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City of Seldovia **Continuity of Operations Plan**

Introduction

Organizations across the Nation perform essential functions and services that may be adversely affected in the event of a natural or man-made disaster. In such events, organizations should have continuity plans to assist in the continuance of their essential functions. Continuing to perform essential functions and provide essential services is vital to an organization's ability to remain a viable entity during times of increased threats from all hazards, manmade or natural. Since the threat to an organization's continuity of operations is great during a pandemic outbreak; it is important for organizations, in particular City of Seldovia, to have a Pandemic Influenza Continuity of Operations plan (or annex) in place to ensure it can carry out its essential functions and services. While organizations may be forced to suspend some operations due to the severity of a pandemic outbreak, an effective Continuity of Operations Plan can assist an organization in its efforts to remain operational, as well as strengthen the ability to resume operations.

Maintaining the City of Seldovia's essential functions and services in the event of pandemic influenza requires additional considerations beyond traditional continuity planning. Unlike other hazards that necessitate the relocation of staff performing essential functions to an alternate operating facility, an influenza pandemic may not directly affect the physical infrastructure of the organization.

As such, a traditional "continuity activation" may not be required during a pandemic influenza outbreak. However, a pandemic outbreak threatens an organization's human resources by removing essential personnel from the workplace for extended periods of time. Accordingly, the City of Seldovia's continuity plan addresses the threat of a pandemic influenza outbreak.

Continuity Plans for maintaining essential functions and services in a pandemic influenza should include implementing procedures such as social distancing, infection control, personal hygiene, and cross-training (to ease personnel absenteeism in a critical skill set). Protecting the health and safety of key personnel, ERG members, and other essential personnel must be the focused goal of the organization in order to enable the organizations to continue to operate effectively and to perform essential functions and provide essential services during a pandemic outbreak.

Purpose

This plan/annex provides guidance for the City of Seldovia and may serve as the plan for maintaining essential functions and services during an influenza pandemic. This guidance/annex neither replaces nor supersedes any current, approved City of Seldovia Emergency Response Plan; rather it supplements it, bridging the gap between the traditional, all-hazards continuity planning and the specialized continuity planning required for a pandemic by addressing additional considerations, challenges, and elements specific to the dynamic nature of a pandemic.

This guidance/annex stresses that essential functions can be maintained during a pandemic outbreak through mitigation strategies, such as social distancing, increased hygiene, the vaccination of employees and their families, and similar approaches. Influenza may not, in itself, require a traditional continuity response, such as partial or full relocation of the organization's essential functions, although this response may be concurrently necessary due to other circumstances.

Concept of Operations

The City of Seldovia will monitor the severity of the pandemic and establish continuity activation triggers to address the unique nature of the pandemic threat. The Pandemic Influenza Continuity Plan will be implemented as needed to support the continued performance of essential functions. This plan is to be read in conjunction with the City of Seldovia's Continuity of Operations (COOP) Plan, as appropriate. It supplements the COOP plan by addressing considerations and elements specific to pandemic events and emerging infectious diseases.

All organization personnel are to be informed regarding protective actions and/or modifications related to this plan. Messaging and risk communications during an emerging infectious disease or pandemic will be conducted by City Manager and/or designee. Guidance and instructions on established infection control measures such as social distancing, personnel protective equipment and telework polices are provided by Center for Disease Control, State of Alaska - DHSS, Kenai Peninsula Borough, City of Seldovia to assist in limiting the spread of influenza at the primary and alternate worksite.

Within the workplace, social distancing measures could take the form of: modifying the frequency and type of face-to-face employee encounters (e.g., placing moratoriums on hand-shaking, substituting teleconferences for face-to-face meetings, staggering breaks, posting infection control guidelines); establishing flexible work hours or worksite, (e.g., telecommuting); promoting social distancing between employees and customers to maintain three-foot spatial separation between individuals; and implementing strategies that request and enable employees with influenza to stay home at the first sign of symptoms.

Organizations are encouraged to communicate with their employees, particularly any who are in harm's way. The messages should follow the City Manager's message, should echo that message's themes, and should be in the same voice employees' associate with their leader.

Frequent, daily contact is important to keep employees informed about developments in the organization's response, impacts on the workforce, and to reassure employees that the organization is continuing to function as usual.

Planners and pandemic response teams should include deliberate methods to measure, monitor, and adjust actions to changing conditions and improved protection strategies.

- Implement a formal worker and workplace protection strategy with metrics for assessing worker conformance and workplace cleanliness.
- Monitor and periodically test protection methods.
- Track and implement changes in approved or recommended protection measures.
- Pre-position material and equipment onsite.
- Ensure essential personnel are at the primary worksite.
- Reaffirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.
- Coordinate with local public health and emergency response points of contact to ensure open, adequate communications.

Component-specific risk assessments that identify actual control band designations for all personnel and/ or positions will be conducted initially and periodically thereafter for each participating organization by the City Manager's office in coordination with a component POC. These assessments are kept as part of each component's specific action plan documentation.

D/As are encouraged to add their component specific plan and procedures on their selected mitigation, prevention, protection, or control measures, to include those necessary during a pandemic.

NATIONAL STRATEGY FOR INFLUENZA IMPLEMENTATION ASSUMPTIONS

Susceptibility to the pandemic influenza virus will be universal.

- Efficient and sustained person-to-person transmission signals an imminent pandemic.
- The clinical disease attack rate will likely be 30 percent or higher in the overall population during the pandemic. Illness rates will be highest among school-aged children (about 40 percent) and decline with age. Among working adults, an average of 20 percent will become ill during a community outbreak.
- Some persons will become infected but not develop clinically significant symptoms. Asymptomatic or minimally symptomatic individuals can transmit infection and develop immunity to subsequent infection.
- While the number of patients seeking medical care cannot be predicted with certainty, in previous pandemic about half of those who become ill sought care. With the availability of effective antiviral drugs for treatment, this proportion may be higher in the next pandemic.
- Rates of serious illness, hospitalization, and deaths will depend on the virulence of the

pandemic virus and differ by an order of magnitude between more and less severe scenarios. Risk groups for severe and fatal infection cannot be predicted with certainty but are likely to include infants, the elderly, pregnant women, and persons with chronic or immunosuppressive medical conditions.

- 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, with lower rates of absenteeism during the weeks before and after the peak. Certain public health measures (closing organizations, quarantining household contacts of infected individuals, “snow days”) are likely to increase rates of absenteeism.
- The typical incubation period (interval between infection and onset of symptoms) for influenza is approximately two days.
- Persons who become ill may shed virus and can transmit infection for up to one day before the onset of symptoms. Viral shedding and the risk of transmission will be greatest during the first two days of illness. Children usually shed the greatest amount of virus and therefore are likely to post the greatest risk for transmission.
- On average, infected persons will transmit infection to approximately two other people.
- A pandemic outbreak in any given community will last about six to eight weeks for each wave of the pandemic.
- Multiple waves (periods during which community outbreaks occur across the country) of illness could occur with each wave lasting two-three months. Historically, the largest waves have occurred in the fall and winter, but the seasonality of a pandemic cannot be predicted with certainty.

Organizational Assumptions

- Organizations will be provided with guidance and/or direction by Federal, State, local and/or Tribal governments regarding current influenza pandemic status in its area.
- Organizations will have actionable plans and procedures to assist in the ability to remain operational during a pandemic. Plans and procedures may include social distancing protocols, personal protection equipment (PPE), and temporary suspension of some non-essential activities.
- City of Seldovia has a viable Agency-wide continuity capability, a City of Seldovia HQ COOP Plan and each City of Seldovia component has a COOP Implementation Plan.
- City of Seldovia will review its continuity communications programs to ensure they are fully capable of supporting pandemic and other related emergencies, and give full consideration to supporting social distancing operations, including telework and other virtual office options.
- City of Seldovia -controlled buildings will be accessible, but right of entry may be limited.

- City of Seldovia may deploy to its alternate facilities.
- During a COOP event, City of Seldovia may make its alternate facilities available for staff to implement social distancing protocols.
- Essential functions, operations, and support requirements will continue to be people dependent. However, human interactions may be remote or virtual, resulting in the employment of appropriate teleworking and other approved social distancing protocols.
- Travel restrictions, such as limitations on mass transit, implemented at the Federal, State, tribal, territorial, and local levels may affect the ability of some staff to report to work.
- Additional funding will be budgeted for the acquisition of additional equipment required for a possible surge in teleworking capabilities. The City of Seldovia City Manager has communications in place with its IT contractor to get our teleworking capabilities online and set up.

I. PANDEMIC RESPONSE

A. PANDEMIC COORDINATORS AND PANDEMIC RESPONSE TEAMS:

Due to the very limited resources and staff of the City of Seldovia, our coordinators and response teams will more than likely have overlap and consist of the following positions:

- Seldovia Chief of Police
- EMS Chief
- Fire Chief
- City Manager
- City Clerk
- Harbormaster
- Public Works/Water Utility Operators
- Finance Officer

B. RISK COMMUNICATIONS:

The City of Seldovia will develop influenza pandemic risk communications procedures for communicating with all internal and external stakeholders. This includes the use of existing notification rosters with names and telephone numbers for Emergency Relocation Group (ERG) personnel and non-ERG personnel. These rosters are maintained and updated by the COOP points of contact (POC) and posted in City of Seldovia's Emergency Response Plan database. Hardcopies are maintained at the ***city office as well as the firehall.***

II. ELEMENTS OF A VIABLE PANDEMIC INFLUENZA CONTINUITY CAPABILITY

A. ESSENTIAL FUNCTIONS

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. The City of Seldovia has identified essential functions and services needed to sustain its mission and operations during a pandemic.

City of Seldovia Essential Functions:

Emergency Medical Services, Fire Department: Our Emergency Services will remain fully operational and prepared to respond to all emergencies in our community. Both the EMS and Fire Department will take additional protocols in the use and application of personal protective equipment, disinfection of equipment and emergency vehicles as well as communicate with cooperating emergency agencies that we partner with on possible COVID-19 patients and the transportation of individuals to outside medical facilities.

Public Safety: Our Police Chief will still maintain all levels of public safety to ensure our community is protected and safe. Regular patrols, responses to calls and requests, as well as safety checks will occur. Additional PPE will be provided and worn, as well as disinfecting work areas, vehicles and jail cells will be necessary. Extra precautions will be taken to ensure that when in contact with individuals, possible transmission and exposures are limited.

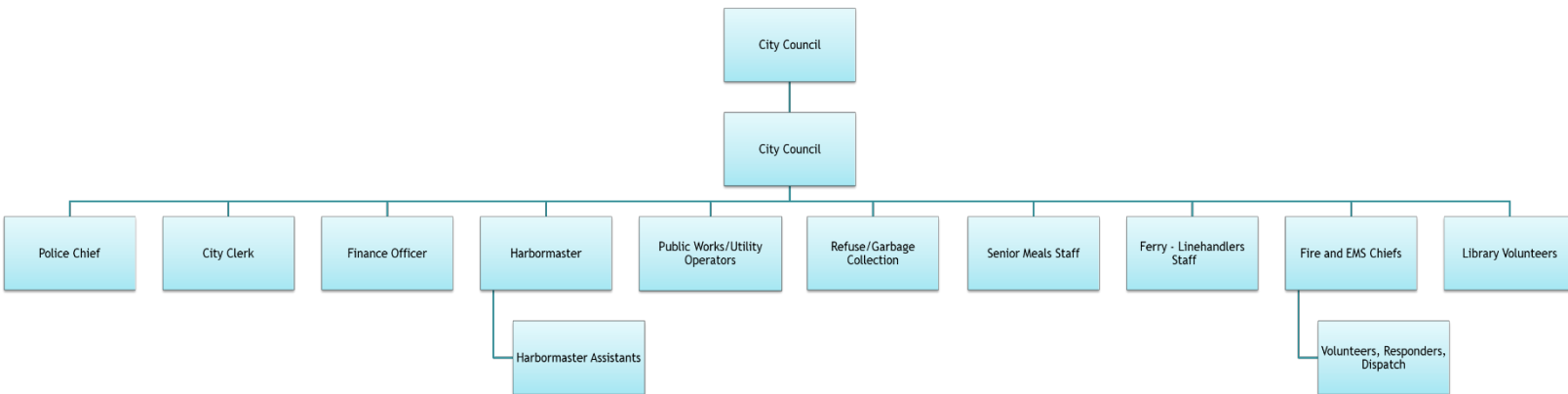
Road Maintenance: When deemed necessary (for instance when a large accumulation of snow occurs) our public works team will maintain clear, safe, navigable roadways throughout Seldovia.

Water and Wastewater Utility Maintenance: Per our state regulatory requirements, our water utility system will be maintained at its current standards. Reporting and logging of daily water health will continue. Along with the water maintenance, our sewer utility, lift stations will be maintained at its current level. In the event there is a water main leak break, or sewer leak or break, our public works team will work to fix and repair as necessary. This will be addressed as an emergency need only.

Solid Waste Collection, Refuse/Garbage Service Handlers: Our refuse/garbage collection team will be maintaining regular service of Monday, Wednesday and Saturday. They will be wearing additional, applicable PPE as well as disinfecting the inside of the vehicle upon each service day. While the borough operates and manages the landfill, we will follow their lead on the availability and service hours they will be operating and will abbreviate our services if necessary.

B. Orders of Succession

Since influenza pandemic may affect regions of the United States differently in terms of timing, severity, and duration, the City of Seldovia has identified orders of succession that are applicable to our administration. The orders of Succession are as follows:



C. DELEGATIONS OF AUTHORITY

At the height of a pandemic wave, absenteeism maybe significant, as such, City of Seldovia has established delegations of authority that are manageable and applicable to its small size – this delegation will take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period. The City of Seldovia Delegations of Authority for the senior leadership and ERG members (as appropriate) are placed here.

D. CONTINUITY FACILITIES

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission. The City of Seldovia has developed preventative practices such as social distancing procedures, hygiene etiquette, and cancellation of organizations non-essential activities to reduce the spread of the pandemic. Plans have also been established to relocate to an alternate facility, if applicable. The City of Seldovia Continuity Facilities are:

- ***Fire and EMS: Facility will remain operational, but not open to the general public***
- ***Police Station: will remain operational, but not open to the general public *****
- ***Water Treatment Plant Facility: will remain operational, but not open to the general public***
- ***Library: closed until further notice***
- ***Multi-Purpose Room – Council Chambers: closed to the public, an alternative meeting plan is being developed.***
- ***Senior Meals Kitchen: operating for the time being, TO GO / TAKE OUT orders only***
- ***City office/Admin Building: closed to the public, customer service available via phone and email. Staff will stagger ½ day office time to maintain social distancing, will also work remotely per planned schedule approved by City Manager.***

E. CONTINUITY COMMUNICATIONS

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person- to-person contact. City of Seldovia has identified communication systems needed to perform essential functions. The City of Seldovia Continuity Communications plan for pandemic influenza has been established with remote site access being installed (as of March 13, 2020) and is forecasted to be ready and online: _____

F. ESSENTIAL RECORDS MANAGEMENT

City of Seldovia shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. City of Seldovia has identified systems, databases, and files that are needed to ensure essential functions remain operational. The City of Seldovia Essential Records plan for pandemic influenza is: _____***

G. HUMAN RESOURCES

Although a pandemic influenza outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization's human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak.

The City of Seldovia has established plans to protect the entire employee population and their families, with additional guidance for key personnel, ERG members, and other essential personnel, should a pandemic influenza outbreak occur.

The City of Seldovia Human Resource plan is to evaluate each essential employees' balance of Personal Time Off; in conjunction with assessing the remote – work from home employees, as identified: Clerk, Finance Officer and City Manager – creating a realistic actual work day schedule and supplement timesheets between the two categories.

Advanced Paid Time Off

For those that do not have the option to work from home, time paid will be taken from their PTO bank or employees can take leave without pay. If an individual does not have enough PTO in their bank for the time of pandemic closure, The City of Seldovia is prepared to offer providing PTO hours prior to accruing the hours to ensure that the employee's paycheck and financial stability is whole. This model will be temporary in nature due to the extenuating circumstances. A reevaluation will occur by the City Manager in fourteen days of implementation of Advanced Paid Time Off based on the pandemic status, projected longevity of pandemic and financial resources. Once regular work schedules resume, the individual will cease to accrue PTO until the prepaid PTO balance is reimbursed to the city. An employee can continue working for the City of Seldovia until they earn enough paid time off to have a positive PTO balance; or have the city of Seldovia deduct a small amount from their paycheck until the PTO salary advance is paid back. In the event that an employee resigns or is terminated and a balance is owed to the City of Seldovia, the former employee must reimburse the City of Seldovia in full by an agreed upon time frame.

Part Time, Seasonal, Temporary Employees

Part time, seasonal, or temporary employees that are not working, are not eligible for the Advanced paid Time Off program. They will be considered laid off until the National Emergency for Pandemic is lifted. If the Federal Government succeeds in putting together a paid time off package, the City of Seldovia will assess the package and examine how it can fit with our employee base.

H. DEVOLUTION OF CONTROL AND DIRECTION

Devolution is the process of transferring operational control of one or more essential functions to a pre-determined responsible party or parties. Pandemic outbreaks will occur at different times, have variable durations, and may differ in the severity; therefore, full or partial devolution

of essential functions may be necessary to continue essential functions and services. The City of Seldovia has established plans and procedures for devolution, which identifies how it will transfer operations, if pandemic influenza renders leadership and essential staff incapable or unavailable. The City of Seldovia Devolution of Control and Direction plan for will involve the City of Seldovia City Council, Kenai Peninsula Borough, and the State of Alaska if necessary.

I. RECONSTITUTION

Reconstitution is the process whereby an organization has regained the capability and physical resources necessary to return to normal (pre-disaster) operations. The objective during reconstitution is to effectively manage, control, and, with safety in mind, expedite the return to normal operations. The City of Seldovia has developed reconstitution plans and procedures, in conjunction with local public health authorities, to ensure facilities/buildings are safe to return. The organization's reconstitution plan should consider the possibility that not all employees may be able to return to work at the time of reconstitution and that it may be necessary to hire temporary or permanent workers in order to complete the reconstitution process. The City of Seldovia Reconstitution plan for pandemic influenza will be evaluated on current reports and data from the Kenai Peninsula Borough's Office of Emergency Management, State of Alaska Department of Health and Human Services, Center for Disease Control, and the World Health Organization. Consistent and frequent communication in the form of emails will be provided to employees and the City Council to keep all informed of the progression of the pandemic and the City of Seldovia's Continuity of Operations Plan.