Pandemic and Infectious Disease Plan

Valley Water

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PREFACE

The Pandemic and Infectious Disease Plan, as part of the Santa Clara Valley Water District (Valley Water) Business Continuity Program, was developed to address planning for and response to a pandemic or infectious disease outbreak. This plan supports the Valley Water Emergency Operations Plan (EOP) and is intended to be read and understood by all personnel before an emergency occurs.

This plan neither replaces nor supersedes any current, approved Valley Water continuity 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 or infectious disease conditions and outbreaks.

The Emergency Preparedness and Business Continuity Programs include preparation of plans, conducting training and exercise, completing mitigation activities and performing outreach efforts. The purpose of these activities is to prepare Valley Water for the emergency and possible business interruption. These programs are part of a continuous improvement process, which requires periodic review and revision.

The Federal Emergency Management Agency (FEMA), Pandemic Influenza Continuity of Operations Annex Template was used as a guide in the development of this plan.

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MANAGEMENT, DISTRIBUTION, AND SECURITY OF THE PANDEMIC AND INFECTIOUS DISEASE PLAN

The Pandemic and Infectious Disease Plan will be reviewed regularly by members from the Valley Water Emergency Steering Committee and the Emergency Services and Security Unit. The Plan may be modified at any time as a result of a post-incident or post-exercise evaluation and changes in responsibilities, procedures, laws or regulations.

All plan documents are maintained and controlled through the Quality Environmental Management System (QEMS). The only controlled copy of this plan is on the QEMS website. No controlled hard copies will be maintained and any printed copy of the plan is uncontrolled, thus it may have information that is out of date or may be obsolete.

Disclosure and protection of information in this document must be in accordance with Policy Ad-7.11 (Records Management).

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RECORD OF DISTRIBUTION

Date	Name/Title	Agency/Organization	# of Copies

RECORD OF REVIEW / CHANGES

Version	Date	Name/Title	Summary of Changes
A	03/11/2020	Q-830-028 Pandemic and Infectious Disease Plan	Initial release
B	04/02/2020	Q-830-028 Pandemic and Infectious Disease Plan	Attachment G added
C	05/08/2020	Q-830-028 Pandemic and Infectious Disease Plan	Attachment B revised Attachments H and I added
D	07/16/2020	Q-830-028 Pandemic and Infectious Disease Plan	Revised Appendix G
E	08/03/2020	Q-830-028 Pandemic and Infectious Disease Plan	Revised Appendix G
F	09/23/2020	Q-830-028 Pandemic and Infectious Disease Plan	Revised Appendix G
G	03/26/2021	Q-830-028 Pandemic and Infectious Disease Plan	Revised Appendix G
H	06/21/2021	Q-830-028 Pandemic and Infectious Disease Plan	Revised Appendix G

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SANTA CLARA VALLEY WATER DISTRICT
PANDEMIC AND INFECTIOUS DISEASE PLAN

I. INTRODUCTION

Organizations across the Nation perform critical 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 critical functions. Valley Water has approximately 900 personnel that perform a wide variety of activities. Some have high interaction with the public and some work in field operations across the service territory in Santa Clara County. Continuing to perform critical functions and provide critical services is vital to Valley Water'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 business continuity is great during a pandemic or infectious disease outbreak; it is important for organizations, in particular Valley Water to have a Pandemic and Infectious Disease Plan in place to ensure it can carry out its critical functions and services. Communicable illness is a disease whose causative agents may pass or carry from one person to another directly or indirectly. Although the mortality rate can be low with many infectious disease outbreaks, it can spread rapidly and impact business operations. The outbreak may not, in itself, require a traditional continuity response, such as partial or full relocation of the organization's critical functions, although this response may be concurrently necessary due to other circumstances. As part of this plan, Valley Water will review information and resources for indicators of potential outbreaks and impacts to operations. Proper infection control and hygiene procedures with effective messaging to personnel is provided year-round.

II. PURPOSE

The Valley Water Pandemic and Infectious Disease Plan was developed to address planning for and response to all infectious/communicable illnesses and pandemic conditions. This plan establishes Valley Water's approach to pandemic and infectious disease outbreaks and stresses that critical functions can be maintained during an outbreak through mitigation strategies such as recommending social distancing, increased hygiene, the vaccination of personnel and their families, and similar approaches.

III. CONCEPT OF OPERATIONS

Valley Water uses changes in the World Health Organization (WHO) and/or the US Centers for Disease Control and Prevention (CDC) pandemic alert stages, along with Santa Clara County Public Health Officer's guidance and internal monitoring and control measures to determine the level of response required. Valley Water as part of this plan, has established a Pandemic and Infectious Disease (PID) Response Team consisting of Emergency Services and Security personnel, representatives from the Emergency Steering Committee and advisors across the organization, who will collect information (both internally and externally) to maintain an awareness of potential outbreaks. Valley Water will monitor the severity of outbreaks, and establish continuity activation protocols or triggers to address the unique nature of the pandemic threat.

The Emergency Operations Plan specifies the following operational priorities for all hazards:

- Life Safety
- Incident stabilization
- Protection of the environment and property

The objectives of the Pandemic and Infectious Disease Plan during a potential outbreak are:

- Reduce transmission of the pandemic virus strain among personnel, customers and vendors.
- Minimize impact to Valley Water during an outbreak.
- Maintain critical functions and services during an outbreak.
- Provide personnel with timely and useful information during an outbreak.

The following outlines the premise of the concept of operations for pandemic planning:

- A pandemic is a worldwide event that may or may not impact operations.
- Valley Water will monitor public health agencies (WHO, CDC, Santa Clara County Public Health) and Valley Water operations to determine impact.
- Since issues raised by pandemics cover a broad spectrum, coordination of response and recommendations to Senior Management will be through the Pandemic and Infectious Disease (PID) Response Team Coordinator.

A. Activation and Escalation

Activation and actions will escalate as Valley Water monitors current activities of other local government agencies in the service area, the Santa Clara County Operational Area offices and alert phases developed by the WHO and CDC. The PID Response Team members will determine recommended response actions based on a full assessment of the situation internally and externally. The PID Coordinator communicates the recommendations to Senior Management regarding options for making adjustments as necessary to policies, procedures and protocols, temporarily discontinuing functions and augmenting highly critical functions. The CEO decides if suspension of business functions is necessary. Evaluation of normal business functions and prioritization with recovery time objectives are maintained and provided in business continuity plans. During DOC and EOC activations, the Valley Water Public Information Officer (PIO) provides information to personnel and if necessary, the media, on the service area situation, impacts to Valley Water and responses to changes in conditions.

TABLE 1
WHO and CDC Phases of Alert

Phase of Alert	WHO	CDC
1	Low risk to humans	No human transmission
2	Higher risk to humans	Poses some risk to humans
3	No or limited human to human transmission	Human infection, but rare
4	Increased human to human transmission	Small cluster(s) of human to human transmission
5	Significant human to human transmission	Large cluster(s) of human to human transmission
6	Efficient and sustained human to human transmission	Increased and sustained transmission to general population

TABLE 2
Valley Water Pandemic Phases and Actions

Valley Water Pandemic and Infectious Disease Phase	Phase Triggers	Key Actions
Alert	• New Strain Identified • Media Coverage of Potential Pandemic Strain • Human-Human Transmission in Disease's Country of Origin • Potential the Disease Will Affect the Organization and/or its Suppliers	• Establish Situational Awareness • Identify the Participants of a Pandemic and Infectious Disease (PID) Response Team • Convene the PID Response Team • Develop the Organizational Strategy • Validate the Organization's Geographic and Employee Footprint • Assess Potential Impacts on Business Operations • Assess Potential Impacts on the Supply Chain • Determine Potential Finance and Treasury Implications • Evaluate Transportation and Travel Risks • Review/Update Human Resource Related Policies and Procedures • Establish Situational Reporting for the PID Response Team

Valley Water Pandemic and Infectious Disease Phase	Phase Triggers	Key Actions
		• Review Business Continuity Planning Efforts for Personnel and Third Parties • Evaluate the Ability of IT to Support a Spike in Remote Workers • Determine Communication Requirements (internal and external)
Pre-Pandemic/ Infectious Outbreak	• Presence of Strain in Localized Hot Spots • Minimal Spread Beyond Disease's Source (Country of Origin) • Beginning of Government Reactions (Travel Warnings Issued, Some Transportation Network Closures)	• Accelerate PID Response Team Meetings and Determine Need for Broader Crisis Management Response (e.g. activate DOC's / EOC) • Coordinate with Business Areas Likely to Be Affected by the Event • Establish Communication with Potentially Affected Third Parties and Re-evaluate Continuity Strategies • Develop Approach to Manage Financial Impacts • Assess Sanitation Procedures • Develop Transportation and Travel Restrictions • Identify Means to Track Absenteeism • Determine Level of Support Provided via Insurance and Health Care Providers • Identify More Aggressive Strategies that May Be Used if Conditions Deteriorate • Assess Suitability of Technology Infrastructure for Extensive Remote Operations • Establish Status Reporting for Affected Business Operations • Develop Organization Wide Communications Plan

Valley Water Pandemic and Infectious Disease Phase	Phase Triggers	Key Actions
Pandemic/ Infectious Disease Outbreak	• Global/Dispersed Proliferation of Pandemic • Pandemic Directly Affects the Organization and its Employees • Higher than Season Average of Absenteeism	• Activate Emergency Operations Center / EOC and Appropriate Business Continuity Response • Impose Travel Restrictions • Activate Additional Sanitation Measures • Activate More Aggressive Strategies • Activate Alternate Supply-Chain and Sourcing Strategies • Establish Direct Lines of Communication with Local Public Health Agencies • Execute Mass Communications
Transition	• Absenteeism returns to normal levels • No Longer a Public Health Emergency	• Conduct a Post-Incident Review • Update Plans and Procedures • Transition to Normal Operations • Communicate to Key Stakeholders

During normal operations, Valley Water is conducting routine monitoring / awareness, preparedness planning, training, testing and exercising emergency and continuity plans and strategies. This Pandemic and Infectious Disease Plan will be activated when two or more of the following criteria are met:

- WHO/CDC declares the pandemic outbreak is at an increased and sustained transmission in the general population (Level 6).
- Determination by the California Department of Public Health that a pandemic/infectious disease outbreak is imminent or has begun.
- Essential services are impacted by the outbreak due to either personnel absenteeism or impacts to the supply chain.
- Absenteeism is elevated and is impacting work units performing critical functions (estimated at 40 percent or greater general absenteeism, but could be less depending on the business work unit).
- Santa Clara County Operation Area/Public Health Officer has declared a Public Health Emergency due to a pandemic or infectious disease outbreak.

- There is a significant increase in pandemic/infectious disease outbreak cases in the service area.

This plan may be activated for pre-planning efforts upon approval of the activation authority when a pandemic or infectious disease scenario is forecast.

1. Activation Authority

The Pandemic and Infectious Disease Plan may be activated at the direction of the CEO, Chief Operating Officer of Information Technology & Administrative Services, or their designated alternate.

The EOC may be activated at the direction of the CEO, Chief Operating Officer, Chief of External Affairs or designated alternate.

2. Notification of Activation

The following groups may be notified by standard District Emergency Notification System (DENS) communications when the plan has been activated or changes in levels, depending on the level of activation and impact to the party:

- Personnel and members of the Board of Directors
- Retailers
- Vendors
- Major Stakeholders identified in business unit continuity plans
- Emergency Steering Committee Members

B. Implementation

The Pandemic and Infectious Disease Plan in conjunction with business continuity plans will be implemented as needed to support the continued performance of critical functions.

The scope and spread (e.g., the number of cases) of an outbreak in the community will be monitored as described above. Each member of the PID Response Team will forward significant information to the PID Coordinator who will compile the information for dissemination.

Management practices, policies and procedures for facility management, human resources, payroll, finance, travel and health and safety may need to change during a pandemic. Issues such as screening, monitoring, leave, absenteeism and other human resource are critical and have strategic implications. Approaches for prioritizing alternative work locations, staggered work hours for critical business functions, infrastructure support, standards of care, changes in business travel requirements and customer interactions will be analyzed and assessed based upon the level of threat. The CEO will make the decision to

temporarily suspend or enact new policies and procedures to meet the needs of the organization.

C. Roles and Responsibilities

General roles and responsibilities of the Emergency Operations Center Staff are outlined in the Emergency Operations Plan (EOP). Because this plan may be activated without activation of the EOP, outlined below are the specific roles and responsibilities during a pandemic/infectious disease outbreak.

Chief Operating Officer for Information Technology & Administrative Services – Serve as Chief Sponsor for the Pandemic and Infectious Disease Response Team, allocate resources and budget in support of planning and response as necessary.

Manager of Health and Safety – Advise the PID Response Team and Senior Management on matters related to operational safety, identify hazards that might impact personnel, develop and implement procedures to ensure safety of personnel, communicate safety alerts, as necessary.

Manager of Emergency Services and Security – Develop and implement appropriate emergency preparedness efforts, communicate security notices and serve as the PID Response Team Coordinator to coordinate with Senior Management on business impacts and recommendations.

Chief People Officer (Human Resources and Corporate Governance) – Develop and provide agency-wide tracking and reporting of personnel absence rates and trends. Coordinate with PID Response Team members. Support efforts regarding social distancing and telecommute program during emergencies.

Labor Relations Officer – Work with the organizations union representatives with respect to negotiable changes to policies or practices, other union issues and meet-and-confer obligations.

Manager of Facilities – Provide analysis, work plans, and schedule for re-design or alteration of existing facilities and procurement of temporary facilities. Oversight and management of existing and temporary facilities.

District Counsel – Provide legal guidance to Senior Management and the PID Response Team on actions, communications and policy decisions related to the pandemic. Provide support with development of guidance for determining pay, social distancing, health screening, fitness for duty, etc., for personnel during an emergency.

Office of Communications (Public Information Officer) – Lead the Valley Water effort to provide public and personnel communications and information, monitor external reports and conditions, conduct media briefings and issue news releases.

Manager of Purchasing – Ordering and processing pandemic related equipment and supplies.

Manager of Business Support and Warehouse Services – Storing and distributing pandemic related supplies and equipment. Support the Public Information Officer in providing information and communications to customers and to personnel.

Deputy Administrative Officer for IT – Oversight of remote connectivity to Valley Water network and services. Support efforts for supporting social distancing and telecommuting where appropriate.

Risk Manager – Provide Risk guidance to Senior Management and the PID Response Team on actions, communications and policy decisions related to the pandemic. Provide support with development of guidance for determining pay, social distancing, health screening, fitness for duty, etc., for personnel during an emergency. Communications with insurance companies and third parties regarding risk matters as needed."

Business Unit Managers – Support preparedness, training, and awareness programs. Implement protective measures with unit staff as advised by the PID Response Team.

Pandemic and Infectious Disease (PID) Response Team – Review information regarding potential pandemic and infectious disease outbreak issues. Participate in meetings and the development of response plan and actions. Make recommendations on planning and response to Senior Management.

Personnel – Participate in awareness and emergency preparedness training. Follow personal hygiene guidelines to protect themselves and co-workers from becoming sick. Come to work for scheduled shifts and workdays. Raise any concerns with Supervisor or Manager. Comply with Valley Water policies, procedures and work rules.

IV. CONTINUITY PLANNING

All Valley Water personnel are to be informed regarding protective actions and/or modifications related to this plan. Messaging and risk communications during an emerging infectious disease outbreak or pandemic will be conducted/managed by the Valley Water Public Information Officer. Guidance and instructions on established infection control measures such as social distancing, personnel protective equipment and telework polices are provided by Valley Water Environmental Health and Safety, Human Resources and Emergency Services and Security personnel, to assist in limiting the spread of infectious disease or pandemic at the primary and alternate worksite.

For critical functions that personnel must conduct onsite, Valley Water will classify positions by exposure risk level. Personnel that are expected to work onsite during an outbreak will be notified.

Within the workplace, social distancing measures may take the form of: modifying the frequency and type of face-to-face personnel encounters (e.g., placing moratoriums on hand-shaking, maintaining specified spatial distance separation between individuals, substituting teleconferences for face-to-face meetings, staggering breaks, posting infection control guidelines); establishing alternate worksites, telecommuting; and implementing strategies that request and enable personnel with infection to stay home at the first sign of symptoms.

Frequent communications are important to keep personnel informed about developments in Valley Water's response, impacts on the workforce, and to reassure personnel that the organization is continuing to function as usual.

Pandemic and infectious disease response teams will determine methods to measure, monitor, and adjust actions to changing conditions and improved protection strategies which may include:

- 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 critical personnel are at the primary worksite
- Reaffirm that critical suppliers have their material and personnel on-hand and are able to respond and support as planned
- Coordinate with Santa Clara County Public Health Department and Santa Clara County Operational Area and other identified emergency response points of contact to ensure open, adequate communications

V. PANDEMIC PLANNING ASSUMUPTIONS

The assumptions related to statistical projections and virus behavior in this section were developed utilizing information provided in a National Strategy for Pandemic Influenza Implementation Plan model. A pandemic is a new disease that can be transmitted person-to-person and has spread over a large geographical area. Non-influenza pandemics may not specifically follow this projected model, but the planning assumptions below can be used as a guide for preparation and mitigation activities for pandemics in general. Ultimately, Valley Water will utilize information from the Santa Clara County Public Health Department (SCCPHD) Center for Disease Control and Prevention (CDC) and World Health Organization (WHO) for specific pandemic response guidance based on any disease outbreak that occurs.

A. National Strategy for Influenza Implementation Assumptions

- Susceptibility to the pandemic 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 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.

B. Valley Water Assumptions

- Valley Water will be provided with guidance and/or direction by Santa Clara County Public Health Department and the Santa Clara County Operational Area regarding current pandemic and infectious disease status.

- Valley Water will implement actionable plans and procedures to assist in the ability to sustain critical functions during a pandemic or infectious disease outbreak. Plans and procedures may include social distancing protocols, personal protection equipment (PPE), and temporary suspension of some non- critical activities.

- Valley Water has a viable Agency-wide continuity capability.

- Valley Water will review its capabilities to ensure support for pandemic and other related emergencies, and give full consideration to supporting social distancing operations, including telework and other virtual office options.

- Right of entry may be limited to the public and to employees.

- Valley Water may deploy personnel to alternate facilities.

- During a Business Continuity event, Valley Water may make alternate facilities available for staff to implement social distancing protocols.

- Critical 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.

- Some vendors will be unable to deliver supplies or provide services.
- Additional funding will be budgeted for the acquisition of additional equipment required for a possible surge in teleworking capabilities.

VI. PANDEMIC RESPONSE

A. Pandemic Coordinators and Pandemic Response Teams

As part of this plan, Valley Water has created a Pandemic and Infectious Disease (PID) Response Team. The PID Response Team members will work together, to anticipate the impacts of an outbreak on Valley Water and to assist with developing strategies to manage the effects of an outbreak. The Emergency Services and Security Manager has been designated as the Agency PID Coordinator, who will work with a team of advisors and oversee the PID Response Team.

The Pandemic and Infectious Disease Response Team is comprised of the following:

1. Chief Operating Officer of Information Technology and Administrative Services
2. Emergency Services and Security Manager and personnel
3. Environmental Health and Safety Manager
4. Human Resources Chief People Officer
5. Labor Relations Officer
6. Deputy Operating Officer of General Services
7. Business Support and Warehouse Services Manager
8. Fleet and Facilities Manager
9. Office of District Counsel personnel
10. Office of Communications personnel

B. Risk Communications

Valley Water will establish 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 all personnel, water retailers, regulatory authorities, Operational Area jurisdictions, and other government and non-government stakeholders.

VII. ELEMENTS OF A VIABLE PANDEMIC INFLUENZA CONTINUITY CAPABILITY

The elements of viable continuity capabilities will be addressed in the Business Continuity Program and associated Business Continuity Plans (BCPs). This includes identification of critical functions, orders of succession, delegation of authority, continuity facilities, communications, vital records, human resources, testing, training, and exercise program and reconstitution of operations. This Pandemic and Infectious Disease Plan

provides summary information and references of continuity capabilities and protocols as they relate to a pandemic event or health threat.

VIII. AUTHORITIES AND REFERENCES

Emergency response, like all governmental action, is based on legal authority. The SCVWD Pandemic and Infectious Disease Plan integrates OSHA guidance, Required Safety Practices (RSP's), lessons-learned and follows applicable federal, state and local regulations and guidelines.

A. Federal

- U.S. Department of Homeland Security Pandemic Influenza – Preparedness, Response, and Recovery, Guide to Critical Infrastructure and Key Resources; Annex: Water and Wastewater Sector Pandemic Guideline (Homeland Security)
- National Strategy for Pandemic Influenza, Homeland Security Council, dated November 2005
- Federal Emergency Management Agency, Pandemic Influenza Continuity of Operations (COOP) Annex Template Instructions (FEMA)
- OSHA
- http://www.opm.gov/pandemic/index.asp – Links to policies on leave, pay, hiring, alternative work arrangements and other critical human capital issues in relation to pandemic influenza
- http://www.pandemicflu.gov – Pandemic influenza related information (e.g., signs and symptoms of influenza, modes of transmission, developing individual and family plans, etc.)
- http://www.flu.gov/planning-preparedness/federal/index.html# – Pandemic influenza related information for Federal Government agencies to use for planning and preparedness. Links to other federal government agencies

B. Local

- Valley Water Policies
- Valley Water Procedures
- Valley Water Protocols

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APPENDIX A
World Health Organization Phases

The World Health Organizations (WHO) developed an alert system to help inform the world about the seriousness of a pandemic. The alert system has six phases, with Phase 1 having the lowest risk of human cases and Phase 6 posing the greatest risk of pandemic. Organizations are encouraged to monitor the WHO phases and establish continuity "triggers" as deemed appropriate.

The phases are applicable globally and provide a framework to aid countries in pandemic preparedness and response planning. The use of a six-phased approach has been retained. However, the pandemic phases have been redefined (Table 1). In addition, the time after the first pandemic wave has been elaborated into post-peak and post-pandemic periods.

TABLE 1
World Health Organization Pandemic Influenza Phases

Phase 1	No animal influenza virus circulating among animals has been reported to cause infection in humans.
Phase 2	An animal influenza virus circulating in domesticated or wild animals is known to have caused infection in humans and is therefore considered a specific potential pandemic threat.
Phase 3	An animal or human-animal influenza reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks.
Phase 4	Human-to-human transmission (H2H) of an animal or human-animal influenza reassortant virus able to sustain community-level outbreaks has been verified.
Phase 5	The same identified virus has caused sustained community level outbreaks in two or more countries in one WHO region.
Phase 6	In addition to the criteria defined in Phase 5, the same virus has caused sustained community level outbreaks in at least one other country in another WHO region.
Post-Peak Period	Levels of pandemic influenza in most countries with adequate surveillance have dropped below peak levels.
Possible New Wave	Level of pandemic influenza activity in most countries with adequate surveillance rising again.
Post-Pandemic Period	Levels of influenza activity have returned to the levels seen for seasonal influenza in most countries with adequate surveillance.

The WHO Phases of Pandemic Alert

In the 2009 revision of the phase descriptions, WHO has retained the use of a six-phased approach for easy incorporation of new recommendations and approaches into existing national preparedness and response plans. The grouping and description of pandemic phases have been revised to make them easier to understand, more precise, and based upon observable phenomena. Phases 1–3 correlate with preparedness, including capacity development and

response planning activities, while Phases 4–6 clearly signal the need for response and mitigation efforts. Furthermore, periods after the first pandemic wave are elaborated to facilitate post pandemic recovery activities.

In nature, influenza viruses circulate continuously among animals, especially birds. Even though such viruses might theoretically develop into pandemic viruses, in Phase 1 no viruses circulating among animals have been reported to cause infections in humans.

In Phase 2 an animal influenza virus circulating among domesticated or wild animals is known to have caused infection in humans, and is therefore considered a potential pandemic threat.

In Phase 3, an animal or human-animal influenza reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks. Limited human-to-human transmission may occur under some circumstances, for example, when there is close contact between an infected person and an unprotected caregiver. However, limited transmission under such restricted circumstances does not indicate that the virus has gained the level of transmissibility among humans necessary to cause a pandemic.

Phase 4 is characterized by verified human-to-human transmission of an animal or human-animal influenza reassortant virus able to cause “community-level outbreaks.” The ability to cause sustained disease outbreaks in a community marks a significant upwards shift in the risk for a pandemic. Any country that suspects or has verified such an event should urgently consult with WHO so that the situation can be jointly assessed and a decision made by the affected country if implementation of a rapid pandemic containment operation is warranted. Phase 4 indicates a significant increase in risk of a pandemic but does not necessarily mean that a pandemic is a forgone conclusion.

Phase 5 is characterized by human-to-human spread of the virus into at least two countries in one WHO region. While most countries will not be affected at this stage, the declaration of Phase 5 is a strong signal that a pandemic is imminent and that the time to finalize the organization, communication, and implementation of the planned mitigation measures is short.

Phase 6, the pandemic phase, is characterized by community level outbreaks in at least one other country in a different WHO region in addition to the criteria defined in Phase 5. Designation of this phase will indicate that a global pandemic is under way.

During the post-peak period, pandemic disease levels in most countries with adequate surveillance will have dropped below peak observed levels. The post-peak period signifies that pandemic activity appears to be decreasing; however, it is uncertain if additional waves will occur and countries will need to be prepared for a second wave.

Previous pandemics have been characterized by waves of activity spread over months. Once the level of disease activity drops, a critical communications task will be to balance this information with the possibility of another wave. Pandemic waves can be separated by months and an immediate “at-ease” signal may be premature.

In the post-pandemic period, influenza disease activity will have returned to levels normally seen for seasonal influenza. It is expected that the pandemic virus will behave as a seasonal influenza A virus. At this stage, it is important to maintain surveillance and update pandemic preparedness and response plans accordingly. An intensive phase of recovery and evaluation may be required.

CONFIDENTIAL DOCUMENT

APPENDIX B
Valley Water Staffed Facilities

Contact the Emergency Services and Security Unit regarding access to this confidential document.

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APPENDIX C
Organizational Strategy

Once the Pandemic and Infectious Disease (PID) Team is convened, each team member will be asked to think through actions and considerations for their respective area and document them. Each team member should consider:

- What actions should I doing during each phase?
- As conditions change, how will my actions change?
- What guidance needs to be disseminated across the organization or to customers?
- What assumptions am I making? (e.g., key suppliers will also be affected, we may see a spikes/declines in demand, etc.)
- What information do I need to make better decisions?
- If necessary or applicable, how should the organization's delivery model potentially change to make retailers, major stakeholders and employees comfortable, as well as to slow the spread of the disease?

	Alert Phase	Pre-Pandemic/ Infectious Outbreak Phase	Pandemic/ Infectious Outbreak Phase	Transition Phase
Communications				
Human Resources				
Health and Safety + Facilities				
Supply Chain/ Procurement				
Information Technology				
Operations				

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APPENDIX D
Pandemic Resources

Resource	Resource Link
WHO Pandemic Preparedness	http://www.who.int/csr/disease/en/
WHO Pandemic Surveillance and Monitoring	http://www.who.int/influenza/surveillance_monitoring/en/
CDC Pandemic/Influenza Map (Updated Weekly)	http://www.cdc.gov/flu/weekly/usmap.htm
European Centre for Disease Prevention and Control	https://www.ecdc.europa.eu/en
FLU.gov – Pandemic Awareness	http://www.flu.gov/pandemic/index.html
U.S. State Department Travel Advisories	https://travel.state.gov/content/travel/en/traveladvisories/traveladvisories.html/
Additional Resources	[INSERT ADDITIONAL RESOURCES]

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APPENDIX E
Key Actions and Task Lists (By Phase)

PHASE	TRIGGER
ALERT	• New Strain Identified • Media Coverage of Potential Pandemic Strain • Human-Human Transmission in Disease's Country of Origin • Potential the Disease Will Affect the Organization and/or Its Suppliers

Key Actions

- Establish Situational Awareness
- Identify the Participants of a Pandemic and Infectious Disease Response Team
- Convene the PID Response Team
- Develop the Organizational Strategy
- Validate the Organization's Geographic and Employee Footprint
- Assess Potential Impacts on Business Operations
- Assess Potential Impacts on the Supply Chain
- Determine Potential Finance and Treasury Implications
- Evaluate Transportation and Travel Risks
- Review/Update Human Resource Related Policies and Procedures
- Establish Situational Reporting for the PID Response Team
- Review Business Continuity Planning Efforts for Personnel and Third Parties
- Evaluate the Ability of IT to Support a Spike in Remote Workers
- Determine Communication Requirements (internal and external)

Detailed Tasks

Task	Complete?
Establish Situational Awareness Establish general awareness of the threat, paying special attention to areas where the illness is found. Agree to reliable sources of information specific to Valley Water's interests that can be relied upon. Review current Public Health Guidance from international, federal, state and local agencies. Prepare a situation report.	
Identify Individuals to Participate in the Pandemic and Infectious Disease Response Team Determine participants for the pandemic working group that will convene to address tactical issues and develop detailed strategies. The team will likely be comprised of a limited group of members and will escalate, as needed.	

Task	Complete?
Validate the Organization's Geographic and Employee Footprint Gather the necessary information to compare where the disease is present to geographies where the organization is operating. Work with Senior Management to close any knowledge gaps and ensure that everyone on the PID Response Team has a similar common operating picture.	
Assess Potential Impacts on Business Operations Identify business operations that are susceptible to disruption caused by an infectious disease event. Reference the business impact analysis (BIA), as necessary. Consider: • Business Units with Critical Functions • Teams that work with the public or in large groups, including Clerk of the Board • Teams with Significant Personnel Single Points of Failure • Teams that Routinely Travel • Consider how the organization engages with customers and determine if there is a need to change, limiting physical contact or close-proximity engagement. The goal here is to minimize fear of engagement and to minimize contribution to the spread of the disease.	
Assess Potential Impacts on the Supply Chain Identify vendors, third parties, suppliers or outsourced parties that are potentially susceptible to the disruption based on geography. Use the results of the BIA to identify an initial list of third parties and coordinate with Procurement to understand potential impacts and which third-parties represent more significant risk.	
Determine Potential Finance and Treasury Impacts Based on an initial analysis of business operations and the supply-chain, coordinate with the Office of the Chief Financial Officer (CFO) and request that they begin to consider how the event could affect organizational performance, public reporting, and the organization's cash flow if the situation were to deteriorate.	
Review Travel Advisories and any Known Transportation Limitations Review any known travel advisories or restrictions related to the outbreak event. Consider the need to limit upcoming planned travel.	
Work with HR to Review Existing Policies that Could Affect Response Coordinate with HR to review/update pertinent policies in advance of a disruption. Consider the following: • Policies Related to Workplace Health and Safety • Employee Assistance Programs and Policies • Sick Leave/Leave of Absence Programs and Policies, Including Policies for Family Leave • Remote Work Policies • Visitor/Contractor Handling Procedures	

Task	Complete?
• Succession Planning Additionally, request that HR begin tracking the organization's rate of absenteeism to establish a baseline.	
Review Business Continuity Planning Efforts Conduct outreach to business continuity plan owners, specifically for purposes of assessing "Loss of Personnel" and "Loss of Third-Party" scenarios and tasks. Encourage plan owners to consider re-examining their single points of failure and update contact information. Encourage employees to review contact information, via HR systems.	
Establish Situational Reporting for the PID Response team Identify how often future meetings will be held. Identify processes to review emerging information from the media and emerging public health guidance. Determine: • How often the group should meet? • What status reporting should look like? • Who is responsible for monitoring media sources? • Who is responsible for monitoring public health sources? • When escalation should occur to the DOC's / EOC or management?	
Evaluate the Ability of IT to Support a Spike in Remote Work Develop requirements regarding the number of remote workers. As appropriate, evaluate VPN and laptop capabilities to enable the organization to meet these requirements. Consider expanding the use of "BYOD" capabilities if needed.	
Determine Communication Requirements (internal and external) Based on any decisions made, consider communications to: • Senior Management • Board of Directors • General Employee Population • Public Media Relations • Retailers • Major Stakeholders including Regulatory Authorities • Suppliers, vendors and business partners At a minimum, consider developing a communications campaign to increase awareness on hygiene and protective measures.	

PHASE	TRIGGER
PRE-PANDEMIC	• Presence of Strain in Localized Hot Spots • Minimal Spread Beyond Disease's Source (Country of Origin) • Beginning of Government Reactions (Travel Warnings Issued, Some Transportation Network Closures)

Key Actions

- Accelerate PID Response Team Meetings and Determine Need for Broader Crisis Management Response
- Coordinate with Business Areas Likely to Be Affected by the Event
- Establish Communication with Potentially Affected Third Parties and Re-evaluate Continuity Strategies
- Develop Approach to Manage Financial Impacts
- Assess Sanitation Procedures
- Develop Transportation and Travel Restrictions
- Identify Means to Track Absenteeism
- Determine Level of Support Provided via Insurance and Health Care Providers
- Identify More Aggressive Strategies that May Be Used if Conditions Deteriorate
- Assess Suitability of Technology Infrastructure for Extensive Remote Operations
- Establish Status Reporting for Affected Business Operations
- Develop Organization Wide Communications Plan

Detailed Tasks

Task	Complete?
Accelerate PID response team Meetings and Determine Need for Broader Crisis Management Accelerate the timing/frequency of PID Response Team meetings. Meeting cadence will vary based on the type of disruption and speed of proliferation. As needed, consider notifying or activating the broader CMT to discuss planned actions (e.g. activate DOC's or EOC).	

Task	Complete?
Coordinate with Business Areas Likely to be Affected by the Event Establish communications with business areas likely to be affected and inform contacts of the PID Team and available support. Request they provide updates if there are: • Any direct impacts to employees • Significant peak times that need to be considered • Expected changes in volume/demand based on the event • Disruptions to manufacturers, suppliers, or third parties • Required travel to affected areas	
Establish Communication with Potentially Affected Third Parties and Revaluate Continuity Strategies Based on input from business areas and activities in the previous phase, either request that relationship owners reach out to affected suppliers or work with procurement to coordinate with critical suppliers. Determine whether services provided to the organization may be reduced. Remind business units to address the following questions when updating contingency strategies and plans: • Are there alternate sources available? • How long would it take a spin up an alternate provider or new provider? • Can activities be insourced? • Can we stockpile supplies/materials in the event that conditions worsen? • Can we provide support to a third-party to mitigate damage to our organization? • How deeply is the Supply Chain affected or expected to be affected (critical suppliers)?	
Develop Approach to Manage Financial Impacts Continue to re-engage CFO. Work to develop a course of action if conditions continue to deteriorate. Consider: • Revising revenue forecasts/budgets • Identifying any reporting/accounting/close delays • Increasing liquidity and available cash • Reviewing business interruption insurance policies	
Assess Sanitation Procedures Develop enhanced sanitation processes for future use (including increased hand sanitation placements, antibacterial cleaning supplies, and the acquisition and positioning of biohazard receptacles)	
Develop Transportation and Travel Restrictions Work with management to provide more aggressive travel guidance. Recommend restricting all travel to affected areas or require that travel be approved at the highest level of the organization.	

Task	Complete?
Identify Means to Track Absenteeism Revisit the baselines set in the *Alert* stage. Request that HR begin tracking absenteeism to identify any significant trends or patterns.	
Determine Level of Support Provided via Insurance and Health Care Providers Reach out to insurance and contracted health care providers. Determine procedures to have anyone either returning from or traveling to a potentially affected area receive additional screening and care.	

Identify More Aggressive Strategies that may be Used if Conditions Deteriorate
Develop a list of strategies that can be employed if conditions worsen. Consider:
• Moving to remote-only operations (where feasible)
• Restricting organization-sponsored travel
• Shutting down common areas or areas where employees are likely to congregate:
  o Cafeterias
  o Meeting Rooms
• Setting up staggered work schedules (additional shifts) to minimize human-human interaction
• Cancelling events that are likely to congregate staff, such as:
  o All Hands Meetings
  o ERG Events
• Pre-positioning materials and equipment onsite	

Assess Suitability of Technology Infrastructure for Extensive Remote Operations Coordinate with IT to determine any technical limitations of increased remote work strategies. Work to procure additional hardware, as required.	
Establish Status Reporting for Affected Business Operations Setup regular status reporting for areas with confirmed impact or of critical concern. Focus reports on actions taken, impacts to business, and what resources are needed to assist affected teams.	
Develop Organization Wide Communications Plan Based on any decisions made, further develop and continue execution of the communications plan. Consider communications to the following stakeholder groups (as deemed necessary): • Senior Management • Board of Directors • General Employee Population • Public Media Relations	

Task	Complete?
• Retailers • Major Stakeholders including Regulatory Authorities Key Topics include: • Reminding employees of existing HR policies and health benefits • Highlighting changes to policies in preparation for the event, including any additional services • Reassuring stakeholders that there are strategies and plans in place, • Highlighting key actions being taken • Communicating changes to travel and procedures for those returning from travel • Providing additional guidance on health-related protective measures Develop a cadence for regular communications and establish a standard format for delivering essential information.	

PHASE	TRIGGER
PANDEMIC / INFECTIOUS DISEASE OUTBREAK	• Global/Dispersed Proliferation of Pandemic • Pandemic Directly Affects the Organization and its Employees • Higher than Season Average of Absenteeism

Key Actions

- Activate Emergency Operations Center / EOC and Appropriate Business Continuity Response
- Impose Travel Restrictions
- Activate Additional Sanitation Measures
- Activate More Aggressive Strategies
- Activate Alternate Supply-Chain and Sourcing Strategies
- Establish Direct Lines of Communication with Local Public Health Agencies
- Execute Mass Communications

Detailed Tasks

Task	Complete?
Activate Crisis Management and Appropriate Business Continuity Response Convene the EOC Policy Group. The EOC Director and PID Coordinator will provide updates to the Policy Group. Follow Valley Water Emergency Operations Plan (EOP)/EOC Action Planning guidance to establish a cadence for regular meetings and the appropriate means to update management on all actions taken.	
Impose Travel Restrictions Cancel/postpone non-essential travel. Require travel be approved at the highest levels of the organization. Recommend that employees avoid public transportation, when possible.	
Activate Additional Sanitation Measures Activate the sanitation plan developed in the previous phase. Ensure adequate materials are at all facility locations. Work with facilities, procurement and safety teams to monitor and ensure replenishment.	
Activate More Aggressive Strategies As needed, activate the additional strategies detailed in the previous phase. Take required measures to both enable and effectively communicate the purpose behind the activation of the strategies. Increase activation / implementation of remote work strategies. Ensure critical personnel are at the worksite.	
Activate Alternate Supply-Chain and Sourcing Strategies Activate the strategies detailed in the previous phase. Coordinate with business units to monitor effectiveness and issues.	
Establish Direct Lines of Communication with Local Public Health Agencies Once there are confirmed cases of Valley Water's employees affected by the event, notify public health organizations. Follow any additional guidance provided by these agencies.	
Execute Mass Communications Execute the communications plan developed in the previous phase. Continue to provide information across the enterprise. Consider Activating an Employee Hotline to support additional questions from employees.	

PHASE	TRIGGER
TRANSITION	• Absenteeism Returns to Normal Levels • No Longer a Public Health Emergency

Key Actions

- Conduct a Post-Incident Review
- Update Plans and Procedures
- Transition to Normal Operations
- Communicate to Key Stakeholders

Detailed Tasks

Task	Complete?
Conduct a Post-Incident Review Meet with key participants to discuss what went well, what didn't, and what improvements the organization can make. Document and share findings; assign relevant action items.	
Update Plans and Procedures Update this plan and work with Business Continuity Plan Owners to update plans and incorporate lessons learned.	
Transition to Normal Operations Stand-down emergency support activities and prioritize and notify interested parties of resumption of work and normal performance levels – specifically areas that were put on hold at the time of the pandemic / infectious outbreak.	
Communicate to Key Stakeholders Inform external clients of transition to normal operations. Ensure staffing is available to perform catch-up of processes and deadlines.	

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APPENDIX F
Pandemic and Infectious Disease Response Team Meeting Agenda

Standing Agenda

Frequency of Meeting	1x Daily
Meeting Information	***[INSERT CONFERENCE INFORMATION]***
Timing	30 Minutes

Agenda	• Roll Call
	• Situation Report
	  ○ Event Characteristics, Geography and Proliferation ***(5 minutes)***
	  ○ Guidance from Global/Public Health Agencies ***(5 minutes)***
	  ○ Known Business Impacts ***(5 minutes)***
	  ○ Updates/Issues from Working Group Members ***(10 minutes)***
	  ▪ Human Resources
	  ▪ Business Continuity
	  ▪ Supply Chain
	  ▪ Facilities/Health and Safety
	  ▪ Updates from Optional Members (Operational Updates)
	• Conclusion ***(5 minutes)***
	  ○ Cascading Messages
	  ▪ Escalation to Management
	  ▪ Communication Campaigns Required
	  ○ Action Item Review
	  ○ Next Meeting Information

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APPENDIX G
COVID-19—Confirmed Positive Case Response Plan

If a manager/supervisor is notified by an employee that they have tested positive for COVID-19, the steps below are to be followed:

1. If the employee is at work, instruct the employee to leave the workplace immediately, or to stay home if already at home, and encourage the employee to continue medical care to determine the duration of their medical isolation period.

   Work Exclusion & Isolation Period

   The worker should be sent home immediately and instructed to isolate for 10 days from the date their symptoms began AND 24 hours with no fever (without fever-reducing medication), AND improvements of other symptoms. The individual may return to the worksite after these criteria are met.

   If they never had any COVID-19 symptoms, they should isolate for 10 days from the date their positive test was done. For extended leave and charge code guidance associated with COVID-19 leave, please contact Natalie Vye, Benefits Program Administrator, 1 (408) 630-9808. Natalie must be notified that the employee is being medically isolated.

2. Either the employee, or the manager or supervisor needs to report the positive case to Larry Lopez, Environmental Health & Safety (EH&S) Manager, (831) 801-3101, immediately.

3. Once information of a positive case is received by Valley Water, of one of its employees, Valley Water has an obligation to report the positive case, and subsequent close contact determinations, to the Santa Clara County Public Health Department within 4 hours. Larry Lopez, EH&S Manager, or designee will provide the notification to Public Health.

4. Once Valley Water learns that an employee has tested positive, Valley Water must try to determine which, if any, employees had close contact with the positive employee. **A close contact is defined as someone who was within 6 feet from the person who tested positive for at least 15 minutes**. Fully vaccinated employees do not need to get tested, if they are without COVID-19 symptoms, after coming into close contact with a known positive COVID-19 case.

   Maintain Confidentiality

   Managers and supervisors must keep employees' medical information confidential in accordance with federal and state laws. Do not disclose the identity of the COVID-19 positive worker in your effort to identify close contacts. Please consult with Brian Hopper, Senior Assistant Counsel, 1 (408) 623-6789, if you have any questions about applicable employment or privacy laws.

Identify Close Contacts During the Exposure Period

Together, the employee's manager/supervisor and the EH&S Manager are to investigate and document the employee's schedule and work location(s) to determine: (1) the day their symptoms began (if applicable); (2) the date of their first positive test; and (3) the last day that the person diagnosed with COVID-19 was present at the workplace.

This information will then be used to identify all individuals who may have had close contact with the confirmed-positive employee during the exposure period.

Per Santa Clara County Public Health, the exposure period is defined as:

- **Start**: 2 days before the person had symptoms (or 2 days before date of first positive test for employees who are asymptomatic).

- **End**: last day the positive person was at work.

5. People who have been identified as close contacts, including any vendors/suppliers, visitors, or others who had close contact with the employee at the worksite, the EH&S Manager will complete the Case and Contact Data Collection Form (to be provided to the Santa Clara County Public Health Department). The following is the required minimum information that must be provided to the Santa Clara County Public Health Department: Name, Phone number, Address, and Language spoken (if not fluent in English), of the positive employee and all identified close contacts. The EH&S Manager will report to County Public Health via the Public Health reporting portal with the information requested. Under the Health Officer Order, reports must, as a matter of law, be made within 4 hours after the employer learns of the positive case(s). The information provided will remain confidential and does not affect immigration status. Information may be updated to the information provided if discovery of additional information is made after the initial report.

6. Anyone who is unvaccinated and had close contact with the person diagnosed with COVID-19 during the exposure period (defined above) will not be allowed at the worksite and should stay at home for 10 days, starting the last day that the person diagnosed with COVID-19 was at work.

7. All unvaccinated close contacts should get tested immediately. COVID-19 testing locations can be found on the Santa Clara County Public Health Department website, or employees can be tested by their healthcare provider. Even if the test is negative, unvaccinated close contacts should remain in quarantine for the full 10 days. Close contacts should get tested again on approximately Day 7 of the quarantine period to see if their infection status has changed. Test results, positive or negative, should be shared with Valley Water.

8. All others present at the workplace, but NOT identified as close contacts, are advised to self-monitor for symptoms for 10 days after the last day that the person diagnosed with COVID-19 was at work. They may return to work, but if they develop symptoms, they should stay home (or if at work, go home immediately) and contact their healthcare provider to get testing. Everyone at the worksite should ensure they are following Valley Water's Social Distancing Protocols.

Report Any Hospitalizations and Deaths to the Local Cal/OSHA District Office

9. Any serious injury, illness, or death occurring in any place of employment or in connection with any employment must be reported by the employer to the local Division of Occupational Safety and Health (Cal/OSHA) district office immediately.

   For COVID-19, this includes hospitalizations and deaths among employees, even if work-relatedness is uncertain. If needed, EH&S will make this required notification and is familiar with the full details on what information needs to be reported and the appropriate contact information for the Cal/OSHA district office.

Disinfection After a Confirmed COVID-19 Case at Valley Water

10. Areas that have been identified as visited by the ill person(s), within the last 48 hours, will be cordoned off until cleaning and disinfection can be completed. Cleaning and disinfection will begin after a practical waiting period, based on location and the area's use. All cleaning and disinfection will be completed by using an EPA-certified cleaning agent to clean and disinfect all areas used by the ill person(s), including offices, bathrooms, common areas, shared electronic equipment if any (like tablets, touch screens, keyboards, and remote controls), focusing especially on frequently touched surfaces. Once cleaning and disinfecting of these identified areas/items are complete, all use restrictions will be lifted.

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APPENDIX H
Valley Water Pandemic & Infectious Disease
Water Utility Operations Checklist

Actions to Prepare for a Pandemic or Infectious Disease Outbreak				
WHO	**ACTION**	**COMPLETE "X"**	**NOTES**	**REFERENCE**
Planning				
	Develop a process for maintaining situational awareness of the current and future spread of the virus, as well as community impacts.			
	Develop strategies for managing the pandemic.			
	Build-out additional control rooms (including SCADA) for social distancing and minimizing exposure.			
	Develop or update a Business Continuity plan that specifically addresses the challenges of a pandemic and plans for significant staff shortages.			
	Update your emergency response plans to ensure all contacts (24/7 availability), system diagrams and standard operating procedures for system operations are up to date.			
	Confirm mutual aid contracts are current (e.g., CalWARN, CAMAL net, WLA).			
	Coordinate with IT to ensure it can accommodate remote work arrangements without compromising security (SCADA, LIMS data, ODMS/PI, MAXIMO, etc.)			
	Work with local law enforcement and health departments to ensure water sector staff are considered first responders as specified in the DHS Crisis Emergency Response and Recovery Access (CERRA) framework.			
	Conduct and participate in internal and external tabletop exercises.			

Actions to Prepare for a Pandemic or Infectious Disease Outbreak				
WHO	**ACTION**	**COMPLETE "X"**	**NOTES**	**REFERENCE**
Protecting Employee Health				
	Reinforce good personal hygiene practices with staff. Post proper handwashing techniques, with pictures at sinks. Share preventative measures (washing hands, covering cough, not touching face, etc.) provided by CDC to minimize risk.			
	Ensure availability of adequate proper personal protective equipment (PPE), infection control (hand sanitizer, tissues, disinfecting wipes, electronic *device* cleaners), and cleaning supplies.			
	Set up a pandemic policy for screening employees for symptoms, setting up extended sick leave and telework, keeping critical staff on-site for an extended period of time (with access to beds, food, water, medical supplies, communications), and social distancing in the office (no meetings, keeping 6 feet apart, etc.).			
	Establish pandemic specific health & safety protocols for field sampling conducted by staff or others providing sampling assistance in the event of staff shortages.			
	Work with staff to develop their own family response plans.			
Maintaining Essential Operations				
	Identify critical positions (raw water/systems control operators, treated water plants operators, laboratory personnel, skilled trades, etc.) along with back-ups for each of those positions.			
	Identify critical functions (operating the raw water distribution system, disinfection, pumping, sampling and analysis, aeration, purchasing chemicals and supplies, etc.) and the minimum staff required to keep those functions operating.			

Actions to Prepare for a Pandemic or Infectious Disease Outbreak				
WHO	**ACTION**	**COMPLETE "X"**	**NOTES**	**REFERENCE**
	Maintain a list of critical water customers who need a continuous source of potable drinking water.			
	Determine the process to use for WARN to request personnel during a pandemic.			
	Cross-train staff to handle multiple positions and critical operations.			
	Ensure redundancy in laboratory personnel.			
	Assess your remote operation capabilities (i.e., SCADA).			
Maintaining Essential Facilities, Equipment, and Supplies				
	Identify critical facilities (Pacheco, Coyote, and Vasona Pumping Plants, booster pumps, chlorinators, aerators, etc.) and supplies (treatment chemicals, fuel, electricity, etc.) that must stay operational and available.			
	Create an inventory of all critical materials, chemicals, supplies, and equipment.			
	Source materials and chemicals from two or more suppliers from different regions to mitigate supply chain disruptions.			
	Work with your vendors and require them to identify who their second-tier sources are to make sure the vendors you are using are not using the same source.			
	Stock up on treatment chemicals and critical materials and equipment as space, costs, and expiration dates allow.			
Communication				
	Develop/update communication templates so you can communicate with your customers quickly.			

Actions to Respond to a Pandemic or Infectious Disease Outbreak				
WHO	**ACTION**	**COMPLETE "X"**	**NOTES**	**REFERENCE**
Initial Actions				
	Implement all applicable business continuity and emergency related plans; ERP, SOPs, and work procedures.			
	Stay in close contact with your regulatory agency to coordinate on any issues that arise (lack of certified operators and water resources technicians, laboratory capacity, or access to sample locations).			
Protecting Employee Health				
	Inform all staff on the latest CDC recommendations to limit the further transmission of the virus.			
	Communicate policies for staff who have been exposed to pandemic influenza, are suspected to be ill, or become ill at the worksite.			
	Communicate to staff to stay home when they are symptomatic or someone in their home is ill.			
	Communicate to staff to regularly sanitize high contact surfaces in the office and equipment (e.g., desks, countertops, steering wheels, shifters, tablets, phones, door handles, elevator buttons, faucets, etc.)			
	Restrict access to facilities to essential staff only. Request additional security/surveillance as needed.			
	Limit or cease all in-person meetings, gatherings in the same location, and travel.			
	Ensure that workers and those with overlapping expertise are generally separated to minimize the risk of co-transmission.			
	Assess need for additional janitorial cleaning and disinfecting of surfaces and equipment, including control rooms, vehicles, breakrooms and conference rooms, computers, phones, tablets, door handles, elevator buttons, faucets, etc.).			
	Implement tele-work for as many staff as is feasible to maintain operations.			

Actions to Respond to a Pandemic or Infectious Disease Outbreak				
WHO	**ACTION**	**COMPLETE "X"**	**NOTES**	**REFERENCE**
	Offer or assign alternative work assignments for "at-risk" staff, when possible.			
	Limit construction and maintenance activities to only critical projects.			
	Relocate contractor work areas, restrooms, and breakrooms away from essential staff areas, as necessary.			
	Provide transportation and/or assign vehicles to staff as necessary.			
Maintaining Essential Operations				
	Implement minimum staffing plans and set up shift rotations, as necessary.			
	Implement staggered work schedules and use of "micro-teams."			
	Utilize cross-functional teams between treated/raw water, water quality/laboratory services, and engineering divisions.			
	Keep regulatory agencies up to date on your situation.			
	Monitor key business partner (regulatory agencies, other internal district units, vendors/suppliers, transporters and other third parties) for updated policies, guidance, operating status and information.			
	Monitor staffing availability for essential function teams and line of succession plan.			
	Monitor and assess workarounds for need to implement strategies that are more aggressive.			
	If you begin or anticipate experiencing critical staffing shortages: Update regulatory agency, reach out to Cal Warn for personnel, equipment, supplies, and technical assistance.			
	Make preparations to house critical staff on-site (with access to beds, food, water, medical supplies, communications, etc.).			
	Remind staff to anticipate cyber threats including phishing, social engineering, and other opportunistic cyber-attack tactics preying on fear and the need for information that could disrupt supervisory			

Actions to Respond to a Pandemic or Infectious Disease Outbreak				
WHO	**ACTION**	**COMPLETE "X"**	**NOTES**	**REFERENCE**
	control and data acquisitions (SCADA) and other operations.			
	Back-up all critical files.			
Maintaining Essential Facilities, Equipment, and Supplies				
	Create an inventory of critical resource needs, calculate burn rate and assess need to increase on-hand inventory and/or stockpile.			
	Purchase spare parts now for all critical equipment and maintain inventory.			
	Monitor critical supply vendors and transporters to assess their ability to continue to provide services and supplies and meet district requirements. If you anticipate any impending shortfall, contact WARN to see if other utilities can assist.			
	Monitor availability of alternate sources for critical materials, supplies, parts and equipment.			
Communication				
	Communicate with your customers as soon as possible and often about the safety of their water supply using guidance provided by the EPA and CDC.			
	Maintain contact with other internal district units that you are dependent upon in performing your functions.			
	Stay in close contact with your regulatory agency.			
	Coordinate public messaging and external communications with media as applicable (e.g., virus not in water, etc.).			
Documentation				
	Document all events, timeframes, and resulting impacts, so this information can be used as part of the post-incident investigation.			
	Document all hours (regular and overtime) and additional expenses. Keep invoices for all equipment supplies, contracts, vendors, etc.			

Pandemic Recovery and Preparation for Subsequent Pandemic Waves				
WHO	**WATER UTILITY DIVISION ACTIONS**	**COMPLETE "X"**	**NOTES**	**REFERENCE**
	Continue essential functions and evaluate reinstating nonessential activities.			
	Stockpile essential supplies.			
	Maintain contact with critical supply vendors, transporters, regulatory agencies and other key business partners.			
	Restock supplies at facilities for sequestering essential staff.			
	Revise budget and asset management plans.			
	Evaluate response, update all applicable plans, SOPs, and work procedures.			
	Identify mitigation measures that can help increase utility resilience for future pandemics.			
	Participate in pandemic awareness training and exercises.			
	Remind all Staff to stay home when they have influenza.			
	Document actions and additional expenses.			
	Keep records of staff that have recovered from influenza/virus. They may be vital for maintaining operations because of their acquired immunity.			

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CONFIDENTIAL DOCUMENT

APPENDIX I
COVID-19 Pandemic Security Plan

Contact the Emergency Services and Security Unit regarding access to this confidential document.

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Valley Water

Clean Water • Healthy Environment • Flood Protection

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