

# **Pandemic Influenza Continuity of Operations (COOP) Annex**

**Administration & Regulatory Affairs Department**

## **Annex G**

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# APPROVAL & IMPLEMENTATION

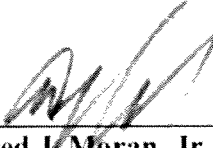
## ANNEX G


### ADMINISTRATION & REGULATORY AFFAIRS DEPARTMENT (ARA)

This Annex to Administration and Regulatory Affairs Continuity of Operations Plan (COOP) is effective upon approval by the director of the Administration & Regulatory Affairs Department (ARA). By signature below, the director certifies that he has read this Annex and fully understands the department's procedures that will be followed in an influenza pandemic event affecting the facilities and employees of ARA.

This Annex will be reviewed and updated in accordance with the maintenance schedule contained in the City of Houston COOP Basic Plan and in this Annex.

In the event that any portion of this Annex is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions.

  
\_\_\_\_\_  
Alfred J. Moran, Jr. (Date)  
Administration & Regulatory Affairs Director

  
\_\_\_\_\_  
Sharon Nalls, CEM, TCM (Date)  
Emergency Management Coordinator

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## **I. INTRODUCTION: THE PURPOSE, SCOPE AND POLICY OF PANDEMIC INFLUENZA PLANNING**

This Annex provides guidance to Administration & Regulatory Affairs Department (ARA) and serves as ARA's Department plan for maintaining essential functions and services during an influenza pandemic. This annex neither replaces nor supersedes the current approved COOP Plan; rather it supplements it, bridging the gap between the traditional, all-hazards COOP planning and the specialized COOP planning required for a pandemic by addressing those considerations, challenges, and elements specific to the dynamic nature of a pandemic event.

The purpose of ARA's Pandemic Influenza Plan is to consider how, when and where the plan will **continue to perform and/or resume Essential City functions during or immediately after a pandemic event**. The plan aims to ensure that the department is prepared to respond to emergencies, recover from them and mitigate against any impact that effects **the continuous business operations of ARA and the health of its employees**.

This Annex is a department-specific attachment to ARA's COOP Basic Plan. The Pandemic Influenza Plan contains a list of acronyms and definitions of terms used throughout the Basic Plan and the departmental Annexes.

## **II. OPERATIONAL OBJECTIVE/ESSENTIAL CITY SERVICES**

ARA's operational objective is to have in place a viable Pandemic Influenza Plan, which allows the department personnel to perform and maintain specified essential function and services during a pandemic influenza event with continuity and minimal disruption. ARA's Essential city services are:

- Procurement of Goods and Services as needed for emergency and day-to-day operations (EF1)
- Administer Payroll (EF1)
- Ensure adequate documentation of losses for insurance recovery and reimbursement. Work with departments to identify disaster related costs eligible for insurance recovery and execute process to maximize insurance reimbursement (EF1)
- Continuous collection and processing of Franchise Revenue (EF1)
- Mail Service (EF1)
- Provide Leadership to ARA Department (EF1)

### **III. PAN FLU (COOP) PLANNING CONSIDERATIONS AND ASSUMPTIONS**

In addition to those COOP Planning Considerations and Assumptions contained in ARA's basic COOP Plan, the following planning considerations and assumptions apply to ARA's Pandemic Influenza Plan:

- A plan should be implemented to respond to pandemic influenza based on command and control templates developed at the local, state and regional levels. The plan should be integrated with existing emergency plans, activities and inventories.

#### **General Assumptions:**

- Susceptibility to the pandemic influenza virus will be universal.
- Efficient and sustained person-to-person transmission signals an imminent pandemic.
- The clinic disease attack at a rate of 30% or higher. Illness rates highest among school children (40 percent) and decline with age.
- 50% of people affected will seek out patient medical care.
- Children usually shed the greatest amount of virus and are the greatest risk.
- On average, an infected person will transmit the infection to two other people.
- Pandemic outbreak will last about six to eight weeks for each wave of the pandemic.
- Multiple waves could occur; each lasting two-three months.

#### **Department Assumptions:**

- ARA will be operational during a pandemic influenza outbreak.
- Alternative facilities may be activated for use during a pandemic influenza outbreak.
- Travel restrictions, such as limitations on mass transit may affect the ability of staff to get to work.
- The pandemic could last up to 18 months and is likely to have an absence rate of 20-40 percent during that time. Employees may become ill in weekly intervals and may not be able to return to work before the pandemic runs its course.
- ARA will develop policies with contingencies for Essential Personnel who become ill, designating nonessential as essential as it becomes necessary.

### **IV. DEFINITIONS**

- **COOP** – The City of Houston's Continuity of Operations plans and associated Annexes for each city department.
- **Epidemic** – the spreading of an infection or disease rapidly and extensively affecting many individuals in an area or a population at the same time.

- **Essential City Services** – prioritized services that are performed to keep the city operational, in the event that not all services can be performed, as determined by the Mayor and Department Directors.
- **EF1** – a service that when not delivered creates an impact on the health and safety of individuals, if activities are not performed in a specified time period.
- **Essential employee** – any City employee designated by the Director or Department Management to perform any of its Department’s essential functions.
- **Nonessential employee** – any City employee who is not designated as an Essential Employee for the purpose of this policy.
- **Pandemic Influenza** – is a global outbreak of disease that occurs when a new influenza virus appears or emerges in the human population, spreading from person to person worldwide causing serious illness.
- **Plan** – each City Department’s pandemic influenza preparedness plan.

## **V. ELEMENTS OF A VIABLE PANDEMIC INFLUENZA PLAN**

### **A. Authority: AP 2-8, City of Houston Pandemic Preparedness Plan**

Execution of this policy’s planning and strategy shall be conducted by the Emergency Management Coordinator and managers listed in the Rapid Recall List of Annex G of the COOP. The ARA Director may monitor the absentee rate of the Department and implement the plan as needed.

### **B. Safety**

ARA will follow the health and safety guidelines established by the Local Health Authority.

1. Infection Control and Progression-employees will be educated to practice hygiene and to recognize the symptoms of influenza.
  - (a) Hygiene practice include: frequent hand washing, using tissue or sleeve to cover cough, placing used tissues into trash receptacles, and any other practices as reported by the Local Health Authority.
  - (b) Symptoms will be announced by the Local Health Authority but can include: fever, cough, sore throat, body aches, headache, chills and fatigue.
2. Non-Pharmaceutical Intervention - recommended social policy for the prevention/reduction of contaminates spreading.
3. Social Distancing- Measures to increase the space between people and decrease the frequency of contact among people. Techniques to decrease number of social contacts: alternatives to face-to-face meetings such as teleconference, conference calling; increasing distance between persons by telecommuting; canceling public meetings or gatherings such as stadium events or theater performances; and

modifying work place schedules and practices by implementing staggered shifts or telecommuting.

4. Isolation- based on the recommendation of the Local Health Authority, procedures will be implemented to determine whether an employee should stay home or leave the workplace.
  - (a) Voluntary Isolation: Employees that exhibit symptoms at work will be isolated from other employees and asked to go home promptly. Employees that continue to exhibit symptoms at home will be asked to remain until released by a medical doctor or until symptoms subside.
  - (b) Voluntary Home Quarantine: Employees that are exposed to the virus may still be contagious due to the incubation period of the contagion. They may become infected by caring for relatives or dependents that exhibits symptoms of a contagious disease.
5. Return to Work: Employees will be allowed/required to return to work only when the use of good medical science practices determines that they are no longer contagious to others; CDC recommends that people with influenza-like illness remain at home until at least 24 hours after they are free of fever (100°F [37.8°C]), or signs of a fever without the use of fever reducing medications.

### **C. Staffing**

The department staffing will be comprised of essential and non-essential employees as well as a few previously identified City retirees. Volunteers from other departments may be identified and used by ARA.

1. Essential Personnel are listed in the Rapid Recall List of Annex G of the COOP.
2. The Rapid Recall List of Annex G does not list nonessential personnel; however, nonessential personnel may be reclassified as essential based upon the circumstances of the event. Reclassification will be based on the needs of the department, service delivered, severity of the pandemic and on recommendations from the Local Health Authority.
3. Cross-function training can serve as a means of providing nonessential personnel to perform essential functions.
4. In some situations, ARA may utilize City retirees to complete tasks throughout the department.
5. ARA may identify areas within the City departments that can be utilized.
6. In some divisions of ARA, managers will utilize flexible work locations/schedules where employees assigned to the same essential function(s) alternate work locations during severe pandemic situations.

## **D. Service Fluctuations**

1. The ARA Department is likely to have an increase in demand for services in the areas of Procurement, Payroll, Employee Assistance Program (EAP) and HMO Blue/Employee Benefits sections.
2. Vendors will be required to submit a contingency plan to the Department. A simulated test of the contingency plan will be performed annually.
3. The Department will include advance cross-function training and the possible use of previously identified City retirees. A simulated test of the cross-function training may be performed annually.

## **E. Supplies**

1. Personal Protective Equipment (PPE) –PPE may be provided to employees who meet the criteria for inclusion in the following CDC Risk Group. PPE given to the employee will be adequate to level of risk. CDC Risk Groups are:
  - (a) Very high exposure risk occupations are those with potential exposure to high concentrations of known or suspected sources of pandemic influenza during specific medical or laboratory procedures.
  - (b) High exposure risk occupations are those who have high potential for exposure to known or suspected sources of pandemic influenza virus.
  - (c) Medium Risk occupations include jobs that require frequent, close contact (within 6 feet) exposures to known or suspected sources of pandemic influenza virus such as coworkers, the general public, outpatients, school children or other such individuals or groups.
  - (d) Lower exposure risk (caution) occupations are those that do not require contact with people known to be infected with the pandemic virus, nor frequent close contact (within 6 feet) with the public. Even at lower risk levels, employers should be cautious and develop preparedness plans to minimize employee infections.
2. PPE Supplies include, but are not limited to:
  - (a) N-95 respirator
  - (b) Gloves (latex, nitril or vinyl)
  - (c) Alcohol hand sanitizers
  - (d) Hand wash
  - (e) Paper towels
  - (f) Bleach
  - (g) Vinegar

- (h) Spray bottles
- (i) Large bottles of alcohol sanitizer, 20 oz bottle

3. The Strategic Purchasing Division is responsible for maintaining contact with suppliers to ensure delivery of critical items. Each Section within ARA is responsible for purchasing general supplies during the normal operational period.

## **F. Finance**

Administrative Services will develop projections for the budget and monitor the budget impact as it relates to expenses incurred for ARA. The Department does not foresee any decrease in revenue during a pandemic event.

## **G. Communications**

1. The ARA Department shall analyze its current telework capability and identify its personnel performing essential functions who anticipate a need to telework and the IT requirements, tools and resources necessary to support telework during a pandemic. The use of laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), flash drives, and other systems that enable employees performing essential functions and services to communicate and maintain connectivity with internal organizations, external partners, critical customers, and other key stakeholders will be utilized.
2. Communications will include a telephone tree system. Each division head is responsible for communication with employees. Division Leaders are responsible for communicating messages related to the pandemic event received from the Director directly to staff supervisors and staff supervisors are required to communicate the message(s) directly to their direct reports.

## **H. Human Resources**

1. ARA will follow the Mayor's Directive in regard to vacation, sick leave, and attendance once issued in accordance with Executive Order or Administrative Policy.
2. The Division Leaders will track attendance for their respective areas.
3. Division Leader – it is the responsibility of the Division Leader to prepare, inform and determine the following:
  - (a) Immediately upon determining their condition; isolate potentially infectious persons and refer to the established plan.
  - (b) Track and report all absentee rates to Emergency Coordinator who will notify Director of trends or elevations in absenteeism.
  - (c) The Local Health Authority or management will provide health and safety recommendations that should be adhered to by all employees. Divisional Leaders will facilitate education and/or training to ARA personnel, establish and

communicate the Department's hygiene (e.g. hand washing, covering mouth and nose when sneezing) guidelines. Also, a plan concerning social distancing will be established.

- (d) Division Leaders or Staff Supervisors should inform employees experiencing work-related or personal problems of the City of Houston's Employer Assistance Program (EAP).

#### 4. Employees

- (a) Provide supervisors with information that is essential to their job function as it relates to cross-function training. Determine the ability and access to technology for telecommuting capabilities and prepare for possible reassignment of job functions.
  - (b) Acknowledge their designation as an Essential or Nonessential employee.
  - (c) Report to work in compliance with this policy.
  - (d) Monitor public and departmental communications about the emergency and return-to-work instructions per the communication plan.
  - (e) Keep their supervisor apprised of their availability for work.
  - (f) Follow health and safety guidelines issued by the Local Health Authority.
  - (g) Inform the supervisor of health status relating to the pandemic.
5. Staff with Medical Licensing - ARA employees with medical licensing or prior medical training will be identified for possible use during contagious events. Specific duties will be determined and provided at the time of the event. A list of identified employees will be maintained in the COOP.

## I. Lines of Succession and Delegation of Authority

ARA has determined the lines of succession and delegation of authority that will take effect when key positions are vacated unexpectedly. For employees of ARA, these pre-determined lines of succession and delegation of authority are in effect until the department director designates replacements.

The department director is an appointed official. Thus, interim successors to the director's position will serve only until the Mayor designates a new director.

KEY POSITION	SUCCESSORS	LIMITATIONS ON AUTHORITY AND RESPONSIBILITY, IF ANY	CONDITIONS FOR SUCCESSION
<b>Department Director</b>	1. Deputy Director, Regulatory Affairs Division	None	Director is unable to perform his/her duties.
	2. Assistant Director, Operations Division	None	Director is unable to perform his/her duties and Deputy Director is unable to step in and perform the Director's duties.
	3. Deputy Director, Strategic Purchasing	None	Director is unable to perform his/her duties; Deputy Director of Regulatory Affairs and Assistant Director, Operations are unable to step in and perform the Director's duties.
Deputy Director, Regulatory Affairs	1. Deputy Assistant Director, Regulatory Affairs – Franchise Administration	None	Deputy Director is unable to perform his/her duties.
	2. Deputy Assistant Director, Regulatory Affairs – Commercial Permitting	None	Deputy Director is unable to perform his/her duties; Deputy Assistant Director is unable to step in and perform the Deputy Director's duties.
Assistant Director, Administrative Services	1. Division Manager, Administrative Services	None	Assistant Director is unable to perform his/her duties.
	2. HR Manager, Administrative Services	None	Assistant Director is unable to perform his/her duties; Division Manager is unable to step in and perform the Assistant Director's duties.
Deputy Director, Strategic Purchasing	1. Deputy Assistant Director, Strategic Purchasing	None	Deputy Director is unable to perform his/her duties.
	2. Division Manager, Strategic Purchasing – Hi Technology	None	Deputy Director is unable to perform his/her duties; Deputy Assistant Director is unable to step in and perform the Deputy Director's duties.
	3. Assistant Purchasing Agent, Strategic Purchasing	None	Deputy Director is unable to perform his/her duties; Deputy Assistant Director and Division Manager, Strategic Purchasing is unable to step in and perform the Deputy Director's duties.
Deputy Assistant Director, Insurance Management	1. Senior Staff Analyst, Insurance Management	None	Deputy Assistant Director is unable to perform his/her duties.
	2. Senior Staff Analyst, Insurance Management		Deputy Assistant Director is unable to perform his/her duties; Senior Staff Analyst is unable to step in and perform the Deputy Assistant Director's duties.
Assistant Director, Operations	1. Deputy Assistant Director, Operations	None	Assistant Director is unable to perform his/her duties.
	2. Division Manager, Central Payroll	None	Assistant Director is unable to perform his/her duties; Deputy Assistant Director is unable to step in and perform the Assistant Director's duties.
Administrative Manager, Administrative Office of the City Council	1. Administrative Specialist	None	Administrative Manager is unable to perform his/her duties.
	2. Administrative Assistant	None	Administrative Manager is unable to perform his/her duties; Administrative Specialist is unable to step in and perform the Administrative Manager's duties.

## VI. CONCLUSION

Maintaining essential functions and services in the event of pandemic influenza requires additional considerations beyond traditional COOP planning. Unlike other hazards that necessitate the relocation of staff performing essential functions to a department's alternate operating facility, an influenza pandemic will not directly affect the physical infrastructure of a department. As such, a traditional "COOP activation" may not be required under a pandemic influenza scenario. However, a pandemic threatens a department's human resources by removing essential personnel from the workplace for extended periods of time. Accordingly, COOP plans should be modified or supplemented to achieve a pandemic influenza capability. Plans for maintaining essential functions and services in a pandemic influenza event must emphasize and implement procedures such as social distancing techniques, infection control and personal hygiene, cross-training and telework. Protecting the health and safety of employees must be the focus of our planning in order to ensure the continuity of essential functions and continuity of government.

## Appendix 1: Rapid Recall List of COOP Team, Key Managers, and Key Employees

<u>EMPLOYEE NAME</u> (LAST, FIRST)	<u>EMPLOYEE'S TITLE,</u> <u>AND DIVISION/</u> <u>SECTION</u>	<u>SELF-</u> <u>ACTIVATING?</u> (YES/NO)	<u>HOME ADDRESS*</u>	<u>E-MAIL ADDRESSES</u> (WORK & HOME)	<u>WORK PHONE # AND</u> <u>CITY CELL PHONE #</u>	<u>HOME PHONE #*</u>	<u>PERSONAL</u> <u>CELL PHONE/</u> <u>PAGER #s</u>
<b>COOP TEAM</b>							
Moran, Alfred	Director	Yes		<a href="mailto:Alfred.moran@cityofhouston.net">Alfred.moran@cityofhouston.net</a>	713-837-9660 / 713-582-3430		
Davis, Ernest	Emergency Coordinator	Yes		<a href="mailto:Ernest.davis@cityofhouston.net">Ernest.davis@cityofhouston.net</a>	713-837-9617 / 713-859-4260		
<b>KEY MANAGEMENT PERSONNEL AND KEY EMPLOYEES</b> (Personnel needed to perform essential functions)							
Moran, Alfred	Director	Yes		<a href="mailto:Alfred.moran@cityofhouston.net">Alfred.moran@cityofhouston.net</a>	713-837-9660 / 713-582-3430		
Wells, Calvin D.	Deputy Director, SPD	Yes		<a href="mailto:Calvin.wells@cityofhouston.net">Calvin.wells@cityofhouston.net</a>	832-393-8700 / 713-858-6450		
DuRousseau, Ray	Deputy Assistant Director, SPD	Yes		<a href="mailto:Ray.durousseau@cityofhouston.net">Ray.durousseau@cityofhouston.net</a>	832-393-8726		
Coleman, Kevin	Assistant Purchasing Agent	Yes		<a href="mailto:Kevin.coleman@cityofhouston.net">Kevin.coleman@cityofhouston.net</a>	832-393-8701		
Moore, Douglas	Division Manager, Ili Technology, SPD	Yes		<a href="mailto:Douglas.moore@cityofhouston.net">Douglas.moore@cityofhouston.net</a>	832-393-8724		
Heath, Desiree	Division Manager, Supply Contracts, SPD	Yes		<a href="mailto:Desiree.heath@cityofhouston.net">Desiree.heath@cityofhouston.net</a>	832-393-8742		
King, Martin	Sr. Staff Analyst, Supply Contracts, SP	Yes		<a href="mailto:Martin.king@cityofhouston.net">Martin.king@cityofhouston.net</a>	832-393-8705		
Davis, Ernest	Senior Staff Analyst, Director's Office	Yes		<a href="mailto:Ernest.davis@cityofhouston.net">Ernest.davis@cityofhouston.net</a>	713-837-9617 / 713-859-4260		
Carmody, Frank	Assistant Director, Operations	No		<a href="mailto:Frank.carmody@cityofhouston.net">Frank.carmody@cityofhouston.net</a>	713-837-9521 / 713-582-4227		
Pagel, Don	Deputy Assistant Director	No		<a href="mailto:Donald.pagel@cityofhouston.net">Donald.pagel@cityofhouston.net</a>	713-837-7656		
Davidson, Karen	Division Manager	No		<a href="mailto:Karen.Davidson@cityofhouston.net">Karen.Davidson@cityofhouston.net</a>	713-837-9643		
Hatch, Anne	Systems Accountant IV	No		<a href="mailto:Anne.Hatch@cityofhouston.net">Anne.Hatch@cityofhouston.net</a>	713-837-9735		

<u>EMPLOYEE NAME (LAST, FIRST)</u>	<u>EMPLOYEE'S TITLE, AND DIVISION/ SECTION</u>	<u>SELF- ACTIVATING? (YES/NO)</u>	<u>HOME ADDRESS*</u>	<u>E-MAIL ADDRESSES (WORK &amp; HOME)</u>	<u>WORK PHONE # AND CITY CELL PHONE #</u>	<u>HOME PHONE #*</u>	<u>PERSONAL CELL PHONE/ PAGER #s</u>
Henderson, Ina	Admin. Manager	No		<a href="mailto:Ina.henderson@cityofhouston.net">Ina.henderson@cityofhouston.net</a>	713-837-9531		
Briones, Florencio	Management Analyst IV	No		<a href="mailto:Florencio.briones@cityofhouston.net">Florencio.briones@cityofhouston.net</a>	713-837-9530		
Nguyen, Sue	Senior Central Payroll Clerk	No		<a href="mailto:Sue.nguyen@cityofhouston.net">Sue.nguyen@cityofhouston.net</a>	713-837-9532		
Paquet, Tina A.	Deputy Assistant Director	No		<a href="mailto:Tina.paquet@cityofhouston.net">Tina.paquet@cityofhouston.net</a>	832-393-8792/ 713-447-2452		
Bradford, Raymond	Sr. Staff Analyst	No		<a href="mailto:Raymond.Bradford@cityofhouston.net">Raymond.Bradford@cityofhouston.net</a>	832-393-8791		
Paez, Tina	Deputy Director, Regulatory Services	No		<a href="mailto:Tina.paez@cityofhouston.net">Tina.paez@cityofhouston.net</a>	713-837-9630 / 713-447-0758		
Benford, Robert	Division Manager, Transportation, Regulatory Affairs	No		<a href="mailto:Robert.benford@cityofhouston.net">Robert.benford@cityofhouston.net</a>	(281) 233-7829 / 713-591-4050		
Olguin, Juan	Deputy Assistant Director, Franchise Administration, Regulatory Affairs	No		<a href="mailto:Juan.olguin@cityofhouston.net">Juan.olguin@cityofhouston.net</a>	713-837-9623		
*Employees' personal information such as home address and home telephone numbers is confidential pursuant to the Texas Government Code, §§ 552.101, 552.024, and 552.117 if employees have requested that the information be withheld from public disclosure.							