

<Type your agency/organization here>

<Date Revised>

Plan for Continuing Operations Homeless Facilities

<Type your agency/organization name here>

DRAFT

Overview

In the wake of recent national events, preparing for emergencies has become an essential activity for <Your agency/organization Here>. The possibility of a major event (including (but not limited to) pandemic influenza, bioterrorism, and natural disasters) is not unlikely, therefore <Your agency/organization Here> with the help of the Knox County Health Department has developed a plan for continuing operations. This plan will provide guidance to continuing daily activities in the event a large portion of <Your agency/organization Here> employees are unable to attend work.

Agencies/Organizations will play a large role in providing reliable and credible information to clients and consumers. Therefore, it is the goal of <Your agency/organization Here> to ensure employee health and safety as well as consumer health and safety during an emergency event.

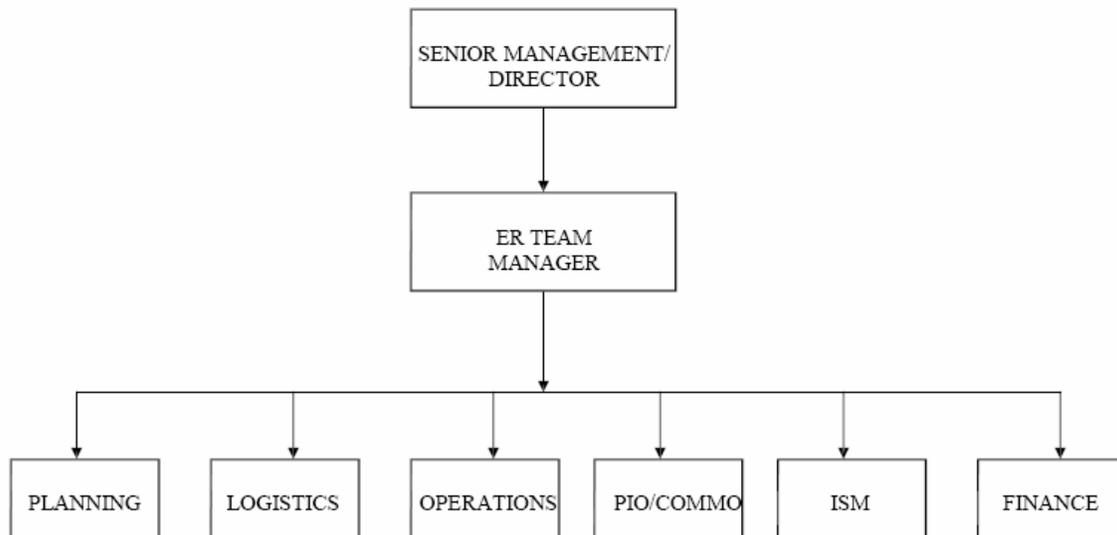
DRAFT

Planning for an Emergency Event

Identifying an Emergency Response Team (ERT)

An ERT will be responsible for investigating all emergency events and evaluating the impact such event will have on <Your agency/organization Here>. Once impact has been determined the ERT Manager (ERTM) will be responsible for informing Senior Management or Director of potential problems. The ERT will have a representative from each department with an understanding that one person may oversee one or two departments. The following positions should be identified to assist the ERTM. See diagram below for further details.

EMERGENCY RESPONSE TEAM



Roles and Responsibilities

Emergency Response Team Manager (ERTM)

The ERTM is the person who deems and declares an incident to be an emergency and is responsible for the management of emergency operations for the duration of the event. He or she will set the incident objectives, strategies, and priorities and has overall responsibility during the incident or event. He/she should be familiar with all the operating aspects of the agency.

Operations Manager (OM)

The OM is responsible for conducting tactical operations to carry out the plan. He or she develops the objectives and organization, and directs all critical resources.

Planning Manager (PM)

The PM prepares and documents the incident to accomplish the objectives, collects and evaluates information, maintains resource status, and maintains documentation for incident records.

Logistics Manager (LM)

The LM provides support, resources, and all others services to meet the operational objectives.

Public Information / Communications Manager (PIO)

The PIO serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.

Information Systems / Data Manger (ISM)

He or she provides technical support, resources, data management, and other services needed to meet operational objectives.

Finance Manager (FM)

The FM will monitor costs related to the incident. He or she will provide accounting, procurement, time recording, and cost analysis related to the incident or event.

<In addition to the above essential personnel your business may want to consider assigning other roles. For example, a Documentation Specialist. He or she may be responsible for documenting all emergency response activities and taking notes at meetings. These notes / documentation may become critical for insurance purposes>

<Type your agency/organization here>

<Date Revised>

<The following chart is to be completed by your organization. Fill in the chart using existing staff for the above positions>

Role	Name	Work Phone	Home Phone	Cell Phone / 24 hour phone	E-mail Address
Emergency Response Team Manager(ERTM)					
Back-up Emergency Response Team Manager *					
Operations Manager (OM)					
Back-up Operations Manager *					
Planning Manager (PM)					
Back-up Planning Manager *					

<Type your agency/organization here>

<Date Revised>

Role	Name	Work Phone	Home Phone	Cell Phone / 24 hour phone	E-mail Address
Logistics Manager(LM)					
Back-up Logistics Manager*					
Public Information / Communications Manager(PIO)					
Back-up Public Information / Communications Manager*					
Information Systems / Data Manager(ISM)					
Back-up Information Systems / Data Manager*					
Finance Manager(FM)					
Back-up Finance Manager*					

* These staff members serve as the back-up to the primary assigned staff. In the event a primary staff person is unavailable his or her back-up should be contacted.

Activating an Agency/Organization Continuing Operations Plan during an Emergency Event

Once the ERTM has declared an emergency, the PM, OM, PIO, ISM, LM and FM will no longer report to their direct supervisors but rather directly to the ERTM.

The OM will be responsible for contacting all ERT members, and activating the declared emergency.

The identified person(s) above will assume a managers role for his or her department and report directly to the ERTM. He or she will provide support for the ERTM by coordinating resources, administrative duties, and additional services needed.

In addition, the ISM will be responsible for contacting all team members, division supervisors and first responder employees.

<Develop Call-Down Tree / Notification Tree specific to your agency. This should be broken down by divisions and supervisors>

Emergency Operations Center (EOC)

The Emergency Operations Center (EOC) is a location from which the coordination of information and resources to support incident activities takes place. At <Your agency/organization Here> the EOC will be used as the central gathering location for the ERT. It will also be used for private meetings, coordination of activities, and resource management. It is recommended that a Documentation Specialist be present at all ERT meetings to document meeting proceedings. It is also recommended that additional clerical or office personnel be present in the EOC to monitor resource usage and field phone calls from stockholders, media, etc. All requests for resources / supplies will come directly to the Operations Manager at the EOC.

EOC Information

Primary Location

<The following information is to be completed by your organization>

Address	Central Phone	Emergency Contact Number	General E-mail Address	24 Hour Access (Y / N)

<Insert Directions to the Primary EOC Location>

Secondary Location

In the event the primary EOC location is unavailable the following will be used as a secondary location.

<The following information is to be completed by your organization>

Address	Central Phone	Emergency Contact Number	General E-mail Address	24 Hour Access (Y / N)

<Insert Directions to the Secondary EOC Location>

Planning for the Impact of Pandemic Influenza on Your Agency/Organization

A Pandemic Influenza outbreak can cause up to 35% (or greater), of employees to be absent from their positions at any given time. Because of this it is essential to prepare for Pandemic flu differently than a standard emergency event. During a Pandemic flu outbreak many essential functions (functions that must be maintained during an emergency event) may be carried out by persons not formally trained in that duty.

The Pandemic Coordinator will be responsible for ensuring essential duties and functions are maintained during a Pandemic flu outbreak. In addition it is important to identify a Labor Representative to be responsible for union and employee interests.

Pandemic Coordinator

<Insert Agency Specific Information Here>

Role	Name	Work Phone	Home Phone	Cell Phone / 24 hour phone	E-mail Address
Pandemic Coordinator					
Pandemic Coordinator Back-up					

Labor Representative (if applicable)

<Insert Agency Specific Information Here>

Role	Name	Work Phone	Home Phone	Cell Phone / 24 hour phone	E-mail Address
Labor Representative					
Labor Representative Back-up					

<Type your agency/organization here>

<Date Revised>

Essential Personnel and Functions

Essential Personnel <insert additional rows as necessary>

Role	Name	Work Phone	Home Phone	Cell Phone / 24 hour phone	E-mail Address

Back-up to Essential Personnel <insert additional rows as necessary>

Role	Name	Work Phone	Home Phone	Cell Phone / 24 hour phone	E-mail Address

Essential Equipment and Services <insert additional rows as necessary>

Item or Service	Contractor	24 hour phone	Sales Representative	24 hour phone	Maintenance Representative	24 hour phone

Cross-Training

In addition to identifying key personnel and equipment we at <Your agency/organization Here> believe it is imperative to cross-train employees to ensure continued productivity during a Pandemic flu outbreak or any emergency event that would require employees to be absent for an extended period of time*.

*An extended period of time would be defined as any length of time that would hinder the productivity of the company. The length of time varies by activity.

A successful continuing operations plan requires an agency to determine what its essential functions are by considering its customers and their needs. Assigning a priority to customer needs helps to distinguish between essential and nonessential needs, thus, helps to identify an agency's essential and nonessential duties. During a Pandemic flu event or other emergency event, it is likely nonessential functions will be suspended

An essential duty includes:

- Functions that must be continued in all circumstances
- Those functions that cannot suffer an interruption for more than 12 hours
- Functions that provide vital services
- Those functions that exercise civil authority
- Maintain the safety of the general public
- Sustain the industrial or economic base during an emergency

The following is a list of essential duties/functions at <Your agency/organization Here> that must be maintained during an emergency event:

Essential Function	Skill Required	Responsible Position

Working with Public Health Officials

In order to effectively deliver pandemic flu and other emergency preparedness information it is essential to communicate with Public Health Departments, Emergency Management Agencies, and other sources of information. In addition to providing us with information, Health Departments will periodically request information from us. This information may be in the form of absences, interviews, or general health education / worksite wellness. It will be essential to ensure communication between <Your agency/organization Here> and the local health department is fluid during a pandemic flu or other emergency event.

Knox County Health Department

■ Planning guidance and tips can be found at:

- KCHD Pandemic Flu Site: <http://www.knoxcounty.org/health> and click on Pandemic Flu
- www.pandemicflu.gov
- www.cdc.gov/flu/avian
- www.redcross.org

**140 Dameron Ave.
Knoxville, Tennessee 37917
865-215-5093
865-215-5200
865-215-5295 Fax**

**Knoxville-Knox County Emergency Management Agency
605 Bernard Ave
Knoxville, Tennessee 37921
865-215-1166**

<In addition please provide the Knox County Health Department and Emergency Management Agency with point of contact information for your Pandemic Coordination>

Communications

It is essential to maintain effective communication during an emergency event. It may be necessary to develop a separate communications plan specific to the needs of each division and or department. A communications plan must include:

- Identification of Key Contacts (with back-ups)

<Develop a list of key contacts and back-ups>

- **Chain of Communications (including suppliers and customers)**

<Develop a call-down list or notification procedure that includes informing clients, customers, and suppliers of your business status>

- Process for tracking and communicating business and employee status

<Determine how you will communication information between employees and to other businesses; will there be a hotline / specific phone number or general e-mail address established for employee call-in and business and employee tracking?>

In addition, redundant communications systems need to be in place to ensure communication in the event primary communication systems are unavailable. Types of communication that may be available to your division or department include:

- Landlines (including desk phones)
- E-mail
- Work and personal phones
- Fax lines
- Web-based communications
- Satellite telephones
- Ham / Amateur Radio Operators
- Walkie-Talkies
- UHF / VHF / 800 MHz Radio Systems

<Type your agency/organization here>

<Date Revised>

Communication Inventory

<List the type of communication devices available to your staff during an emergency event. Identify whether the devices is a primary or secondary device, who is responsible for the device and the number associate with the device>

Type of Communication Device	Phone Number or Radio Number	Primary or Secondary Device (P or S)	Responsible Party and Signature

Planning for the Impact of a Pandemic on your Employees and Clients

During a Pandemic Flu event employee absences can range anywhere from 25% – 35% (or greater) at any given time. Employee absences may occur for many reasons:

- Personal illness
- Family member Illness
- Community containment measures and quarantines (sheltering in place)
- School closures
- Business closures
- Public transportation closures

To calculate the percentage of missing employees use the following formula:

D = daily employee attendance

P = anticipated percentage absent

TA = Total absent

TE = Total employees remaining

To calculate the TA

$$D \times P = TA$$

To calculate the TE

$$D - TA = TE$$

For example:

$$D = 100$$

$$P = 28\%$$

$$100 \times 28\% = 28 \quad TA = 28$$

If 28% of employees are absent out of 100 total employees, TA will equal 28

$$100 - 28 = 72 \quad TE = 72$$

If 28 employees are absent out of 100 total employees, TE will equal 72

<Type your agency/organization here>

<Date Revised>

<Calculate your rate of absenteeism for Division / Department / Entire workforce for multiple percentages. Once this is determined your business can determine how to appropriately prepare for absent staff>

Division / Department	Total # Employees	15% absent	20% absent	25% absent	30% absent	35% absent	40% absent

Social Distancing and Limiting the Spread of Pandemic Flu

In order to lessen the spread of Pandemic flu from person to person a method called “Social Distancing” is often employed. “Social Distancing” is the physical act of placing more space between one person and another than usual. Examples of Social Distancing and behaviors that would limit the spread of pandemic flu would include:

- Eliminate hand shaking – develop an alternate greeting
- Increase hand washing and use of antibacterial hand sanitizer
- Placing 1 seat in between a staff member and another during a meeting
- Placing 1 cubicle or desk length between staff workspaces
- Placing at least 3 feet between employees during conversations and meetings
- Limiting outdoor movement (business trips, lunches, etc.)
- Telecommunications (to work at home or at an alternative location while electronically connected to the main work system)

<Identify the types of social distancing supported by your agency/organization and the resources needed to implement those practices. For example, your company may want to purchase antibacterial hand sanitizer for all desks how will this affect your agency/organization?>

Type of Social Distancing Practice	Currently in Practice? Y / N	Is Training Available? Y / N	Resources Needed to Implement	Direct Effect on Division / Department

Flu Vaccinations

In addition to social distancing it is also important to encourage employees to receive annual flu vaccinations. We are working with local health departments to offer flu vaccinations to employees at low or no cost during the work day.

<Contact local health departments to determine who offers flu shots and how to provide flu shots to your staff>

DRAFT

Access to Healthcare, Mental Health, Social, or Special Needs Services during a Pandemic

Availability of healthcare during a Pandemic flu event is crucial to the health and well-being of staff, customers, and suppliers. If adequate healthcare (including mental health, social and special needs services) is unavailable it is likely regular production and company functions will be decreased.

<Identify all healthcare services and resources available to staff/clients during a pandemic. You may have to contact other agencies to develop a comprehensive list. Add additional rows as needed>

DRAFT

<Type your agency/organization here>

<Date Revised>

Doctor's Available

Name of Agency	Phone	Contact	Services Offered	Address

Mental Health / Behavioral Health Services

Name of Agency	Phone	Contact	Services Offered	Address

General Services

Name of Agency	Phone	Contact	Services Offered	Address

Special Needs Services

Name of Agency	Phone	Contact	Services Offered	Address

Establish Policies to be Implemented during a Pandemic

During a Pandemic flu event it has been forecasted that a high percentage of employees will be absent for an extended period of time. Because <Your agency/organization Here> has developed policies for social distancing we are discouraging employees from attending work if they are ill or suspected to be ill.

Therefore we have established policies for the following pandemic related employee actions:

- Employee compensation and sick-leave absences unique to a pandemic (i.e. non-punitive, liberal leave), including policies on when a previously ill person is no longer infectious and can return to work after illness.
- Flexible worksite (i.e. telecommuting) and flexible work hours (i.e. staggered shifts)
- Preventing influenza spread at the worksite (i.e. promoting respiratory hygiene/cough etiquette, and prompt exclusion of people with influenza symptoms)
- Restricting travel to affected geographic areas (consider both domestic and international sites), evacuating employees working in or near an affected area when an outbreak begins, and guidance for employees returning from affected areas (refer to CDC travel recommendations).
- Procedures for activating and terminating the agency/organization response plan (including authorities and triggers (why would indicate the need to trigger a response plan)), altering business operations (i.e. shutting down operations in affected areas), and transferring business knowledge to key employees.

<Insert your agency/organization's policies here. Make sure to include appointing authorities, initiation of the procedures and when the procedures will be terminated. This may require contacting your local health department or other organizations to help develop specific employee policies for pandemic flu>

Allocate Resources to Protect Your Employees and Volunteers during a Pandemic

The employees and volunteers that help to serve and make <Your agency/organization Here> a successful agency/organization are our first priority during a pandemic flu or emergency event.

Therefore, we will provide sufficient and accessible infection control supplies in the facility. This material may be referred to as Personal Protective Equipment (PPE).

<Identify the supplies available, what they will be used for, where they are located and how an employee or customer can gain access if needed. Types of resources may include hand hygiene products, tissues and receptacles for their disposal. Insert additional rows as needed.>

Type of Supply	Use of Supply	Location Supply is stored	How is access gained? (including phone number or contact if necessary)

Enhancing Communication and Information Technology Infrastructures

As a agency/organization we are aware that normal day-to-day functioning may need to be modified to continue to maintain operations and to maintain our commitment to our clients. Therefore, we are working to enhance communications and information technology infrastructures to support telecommuting and remote customer access.

<Explain how this is occurring and how it will help your agency/organization. Also identify how your agency/organization will share information about possible facility closures, emergency information and general work information to employees and volunteers.>

DRAFT

Communicate to and Educate Your Employees

To ensure the health and well-being of employees we are working closely with the local health department to find the most reliable, and, up-to-date health information to provide to our staff. In addition, we are constantly monitoring the Centers for Disease Control and Prevention (CDC) website and Tennessee Department of Health (TDH) website for new information that can be shared within our company.

The following is a list of information available to employees, volunteers and clients:

<Determine if these items are appropriate for your organization and seek resources to ensure the ability to provide such resources to your employees and clients>

- Programs and materials covering pandemic fundamentals
 - Signs and symptoms of influenza
 - Modes of transmission
- Anticipate employee fear and anxiety, rumors and misinformation and plan communications accordingly <Make sure mental health services / resources are available>
- Ensure that communications are culturally and linguistically appropriate <This may require fostering relationships with other companies>
- Disseminate information to employees,volunteers about your pandemic preparedness and response plan
- Provide information for the at-home care of ill employees and family members
- Develop platforms (i.e. hotlines, dedicated websites) for communicated pandemic status and actions to employees, vendors, supplies, and customers inside and outside the worksite in a consistent and timely way, including redundancies in the emergency contact system.

<Identify your available platforms, the audience served by that platform, how accessible is the platform from home, and how frequently is the information updated>

Available Platforms

Platform	Target Audience	Accessibility	Frequency of Updates

- Identify community sources for timely and accurate pandemic information (domestic and international) and resources for obtaining counter-measures (i.e. vaccines and antiviral medications)

Community Resources

Community Resource	Type of Information Supplied	Frequency of Updates	Contact Information	Website address

Coordinate with External Organizations and Help Your Community

To make this plan a success it is essential to communicate and coordinate our plans with agencies/organizations we already work with and major health care facilities in addition to local, state, and federal agencies. It is ideal to not only share our plan with these groups but to also participate in the local public health preparedness planning process.

In addition we will work closely with other homeless agencies/organizations to identify resource, service, and best practice sharing.

<Identify businesses in your field or geographic location that would benefit from your preparedness plans or who would share plans with your company>

DRAFT

Additional Resources

The following is a list of resources that may be helpful in the development of your pandemic flu business continuity plan:

Pandemic flu website from the Centers for Disease Control and Prevention

1. www.pandemicflu.gov

Centers for Disease Control and Prevention

2. www.cdc.gov

Knox County Health Department

3. www.knoxcounty.org/health

Federal Emergency Management Agency

4. www.fema.gov

United States Department of Homeland Security

5. www.dhs.gov