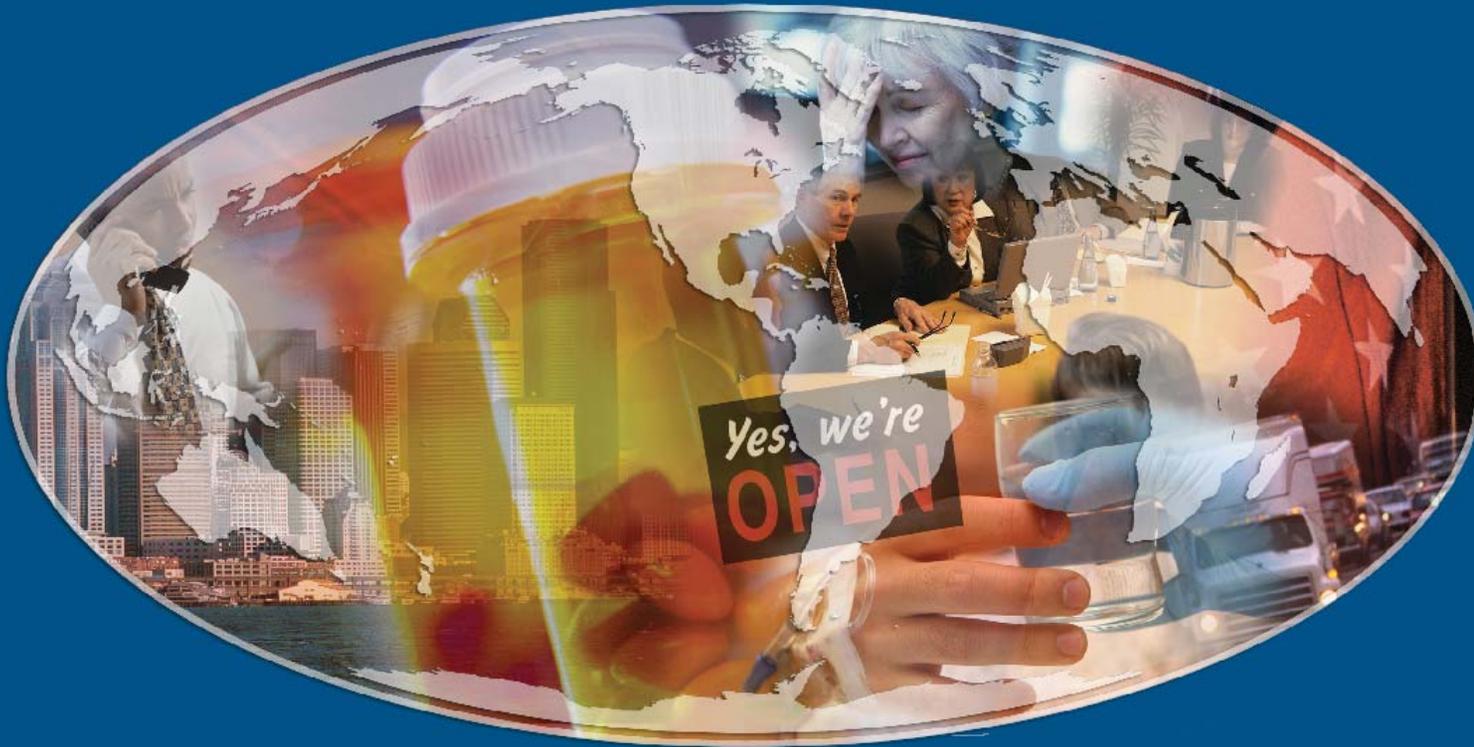


PANDEMIC INFLUENZA

Preparedness, Response, and Recovery

GUIDE FOR CRITICAL INFRASTRUCTURE AND KEY RESOURCES



Homeland
Security

Annex:
Food and Agriculture
Sector Pandemic
Guideline



ANNEX: Food and Agriculture Sector Pandemic Influenza Planning Guidelines

Purpose: This Sector-specific guideline is an annex to the *Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources (CIKR Pandemic Influenza Guide)* and intends to assist the Food and Agriculture Sector, and the businesses and entities within the Sector, plan for a catastrophic pandemic. Companies that fail to prepare for such a prolonged catastrophic are more likely to find themselves without the staff, equipment, or supplies necessary to provide food and agriculture products to their communities and customers than those companies that do prepare for a pandemic. For a copy of the complete CIKR Pandemic Influenza Guide, please see www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf.

How to Use Guidelines: The guideline is intended as a non-prescriptive reference for owner-operators and a practical tool that business planners can use to augment and tailor their existing emergency response plans given the unique challenges a pandemic influenza presents. **It is important to integrate your pandemic influenza planning with your existing business continuity and emergency response plans and/or the CIKR Pandemic Influenza Guide's comprehensive framework for pandemic catastrophic planning.** This annex addresses the major challenges the Food and Agriculture Sector may face and should assess in its pandemic influenza planning within the seven key areas of vulnerability highlighted in blue boxes in the Guideline. There are other valuable and relevant pandemic planning resources available that you can consult, including the "Pandemic Continuity of Operations Template for Pandemic Flu Preparation," by the Processor/Manufacturer Sub-Council of the Food and Agriculture Sector Coordinating Council (FASCC). While not necessarily applicable to all businesses or entities, each relevant *Action, Supporting Action, and Question in this Guideline* can be integrated and managed as a separate checklist item during the planning process.

- **Actions:** These are primary checklist items with numerous related supporting actions and questions to consider.
- **Supporting Actions:** Expanding on the overarching action, these supporting actions offer suggestions for further study.
- **Questions to Consider:** These questions are designed to focus on the main and supporting actions. The questions are not comprehensive; they are designed simply to represent a starting point to stimulate thinking about further actions and options.

Planning Assumptions: Influenza pandemics are unpredictable; it is impossible to forecast the characteristics or severity of a pandemic flu virus accurately. The Centers for Disease Control and Prevention (CDC) define a severe pandemic influenza as a Category 4 or 5 with case fatality ratio of 1 percent or higher. Given today's highly mobile population, if a severe pandemic influenza emerges, outbreaks may occur nearly simultaneously across the country making reallocation of resources more difficult than in other emergencies. Therefore, each company must primarily rely on its own internal resources to respond. While a pandemic flu will likely affect a given community for six to eight weeks, nationally a wave may linger for up to 12 weeks. Thus, even though a community outbreak may have subsided, businesses that depend on a national supply chain may find themselves without the necessary materials, supplies, and workforce because other communities may still be affected. The guidance, which is based on disease impact assumptions (www.pandemicflu.gov/plan/pandplan.html) from the CDC, includes the following:

- *Susceptibility to the pandemic influenza virus will be universal.*
- *Once sustained person-to-person transmission begins, the disease will spread rapidly around the globe.*
- *The clinical disease attack rate will likely be 30 percent or higher in the overall population during the pandemic.*
- *Rates of absenteeism will depend on the severity of the pandemic. In a severe pandemic, absenteeism attributable to illness, the need to care for ill family members and fear of infection may reach 40 percent during the peak weeks of a community outbreak.*
- *Epidemics will last 6-8 weeks in affected communities.*
- *Multiple waves (periods where community outbreaks strike across the country) will likely occur with each lasting 2-3 months.*

For detailed information on the complete set of planning assumptions and the pandemic influenza context, see Section 3 of the CIKR Pandemic Influenza Guide and the other Federal guidance at www.pandemicflu.gov.



ESSENTIAL PRODUCTS, SERVICES AND FUNCTIONS

Industries in all sectors of the American economy will experience pandemic flu impacts – the Food and Agriculture Sector, and the poultry industry specifically, are hardly exceptions. The Sector includes the broad spectrum of industries responsible for all facets of food production, from “farm to fork.” Broad service failures to businesses IT and power providers as well as basic disruptions to transportation services may generate security challenges for the Food and Agriculture Sector, not to mention the thousands of communities across the United States that it serves. Effective coordination with public safety officials and community leaders will facilitate the integration of Food and Agriculture companies into all community emergency operations plans. The Food and Agriculture Sector produces, processes, manufactures, provides, and protects food and agriculture products for human and animal consumption; processes, supports the restaurant and food service industry; and represents the retail food owners and operators.

ACTION Identify and assess your company’s essential products, services, and functions.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Identify essential services that must keep operating and identify the critical functions needed to support those services</p> <p>Identify services and functions (e.g., training, R&D, marketing) that you can suspend.</p> <p>Using the CARVER + Shock methodology to assess risk, analyze the economic and psychological (i.e., shock) consequences, in addition to the public health consequences, of the effects from a severe pandemic influenza outbreak. For additional information on the Carver + Shock vulnerability assessment methodology, please see www.cfsan.fda.gov/~dms/vitcarv.html.</p> <p>Identify key customers (i.e., first responders, government offices, and hospitals) who should receive prioritized service.</p> <p>Prioritize essential services and functions given their value to your critical customers and the community.</p> <p>Identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records and information systems needed to support essential functions.</p>	<ul style="list-style-type: none"> • Can you maintain essential services and functions given the potential of up to 40 percent absenteeism during a pandemic flu outbreak? • What essential business functions and processes must you sustain to produce, distribute, and maintain essential services, functions, and processes? • If a pandemic flu reduces the number of available workers, raw materials, and ingredients, have you considered prioritizing production of your most essential products? For example, could a beverage company choose to produce multi-serve rather than single serve containers? • Who are your critical customers? Can you prioritize essential services/functions to serve critical customers (e.g., hospitals, military bases, nursing homes, schools, universities, baby formula manufacturers, etc.)? • Have you communicated with your suppliers, business partners; Federal, State, and local government entities; health care providers; and critical customers about jointly planning for a pandemic flu? • Have you revised your incident management capabilities to address a pandemic influenza threat? • Have you devised plans to accommodate for the impact of suspending certain operations? • Have you established alternatives to assure cash transactions with the public are minimized? For example, could a grocery store or fast food establishment rely entirely on credit card transactions temporarily? • Have you identified alternative fund-transfer means should the pandemic influenza impact usual mechanisms (banking) for funding suppliers and paying employees? • Assume your production facility is off-line. Have you engaged local and state stakeholders in contingency planning? • Are there certain foods you may be able to suspend production of during a pandemic influenza?



ESSENTIAL ASSETS AND EQUIPMENT

Unlike other disasters, a pandemic flu will not physically damage infrastructure. However, planners must assess the impact that personnel loss (attributable to illness, the need to care for ill family members, fear of infection and death) will have on reduced or delayed maintenance of essential systems or equipment. Additionally, an influenza pandemic's impact on the supply chain (i.e., "just-in-time delivery, distribution centers, warehousing, and logistics) could limit your ability to receive replacement parts and supplies, or to conduct routine maintenance for an extended period. The food supply chain is long and fragile, beginning at farms and factories, moving to wholesalers who sell food to retailers (i.e., big box stores, grocery stores, and independent grocers), food service companies, and institutions (i.e., schools, hospitals). Planners should have plans that address contingencies and their impacts on primary and supporting essential equipment. Organizations that rely on remote real-time services to maintain continuity should consider adjusting their telecommuting activities to make them more efficient. A list of essential assets and equipment may include: tractors, raw material mixers, processing equipment, packaging equipment, refrigeration equipment, fertilizer-pesticides-insecticide dispersion equipment, animal feed containers, customer call centers, and Supervisory Control And Data Acquisition (SCADA) systems.

ACTION Review assets and equipment critical to support each essential function.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify equipment that must operate continuously and/or at key periods to sustain essential functions and processes.	<ul style="list-style-type: none"> • Can you modify equipment and processes temporarily to maintain essential functions? • How will influenza pandemic-induced changes (e.g., increased use of drive-thru window service, increased reliance on supermarket home delivery options, decreased demand in poultry products) affect operations and demand on essential equipment? • How will you maintain and repair essential equipment given potential supply chain issues? • Is your equipment clearly mapped and marked so it can be located in case of emergency repair or replacement by non-regular staff others? • Have you developed standard operating procedures for your processes and equipment, and, if so, have you distributed them broadly to managers and staff? • Do you have pre-established contracts with multiple equipment vendors for emergency replacement and repair during a pandemic influenza? • How do you plan to ensure hygienic conditions in mission critical areas used by multiple shifts (e.g., contracting with a cleaning company)? • Do you have sufficient backup personnel to maintain and repair essential equipment given that 40 percent of your workforce could be absent?
<input type="checkbox"/>	Identify and prioritize safety/security requirements for maintaining essential equipment and assets.	
<input type="checkbox"/>	Review primary and supporting components of critical equipment to identify potential single-point failures and possible cascading consequences.	
<input type="checkbox"/>	Consider how each action relates to those actions in your organization's contingency plans to address other emergencies.	
<input type="checkbox"/>		

ACTION Prepare to sustain products and services for individual waves lasting up to 12 weeks nationally.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Prioritize your available options to reduce demand on products and services.	<ul style="list-style-type: none"> • Is there excess operational capacity for essential equipment to sustain functions while alternating and reducing demands on specific equipment and workers (e.g., technology to support remote operations)? • Do you have replacement parts available for essential equipment either on-site or locally? • Is your regular routine maintenance on your essential equipment up-to-date, and how much routine maintenance is required for this equipment? • Do you have updated standard operating procedures for this equipment, and have you changed them to address pandemic influenza conditions (e.g., social distancing strategies)? • Can you defer or accelerate scheduled maintenance on short notice? • Have you considered how to maintain essential services and functions if another disastrous event (such
<input type="checkbox"/>	Assess and test remote connectivity and accessibility options for workers to ensure products and services remain operational.	
<input type="checkbox"/>	Assess recurring and preventative maintenance requirements.	
<input type="checkbox"/>	Assess implications if essential equipment fails in	



<input type="checkbox"/>	<p>the early stages of a pandemic influenza.</p> <p>Join with a mutual aid and assistance program to assist with essential equipment, noting that traditional mutual aid networks may be unavailable or limited during an influenza pandemic.</p>	<p>as a hurricane, earthquake, or terrorist attack) affects your critical systems/equipment during a wave?</p> <ul style="list-style-type: none"> • Can you maximize use of equipment/processes that can function via remote access?
--------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

ESSENTIAL RAW MATERIALS AND SUPPLIES

A pandemic flu “wave” may linger in a community for six to eight weeks and for up to 12 weeks nationally. The negative impacts on individuals, businesses, and the nation from the illness and disease mitigation strategies will have an effect over a much longer duration than other typical disasters. A severe pandemic influenza may disrupt access to your essential materials and supplies necessary to function for up to three months. Operators should explore their supply chains, beginning with internal storage capacity and tracking along the network to their source. A severe pandemic influenza could disrupt the chain quickly, leaving grocery store shelves empty and customers angry. Given an increased reliance on “just-in-time” delivery and potential impacts that could shut down the supply chain, you may consider stockpiling feed, chemicals, pesticides, repair equipment, replacement parts, and infection control supplies (e.g., hand sanitizer, cleaning supplies) on-site.

ACTION Identify materials and supplies to sustain essential functions and equipment for up to 12 weeks.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify the critical materials/supplies needed to ensure continuity of operations.	<ul style="list-style-type: none"> • How can you expand stockpiles (e.g. fuel, feed, water, and chemicals) to sustain essential operations for up to 12 weeks in the event of a supply chain or delivery interruption?
<input type="checkbox"/>	Prioritize essential material and supplies necessary to operate equipment and sustain essential functions.	<ul style="list-style-type: none"> • What happens if your supply chain is unable to provide critical materials or supplies? • Will advance notice of supply-chain disruption be available? Will it be sufficient to switch suppliers or take plants offline?
<input type="checkbox"/>	Identify options to reduce demand for essential supplies and materials.	<ul style="list-style-type: none"> • What available supplies might you substitute as backups temporarily for preferred ones?
<input type="checkbox"/>	Explore options for expanding stockpiles and close-by storage.	<ul style="list-style-type: none"> • Do you have sufficient stocks of personal protective equipment and cleaning supplies to ensure high levels of hygiene in common work areas that will be used by personnel required to maintain essential services?
<input type="checkbox"/>	Assess internal and external supply-chain support operations and contracts.	<ul style="list-style-type: none"> • Are there operations and maintenance processes you could modify to reduce demand to stock supplies?
<input type="checkbox"/>	Assess costs to procure, stock, and/or ensure delivery of essential materials.	<ul style="list-style-type: none"> • Have you identified possible alternate operating facilities and prepared personnel for the possibility of an unannounced relocation of essential functions? • Do critical systems have replacement parts on-site for maintenance?

ACTION Determine the most effective ways to ensure an adequate supply of essential materials.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Assess costs to procure, stock, and/or ensure delivery of essential materials.	<ul style="list-style-type: none"> • Currently, what is the level of fuel stockpile you have available? Can you calculate the cost of expanding your stockpile to cover a 12-week pandemic flu wave?
<input type="checkbox"/>	Identify physical or safety limitations in stocking sufficient critical supplies locally.	<ul style="list-style-type: none"> • Can you fund an expansion of fuel supplies? Feed supplies? Chemical supplies? Are special financing methods warranted?



- Identify a formal chain of command to ensure someone is available to authorize major emergency procurements.
- Identify additional security needs for increased high-value material stockpiles.
- Coordinate with critical supply-chain vendors, and identify secondary sources for critical supplies.

- What options do you have if drivers cannot deliver food supplies to distribution centers? What happens if some drivers refuse to travel to/through areas they deem to be at high risk? Can you staff each delivery truck with an extra driver when it strikes?
- Where can additional supplies be stored if on-site capacity is limited and/or at capacity?
- Are there additional security constraints with off-site storage of supplies?
- Have you authorized essential workers to expedite critical purchases of supplies and materials via credit card or purchase order when supervisors may not be available? Have you made up emergency purchase orders for those companies that supply your operations?
- Are there realistic options for obtaining these essential materials/supplies elsewhere during an influenza pandemic (e.g., Fed/State/local government stockpile, mutual assistance business stockpile, or excess capacity in large or “non-essential” businesses)?
- If you cannot stockpile critical materials or your supply chain fails, do you have effective backup plans (e.g., pre-negotiated contracts with other suppliers for priority deliveries)?
- To improve availability options, are there pre-established contracts with multiple vendors of essential supplies? Who do your vendors rely on for their supply and transport services?
- Have you considered limiting the number of food items that each consumer can purchase during a pandemic flu outbreak to ensure shoppers do not clear out your supply too quickly?
- Have you integrated your plans with local/regional suppliers to ensure you receive priority support?
- How can you provide incentives for your support contractors to become better prepared (e.g., collaborate on planning, integrate preparedness training, and stipulate pandemic flu planning and certification in supply contracts)?



ESSENTIAL WORKERS

A severe pandemic influenza may generate extended absences for essential workers that might affect you and your supply chain. During a pandemic flu, the workforce absentee rate may reach 40 percent. To complicate matters, the disease will strike randomly from the farm to the boardroom, and it will affect employee's family members. The food industry has no fat, operating with as few workers as possible. The grocery business, for example is a low-margin industry. Moreover, given an increasing reliance on "just-in-time" manufacturing and delivery, the industry today favors distribution centers over warehouses. Therefore, losses to the workforce or disruptions to the transportation system will affect the sector's ability to function. Implementing rigorous personal hygiene and social distancing strategies along with the strategic use of Personal Protective Equipment (PPE) in the workplace may alleviate a potential worker-related crisis. A list of your most essential workers may include: farm workers, equipment managers, food packaging professionals, food inspectors, equipment maintenance/repair specialists, business and operational support, and executive management.

ACTION Identify the types and numbers of workers critical to sustain essential functions.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Identify essential workers based on ability to sustain essential equipment/functions.</p> <p>Establish clear roles and responsibilities of employees, labor organizations, staff, supervisors, and managers.</p> <p>Assess impacts from an extended absence by essential workers.</p> <p>Assess requirements given differences in operational demands for essential workers (e.g., farmers vs. food packaging personnel).</p> <p>Describe the order by which decision making authority is passed from various individuals in your company or organization's leadership.</p> <p>Assess your options to obtain contractor backup support on essential operations and determine how quickly that can be started.</p>	<ul style="list-style-type: none"> • Have you identified the workers needed to sustain the essential functions and equipment necessary to produce your most essential goods and services? For example, do you have certified operators of specialized equipment who must be onsite at low-acid canning operations or does your State mandate a licensed pasteurization equipment operator onsite? • Are there practical temporary options you can exploit to increase worker availability (e.g., extending shifts to 12 hours, adding focused overtime, and using non-essential workers both as essential replacements and to augment essential workers)? • Are there constraints in employing union contract workers and/or for specific local worker contracts in non-standard ways during an emergency temporarily (e.g., can a skilled maintenance technician temporarily serve as an operator)? • Do you have alternative food delivery mechanisms (i.e., Internet shopping, self-checkout, drive-thru windows, and curbside pickup) that you could employ? What steps must you take to scale up these mechanisms? What are the added costs associated with them? • What different challenges do you face with modifying standard tasks and/or supporting or replacing full-time versus part-time or seasonal employees? • Are there differences in your workforce by age and/or family status (e.g., employees with younger children may be more affected by school closures and self-quarantine)? • Have those workers not typically be considered "essential" in most disaster scenarios but will become so in an influenza pandemic been assessed, such as facility janitors? • Will employees be willing to risk their health and the health of their families to come to the worksite? • What are the different challenges for on-site vs. off-site and full vs. part-time contractors? • What essential operations might you support temporarily through external contract support, and how prepared are these support contractors for an influenza pandemic? • Have you identified the approximate number of workers who will require PPE in order to maintain operations?



ACTION Identify policies and procedures to ensure a safe workplace.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	<p>Emphasize worker/workplace disease control and protection. For more information, see: www.pandemicflu.gov/plan/workplaceplanning/index.html.</p>	<ul style="list-style-type: none"> • Have you considered sending home non-essential staff to reduce the chance for disease introduction and transmission? For how long will you send them home? • Have you considered the need and conditions for more extreme measures, such as sequestering on-site the most essential staff?
<input type="checkbox"/>	<p>Encourage employees to receive the annual/seasonal influenza vaccine, by whatever method is most appropriate to the workplace (e.g., private healthcare provider, onsite occupational health program, local public health provider). For more information on preparing your workplace for an influenza pandemic, see: http://www.osha.gov/Publications/influenza_pandemic.html.</p>	<ul style="list-style-type: none"> • How do you fund the costs associated with stocking worker protection items such as PPE? • Have you considered providing employees the seasonal influenza vaccine for free or at a reduced cost? • Do you have an annual seasonal influenza vaccination program for workers already in place? For more information, see www.cdc.gov/flu/professionals/vaccination/.
<input type="checkbox"/>	<p>Evaluate your workplace PPE needs and make an initial determination about the types of PPE best suited for your various workers. For suggestions, see: www.osha.gov/Publications/influenza_pandemic.html.</p>	<ul style="list-style-type: none"> • Have mask and respirator training and fit testing been reviewed and incorporated in the plans based on OSHA requirements (www.osha.gov/Publications/influenza_pandemic.html)? • Are there new or additional procedures and supplies necessary to ensure poultry workers are safe (www.osha.gov/OshDoc/data_AvianFlu/poultry_employees.pdf and www.osha.gov/dts/shib/shib121304.html) or restaurants and grocery stores are disinfected properly during, between shifts, and after deliveries? Do you have sufficient supplies of appropriate cleaning solutions and trained crews to worksites and waiting areas in accordance with OSHA www.osha.gov/Publications/influenza_pandemic.html and NIOSH www.cdc.gov/niosh/?
<input type="checkbox"/>	<p>Procure personal protective equipment (PPE) for use by essential workers during the pandemic influenza outbreak.</p>	<ul style="list-style-type: none"> • Do you have a process for an occupational health nurse to follow up with sick workers? • Are there alternate plans for worker follow-up if no occupational health nurse is available? • Should worksite and vehicle (driver, passenger and cargo areas) cleaning procedures be enhanced (www.osha.gov/Publications/influenza_pandemic.html)?
<input type="checkbox"/>	<p>Develop protocol (i.e., seek medical attention, avoid workplace, notify supervisor) for employees to follow if they contract the virus, show symptoms, or have ill family members.</p>	<ul style="list-style-type: none"> • Have you considered closing or restricting use of non-critical common areas, such as exercise rooms, break rooms, and cafeterias? • Have you considered stockpiling antibacterial hand sanitizer, soap, tissues, waste receptacles, environmental cleaning supplies, and EPA-registered disinfectants?
<input type="checkbox"/>	<p>Consider screening employees and visitors at the entrances to your critical facilities.</p>	<ul style="list-style-type: none"> • Do you have the ability to offer hand sanitizer and/or masks to employees and shoppers? • Have you considered the need or the ability to completely separate staff and customers/visitors while performing functions?
<input type="checkbox"/>	<p>Consider limiting workplace access to visitors and other non-essential workers.</p>	<ul style="list-style-type: none"> • If you are only the occupant of a facility, have you factored the facility's pandemic flu plans into yours? • Have you considered the point at which you would need to close a facility or other sector business given either a lack of help and/or a lack of product? • Are there available facilities for PPE storage? • In order to have workers trained in advance, are there current training programs, which you should implement routinely, on hygiene, decontamination, and disinfection of the environment?



ACTION Identify policies and procedures to protect and sustain workers during a pandemic influenza.		
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Reduce demands on essential workers.	<ul style="list-style-type: none"> • Are there practical temporary changes you can take to increase essential worker availability (e.g., extending shifts to 12 hours, adding overtime, and using other non-essential workers)? • Are there recent retirees or other pools of workers who can assist during a pandemic flu? • Have you cross-trained non-essential workers to perform essential jobs during an influenza pandemic? Have you cross-trained office personnel to perform communications and customer service-related tasks during an emergency? • Have poultry worker preparedness plans been reviewed and incorporated in the plans based on NIOSH requirements (www.cdc.gov/niosh/topics/avianflu/)? • Can you employ off-site work options for portions of your staff (e.g., call center, HR staff)? • Are your telecommunications and information technology infrastructure capable of shifting calls, data and other services off-site? • Have you considered the use of antiviral medications to keep your workforce healthy?
<input type="checkbox"/>	Temporarily augment essential worker ranks.	
<input type="checkbox"/>	Consider, where practical, plans to have an increased number of employees work from a safer off-site location (i.e., home).	
<input type="checkbox"/>	Develop protocols (i.e., seek medical attention, avoid workplace, notify supervisor) for employees to follow if they contract virus, show symptoms, or have ill family members.	

ACTION Identify Human Resource (HR) protective actions and policies to sustain essential workforce.		
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Assess standard HR policies and procedures.	<ul style="list-style-type: none"> • Have you adapted existing or developed new sick leave policies to support ill workers and workers with ill family members (www.pandemicflu.gov/plan/community/commitigation.html)? • Have you met with unions and other HR groups on implementing new policies temporarily? • Have you communicated with workers and their families about potential HR policy changes? • Have you identified possible actions to help reduce potential abuse of the leave policies? • Have you noted legal ramifications (e.g., costs) of emergency HR and leave policies? • Have you considered prescreening essential staff to gauge their willingness to receive antiviral medications and/or vaccines given the potential side effects? • Have you consulted with health authorities to update confidentiality policies in order to manage employees who have potentially been exposed? • Have you developed/updated workforce deployment policies regarding teams and crews working together and potential need to keep employees separated? • Have you developed a staff travel policy (work and non-work related travel), including possible provisions for quarantine after returning from an infected area? • Have you considered relevant Federal, State, or local laws (e.g., FMLA www.dol.gov/esa/whd/fmla/) that govern extended leave for employees?
<input type="checkbox"/>	Develop additional HR policies specific to pandemic flu response.	
<input type="checkbox"/>	Identify likely legal considerations that may arise from these new HR actions.	
<input type="checkbox"/>	Develop plans and procedures that provide support and assistance to employees' families.	
<input type="checkbox"/>	Provide regular communication to staff on the latest health advisories and recommendations regarding the pandemic influenza.	



ESSENTIAL INTERDEPENDENCIES

When a pandemic flu strikes, it will affect all sectors of society. Preparedness and response requires a coordinated national response, including Federal, State, local governments and the private sector. To facilitate a swift pandemic influenza response and recovery, the owners and operators of the Food and Agriculture Sector must identify and sustain their essential interdependencies within and across sectors. Other sectors rely on the Food and Agriculture Sector to produce, manufacture, and deliver food products. Conversely, the Food and Agriculture Sector relies on other sectors, including the Energy, Transportation, and Water Sectors, to operate. The interdependent nature of the Sector presents challenges and opportunities for coordinating public and private sector preparedness activities.

ACTION Identify interdependent relationships and take actions to sustain this support.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Assess materials and modes of transportation used to deliver them (e.g., water by rail, feed by truck, or additives transported by air).</p> <p>Assess the capability of your internal and external communication channels to function under stress of pandemic flu environment.</p> <p>Develop joint operational plans with key suppliers and customers in the public and private sectors.</p> <p>Assess capability of mutual aid and assistance networks to reduce vulnerabilities.</p> <p>Develop joint operational plans with key suppliers and customers in the public and private sectors.</p> <p>Assess capability of mutual aid and assistance networks to reduce vulnerabilities.</p>	<ul style="list-style-type: none"> • Do you have alternative suppliers of fuel for your delivery vehicles? Does your supplier have a pandemic plan to continue to provide fuel during a pandemic outbreak? If not, can you arrange to put in more fuel tanks onsite in case of an interruption in fuel delivery? • How are your raw materials, insecticides, nutrients, and other supplies delivered to you, and will they continue providing a reliable supply of materials during a pandemic flu? • Do you have predetermined procurement strategies? Have you met with your suppliers to identify a prioritized list of staples, such as baby formula, that you will need to stock to ensure delivery to your most critical customers (i.e., hospitals, nursing homes, and penal institutions, etc.)? • Do wholesalers and retailers have secured agreements with suppliers to ensure deliveries? • If communications networks fail or become unreliable or slow, can you maintain contact with your key suppliers, remote workers, customers, or other essential parties? • Are there alternatives (e.g., electronic payment) if a pandemic influenza disrupts accounts payable and receivable processes and other payment collection options? • What safety or security requirements will a pandemic flu pose? Have you coordinated with local public safety officials about security arrangements? For example, have you met with local police about adding security to limit access to grocery stores if electricity fails or there is a spike in demand for food products and other staples? • What will be the effects on your operations be if many of your customers, including restaurants, hotels, schools, and colleges shut down during a pandemic flu wave? • Have you considered the possibility of hoarding and/or stealing of food from stores, storage sites, and/or delivery vehicles? • Do you participate in public and private pandemic flu planning and response training exercises?



REGULATORY ISSUES

In response to a pandemic influenza, the government may provide direct support in the form of vaccines, antiviral medications, and personal protection supplies for essential workers; priority and clearances for a business' supply deliveries; on-site public safety and physical security augmentation. Indirect support may come from governmental relief such as waivers for key regulatory issues specific to a sector. However, no company should consider possible relief and/or waivers from regulatory requirements in their pandemic flu planning. Discussions with regulatory officials can best identify issues needing to be addressed before a pandemic.

ACTION Identify Federal/State/local regulatory regulations that may affect operations.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify regulations that, if temporarily modified, would reduce impacts on critical functions, resources, and workers.	<ul style="list-style-type: none"> What potential regulatory issues (e.g., food safety and food inspection) might your organization need to address during an influenza pandemic? What temporary direct/indirect government actions may help or hinder your organization's ability to maintain its business continuity and/or delivery of essential services and functions? Have you prepared for impacts from potential government response actions and cross-jurisdictional differences in response (e.g., possible quarantine of specific communities; widespread or localized travel restrictions)? Can you ensure your workers can get to work? What are the effects on your business if border closings restrict your ability to import foods (i.e., green onions, shrimp) from out of the country? Are there potential temporary worker and workforce strategies you can use in response to regulatory challenges generated by a pandemic flu (e.g., credentialing workers, extending hours)? How will Federal/State/regional/local governments coordinate and communicate updated information on the evolving pandemic flu and the trigger points and actions to be taken?
<input type="checkbox"/>	Identify direct/indirect government support options that may help sustain operations.	
<input type="checkbox"/>	Coordinate possible direct/indirect support and specific regulatory constraints and relief options in advance with the appropriate Federal/State/local government officials.	
<input type="checkbox"/>	Communicate potential relief actions in advance to workers, supporting entities, insurers, and customers.	

IMPACTS FROM COMMUNITY DISEASE MITIGATION STRATEGIES

To lessen pandemic impacts, Federal, State, and local government authorities, as well as private entities, may implement strategies, including: voluntary isolation; voluntary home quarantine; school closures; and social distancing of adults in the community and workplace. The public health and social distancing strategies may contain the disease and reduce infection and death, but they may have significant consequences for businesses. For more information on possible community mitigation strategies, see www.pandemicflu.gov/plan/community/commitigation.html, particularly Appendix 4, and Section 3 of the *CIKR Pandemic Guide*.

ACTION Identify possible effects from mitigation strategies; take actions to reduce negative impacts.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Calculate effects of Community Mitigation Strategies (www.pandemicflu.gov/plan/community/commitigation.html) on your company.	<ul style="list-style-type: none"> What impacts will the strategies have on worker absentee rates (e.g., how will it affect your workers if schools/childcare facilities close for weeks at a time)? What are the costs associated with expanding your sick leave policies? How can you survey your employees to identify who may need to stay home, telework, or work an alternate schedule to care for children dismissed from school or childcare? What social distancing measures can you implement (e.g., work-at-home, off-site work locations, split working/meal shifts, reduced travel, and increased use of videoconferencing)?
<input type="checkbox"/>	Consider the need to separate the workforce, establish independent locations, and/or preserve a clean work site.	



<ul style="list-style-type: none"><input type="checkbox"/> Determine the strategies that your State and/or community may employ.<input type="checkbox"/> Discuss strategies' likely impacts with workers.<input type="checkbox"/> Familiarize yourself with your community's pandemic planning trigger points and the CDC's Pandemic Severity Index to determine the use of mitigation interventions. For more information, see: www.pandemicflu.gov/plan/community/commitigation.html#IV.	<ul style="list-style-type: none">• Have you met with your local leaders on the timing of measures, alerts, and implementation they are considering for the community at-large as well as potentially for your organization?• What are the demand changes to your organization when schools and/or businesses close?• Do you have plans and procedures to provide support and assistance to employee families?• Have you compiled a list of employee contact numbers and email addresses?• Has your organization established call-in numbers where employees can uniformly receive updates from management on the current situation?• Have you worked with local public health regarding the availability of antivirals or vaccines for staff members who perform critical functions?• Have you considered contracting with a Pharmaceuticals Distribution Manager (PDM) to help manage the legal and logistical aspects of procuring, storing and distributing any antivirals or vaccines that your organization secures?
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

For additional useful information, including a PDF copy of the complete *Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources*, visit www.pandemicflu.gov or email your questions to dhspandemic@dhs.gov.