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Emergency Preparedness  
Planning | Training | Exercises

# 2020 Pandemic Planning Response Guide

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# Pandemic Guidance

## Introduction

Pandemics affect a large proportion of the population and require multisector response over several months or years. Preparing for a pandemic is a continuous process of planning, exercising, and revising. Naturally, a pandemic response plan is a living document. Advanced planning and preparedness are critical to help mitigate the impact of a pandemic on your organization. This guide serves as a planning tool to support development of your Pandemic Response Plan. The examples and tools provided in this guide include information on a broad range of recommendations and activities, as well as guidance on its implementation.

Note: This guide provides information on developing a response plan to any pandemic, but it should be noted that the current global pandemic, COVID-19, is unlike any that our world has experienced. The World Health Organization (WHO) estimates the mortality rate of COVID-19 to be between 3-4% which far exceeds the mortality rate of seasonal influenza (0.1%). Scientists still don't know the true extent of the pandemic as testing has only been underway for a short time in the United States. Additionally, a vaccine is not likely to be available for at least 12 -18 months, during which time the pandemic will likely have peaked and declined (Spinney, 2020). Given that this pandemic is still unfolding, new information could impact your pandemic response plan. It is important to maintain situational awareness and revise your plan as needed. If your organization is having difficulty maintain operations, the [Paycheck Protection Program](#) has been activated through June 30, 2020. The Paycheck Protection Program is an SBA loan designed to provide a direct incentive for small businesses to keep their workers on the payroll. SBA will forgive loans if all employees are kept on the payroll for eight weeks and the money is used for payroll, rent, mortgage interest, or utilities.

## Guide Overview

The information in this guide will provide your organization with the information needed to develop and customizable your own response guide.

This guide is divided into five different pandemic phases that provide information on triggers, actions, and tasks your organization can use to identify and implement your response plan. Additionally, it includes information on areas that must be considered as you fill the critical roles necessary for the continuity of your organization's day-to-day operations.

Successful development and implementation of your plan will ensure your organization will effectively prepare for, respond to, and recover from a global pandemic.

### Definition of a Pandemic

A pandemic is the worldwide spread of a new infectious disease, most commonly a virus, to which people have little or no immunity. Historically, most viruses originate from animals and transmission from human to human occurs rapidly and without much effort.

Symptoms of a virus can range from mild to severe. The severity of the same virus can vary significantly among those infected. Populations including seniors, young children, and those with pre-existing health conditions tend to be most often more severely affected by the virus's unique characteristics.

### Pandemic Pre-Planning

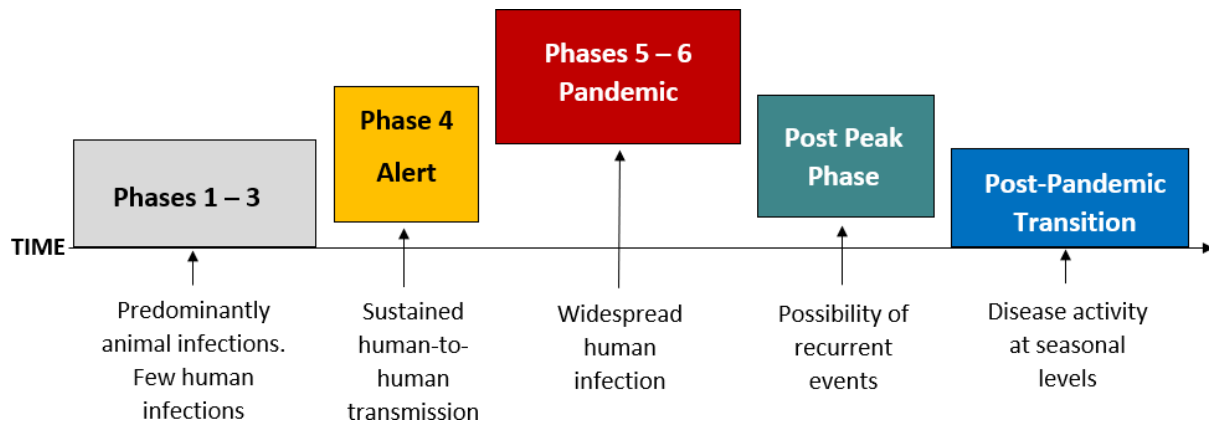
Adequate preparation for a pandemic requires that organizations understand their operations. Areas to consider include decision making hierarchy, communication plans, critical suppliers, available resources, and essential personnel. For your organization to successfully respond to a pandemic, you will need to address and consider the following questions:

1. Who is in charge? Who has authority to make decisions and how will those decisions be made?
2. How will you communicate with clients and employees regarding changes in business operations?
3. If a shelter in place order is invoked, can employees work from home? Do they have the equipment and tools available to maintain operations? How will you handle staffing shortages due to school closures and illness?
4. Who are your alternate suppliers for materials, goods, and services when your current supply chain is interrupted?
5. How will your essential services continue with limited staff and resources? Is there an opportunity to cross-train staff in multiple functions?
6. Do you have adequate access to funds? What if you run out of liquid assets? How will you keep your organization operational and pay your staff?
7. Do you have a plan in place that outlines how your organization will maintain operations? Have you exercised this plan with your employees? Is the plan included in new employee orientation? When was the last time it was reviewed and/or updated?

The threat to your organization's viability during a pandemic is great. Consideration of the questions above will assist you in developing your plan, remaining operational, and strengthening your organization's ability to resume all business operations after the pandemic is over.

### Pandemic Phases

Pandemics advance through a series of phases with each phase triggered by events and actions unfolding in real time.



The [World Health Organization \(WHO\)](#) developed pandemic intervals to define different phases of a pandemic. The use of this phased approach provides easy incorporation of new recommendations and approaches into existing national preparedness and response plans.

**Phases 1 -3** correlate with preparedness in the pre-pandemic interval where the focus is on capacity development and planning. During the latter part of this interval, a new virus is identified, and animal-to-human transmission begins to occur in small clusters.

**Phase 4** of a pandemic, also known as the Alert phase, begins when human-to-human transmission is verified, and the virus causes community level outbreaks. During this phase, efforts are aimed at rapid containment, surveillance is increased, and organizational contingency plans are activated.

**Phases 5 and 6** are known as the Pre-Pandemic and Pandemic phases. In Phase 5, human-to-human transmission spreads beyond the country of origin and governments begin to respond by issuing travel warnings and limiting mass gatherings by closing schools and canceling events (e.g., concerts, sporting events, etc.). As the virus spreads to more than one WHO region, Phase 6 begins, and the world enters a global pandemic. During this phase, mandatory quarantines are in affect and drastic measures are taken to stop the spread of the virus. Travel restrictions are put into place, non-essential businesses are required to cease operations, and human movement is limited to essential activities only. Organizational response plans are implemented at this stage as they begin to experience significant, prolonged absenteeism, changes in customer/client habits, and disruption in supply chains.

## Pandemic Planning Response Guide

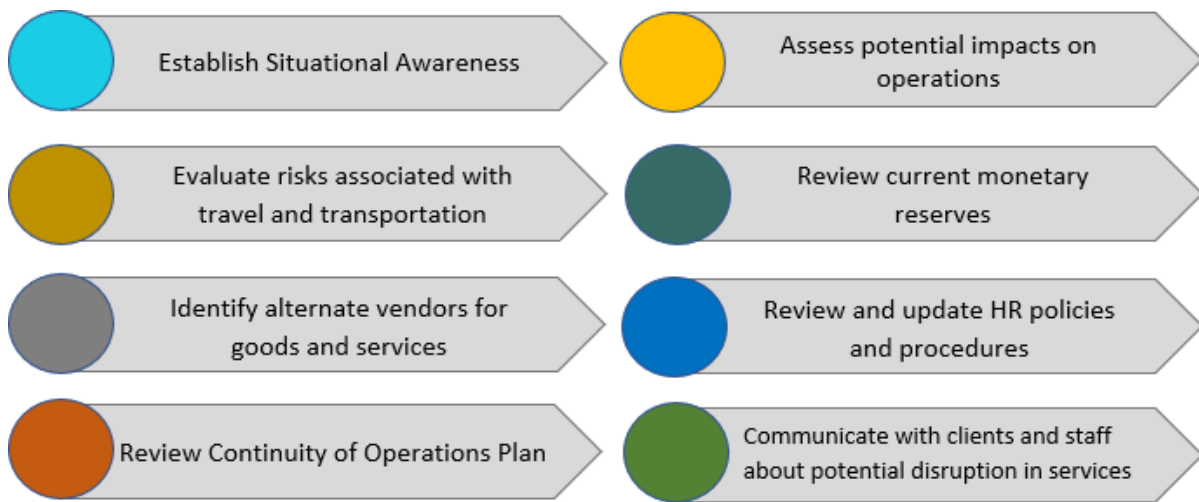
As levels of infections begin to drop below peak levels, the **Post Peak Phase** begins. During this phase, surveillance activities continue to monitor for subsequent waves of outbreaks and organizations begin to restock resources, revise business operations, and rebuild services.

In the **Post-Pandemic Transition Phase**, new outbreaks are minimal and sporadic. Organizations begin to evaluate plans, review lessons learned, and resume all pre-pandemic operations.

## Phase 4 - Alert Phase

| TRIGGER DESCRIPTION  |
|--|
| <ul style="list-style-type: none"> <li>• Media coverage of potential pandemic strain</li> <li>• Human-Human transmission in one World Health Organization (WHO) region</li> <li>• Potential the disease will affect your organization and/or suppliers</li> <li>• Pandemic is likely, but not certain</li> </ul> |

### Strategic Actions



### Actionable Tasks

| ALERT PHASE TASK  | COMPLETE? |
|---|-----------|
| <p><b>Establish Situational Awareness</b></p> <p>Establish general awareness of the situation around you, paying special attention to areas where the threat is located. Identify and discuss how this information applies to your organization now and in the future. Review current Public Health Guidance from international, federal, state/provincial agencies.</p>  |           |
| <p><b>Evaluate Risks Associated with Travel and Transportation</b></p> <p>Review current travel advisories or restrictions related to the event. Identify alternate methods of meeting clients’ needs that don’t involve travel (e.g., videoconference, etc.) Additionally, identify critical ports of call, airports, and train stations that are used for business operations. Develop a method to track transportation closures.</p> |           |



## Pandemic Planning Response Guide

| ALERT PHASE TASK   | COMPLETE? |
|--|-----------|
| <p><b>Identify Alternate Vendors for Goods and Services</b></p> <p>Identify vendors whose services may be disrupted and identify alternate vendors, third parties, suppliers or outsourced parties that could potentially be utilized. Contact potential vendors to establish lines of communication. Coordinate with procurement to develop a process for engaging and vetting new vendors.</p>   |           |
| <p><b>Review Continuity of Operations Plan</b></p> <p>Gather essential staff and review the steps of your continuity of operations plan. Ensure your communications plan reflects current information including staff and contact information. Refamiliarize and/or cross train staff on essential functions and low-tech alternatives should your organization experience a disruption of services (e.g., internet, power, etc.).</p>   |           |
| <p><b>Review Current Monetary Reserves</b></p> <p>Determine your organization’s liquid assets. If not already in place, establish a line of credit should your organization’s cash flow deteriorate.</p>   |           |
| <p><b>Review and Update HR Policies and Procedures</b></p> <p>Coordinate with HR to review/update relevant policies and procedures. Address the following:</p> <ul style="list-style-type: none"> <li>• Policies related to workplace health and safety</li> <li>• Employee assistance programs and policies</li> <li>• Sick leave/leave of absence programs and policies</li> <li>• Remote work policies</li> <li>• Visitor/contractor handling procedures</li> </ul> <p>Additionally, request that HR begin tracking the organization’s rate of absenteeism to establish a baseline.</p> |           |
| <p><b>Communicate with Clients and Staff about Potential Disruption in Services</b></p> <p>Create a communications plan that includes providing employees and other stakeholders with regular situation updates as well as actions taken. At a minimum, consider developing a communications campaign to increase awareness of hygiene and protective measures. Utilize risk communications guidelines to craft messaging.</p>   |           |

## Phase 5 - Pre-Pandemic Phase

| TRIGGER DESCRIPTION   |
|---|
| <ul style="list-style-type: none"> <li>• Human-Human transmission in two or more countries in one WHO region</li> <li>• Beginning of government reactions (travel warnings issued, some transportation network closures)</li> <li>• Anticipated impact to your organization and/or impact to suppliers</li> <li>• Pandemic is imminent</li> <li>• Organization activates pandemic plan</li> </ul> |

### Strategic Actions



### Actionable Tasks

| PRE-PANDEMIC TASK   | COMPLETE? |
|---|-----------|
| <p><b>Activate Incident Management Team</b></p> <p>Activate necessary Incident Command System positions (see Appendix I). Establish operational goals and set timely objectives. Establish set meeting times to assess current impacts on your organization. Reassess and revise objectives as needed.</p>      |           |
| <p><b>Assess Potential Impacts on Operations</b></p> <p>To protect your operations and ensure continuity of services to your clients, it is important to map your dependencies to understand where you are susceptible to disruptions. Review how your organization communicates with clients, vendors, and</p> |           |

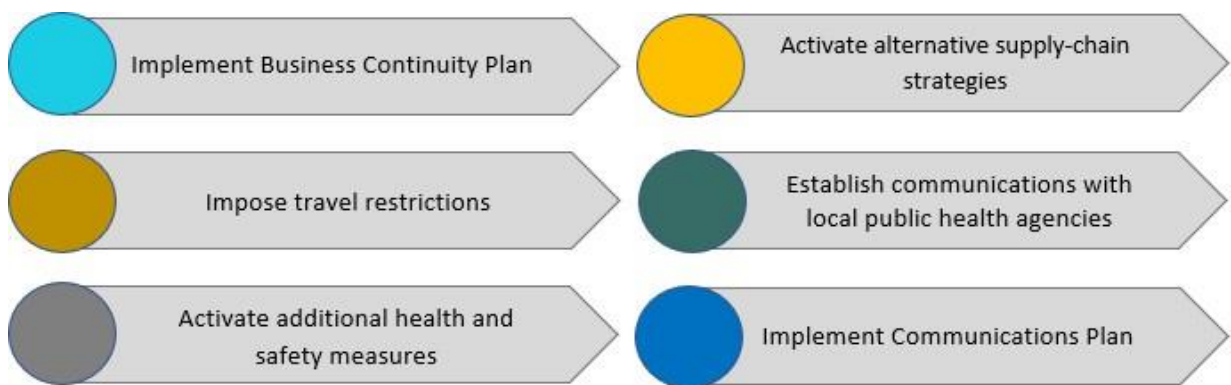
## Pandemic Planning Response Guide

| PRE-PANDEMIC TASK   | COMPLETE? |
|---|-----------|
| <p>employees. Determine if there is a need to change your interactive processes, for example, practicing physical distancing.</p>   |           |
| <p><b>Develop Approach to Manage Financial Impacts</b><br/>           Identify methods to maintain operations with limited or no income. Prioritize expenditures. Develop a course of action if conditions continue to deteriorate. Consider increasing liquidity and available cash.</p>   |           |
| <p><b>Reassess Health and Safety Procedures</b><br/>           Develop enhanced processes for sanitation. Have a plan to isolate employees should the threat of possible infection arise. Remind employees of proper sanitation methods. Consider supplying increased hand sanitation stations, antibacterial cleaning supplies, and biohazard receptacles.</p>   |           |
| <p><b>Identify Methods to Track Absenteeism</b><br/>           Revisit the baselines set in the <i>Alert</i> stage. Request that HR begin tracking absenteeism to identify any significant trends or patterns. Monitor your organization’s capacity to continue operations should absence rates escalate. Utilize cross-trained staff to fulfill essential positions.</p>   |           |
| <p><b>Determine Financial Support Provided by Insurance</b><br/>           Review insurance policies and contact your organization’s insurance provider to determine coverage for business closures and loss of income. Should you not have coverage for a pandemic, the Paycheck Protection Program may be a source of low interest loans to assist your organization in maintaining operations.</p>   |           |
| <p><b>Assess Infrastructure to Verify Viability of Extensive Remote Operations</b><br/>           Ensure employees can effectively work from home for an extended period. Verify that your organization has the tools, technology, capacity, and security measures in place to support a remote workforce. Coordinate with IT to determine any technical limitations of increased remote work strategies. Work to procure additional hardware, as required.</p> |           |
| <p><b>Establish Process for Staff to Report Disruptions in Operations</b><br/>           Setup a consistent method for reporting equipment or operational disruptions. Determine what resources are needed to assist affected teams.</p>  |           |

## Phase 6 - Pandemic Phase

| TRIGGER DESCRIPTION  |
|--|
| <ul style="list-style-type: none"> <li>• Human-Human transmission in at least one country in a different WHO region</li> <li>• Global pandemic is underway</li> <li>• Pandemic directly affects your organization and employees (i.e., significant, prolonged absenteeism, quarantines issued in/near major operating locations, and travel restrictions)</li> </ul> |

### Strategic Actions



### Actionable Tasks

| PANDEMIC TASK  | COMPLETE? |
|--|-----------|
| <p><b>Implement Business Continuity Plan</b></p> <p>Activate your organization’s critical functions as you have prioritized them. Cease all non-essential activities and focus on essential functions.</p>   |           |
| <p><b>Impose Travel Restrictions</b></p> <p>Cancel/postpone all travel. Recommend that employees avoid public transportation, when possible.</p>   |           |
| <p><b>Activate Additional Health and Safety Measures</b></p> <p>Activate enhanced sanitation plan developed in the previous phase. Ensure adequate sanitation supplies at company locations. Work with Safety Officer to ensure ongoing replenishment of supplies.</p> |           |
| <p><b>Activate Alternate Supply-Chain Strategies</b></p>   |           |

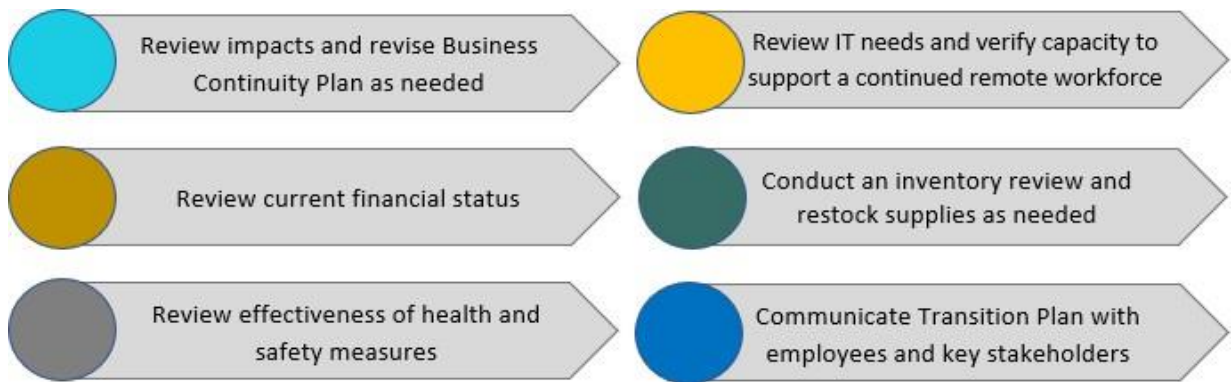
## Pandemic Planning Response Guide

| PANDEMIC TASK  | COMPLETE? |
|--|-----------|
| Communicate with alternate vendors and order necessary goods and services. Consider ordering extra supplies to keep on hand. Discuss shipping process and delivery timeline with vendors. Determine burn rate of supplies.   |           |
| <b>Establish Communication with Local Public Health Agencies</b><br>Notify local public health agencies of any confirmed cases within your organization. Maintain situational awareness of ongoing infection prevention methods and adjust operations accordingly. Implement additional guidance provided by these agencies. |           |
| <b>Implement Communications Plan</b><br>Implement the communications plan developed in the previous phase. Notify employees and key stakeholders of changes to business operations (e.g., remote work, reduction in operations, etc.).   |           |

## Post Peak Phase

| TRIGGER DESCRIPTION   |
|---|
| <ul style="list-style-type: none"> <li>• Pandemic activity appears to decrease</li> <li>• Potential second wave of outbreak</li> <li>• Organizations begin to restock resources, revise plans, and reactivate non-essential operations</li> </ul> |

### Strategic Actions



### Actionable Tasks

| POST PEAK TASK  | COMPLETE? |
|---|-----------|
| <p><b>Review Impacts and Revise Business Continuity Plan as Needed</b></p> <p>Convene leadership and identify impacts to operations. Assess effectiveness of continuity interventions and make changes to Business Continuity Plan as needed in anticipation of a second wave of illnesses.</p> |           |
| <p><b>Review Current Financial Status</b></p> <p>Reassess available cash on hand. Identify any accounting delays. Communicate with vendors regarding delinquent or soon to be delinquent accounts. Revise revenue forecasts.</p>  |           |
| <p><b>Review Effectiveness of Health and Safety Measures</b></p> <p>Determine effectiveness of sanitation plan and revise as needed. Task Safety Officer with conducting a full assessment of any hazardous or unsafe situations. Distribute safety and sanitation reminders to employees.</p>  |           |

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| POST PEAK TASK   | COMPLETE? |
|--|-----------|
| <p><b>Review IT Needs and Verify Capacity to Support a Continued Remote Workforce</b><br/>                     Identify shortfalls in tools, technology, capacity, and security measures. Determine manual workarounds to address shortages.</p>   |           |
| <p><b>Conduct an Inventory Review and Restock Supplies as Needed</b><br/>                     Review inventory and burn rate of supplies. Restock supplies and consider ordering extra inventory of fast-moving goods in preparation of a prolonged pandemic. Assess inventory of goods needed for normal business operations.</p> |           |
| <p><b>Communicate Transition Plan with Employees and Key Stakeholders</b><br/>                     Communicate your organization’s transition plan to employees and clients as you prepare to return to normal business operations. Keep them updated regularly in case conditions deteriorate.</p>                                |           |

## Post-Pandemic Transition Phase

| TRIGGER DESCRIPTION  |
|--|
| <ul style="list-style-type: none"> <li>• New cases of illness are minimal and sporadic</li> <li>• Pandemic has ended</li> <li>• Recovery and evaluation begin</li> </ul> |

### Strategic Actions



### Actionable Tasks

| POST-PANDEMIC TASK  | COMPLETE? |
|---|-----------|
| <p><b>Conduct a Post-Pandemic Review</b></p> <p>Meet with employees to discuss the following questions:</p> <ul style="list-style-type: none"> <li>• What was supposed to happen, what actually happened, and why were there differences?</li> <li>• What went well, what didn't, and what improvements should be made?</li> <li>• What would we do differently next time?</li> </ul> <p>Document and share findings; assign relevant action items.</p> |           |
| <p><b>Update Plans and Procedures</b></p> <p>Update your Business Continuity Plan and relevant policies and procedures. Update related plans and incorporate lessons learned.</p>   |           |
| <p><b>Transition Back to Normal Operations</b></p> <p>Deactivate Incident Management Team. Stand-down crisis management support activities and prioritize and notify interested parties of resumption of work and normal performance levels – specifically areas that were reduced or shifted at the time of the pandemic.</p>  |           |
| <p><b>Communicate with Key Stakeholders</b></p> <p>Inform stakeholders of transition to normal operations. Ensure staffing is available to perform catch-up of processes and deadlines.</p>   |           |



# PLANNING CONSIDERATIONS

## Crisis Communications

In all phases of a pandemic, up-to-date and factual information is essential to preserve the health and well-being of individuals and organizations. In an effort to build trust and credibility, the [Centers for Disease Control and Prevention \(CDC\)](#) developed guidelines for [Crisis and Emergency Risk Communications \(CERC\)](#). The CERC guidelines assist health communicators, emergency responders, and leaders of organizations communicate effectively during emergencies. In the event of a pandemic, CERC identifies six principles your organization can follow to ensure you provide your staff and clients with information to make the right decisions.



### Principle 1: Be First

Crises are time sensitive. Quickly sharing information about a disease outbreak can help stop the spread of the disease and reduce illness and the loss of life. In the beginning of an emergency, the cause of the outbreak or specific disease may not be known but sharing available facts can help curtail rumors. If known, share information about the illness including signs and symptoms, at-risk populations, and treatment options. Often the first source of information becomes the preferred source of information for the public.



### Principle 2: Be Right

Credibility is established by providing accurate information. Maintain as much transparency as possible when discussing the situation. Include what is known, what is not known, and what is being done to fill the gaps. Ensure that your organization's messages are backed up by health officials. Utilize subject-matter experts to check your facts. Incorrect information is worse than no information and incorrect information invalidates credibility.



### Principle 3: Be Credible

Credibility is earned. Honesty and truthfulness should never be compromised, especially during a time of crisis. Acknowledge when you don't have an answer to a question and then work with experts to find an answer. Refrain from promising anything that is not certain, including vaccines, medications, etc. Always refer to medical professionals on medical questions.



### Principle 4: Express Empathy

Disease outbreaks can cause uncertainty and helplessness. Fear of the unknown can disrupt daily lives. It's important to acknowledge fear and suffering. Addressing what people are feeling and their challenges gives them confidence in your organization. Empathy builds trust and rapport which will positively affect how open people are to receiving recommendations.



### Principle 5: Promote Action

During a pandemic, giving people actionable ways to help stop the spread of infection is essential. This promotes a sense of control among individuals and organizations. Keep messages short and simple, like "cover your cough" or "wash your hands." Simple actionable messages will go a long way in calming anxiety and stopping the spread.



### Principle 6: Show Respect

In times of crisis, people tend to feel vulnerable. When reporting important information, respectful communication promotes cooperation and rapport. Belief and practices regarding disease differ between cultures. It's important to actively listen to concerns and adapt behaviors and communications to promote understanding. Acknowledge and listen to fears and concerns. Actively engage and ask questions.

Note: When developing and communicating messaging, it is important to remember that individuals receive information in different ways. Offer alternate methods of communication such as use of a qualified American Sign Language interpreter or closed captioning. Provide translation services for those with limited English proficiency. Use simple and easy to understand language and avoid jargon. Provide redundant communication on different platforms for those with varying access to information such as television, radio, and social media.

## Behavioral/Mental Health

Disaster and public health emergencies can have a wide range of impacts on our emotional health. Pandemics, unfortunately, dictate behavior changes and activities that can unfortunately add its own set of behavioral and mental health challenges.

Some of these challenges can include:

- Loss of community, separation from friends, distance from family members
- Isolation can lead an increase of previously experienced mental health and/or substance use
- Loss of wages, jobs, or business- temporary or long-term
- Fear and uncertainty of the unknown as the incident passes

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As the leader of your organization or business, it is important to both understand and prepare for the well-being of your team, but also yourself. Your staff is looking up to you for mentorship and guidance and will follow your lead.

- Have a liaison or dedicated coordinator to help manage responsibilities and communications
- Model the clear communication structure described above
- Squash rumors and misinformation
- Help organize structure and routines for your staff
- Promote supportive activities and health, including physical exercise and taking breaks when needed
- Monitor your own leadership style
- Prepare support and contingency plans for POST distancing/isolation/quarantine

Recognize that we can only help those around us if we help ourselves first.

## Transportation

Transportation is an essential function for business operations. During a pandemic, transportation providers must do their part in preventing the spread of disease while still providing essential services.

The disruption of transportation systems will likely have an impact on your organization. Travel disruption can impact shipment and delivery of needed inventory and supplies. Around the country, people rely on public transportation to get to and from work. During a pandemic, these services will be significantly reduced if not suspended indefinitely. This will pose a challenge for your staff and organization. Before a pandemic occurs, it is important to develop a telework plan and agreement with your staff should they need to work from alternate locations. There are many websites and organizations that provide information on the basic steps of developing a telework plan.

## Employment

Unlike other disasters or emergencies, a pandemic occurs worldwide affecting many states and countries at the same time. During this time, your organization is likely to experience prolonged absenteeism, changes in the demand for goods and services, and interrupted supply chains. To ensure your organization can still provide essential services to the public, you will need to prepare a plan for operations with a reduced workforce. Consider the following recommendations when developing your response plan:

1. Develop a sick leave policy that doesn't penalize ill employees. Recognize that sick employees need to stay home to care for themselves and their family members.

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2. Cross train employees in more than one function so you can sustain business-essential functions.
3. Work with your employees and their unions to address leave, pay, transportation, and other human resource issues.
4. Assist employees in managing additional stressors during a pandemic. If feasible, provide opportunities for support and counseling.

The most important part of pandemic planning is to work with your employees and local and state health agencies to develop a plan that will keep your employees and the public safe.

### Schools

Physical distancing as a non-pharmaceutical intervention is key during a pandemic. In an effort to stop the spread of the illness, schools may be closed for an indeterminate amount of time. School closures will likely increase absenteeism in your organization as parents and caregivers will need to stay at home to care for children. If your organization has hourly employees that cannot work from home, consider how school closures will impact them financially.

### Social Distancing

During a pandemic, social distancing measures are taken to stop or slow the spread of an infectious illness. Some social distancing measures include canceling events and limiting large groups of people from gathering. Examples include closing schools and canceling concerts and sporting events. While social distancing can have a positive effect on the rate of transmission, it can also have a negative impact on communities. Social relationships are key to a community's resilience and ability to get through shared events. When developing your organization's response plan, remember to keep in mind how social distancing can affect employee's mental and behavioral health.

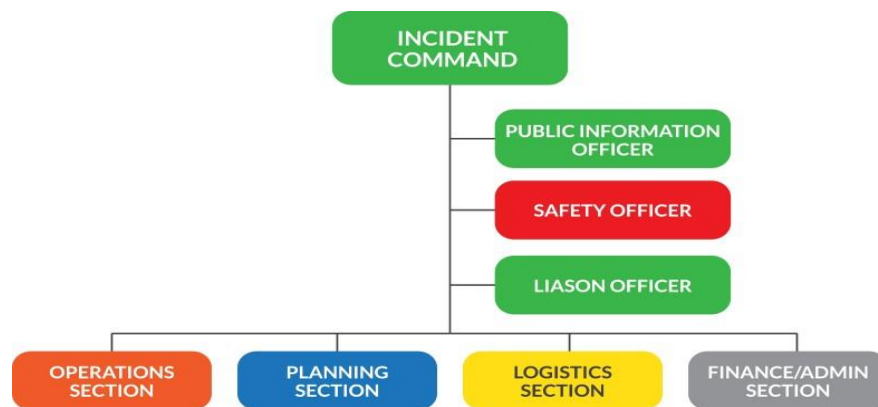
## APPENDIX I – Incident Command System

The Incident Command System (ICS) is designed to manage any size of incident from the response phase through the recovery phase. The structure of ICS is designed to be scalable according to the severity and nature of the event as well as to meet the changing conditions and demands of the incident. The incident command structure allows organizations to respond to any emergency in a planned, organized, and efficient way. ICS is used widely in both the public and private sector to manage incidents and is the worldwide emergency management standard. For more information on ICS, please see the information below and further information in our resource section.

### Incident Management Team

The purpose of the Incident Management Team (IMT) is to organize and coordinate all aspects of response and recovery efforts following an incident. The IMT is divided into sections according to four functional areas: operations, planning, logistics, and finance/admin. The IMT also includes additional staff that fill supporting roles in public information, safety, and interagency coordination.

### Incident Command Structure



### Incident Command Roles and Responsibilities

#### Incident Commander

The Incident Commander (IC) is responsible for the overall management of the incident. The IC establishes the strategy and tactics for the incident response effort and has the ultimate responsibility for the success of all response and recovery activities. The IC role is filled at every incident, no matter how small or large and is selected by qualifications, experience, and level of authority within the organization. In collaboration with Section Chiefs, the IC determines incident objective and strategy, sets immediate priorities, and authorizes an Incident Action Plan.

## **Pandemic Planning Response Guide**

### **Public Information Officer**

The Public Information Officer (PIO) reports to the Incident Commander and is responsible for the development and release of information about the incident. The PIO conducts media briefings, develops messaging, distributes information to incident personnel, and works closely with other members of the IMT.

### **Safety Officer**

The Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations as well as developing measures for assuring personal safety. The Safety Officer reports directly to the IC and is the only person that can supersede the IC in the event of an unsafe situation.

### **Liaison Officer**

The Liaison Officer's (LO) role is to serve as the point of contact for assisting and coordinating activities between the Incident Commander and other healthcare providers and government agencies. The LO reports directly to the Incident Commander.

### **Operations Section Chief**

The Operations Section Chief manages the incident's tactical operations by directly supervising all resources assigned to the Operations Section. The function of Operations Section is to accomplish the response and recovery strategies by directing resources to execute tactical objectives. The Operations Section Chief directs all the incident tactical operations and assists the IMT in the development of the Incident Action Plan.

### **Planning Section Chief**

The Planning Section Chief supervises the collection, evaluation, processing, and dissemination of the Incident Action Plan (IAP). The function of the Planning Section is to collect and evaluate information that is needed for preparation of the IAP. The Planning Section forecasts the probable course of events the incident may take and prepares alternative strategies for changes in or modifications to the IAP.

### **Logistics Section Chief**

The Logistics Section Chief manages logistical needs and provides facilities, services, people, and materials in support of the incident. The Logistics Section is responsible for all service support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. This Section also provides facilities, security, transportation, supplies, equipment maintenance and fuel, food services, and communications and information technology support.

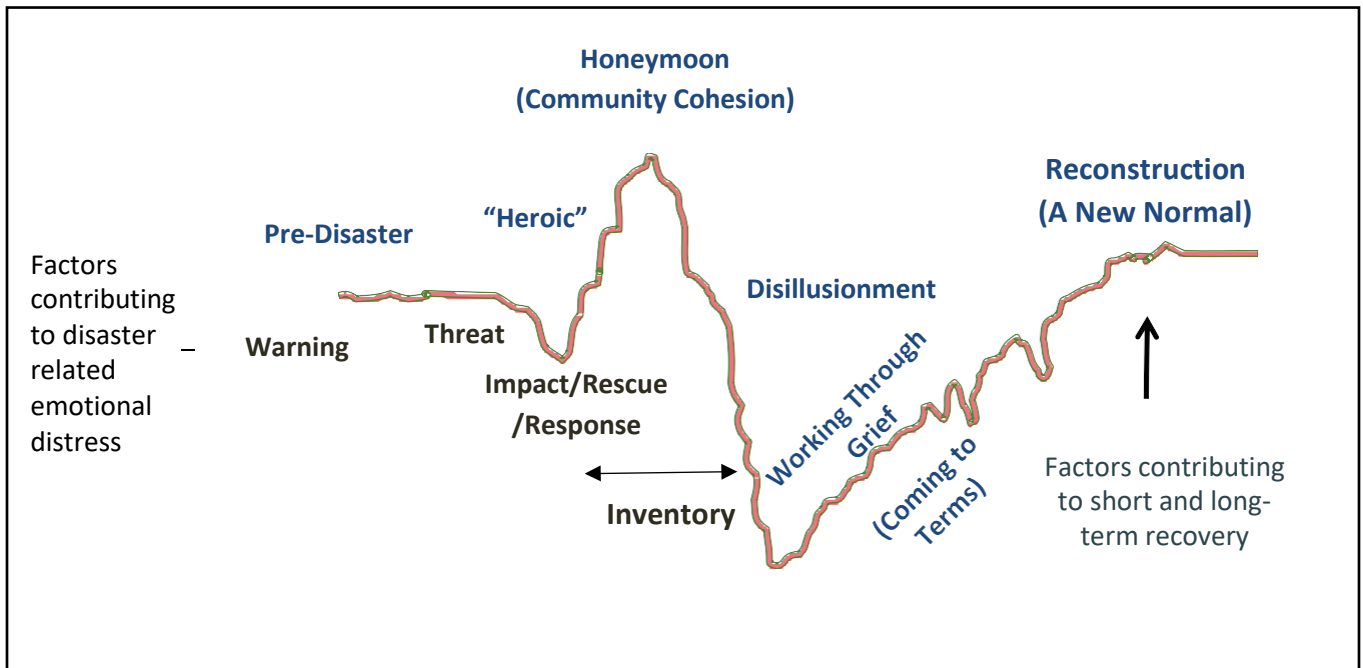
## **Pandemic Planning Response Guide**

### **Finance/Administrative Section Chief**

The Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of an incident. The Finance/Administration Section must fiscally manage the incident, including claims processing, contracting, and administrative functions.

## Appendix II – Phases of a Disaster

### Timeline for Most Disasters/Emergencies Behavioral Impacts – Preparing for a New Normal





### References

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### Resources

#### [What Employers Can Do to Protect Workers from Pandemic Influenza](#)

Employers can use a set of occupational safety and health controls referred to as the "hierarchy of controls" to reduce exposures to pandemic influenza in their workplaces. The types of control measures, listed from most effective to least effective that may be used to protect yourself, your workers and your customers are contained in this fact sheet.

#### [Business Pandemic Influenza Planning Checklist](#)

The Centers for Disease Control and Prevention (CDC) has developed the following checklist for businesses. It identifies important, specific activities large businesses can do now to prepare, many of which will also help in other emergencies.

#### [FEMA Pandemic Influenza Continuity of Operations Annex Template](#)

This template provides guidance to assist organizations in developing a Pandemic Influenza Continuity of Operations plan or, if the organization already has a continuity plan, a Pandemic Influenza Annex. The template contains all elements of a viable continuity plan and allows organizations to insert information as deemed appropriate.

#### [Federal Emergency Management Agency \(FEMA\): National Incident Management System \(NIMS\) Resource Center: Incident Command System \(ICS\) Training](#)

FEMA Resource center includes an ICS overview, ICS core competencies, Incident Management Teams, FAQs, NIMS Alerts, Training, ICS Resource Center, and additional resources.

#### [Paycheck Protection Program](#)

The Paycheck Protection Program is an SBA loan designed to provide a direct incentive for small businesses to keep their workers on the payroll. SBA will forgive loans if all employees are kept on the payroll for eight weeks and the money is used for payroll, rent, mortgage interest, or utilities.

#### [Telework Basics](#)

Telework can give employees more control over their schedules and flexibility in meeting personal and professional responsibilities. It can offer freedom from office distractions, reduce work-life stress, and provide an alternative workplace arrangement in case of emergencies. Telework Basics provides step-by-step plans to assist your organization in developing telework plans and agreements.

#### [Substance Abuse and Mental Health Services Administration \(SAMHSA\) publications on helping cope with disaster-related emotional distress:](#)

[Coronavirus Resources and information](#)

[Disaster Distress Helpline](#)

[For Parents or caregivers- Tips for Talking to Children and Youth After Traumatic Events: Guide for Parents and Educators](#)

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### [Institute for Disaster Mental Health \(IDMH\)](#)

Compiled resources from SAMHSA, American Psychological Association, American Counseling Association, American Red Cross and IDMH

[Multilingual Mental Health Resources](#): Helpline Switchboard

[University of Washington's Institute for Health Metrics](#) has created a model to predict when the coronavirus will peak in each USA state.

## **About Connect Consulting Services**

Connect Consulting Services is a national woman-owned business that takes a holistic approach to emergency management, business continuity and disaster recovery for organizations, businesses and government agencies. We pride ourselves in offering our clients peace of mind by helping them prepare for, learn the skills to respond to and recover from disaster — all through our effective emergency management planning and training services.

If you have questions or need hands-on assistance with preparing to respond a pandemic outbreak , please contact our team at 916-758-3220, email us at [connect@connectconsulting.biz](mailto:connect@connectconsulting.biz), or schedule a call with this link [www.Calendly.com/connectconsulting](http://www.Calendly.com/connectconsulting).