

PANDEMIC INFLUENZA CONTINUITY OF OPERATIONS PLAN



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OVERVIEW

The City of Racine is responsible for providing services to more than 80,000 citizens residing in the City of Racine. The potential Pandemic Influenza could disrupt the continuity of operations for provision of essential and other community services, including governmental and business functions. Should that occur, the Mayor of the City of Racine may proclaim a city emergency.

The typical “seasonal flu” is separate and apart from Pandemic Influenza. Pandemic Influenza could strike at any time.

If Pandemic Influenza spreads to the City of Racine, an absentee rate of 25% or more City of Racine employees is expected for up to 18 months, on a rolling basis. This number includes sick employees, employees who are caring for sick family members and employees who do not come to work out of fear of becoming ill. In addition, there may be a significant need for social distancing (a reduction of the number of persons concentrated in the workplace), necessitating that employees do their work but do not report to the workplace.

Carrying out city government’s responsibilities to the people of the City of Racine during a Pandemic Influenza emergency will require substantial flexibility in the management of city operations and direction of all city employees, especially with respect to matters such as transfer, establishment of rules of conduct and job assignment. Emergency staffing and backfilling of existing positions will be of primary concern in order to provide essential services and other services to the public. In the event that essential services are adequately staffed, non-essential services may be staffed, to the extent possible.

The level to which this plan is activated is dependent on the *World Health Organization (WHO) Global Pandemic Phases and the Stages for Federal Government Response* (Attachment A). Some directives in this plan are ongoing and should be performed during the planning phases (WHO Phases 1-5). **Directives to be implemented during the planning phases are emphasized with an asterisk (*).**

In WHO Pandemic Phase 6, or earlier if deemed necessary, the Mayor of the City of Racine or designee will convene an emergency meeting of the administrative managers to ascertain the situation. If needed, a team will be developed to provide guidance and make decisions throughout the event.

This plan is drafted to be used immediately. It is meant to complement department operational plans. This plan does not limit each department’s authority to make operational decisions about essential or needed functions.

The following assumptions were made in drafting this plan:

- The provisions of Chapters 34 and 38 of the City of Racine Municipal Code must be followed;
- State laws concerning local government employment relations have not been altered by action of the Legislature or the Governor;
- All employees and, for those in represented bargaining units will be informed in advance of potential personnel administration changes; and
- Essential functions will receive first priority for staffing, and other functions will be staffed secondarily.

This plan provides staffing strategies, tools, advice and directives that departments should follow in the event that the Mayor of the City of Racine proclaims a Pandemic Influenza emergency for the city. Because delivery of needed services to the people of the City of Racine will necessitate substantial flexibility in management, many human resources processes may be simplified.

The provisions of this plan confer no new privilege, right of appeal, right of position, transfer, demotion, promotion or reinstatement for any City of Racine employee, contract worker or volunteer. This manual does not constitute an expressed or implied contract. It provides general guidance that cannot form the basis of a private right or action.

MANUAL SUMMARY

- **Section 1: Labor Relations – Emergency Administration**
Ensuring the delivery of needed services to the people of the City of Racine will require substantial flexibility in management of city operations and direction of all city employees, especially with respect to matters such as transfer, establishment of rules of conduct and job assignment.
- **Section 2: Essential functions, Lines of Succession and Delegation of Authority**
Departments shall predetermine essential functions and the personnel needed to perform essential functions. Payroll functions are essential in every department. Management lines of succession should run at least three employees deep. Some smaller departments may need to plan for combined leadership.
All personnel will be deemed essential unless declared otherwise.
- **Section 3: Closure of Schools and Daycare Facilities**
Because all personnel will be deemed essential unless declared otherwise, all personnel will be expected to perform their work, notwithstanding school and daycare closures. All employees with school-aged children are encouraged to pre-plan for potential school closures.
- **Section 4: Alternative Work Schedules**
Normal and alternative work schedules may change with 24 hours notice or less.
- **Section 5: Contingent Workforce**
Contingent workers might be called upon to maintain continuity of operations. Contingent workers include employees working less than full time hours on a year round basis, agency employees and contract employees.
- **Section 6: Telecommuting**
Departments are identifying the functions which may be performed remotely and essential employees who can perform their functions remotely are being equipped accordingly. Depending upon the circumstances, including availability of equipment, non-essential employees may also telecommute.
- **Section 7: Volunteer Services**
Volunteers may be called upon to maintain continuity of operations after departments have attempted to staff functions with regular city employees. Volunteers will need to sign the *Volunteer Agreement*.

- **Section 8: Rescission of Approved Leave**
 In order to staff city functions, rescission of approved leave time such as vacation, casual, compensatory and/or unpaid leave of absence is a possibility and employees will be informed that this may occur.
- **Section 9: Sending Ill Employees Home**
 Employees who are symptomatic in the workplace will be sent home and may use any type of accrued leave to cover the absence.
- **Section 10: Family Medical Leave and Sick Leave**
 These will continue to be administered as usual. Employees may use sick leave for medical appointments.
- **Section 11: Return to Work Authorization**
 For a pandemic flu leave longer than 10 days, medical documentation must be provided.
- **Section 12: Facility Closure / Reduction in Force**
 Regular employees will continue to be paid if a facility closes. The city will analyze the necessity for a reduction in force depending upon how long facilities are closed.
- **Section 13: Discipline – Conduct, Including Unauthorized Absences:**
 The processing of proposed discipline may need to be held in abeyance if management’s time is substantially limited due to responding to the emergency.
- **Section 14: Communication and Consistent Messaging**
 Departments will prepare and carry out internal and external communications plans in coordination with the City of Racine Health Department Officer and City Administrator.
- **Section 15: Crisis Counseling**
 Crisis counseling may be recommended to employees to address personal problems that interfere with work performance.
- **Section 16: Contracted Vendors**
 Many departments contract with vendors that provide essential services for city operations. Departments should be assured that these vendors will provide services during a Pandemic Influenza.

Section 1
Labor Relations – Emergency Administration

Ensuring the delivery of needed services to the people of the City of Racine will require substantial flexibility in management of city operations and direction of all city employees, especially with respect to matters such as transfer, establishment of rules of conduct and job assignment. Departures from normal practices should be narrowly tailored for the emergency situation.

In the event a Pandemic Influenza is proclaimed by the Mayor of the City of Racine, the following provides guidelines in the exercise of management and direction responsibilities to ensure the delivery of needed services to the people of the City of Racine.

A. Guiding Principles

1. Managers/Supervisors will exercise flexibility in management and direction, including departures from normal practices, to ensure the delivery of needed services to the people of the City of Racine.
2. Insofar as possible, departures from normal human resources practices should be limited to those that:
 - a. Ensure that functions of the Department can be staffed safely;
 - b. Have the least disruptive effect on employees.
3. Managers/Supervisors should adhere to normal human resources practices to the extent possible, without causing unnecessary difficulty in administering a Department during the emergency.
4. Managers/Supervisors should provide as much notice to employees as possible, given the circumstances, of any change affecting employees.

B. *** Communicate to employees anticipated departures from normal human resources practices**

1. Ongoing communications will be maintained with labor unions (see *Section 14: Communication and Consistent Messaging*). Labor unions will be made aware of the potential for departures from normal practices during a Pandemic Influenza. This includes the potential for using employees outside of the bargaining unit to perform the work needed to maintain essential functions.
2. Other examples of potential departures from normal practices that should be communicated to all employees include:

- a. Previously approved vacation, compensatory time, or leaves of absence (other than for sick or family leave purposes) may be rescinded with minimal notice.
- b. Employees may be required to report for work with minimal notice.
- c. Employees' work schedules and/or hours of work may change with minimal notice.
- d. Employees may be required to telecommute with minimal notice.
- e. Employees may be assigned overtime with minimal notice.
- f. Employees may be assigned to other Departments with minimal notice.

C. Pay and Break Periods

1. Compensation will be paid in accordance with the respective collective bargaining agreements or personnel policies, as appropriate, for all work performed.
2. Rest and Meal Periods will be administered in accordance with the employees' labor agreement, Human Resources policies and state law to the extent possible.

***Implement during planning phases**

Section 2
Essential Functions, Lines of Succession and Delegation of Authority

The following section provides guidance and direction to assist all departments, divisions and work units to develop plans for identifying essential functions, lines of management succession and delegation of authority in the event of a Pandemic Influenza emergency.

All personnel will be deemed essential unless declared otherwise. Essential personnel must perform their work, notwithstanding dependent care issues (see *Section 3: Closure of Schools and Daycare Facilities*).

A. *** Departments shall predetermine essential functions and personnel needed to perform the essential functions. Each department will document essential functions and personnel on the *Critical Function Inventory* form.**

► ***A Critical Function Inventory form is attached at the end of this section.***

1. Departments shall predetermine essential functions including critical times of year when certain functions must be performed. Payroll and billing functions shall be considered essential functions for each department.
2. Departments shall predetermine personnel who perform essential functions and the minimum number of staff necessary to perform those functions. Lines of succession shall run at least three employees in depth.
3. Departments shall pre-identify services they are mandated to provide, and determine what impact those mandates will have on their department. Waivers should be completed in advance with state agencies for mandated services that may contradict pandemic influenza containment measures or may be difficult to provide during a pandemic influenza (e.g. face to face counseling).
4. Departments shall identify functions that may be suspended while personnel are assigned to more critical roles. Departments should identify the time period that the function can be suspended and the functions that may be done on a less frequent basis than would occur under normal conditions.
5. Departments should identify secondary personnel that have the skills and abilities to perform other functions. Such personnel may be:
 - a. Employees in the same classification series as those who normally perform the function;
 - b. Employees who have previously performed the work and are currently employed in other city departments; and

- c. Employees who can be trained either in advance of the need or on-the-job when the need arises.
6. Departments should identify other personnel who may be available to perform the essential functions. Such personnel may include retired employees, former employees, temporary workers and contract workers.
 7. Departments shall maintain a *Critical Function Inventory* form for their department.
 - a. Administrative managers will ensure their department's *Critical Function Inventory* form is updated due to staffing changes, etc.
 - b. Read-only copies will be available for viewing on the City of Racine's intranet CORI. To view: **CORI** → **Home/Departments** → **Pandemic Planning**.
 8. Each department shall maintain emergency contact information, including the employee's home address, home telephone number, cell phone number and home email address, emergency contact's name, address, home telephone number, alternate telephone number such as work or cell phone number, home and work email address and relationship to employee.

B. * Departments, divisions and work units shall establish a management line of succession plan. A line of succession provides a list of predetermined alternates for key leadership positions in each department, division or work unit.

1. The succession plan should be at least 3 employees in depth, where possible. The personnel identified for the line of succession should know the operations of the Department; have the confidence of the principal to act in his or her absence; clearly understand the scope of the powers and duties delegated to him or her; and clearly understand the constraints, if any, of the powers and authorities she or he will be delegated.
2. The succession plan should clearly identify the names of designated personnel and their regular titles and how they can be contacted. (Consider having the principal's phone, work cell-phone, pager and email forwarded to the person who assumes the powers and duties of the principal in his/her absence.)
3. The names and order of succession of designated personnel shall be *communicated* to department personnel.
4. The plan should clearly set forth the powers and duties that will be performed and by whom. The departments shall predetermine the individuals who will have the delegated authority to make decisions and *communicate* that these individuals will have that authority to department personnel.

5. If all of the personnel identified for the line of succession are unavailable (which may be the case in small Departments where there is a limited number of leadership personnel), the department should provide for alternate lines of succession that identifies other personnel who can assume the powers and duties outside of the Department. The line of succession plan should be updated whenever a pertinent staff change occurs.
6. Departments should determine if those in the line of succession may need to be cross-trained in advance and provide such training where needed. Advance cross-training for essential functions, *such as the payroll function*, is imperative. The department may provide resources which may be accessed to train employees to perform other functions (video tapes, outside trainers, procedures manuals, teleconferencing, consultants, etc.).
7. Departments should construct a method by which those in the line of succession will have access to information and needed items (*i.e.* computer passwords, calendars for employee approved time off, office keys, file cabinet keys, etc.) should they take over leadership responsibilities.

*** Implement during planning phases**

**CRITICAL FUNCTION INVENTORY
Flu Pandemic Planning**

DEPARTMENT:

Division:

Line of Succession	Payroll Function
1.	1.
2.	2.
3.	3.

Please Answer the following:	Yes	No
1. For public contact duties-can a shared public access location be implemented in time of short staffing?		
2. Can information needed or transaction to perform task be mailed using USPS or other delivery method?		
3. Can information needed or transaction to perform task be conducted over the Internet?		
a. If yes, will a published email address for department or task be enough?		
b. If an email address is not enough, what would be needed from an Internet form or applications?		

Please Provide the Following Information:

Critical Function	Primary Employee	Back-Up Person(s) (Please list 2 Addtl.)	Normal Work Location (Department, Building, Floor)	Off-Site*
1. Payroll				
2. Bill Processing				
3.				
4.				
5.				
6.				
7.				

Section 3
Closure of Schools and Daycare Facilities

To minimize the effect of any disease outbreak, Local Health Officers are authorized by state law to implement disease control measures. The *City of Racine Health Department Pandemic Influenza Plan* outlines community disease control and prevention measures that may be implemented by the City of Racine Health Officer to reduce the spread of pandemic influenza. To aid in the determination of appropriate social distancing measures to implement, the Health Department's plan includes the *Summary of the Community Mitigation Strategy by Pandemic Severity* (Attachment B). These measures include the closure of schools and daycare facilities.

The closure of schools and daycare facilities may or may not occur in coordination with any emergency proclamation. These closures are expected to have a significant cascading effect on staff absenteeism in both the private and public sectors. The City of Racine must be prepared for a reduction in its staff resulting from healthy parents staying home to take care of healthy children or other healthy dependants.

- A. All personnel will be deemed essential unless declared otherwise. Essential personnel must perform their work, notwithstanding school and daycare closures.
 - 1. All personnel should have a family care succession plan in place.
 - 2. In the event that child and dependant care coverage become impossible, arrangements should be made in advance with department management to telecommute, if appropriate and feasible.
 - 3. Employees will not be allowed to bring their children to work.
- B. *** Managers/Supervisors will ensure their employees are aware of the aforementioned expectations.**

*** Implement during planning phases**

Section 4 Alternative Work Schedules

Alternative work schedules may be adopted during a proclaimed Pandemic Influenza emergency to enhance social distancing, business continuity or other pandemic response goals as follows:

- A. Regular work schedules may be changed upon the proclamation of a Pandemic Influenza emergency. In addition to regular full-time employees, regular part-time and temporary employees may work alternative schedules.
- B. Departments shall review their normal business hours and work schedules to determine if they can be modified in a manner that best promotes social distancing, business continuity or other pandemic response goals during an emergency.
- C. Departments will identify essential and non-essential functions that may be staffed with personnel on alternative schedules.
- D. If feasible, managers/supervisors should first ask for employees to voluntarily work hours other than their usual schedule. Where certain work schedules cannot be adequately staffed voluntarily, department management may direct staff to work the schedules necessary.
- E. Departments are encouraged to work with staff to minimize the impacts of decisions affecting schedule changes. Overtime is probable and should be expected.
- F. Approved schedules shall also be formally documented. Such documentation should occur within one week of the start of an alternative schedule or as soon as practicable thereafter. A manager/supervisor may document the change via email, memorandum, fax or *Alternative Schedule Agreement form*.

► *An Alternative Schedule Agreement form used to request alternative work schedules is attached at the end of this section.*

- G. Approval of alternative work schedules is a matter within the sole discretion of management, consistent with its responsibility to ensure delivery of needed services to the people of the City of Racine.
- H. When appropriate, management may assign an employee back to the employee's regular schedule.

ALTERNATIVE WORK SCHEDULE AGREEMENT HUMAN RESOURCES DEPARTMENT

Non-represented/Non-union Represented/Union Local _____

FLSA exempt (salaried) Non-exempt (hourly)

The Fair Labor Standards Act prohibits non-exempt employees from working any schedule with more than 40 hours in a single week (depending on conditions of employment) unless overtime is paid. However, the FLSA does allow the employer to define "week" as something other than the standard Sunday through Saturday, which allows us to accommodate 9/80 (or similar) schedule requests.

Alternative Work Schedule Requested

Fixed Flex Compressed 4/40 Compressed 9/80 Compressed Other _____

Work Schedule (Two Week Period)

Week One	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Start Time	_____	_____	_____	_____	_____	_____	_____
Stop Time	_____	_____	_____	_____	_____	_____	_____
Length of Lunch Break	_____	_____	_____	_____	_____	_____	_____
Total Hours Worked	_____	_____	_____	_____	_____	_____	_____
Week Two	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Start Time	_____	_____	_____	_____	_____	_____	_____
Stop Time	_____	_____	_____	_____	_____	_____	_____
Length of Lunch Break	_____	_____	_____	_____	_____	_____	_____
Total Hours Worked	_____	_____	_____	_____	_____	_____	_____
Your meal break is from _____	_____	_____	each day and be sure to take your breaks.				

Holiday pay will be pro-rated per your bargaining agreement or Non-Represented Employees Manual.

Approval

By signing below, we agree that the alternative work schedule complies with City of Racine and agency policies and procedures, personnel guidelines, union contract provisions, and FLSA and state regulations.

Date Schedule Implemented: _____ Date agreement expires/must be reviewed: _____

Employee Signature _____ Date signed _____

Manager/Supervisor _____ Date signed _____

Administrative Manager _____ Date signed _____

Section 5
Contingent Workforce

Contingent workers may be called upon to maintain continuity of operations.

- A. City of Racine contingent workers include but are not limited to:
 - 1. All City of Racine employees working less than full time hours on a year round basis.
 - 2. Agency – an individual hired through a temporary agency or service. Such an employee is not a City of Racine employee.
 - 3. Contract – an individual who is the employee of an authorized vendor that contracts with the City of Racine to provide a specific service. Such an employee is not a City of Racine employee.
- B. *** The Human Resources Department will maintain a list of agencies capable of providing temporary employees to staff essential functions.**
- C. Managers/Supervisors may immediately hire temporary help with approval from their department administrative manager. The request for temporary help will be made by contacting the Human Resources Department via phone or email.
- D. Layoff/recall processes may be suspended.

***Implement during planning phase**

Section 6 Telecommuting

Telecommuting means that an employee is working one or more days each work week from home instead of commuting to his or her centrally located worksite. Telecommuting is not appropriate for all employees and no employee is entitled or guaranteed the opportunity to telecommute.

The purpose of this policy is to provide support for social distancing or other pandemic response techniques as necessary to respond to a Pandemic Influenza emergency. These modifications apply only to pandemic planning and response for employees that have been identified as appropriate personnel for telecommuting.

- A. *** Departments should identify possible telecommuters and make the necessary technological arrangements.**
1. Departments shall consider a broad use of telecommuting to accomplish social distancing for a Pandemic Influenza emergency.
 2. Departments shall identify essential functions that may be accomplished remotely and whether the person performing the function needs access to all systems and applications or only email and/or voice communications.
 3. Departments shall identify employees who perform essential functions and other employees whose situations may warrant telecommuting and shall determine their ability to telecommute. As part of the plan for the procedure, departments, in conjunction with the Information Systems Department, may arrange for service in advance of the potential Pandemic Influenza emergency to employees performing functions that require access to systems and applications.

► ***A Remote Access Form is attached at the end of this section.***

4. Departments shall consider alternative work schedules for those authorized to telecommute to reduce peak demands on Information Technology systems.
5. Employees authorized for telecommuting may be allowed to provide limited dependant/child care during a Pandemic Influenza emergency if providing care does not impact the ability of the employee to accomplish assigned tasks.
6. Departments might consider having a laptop computer that is pre-loaded with the necessary software which may be checked out on an emergent basis by employees who do not already have the necessary equipment to telecommute. Equipment is limited and employees should not expect to be provided a laptop.
7. Telecommuting assignments may be processed via email or telephone.

B. Managers/Supervisors may require that an employee telecommute during a Pandemic Influenza emergency. A requirement to telecommute shall be documented. Such documentation should occur within one week of the start of the directive to telecommute or as soon as practicable thereafter. A manager/supervisor may document the change via email, memorandum, fax or other documented method.

▶ *A sample email/memorandum/fax requiring telecommuting is attached at the end of this section.*

C. Employees initiate a telecommuting arrangement by submitting a written *Telecommuting Agreement* to their immediate supervisor. Telecommuting may be approved under this authority for no longer than the duration of the Pandemic Influenza emergency.

▶ *A Telecommuting Agreement form is attached at the end of this section.*

***Implement during planning phases**

City of Racine Remote Access Form

Note: Please complete this form for each employee who may be able to telecommute during a pandemic flu and who will or may need remote access. Please be aware that I/S may not be able to accommodate all requests remotely.

Employee Name: _____

Email Address: _____

Position: _____

Department: _____

Supervisor: _____

Tasks:

(What applications do you need access to at home to perform work duties)

1.
2.
3.
4.
5.

Equipment:

Place a check by the following equipment or services that you will need to telecommute. For each item needed, please indicate whether you plan on providing the equipment.

ITEM	NEEDED (Please <input checked="" type="checkbox"/>)	ACCESS TO AT HOME	
		YES	NO
Second Telephone Line or broadband? (specify)			
Telephone Answering Machine			
Residential Voice Mail			
Computer – yes/no, model and speed of processor			
Computer virus protection and/or personal firewall			
Software Used At Office (Specify): 1. 2. 3. 4. 5. 6.			
Printer			
Modem			
Fax Machine			
Remote Access to City Network			
Cell Phone			
Pager			
Other (Please Specify)			

(Sample Assignment to Telecommute Email/Memo/Fax)

From: Appointing Authority
Sent: Date
To: [employee's name]
Subject: Assignment to Telecommute During Pandemic Influenza Emergency

Please be advised that effective (*date*) and continuing until approximately (*date*) I am assigning you to telecommute on the following days and times:

[*Monday through Friday*] from ___ a.m. to ___ p.m.

Your meal break is from ___ a.m. to ___ p.m. each day and be sure to take your rest breaks.

Your approximate voicemail message call-in times are:

Please be advised that you may be called to work at (*worksite*) on your regular telecommute day during your regular work hours to meet workload requirements. (*For OT eligible employees: You may also be required to work overtime.*)

Please note the following:

- Telecommuting equipment and services expenses, such as an additional telephone line or software, must be approved in advance by (*your immediate supervisor*). Expenses will be paid or reimbursed only for pre-approved equipment or services and only for the period of your telecommuting.
- You may not use any City of Racine equipment for private purposes, nor allow family members or friends access to that equipment.
- You shall promptly return all City of Racine-owned equipment and data documents when requested by (*your immediate supervisor*).
- When using City of Racine equipment or software, you must follow all software licensing provisions agreed to by the City of Racine.
- The City of Racine may pursue recovery from you for any City of Racine property deliberately or negligently damaged or destroyed while in your care, custody and control.
- The City of Racine is not responsible for the private property that you use, lose, damage or destroy.
- You may not meet with customers or clients in your home. Meetings should be scheduled in the office.

Thank you for your assistance during this difficult time.

cc: *Department or Division Director*
Human Resources Director
Department payroll staff

TELECOMMUTING AGREEMENT

These conditions for telecommuting must be agreed to by the employee and supervisor.

My telecommuting arrangement will begin on (effective date): _____ and end on _____ (agreement shall not exceed 12 months).

I will work at the following location:

I will telecommute ____ days per week. Specific weekly schedule will be:

My telecommuting work hours will be from ____ a.m. to ____ p.m. (meal break from ____ a.m./p.m. to ____ a.m./p.m.)

I agree to call the office or my voice-mail to obtain messages at least ____ times per day while working at home/remote location (or agree to forward my office phone line to my telecommute location when I telecommute).

Approximate voicemail message call-in times:

I will be using the following city-owned equipment at the work location shown above and understand that I am responsible for said equipment, as stated in the city's Telecommuting policy:

I understand and agree to the job assignments or tasks to be completed under my telecommuting arrangement with my supervisor. (Supervisors may attach a specific written statement of job assignments and additional expectations if desired.)

Telecommuting equipment and services expenses (such as an additional telephone line or software) must be approved in advance by your immediate supervisor. Expenses will be paid or reimbursed only for pre-approved equipment or services and only for the period of your telecommuting.

Employees who will be working with confidential city information at their home must attach information describing what strategies will be used to maintain that the information remains secure and confidential in a manner consistent with existing city policies.

TELECOMMUTING EQUIPMENT POLICY:

- The employee agrees not to use any City of Racine equipment for private purposes, nor allow family members or friends access to that equipment.
- The employee shall promptly return all City of Racine-owned equipment and data documents when requested by the employee's supervisor.
- When using City of Racine equipment or software, the employee agrees to follow all software licensing provisions agreed to by Racine County.
- The city may pursue recovery from the employee for any city property deliberately or negligently damaged or destroyed while in employee's care, custody and control.
- The city is not responsible for private property used, lost, damaged, or destroyed.
- The employee agrees to comply with policies regarding telecommuting equipment in the telecommuting policy.

OTHER CONDITIONS:

Employees may, at the discretion of their immediate supervisor, be called to work at their centrally located worksite on their regular telecommute day during their regular work hours to meet workload requirements.

Employee Signature _____ Date _____

Manager/Supervisor _____ Date _____

Administrative Manager _____ Date _____

Section 7
Volunteer Services

Volunteers may be called upon to maintain continuity of operations.

- A. Departments should attempt to utilize City of Racine employees to perform needed work before recruiting volunteers.
- B. * Departments should identify, in advance, areas where volunteers might be utilized and identify skills needed.**
- C. * Departments and Human Resources should maintain a list of volunteers with identified skills.**
- D. Departments should identify an employee to coordinate and assign volunteers.
- E. Departments should be prepared to decline offers from unskilled/unneeded volunteers.
- F. Departments may include as volunteers any individual who volunteers to perform services for the department if the following conditions are met:
 - 1. The individual receives no compensation. The individual must perform services without any kind of promise or expectation or receipt of any other compensation for the services rendered.
 - 2. Such services are not the same type of services which the individual is employed to perform for the city. Individuals may not volunteer to do what they are otherwise paid by the city to do.
 - 3. The volunteer executes documentation normally required of citizens who volunteer their services to the city.

► A Flu Pandemic Volunteer Agreement Waiver/Hold Harmless form is attached at the end of this section.

***Implement during planning phases**

**FLU PANDEMIC VOLUNTEER
AGREEMENT/ WAIVER/HOLD HARMLESS
CITY OF RACINE**

I, _____, Flu Pandemic Volunteer will perform _____
(Name of Volunteer)
_____ services in the _____ of the City of
(type of work to be performed or job title) (Name of the Department)
Racine during the following time frame: _____ to _____ (mo/dy/yr). I
acknowledge that I am not a City of Racine employee and I agree to perform these services
voluntarily without any promise, receipt or expectation of compensation or any other benefit
from the City of Racine. I further agree to hold the City of Racine harmless for any injuries,
damages or claims arising out of my volunteer service for the City of Racine.

Application Date: _____

Name: _____

Home Address: _____

Work Phone _____

Home Phone _____

Employment

Current Employer _____

Position/Title _____

Dates of Employment _____

Would you like us to keep your employer advised of your volunteer service and achievement?

No _____ Yes _____

I understand that:

1) I may be dealing with confidential information in the course of volunteering and I agree to keep such information in the strictest confidence.

2) My relationship with City of Racine as a Community Service volunteer will be an “at will” arrangement and it may be terminated at any time without cause by either City of Racine or myself.

3) I must comply with all work rules and policies of the City of Racine, i.e. confidentiality of information, gifts and gratuities, harassment in the work place, information technology use, political activity, rules of conduct, no smoking, solicitation, uniform and clothing standards, and safety.

4) I will discuss any harassment or discrimination concerns with Jerry Scott, Affirmative Action Officer at (262) 636-9589.

5) I will discuss concerns or complaints with his/her immediate supervisor.

The Department Head/Supervisor will:

1) Provide supervision of the training experience.

2) Provide safety training including information on the Flu Pandemic.

REFERENCES

Please list three (3) people who know you well and can attest to your character, skills and dependability. Include your current or last employer.

Name/Organization	Phone #	Relationship to You	Length of Relationship
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____

In Case Of Emergency:

Contact Name: _____

Address: _____

Telephone: _____

Relationship: _____

Please read the following carefully before signing this application:

I understand that this is an application for Community Service and not a commitment or promise of volunteer opportunity.

I certify that I have and will provide information throughout the selection process, including on this application for a Community Service volunteer position and in interviews with City of Racine that is true, correct and complete to the best of my knowledge. I certify that I have and will answer all questions to the best of my ability and that I have not and will not withhold any information that would unfavorably affect my application for a Community Service volunteer position. I understand that information contained on my application may be verified by City of Racine. I understand that misrepresentations or omissions may be cause for my immediate rejection as an applicant for a Community Service volunteer position with City of Racine or my termination as a Community Service volunteer.

Signature _____

Print Name: _____

Date _____

Signature of Administrative Manager: _____

Print Name: _____

Date _____

RELEASE AGREEMENT

In consideration for being permitted to perform the below-described activities, the undersigned Volunteer agrees to release, indemnify and hold harmless the City of Racine, its departments, elected officials, officers, agents, employees and volunteers for any costs (without limit), damages, expenses or liability for personal injuries, bodily injuries, sickness, disease, death, property damage, or lost wages which arise in whole or in part out of or are in any manner connected with the below-described activities without regard to whose negligence caused the costs, damages, expenses or liability.

Volunteer acknowledges that Community Service is not related to, arising from, or incidental to employment with the City of Racine for any purpose.

Depending upon the place and type of work, Volunteer understands that he/she may be exposed to: 1) adverse weather conditions and is solely responsible for appropriate clothing; 2) regulation and non-regulation equipment or devices that may be hazardous when handled by careless or inexperienced persons; 3) competitive/aggressive players or spectators resulting in verbal or physical confrontation; 4) moving equipment and devices resulting in eye injuries, facial injuries, bruises, broken bones, muscular sprains and strains, and stress to the nervous system, skeletal system, circulatory system and respiratory system; and 5) facilities, vehicles, equipment and devices that are subject to "wear and tear" malfunctions or design problems.

Volunteer certifies that he/she has health insurance, as described below:

I have read this release and waiver of liability, fully understand its terms, and understand that I have given up substantial rights by signing it.

Signature _____

Date _____

Print Name: _____

RELEASE CONCERNING BACKGROUND INVESTIGATION

TO WHOM IT MAY CONCERN:

I have completed and submitted a Community Service volunteer application with the City of Racine. I certify that all statements contained in that application are true and complete, and I understand that any misrepresentation or omission in that application may be cause for my non-selection or termination.

I hereby authorize an investigation into my background by the City of Racine, its employees and agents. I understand this investigation may solicit information from and include contact with the character references listed on my application, as well as former employers and co-workers, scholastic institutions, police agencies, financial institutions, neighbors, friends and relatives, and medical and psychiatric/psychological providers, whether listed on my application or not.

I hereby waive any claims that I might have against the City, its officers and agents arising from the City’s requests for information concerning my volunteer application or from its receipt of such information and dissemination of the information in connection with the City’s consideration of my volunteer application. I further release and agree to hold harmless and indemnify the City of Racine, its departments, elected officials, officers, agents, employees and volunteers against any claims that third-parties should make against the City based on the City’s request for information on my background or its receipt of such information from other individuals or agencies.

I understand the purpose of this inquiry is to help determine my eligibility for a volunteer position with the City, and I request and authorize any and all of my former employers, scholastic institutions, police agencies, financial institutions, credit bureaus, neighbors, friends, relatives, or other persons to furnish the City any and all information concerning me. I hereby release and agree to hold harmless any and all such persons or organizations from any liability or damage which may be incurred as a result of furnishing to the City the information requested by the City in regard to my volunteer application. A photocopy of this release may be used for the purposes set forth herein.

Print full name: _____
Last, First, and Middle

Present address: _____
Street Address, Apt. No., City, State, and ZIP

Date of Birth: _____ Social Security No. _____

(NOTE: Date of Birth and Social Security No. information will be used for the sole purpose of verifying your identity in connection with the background investigation.)

Signature of Applicant

Dated: _____

Section 8
Rescission of Approved Vacation Leave and Compensatory Time Off

Because the Pandemic Influenza emergency may cause significant staffing shortages, previously approved vacation leave and compensatory time off may be rescinded in order to provide staffing coverage for city services.

Department managers/supervisors should note the following:

- A. Department managers/supervisors should keep an updated calendar of all approved time off and provide access to that calendar to those in their line of succession.
- B. The City of Racine has the authority to rescind vacation, casual and/or compensatory time off.
- C. Vacation and/or compensatory time off should be rescinded as soon as the manager/supervisor believes that a potential staffing shortage will require that the employee report to work.
- D. Rescission of an employee's leave which is already in progress shall be reasonably based upon the employee's ability to report to work. For example, it would be reasonable to require that an employee who is on vacation at home report to work but unreasonable to require that an employee who is on vacation out of the country report to work.
- E. When rescinding vacation and/or compensatory time off, the manager/supervisor shall have actual contact with the employee to ensure that the employee received the directive to report to duty. Rescission should be made in writing, if possible. For example, an email exchange between the employee and the manager/supervisor or a letter from the manager/supervisor to the employee in which the employee acknowledges receipt is acceptable contact; a message left on an employee's home telephone message recorder is not an acceptable contact, unless the message was left and employee returned the call acknowledging the directive. However, that should be followed up with written confirmation.
- F. If an employee's vacation is rescinded, the employee will be allowed to carry over his/her vacation leave. The department will need to notify Payroll in the Finance Department of the carryover of vacation.
- G. While employees who have accrued compensatory time off have a right to use it within a reasonable time of their request, such may not be the case in the event of an emergency, such as the Pandemic Influenza, where an employee's absence would disrupt city business operations. Should rescission of compensatory time off due to a proclaimed Pandemic Influenza emergency occur, the appointing authority may submit a recommendation to the Human Resources Director that the employee be allowed to carry over accrued compensatory time. Compensatory hours that have been carried over shall be used according to their contract or within the first quarter of the new calendar year after the end of the Pandemic Influenza emergency.

Section 9
Sending Ill Employees Home

- A. If an employee who is staffing operations appears to have the Pandemic Influenza at the workplace, managers/supervisors will require the employee to leave the workplace.
- B. Managers/Supervisors are not to make judgments as to medical diagnosis but may rely on observations of an employee's symptomology in making a determination to send an employee who appears ill home. Symptoms of flu in humans may be:
- Fever
 - Cough
 - Sore throat
 - Muscle aches
 - Eye infections (conjunctivitis)
 - Acute respiratory distress

Symptom information can be found on the City of Racine Health Department's website:

► http://www.cityofracine.org/depts/health/emergency_preparedness.aspx

- C. If the employee needs a ride home, the department manager/supervisor shall make every attempt possible to arrange transportation for the employee.
- D. Under city bargaining agreements or Non-Rep Employee Manual, an employee may use sick leave for the employee's bona fide illness or incapacitating injury or the employee's exposure to contagious diseases. Employees who are exempt from the overtime and minimum wage provisions of the Fair Labor Standards Act and the Wisconsin Minimum Wage Act will not have their pay or leave banks reduced for partial-day absences.
- E. In the event that employees are sent home because of Pandemic Influenza, employees may use their sick leave accruals, casual days, vacation accruals, or compensatory time off accruals. Employees may also request approval for an unpaid leave of absence if sick leave and vacation leave accruals are depleted. With the exception of leave which qualifies under Family/Medical leave, any request for a leave of absence without pay for more than 30 days, must be pre-approved by the Human Resources Director.

► ***An Application for Leave of Absence form is available from the Human Resources Department.***

- F. The employee shall be allowed to return to work after the recommended isolation period. The isolation period will be based on current recommendations from the Centers for Disease Control and Prevention (CDC) and/or the Wisconsin Department of Health Services (DHS). The employee shall contact his or her supervisor and arrange for their return to work (see *Section 11: Return to Work Authorization*).

► *A sample email/memorandum/fax for sending ill employees home is attached at the end of this section.*

(Sample Email/Memo/Fax for Sending Ill Employee Home)

From: *Appointing Authority*
Sent: *Date/Time*
To: *[employee's name and employee number]*
Subject: *Removal From Workplace – Exhibiting Pandemic Influenza Symptoms*

Because you are exhibiting Pandemic Influenza symptoms, I am sending you home immediately. You shall not return to work before (insert date-10 days later). On the workday immediately preceding that date, you shall contact me via telephone or email to arrange for your return to work.

You will need to use your casual days, sick leave accrual, vacation accrual, or compensatory time off accrual. If your leave accruals are depleted, you may request approval for an unpaid leave of absence.

Thank you for understanding our need to avoid infecting our fellow employees. I hope that you feel better soon.

Section 10
Family Medical Leave and Sick Leave

City of Racine employees may use medical leave pursuant to their current rights under:

- Federal Family and Medical Leave Act (FMLA) 29 CFR 825
- Wisconsin Family Medical Leave Act (WIS. STAT. § 103.10, WIS. ADM. CODE, CHAP. DWD 225)

During the Pandemic Influenza emergency, it will be crucial to support employees seeking medical attention. Some departments are not currently required to allow sick leave for medical and dental appointments. If departments are not already allowing sick leave for medical and dental appointments, they shall permit it during a declared Pandemic Influenza emergency.

A. Eligibility

1. Family/Medical leave will apply to eligible employees.
2. Pandemic flu leave will apply to all employees including those who have exhausted Family/ Medical leave benefits or who are not eligible for Family /Medical Leave.

B. Requirements

1. Employee or designee must communicate reason for absence orally, in writing, or electronically, to department manager/supervisor.
2. Employee/designee communication must occur as soon as leave is required.

C. Medical Documentation and Length of Leave

1. Medical documentation is not required for a leave period that lasts no longer than the 10th day after flu symptoms appear in the individual whose illness is the initial reason for granting the leave (i.e., the employee or the family member for whom the employee must provide the care).
2. Medical documentation may be provided for a leave period longer than 10 days, including an extended period due to multiple illnesses within the employee's household. Medical documentation must be submitted within 5 days of return to work.

D. Pay

1. For an employee's own illness, the employee may use their sick leave accruals, casual days, vacation accruals, or compensatory time off accruals.
2. For an employee qualifying for Family Medical Leave to care for an ill family member, the employee may use their sick leave accruals, casual days, vacation accruals, or compensatory time off accruals.
3. Unpaid time - Available paid time will be used for the employee if at all possible. Unpaid time will occur after use of available paid time or if the employee chooses to be in unpaid leave under the Wisconsin Family and Medical leave.

E. Benefits – same as regular unpaid leave of absence policy.

F. Additional Information

1. Absences due to pandemic flu will not be counted (as an occurrence) toward an attendance record.
2. During the period of a declared Influenza Pandemic emergency, if an employee is absent from work without notifying their manager/supervisor or designee, the manager/supervisor will attempt, when practicable, to contact the employee/emergency contact.

Section 11
Return to Work Authorization

In the event the Mayor for the City of Racine declares a Pandemic Influenza emergency, the following procedures will be in effect for the duration of the emergency.

Returning from Leave: In the event that an employee is ready to return to work from a leave (paid, unpaid, or military) the following procedures shall apply:

- A. The employee who is ready to return from leave shall contact their manager/ supervisor (or a person acting in his/her capacity) for instructions on when and where the employee should return for assignment, provided an assignment is available prior to the day that the employee proposes to return. Contact shall be made in the manner deemed appropriate by the Department.
- B. The manager/supervisor shall inform the employee as to whether or not the employee's return to work is authorized. If it is authorized, the employee should be informed of his/her work location (or whether the employee will be assigned to work from a remote location or telecommute), work schedule and shift, and specific work assignments, if different from the employee's regular assignment.
- C. In administering this section, medical certifications may or may not be required. For a leave longer than 10 days, medical documentation must be provided
- D. After the emergency, policies and procedures will revert to the usual policies and procedures.

Section 12
Facility Closure / Reduction in Force

City of Racine administrative offices and operations will remain open during emergency situations that do not pose an immediate life, health, or safety risk to staff, customers, or residents, unless otherwise directed by the Mayor of the City of Racine or the respective constitutional officer or administrative manager.

Because of potential staffing shortages, employees may be deployed to provide support for other city operations in alternative worksites and should be prepared to come to work at such locations.

In the case of closure of specific offices, employees will be sent home as a last resort. Should employees be sent home, payment of wages to employees will be made in accordance with the established emergency processes under Human Resources policies.

- A. If a facility is closed and no alternative site is designated for the employees to report to, employees scheduled to work will be paid their normal rate of pay until such time as the facility is reopened, alternative worksites are arranged, or a reduction in force is implemented.
- B. When a constitutional officer or administrative manager closes operations in his or her agency during the work day or orders employees to leave the premises because of health and safety concerns, employees scheduled to work will be paid for the normally scheduled work day.
- C. Under extended declared emergency conditions, departments may be required to lay off employees in accordance with collective bargaining agreements and the Human Resources policies.
- D. Departments should make every reasonable effort to allow employees who have reported to work to check on the status of their families, providing that doing so does not compromise emergency response functions.

Section 13
Discipline – Conduct, Including Unauthorized Absences

City of Racine employees continually distinguish themselves by their shared commitment to public service. Consistent with that commitment to service to the public, all able employees are expected to report to work and perform duties, unless directed otherwise. Unfortunately, there may be occasions during the emergency when employee misconduct or unexcused absenteeism arise and need to be addressed. In some cases, that will mean that discipline is appropriate.

- A. **Disciplinary Action, in General:** The type and level of disciplinary action will be determined by the nature and severity of the behavior and/or performance deficiency that led to the employee's disciplinary action. Prior to proposing or implementing disciplinary action, the employee's manager/supervisor should first consult the Human Resources Department. Human Resources may assist the employee's department in a review of pertinent facts and decisions regarding when and if to process disciplinary action.
1. Any suspension or termination disciplinary proposal will be reduced to a form of written correspondence (*e.g.* letter, email, facsimile) by the employee's manager/supervisor, and a copy will be provided to the employee. The correspondence will set forth the dates of the employee's alleged misconduct, noting when the proposal will be processed and when the employee will have an opportunity to be heard, as set forth below.
 2. Processing of disciplinary proposals for city employees may be held in abeyance pending the city's return to normal business operations.
- B. **Disciplinary Action for Unauthorized Absences:** An unauthorized absence means the absence of an employee from duty without specific authorization. Authorization is obtained via the notification and approval method prescribed by the department. Certain unauthorized absences during a Pandemic Influenza emergency may result in a reduction in pay and/or disciplinary action, up to and including termination.
1. **Pay**
 - a. Hourly employees who are not exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) and the Wisconsin Minimum Wage Act (WMWA), will not be paid for any time that they are absent from work without approved leave.
 - b. Employees who are exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) and the Wisconsin Minimum Wage Act (WMWA) will be paid but will be subject to disciplinary action up to and including termination.
 2. Processing of disciplinary proposals for city employees who are alleged to be absent without approved leave may be held in abeyance pending the city's return to normal business operations.

3. Mitigating circumstances underlying the unauthorized absence may be taken into consideration in any analysis of disciplinary action proposals, including termination. Incidents will be reviewed on a case-by-case basis
4. During the period of a declared Influenza Pandemic emergency, unless otherwise defined by contract, after an employee is absent for three (3) consecutive working days without notifying his/her supervisor or designee, and if no compelling circumstances exist, the employee may be considered to have resigned.

Section 14 Communication and Consistent Messaging

A key element in responding to any disaster, including a Pandemic Influenza emergency, is consistent, effective and timely communication. Sound and thoughtful communications will be required before, during and after a Pandemic Influenza emergency. This section provides guidance on internal and external communications planning and strategies.

A. * Internal Communications to Employees

1. Information and communication activities will be coordinated with the appropriate departments to ensure the delivery of consistent messages to employees. These departments may include the Health Department, Human Resources, City Administrator and Racine County Emergency Management.
2. The city and departments will ensure that all employees receive communications by using different communication tools. These tools include:
 - a. CORI
 - b. Email
 - c. Printed materials
 - d. City of Racine website

The City of Racine's website has an Emergency Communications and Alerts section for city employees. To access: www.cityofracine.org → For City Employees and Retirees → Emergency Communications and Alerts.

3. The city and departments will ensure that employees with special needs (e.g. hearing disabilities, language barriers, etc.) have access to communications.
4. Departments and Human Resources will maintain current contact information for employees.
5. The city and departments will provide applicable information to employees depending on the current phase of Pandemic Influenza (see Attachment A, *WHO Global Pandemic Phases and the Stages for Federal Government Response*). Information may include:
 - a. The current threat of a Pandemic Influenza.
 - b. Guidance for employees on how to develop individual and family preparedness plans for Pandemic Influenza.
 - c. The expectation that employees will perform their work, notwithstanding school and daycare closures. Employees should develop family care succession plans (see *Section 3: Closure of Schools and Daycare Facilities*).
 - d. Steps the city is taking to address the threat of Pandemic Influenza.

- e. Potential changes to personnel policies located in this manual, as well as to other policies, with the emphasis that these changes apply only to a pandemic emergency response, not for routine operation.
- f. Changes in business practices in response to a Pandemic Influenza emergency. Changes may include social distancing, increase in telecommuting or suspension of non-essential functions.
- g. The importance of staying at home if employees are ill or have Pandemic Influenza symptoms.
- h. Steps employees can take to control the spread of communicable infections in the workplace, including proper disinfection techniques, cough etiquette, and hand washing

Information regarding Pandemic Influenza is on the City of Racine Health Department's website, and includes pandemic and seasonal influenza information, infection control and planning. To access: http://www.cityofracine.org/depts/health/emergency_preparedness.aspx

▶ A Pandemic Flu Planning Checklist for Individuals and Families is attached at the end of this section.

▶ A Cover Your Cough poster is attached at the end of this section.

B. * External Communications to Stakeholders

1. Information and communication activities will be coordinated with the appropriate departments to ensure the delivery of consistent messages to external stakeholders. These departments may include the Health Department, Human Resources, City Administrator and Racine County Emergency Management.
2. Media communications will be coordinated through a Joint Information Center (JIC) using the National Incident Management System (NIMS) Joint Information System (JIS).
3. The city and departments will provide applicable information to key stakeholders, including the following:
 - a. Contracted agencies
 - Changes in business practices in response to a Pandemic Influenza emergency. Changes may include social distancing, increase in telecommuting or suspension of non-essential functions.
 - The need for contract agencies to develop and implement a business continuity of operations plan for Pandemic Influenza.
 - b. Labor representatives
 - The expectation that employees will perform their work, notwithstanding school and daycare closures. Employees should

develop family care succession plans (see *Section 3: Closure of Schools and Daycare Facilities*).

- Potential changes to personnel policies located in this manual, as well as to other policies (see *Section 1: Labor Relations – Emergency Administration*).

c. Public

- Changes in business practices in response to a Pandemic Influenza emergency. Changes may include social distancing, increase in telecommuting or suspension of non-essential functions.

***Implement during the planning phases**

Pandemic Flu Planning Checklist for Individuals and Families

You can prepare for an influenza pandemic now. You should know both the magnitude of what can happen during a pandemic outbreak and what actions you can take to help lessen the impact of an influenza pandemic on you and your family. This checklist will help you gather the information and resources you may need in case of a flu pandemic.

1. *To plan for a pandemic:*

- Store a supply of water and food. During a pandemic, if you cannot get to a store, or if stores are out of supplies, it will be important for you to have extra supplies on hand. This can be useful in other types of emergencies, such as power outages and disasters.
- Ask your doctor and insurance company if you can get an extra supply of your regular prescription drugs.
- Have any nonprescription drugs and other health supplies on hand, including pain relievers, stomach remedies, cough and cold medicines, fluids with electrolytes and vitamins.
- Talk with family members and loved ones about how they would be cared for if they got sick or what will be needed to care for them in your home.
- Volunteer with local groups to prepare and assist with emergency response.
- Get involved in your community as it works to prepare for an influenza pandemic.

2. *To limit the spread of germs and prevent infection:*

- Teach your children to wash hands frequently with soap and water and model the correct behavior.
- Teach your children to cover coughs and sneezes with tissues and be sure to model that behavior.
- Teach your children to stay away from others as much as possible if they are sick. Stay home from work and school if sick.

3. *Items to have on hand for an extended stay at home:*

Examples of food and non-perishables

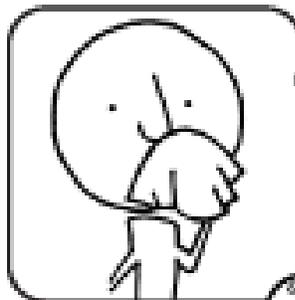
- Ready-to-eat canned meats, fruits, vegetables and soups
- Protein or fruit bars
- Dry cereal or granola
- Peanut butter or nuts
- Dried fruit
- Crackers
- Canned juices
- Bottled water
- Canned or jarred baby food and formula

Examples of medical, health, and emergency supplies

- Prescribed medical supplies such as glucose and blood-pressure monitoring equipment
- Soap and water or alcohol-based hand wash
- Medicines for fever, such as acetaminophen or ibuprofen
- Thermometer
- Anti-diarrheal medication
- Vitamins
- Fluids with electrolytes
- Cleansing agent/soap
- Flashlight
- Batteries
- Portable radio
- Manual can opener
- Garbage bags
- Tissues, toilet paper and disposable diapers

Stop the spread of germs that make you and others sick!

Cover your Cough



Cover your mouth and nose with a tissue when you cough or sneeze or

cough or sneeze into your upper sleeve, not your hands.



Put your used tissue in the waste basket.



Clean your Hands

after coughing or sneezing.



Wash hands with soap and warm water

or clean with alcohol-based hand cleaner



Department of Health
and Human Services
Maryland
1000 North Enoch Avenue
Baltimore, MD 21201



American
Public
Health
Association



Section 15 Crisis Counseling

A crisis such as a Pandemic Influenza may cause stresses that compromise the effective functioning of a department. Crisis counseling may be recommended to employees to address personal problems that interfere with work performance. Further, there may be a need for “Critical Stress Debriefing Sessions” to assist a department with particular problems or traumatic events.

- A. It is recommended that referral appointments for crisis counseling during a Pandemic Influenza be allowed during regular working hours during the course of the emergency even if the department does not normally allow use of work time for such appointments, as long as this does not interfere with the operations or functions of the workplace.

- B. *** The Human Resources Department is responsible for the provision of crisis counseling for city employees, and will maintain appropriate lists of available resources, including:**
 - 1. The Employee Assistance Program (EAP). The EAP is the primary service used by the city. The current provider is Family Service of Racine; (262) 634-2391.
 - 2. Professional counseling services. Professional counseling services shall be considered if the EAP is overwhelmed and unable to provide services. The Human Resources Department will maintain a list of professional counseling services.
 - 3. Clergy. The police and fire departments have clergy they routinely use. The Human Resources Department will maintain a list of available clergy.
 - 4. Peer Counseling. Critical incident stress training will be encouraged to employees interested in becoming peer counselors. The Human Resources Department will maintain a list of trained employees.

***Implement during the planning phases**

Section 16
Contracted Vendors

Many departments contract with vendors that provide essential services for city operations. Departments should be assured that these vendors will provide services during a Pandemic Influenza.

A. *** Departments shall establish contact with outside vendors to ascertain their ability to provide services during a Pandemic Influenza.**

1. Departments, in cooperation with the Purchasing Department, will maintain a list of essential contracted vendors.
2. Departments, in cooperation with the Purchasing Department, will contact essential contracted vendors to assess their plans to provide services during a Pandemic Influenza.

▶ *A Letter to Contractors form is attached at the end of this section*

3. Departments will encourage essential contracted vendors to develop a business continuity of operations plan for Pandemic Influenza.

B. *** Departments shall pre-identify alternate vendors to utilize in the event that primary vendors are unable to provide service.**

***Implement during planning phases**

**Attachment A
Pandemic Phases**

PANDEMIC INFLUENZA

WHO Global Pandemic Phases and the Stages for Federal Government Response

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

Attachment B
Summary of the Community Mitigation Strategy by Pandemic Severity

Interventions* by Setting	Pandemic Severity Index		
	1	2 and 3	4 and 5
Home			
Voluntary isolation of ill at home (adults and children), combine with use of antiviral treatment as available and indicated	Recommend †§	Recommend †§	Recommend †§
Voluntary quarantine of household members in homes with ill persons †¶ (adults and children); consider combining with antiviral prophylaxis if effective, feasible, and quantities sufficient	Generally not recommended	Consider **	Recommend **
School			
Child social distancing			
-dismissal of students from schools and school based activities, and closure of child care programs	Generally not recommended	Consider: ≤4 weeks ††	Recommend: ≤12 weeks §§
-reduce out-of school social contacts and community mixing	Generally not recommended	Consider: ≤4 weeks ††	Recommend: ≤12 weeks §§
Workplace / Community			
Adult social distancing			
-decrease number of social contacts (e.g., encourage teleconferences, alternatives to face-to-face meetings)	Generally not recommended	Consider	Recommend
-increase distance between persons (e.g., reduce density in public transit, workplace)	Generally not recommended	Consider	Recommend
-modify, postpone, or cancel selected public gatherings to promote social distance (e.g., stadium events, theater performances)	Generally not recommended	Consider	Recommend
-modify work place schedules and practices (e.g., telework, staggered shifts)	Generally not recommended	Consider	Recommend

Generally Not Recommended = Unless there is a compelling rationale for specific populations or jurisdictions, measures are generally not recommended for entire populations as the consequences may outweigh the benefits.

Consider = Important to consider these alternatives as part of a prudent planning strategy, considering characteristics of the pandemic, such as age-specific illness rate, geographic distribution, and the magnitude of adverse consequences. These factors may vary globally, nationally, and locally.

Recommend = Generally recommended as an important component of the planning strategy.

*All these interventions should be used in combination with other infection control measures, including hand hygiene, cough etiquette, and personal protective equipment such as face masks. Additional information on infection control measures is available at www.pandemicflu.gov.

†This intervention may be combined with the treatment of sick individuals using antiviral medications and with vaccine campaigns, if supplies are available.

§Many sick individuals who are not critically ill may be managed safely at home.

¶The contribution made by contact with asymptotically infected individuals to disease transmission is unclear. Household members in homes with ill persons may be at increased risk of contracting pandemic disease from an ill household member. These household members may have asymptomatic illness and may be able to shed influenza virus that promotes community disease transmission. Therefore, household members of homes with sick individuals would be advised to stay home.

**To facilitate compliance and decrease risk of household transmission, this intervention may be combined with provision of antiviral medications to household contacts, depending on drug availability, feasibility of distribution, and effectiveness; policy recommendations for antiviral prophylaxis are addressed in a separate guidance document.

††Consider short-term implementation of this measure—that is, less than 4 weeks.

§§Plan for prolonged implementation of this measure—that is, 1 to 3 months; actual duration may vary depending on transmission in the community as the pandemic wave is expected to last 6-8 weeks.

Blank