may not have any personal leave, and/or may be concerned about loss of wages.
3. What will be the protocol for employees who become ill at work?
4. If an employee believes he/she was infected while on the job, what Workers' Comp is available? Can papers be processed if it is not possible to get a doctor's note?

## **Employees Who are Quarantined**

1. If employees are quarantined by the San Francisco Department of Public Health, will they be required to use sick or vacation time during the period they are asked to stay home?
  - What if they do not have any sick or vacation days?
  - Will employees who are quarantined be compensated if they do not have any sick or vacation time?
2. Are there any provisions for employees to work while staying at home (without using personal leave) when they are in quarantine (e.g. telecommuting)? Or when they are recovering from illness?

## **Employees Who Do Not Report to Work**

1. How will you deal with employees who stay home to care for ill family members?
  - Will they be required to take vacation or sick leave?
  - What if they have used up all their vacation and sick leave?
  - Will healthy employees who choose to stay home to care for someone be compensated if they do not have any personal leave time?

## **Brainstorming Questions for Developing Pandemic Flu Policies**

Page 2 of 2

2. If public or private schools, adult daycare centers, or other care organizations are closed and city employees must stay home to care for family members, will they be asked to use personal leave time?
  - What if they have none? Will they be compensated? Will they be dismissed?
3. How will you respond to employees who are too afraid to come to work because they think a co-worker or a client will infect them?
  - Will healthy employees who choose to stay home due to safety concerns be compensated if they do not have any sick or vacation time? Will they be dismissed?
4. What if an employee believes they have not been given the proper personal protective equipment (e.g., masks) to keep them from becoming infected and refuses to come to work?
5. What if the stockpile of personal protective equipment runs out? How will you cope with employees who do not want to work without it?

### **Flexible work**

1. Are there policies that allow for flexible worksites (e.g. telecommuting) and flexible work hours (e.g. staggered shifts, extended shifts)?
2. Is there a policy on how “non-essential workers” can be re-assigned for other “essential” duties in other departments?
3. Will policies for “essential workers” differ from those for “non-essential workers”?
4. Will individuals who are more at risk (e.g. immuno-compromised) for severe illness or death from the flu have special assignments in non-direct contact areas that are different from workers who are not considered high risk groups?

### **Health care at work**

1. Will workers have access to medical and mental health services?

## Vendor Contact Information

The [insert business name] relies on a variety of products and services to maintain operations. Contact information for each of the [insert business name]'s product and service vendors, and their alternates, is attached. The table, Routine and Essential Products and Services Utilized by the [insert business name], details the products and services required to perform routine and essential operations.

### Tip

Vendors may also be experiencing employee absences and product shortages. Think of the services and products that are received on a daily, weekly, and monthly basis. Remember to include maintenance contractors (e.g. copy machine), gasoline companies, etc.

### PRODUCT/SERVICE VENDOR

**Company name:** \_\_\_\_\_  
**Address:** \_\_\_\_\_  
**Telephone:** \_\_\_\_\_  
**Fax:** \_\_\_\_\_  
**E-mail:** \_\_\_\_\_  
**Primary contact name:** \_\_\_\_\_  
**Alternate contact:** \_\_\_\_\_  
**Account/contract:** \_\_\_\_\_  
**Materials provided:** \_\_\_\_\_  
**Frequency of delivery:** \_\_\_\_\_  
**Notes:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

If this company is unable to provide materials/services, they can be obtained from the following organization(s):

**Company name:** \_\_\_\_\_  
**Address:** \_\_\_\_\_  
**Telephone:** \_\_\_\_\_  
**Fax:** \_\_\_\_\_  
**E-mail:** \_\_\_\_\_  
**Primary contact name:** \_\_\_\_\_  
**Alternate contact:** \_\_\_\_\_  
**Notes:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

[Copy and attach additional forms.]

