



Subcategories of Standard Operating Procedure (SOP) not selected.

Title: Pandemic Preparedness and Response Plan

Standard #:
PD-201

Department(s): Emergency Management

Subject:
Emergency MGT

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1. Purpose

Truckee Meadows Water Authority strives to provide a safe and healthy workplace for all employees. This Pandemic Preparedness and Response Plan (“PLAN”) outlines our internal response to a pandemic outbreak. It outlines specific steps TMWA takes to safeguard employees’ health and well-being during a pandemic while ensuring TMWA’s ability to maintain critical operations and continue providing essential services to our customers. In addition, it provides guidance on how we intend to respond to specific operational and human resources (HR) issues in the event of a pandemic.

2. Scope

This PLAN is intended to provide guidance for managers and employees and to outline HR directives and practices to follow when planning for or responding to a pandemic situation. **It should be noted that during a pandemic, the situation will be dynamic and rapidly developing. As such it is important that everyone understand this PLAN is fluid and may be adapted often as necessary to respond to the event.**

3. Objective

As an employer, TMWA’s objectives during a pandemic influenza event include the following:

1. Reduce transmission of the pandemic virus strain among employees, customers, and the public.
2. Minimize illness among employees, customers, and the public.
3. Maintain mission-critical operations and services.
4. Minimize social disruptions and the economic impact of a pandemic.

The objective of this PLAN is to ensure management and employees are able to appropriately plan for and respond to a pandemic situation. This PLAN focuses on educating and protecting employees.

This PLAN provides practical occupational safety and health information and is intended to go hand in hand with TMWA’s Continuity of Operations Plan (COOP) and TMWA’s Critical Staffing Action Plan, which can be found in Appendix A of this PLAN or in the TMWA Emergency Response Plan.


4. Background

Pandemic Overview

Severe influenza pandemics represent one of the greatest potential threats to the public’s health.

Pandemics are distinct from seasonal influenza epidemics that happen nearly every year. Seasonal influenza epidemics are caused by influenza viruses which circulate globally in humans. Over time, people develop some degree of immunity to these viruses, and vaccines are developed annually to protect people from serious illness. In the United States (U.S.), seasonal influenza epidemics cause an average of 36,000 deaths annually.

Influenza pandemics have occurred periodically throughout history: a major pandemic in 1918, smaller pandemics in 1957 and 1968, and more recently, the H1N1 influenza pandemic in 2009. Pandemic



influenza refers to a worldwide epidemic due to a new, dramatically different strain of influenza virus, to which there is no immunity. The new virus strain may spread rapidly from person-to-person and, if severe, may cause significant morbidity and mortality. The CDC estimates that in the U.S. alone, a severe influenza pandemic could infect up to 200 million people and cause between 200,000 and 1,900,000 deaths.

There are several characteristics of an influenza pandemic that differentiate it from other public health emergencies. Unlike natural disasters, where any disruption is likely to be infrastructure-related, disruption in the event of a pandemic is anticipated to be human and material-oriented. A pandemic has the potential to cause illness in a very large number of people, overwhelm the health care system, and jeopardize services by causing high levels of absenteeism in the workforce. Basic services, such as health care, law enforcement, fire, emergency response, communications, transportation, and utilities could be disrupted during a pandemic. Finally, a pandemic, unlike many other emergency events, could last for months and affect many areas throughout the world simultaneously.

In a pandemic situation, the goal is to slow the spread of disease to prevent illness. The most effective strategy to accomplish this is through vaccination. However, it is possible that effective vaccines will not be available for many months following the emergence of a new pandemic strain. Existing antiviral medications may also not be effective or available. Other infection control strategies such as social distancing, improved hygiene and respiratory etiquette, isolation, and quarantine may be used to control the spread of disease.

5. Acronyms & Definitions

Available leave is any paid leave type an employee has available and includes sick, vacation, PTO, and compensatory time. Once the General Manager has activated this plan, employees experiencing absences due to the pandemic (flu-like symptoms, sickness, dependent sickness, or to provide dependent care due to closures or unavailability) may use leave from any available leave bank.

Administrative Pay is paid status for employees that is separate from sick leave, vacation leave, paid time off, or compensatory time and is a pay type to be used only for emergency situations at the direction of the General Manager.

Advanced Sick Leave - At a Pandemic Response level 2 or 3, an employee may request to borrow against future leave accruals by requesting in writing, an advance of sick leave that must be paid back via future accruals or payroll deductions.

Dependent for the purpose of this PLAN a dependent means immediate family as defined by the Family and Medical Leave Act (FMLA).

Isolation means restriction of movement and/or action of individuals infected with a communicable disease to reduce the chance of spreading the disease.

Mission Critical Employees are employees whose duties are of such a nature as to require the employee to report for work or remain at the worksite to continue agency operations during an emergency. TMWA may excuse critical employees from duty, or require their presence, as circumstances and conditions warrant, to maintain minimum staffing requirements.

Pandemic means the worldwide outbreak of a serious communicable disease in numbers clearly in excess of normal.

Pandemic Leave Pay – Paid leave that is front loaded to MPAT employees once the General Manager has activated this plan.

Quarantine means the restriction of movement and/or action of individuals who are known to have been exposed to or may reasonably be suspected to have been exposed to a communicable disease and who do not yet show signs or symptoms of infection.

Social Distancing are actions taken to reduce the opportunities for close contact between people in order to limit the spread of a disease.

6. *Planning*

The recent global developments regarding influenza have necessitated the review of business processes, job functions, etc. to address a variety of presumptions presented by a pandemic.

TMWA will be expected to continue, at a minimum, pre-identified critical operations and processes necessary to provide essential services during a pandemic. The range of services and their method of delivery may vary depending on the nature and severity of a pandemic. Supervisors and managers should outline how they will transition from providing all services to just providing critical services.

Departmental Considerations

Identify critical operations and processes required to maintain essential services during a pandemic. In the event of a pandemic, it is important that employees with core skills are available to continue or quickly resume the critical operations and processes of your department. Focus on processes and the titles of the process owners, not individual employees when considering critical services. Some issues to consider include:

- What is your department's purpose?
- What are the critical processes required to support your department's purpose?
- Are there sufficient back-ups for employees and skills if there is a high level of absenteeism? It is recommended that there be three levels of alternate positions for critical processes.
- Are there other resources (e.g., vendors, volunteers, retirees) that could be utilized if necessary?
- Is it possible to coordinate or operate any of your critical processes virtually?
- What are the titles and positions of the employees and what vital records and applications are they required to access in order to implement and manage during a pandemic response? It is important to ensure that employees know if they have been identified as critical during a pandemic, and that they are aware of how they will be expected to carry out their responsibilities during a pandemic.
- Do you have applications that rely on periodic physical intervention by key employees or others to keep them functioning? How long would these applications last without attention?

Customer Interaction Considerations

Consider the following strategies as you plan for social distancing between employees and customers or the public:

- Plan to minimize exposure to fellow employees or the public if public health officials call for social distancing.
- Extend hours to accommodate customers wanting service outside normal business hours.
- Schedule pickup or delivery times to minimize the duration that people are in contact with others.
- Arrange for services to be provided via telephone, internet, email, fax, or mail.

Employee and Customer Considerations

In the event of a pandemic, it is likely there will be a high level of anxiety which could potentially contribute to increased work absences and/or increased distress to employees. Suggested ways to manage this include:

- Communicate the possibility of a pandemic – and your department's preparedness to manage it early on.
- Discuss with employees the possible health and safety issues, potential for reduced service delivery, and HR policies.
- During activation of a pandemic, provide clear, timely and proactive communication at frequent intervals, including how your department is handling the situation.
- Use notification systems to communicate quickly with employees, customers, and suppliers.
- Forecast and allow for employee absences during a pandemic due to facts such as personal illness, family member illness, community containment measures and quarantines, school and/or workplace closures, and public transportation closures.

- Implement guidelines to modify the frequency and type of face-to-face contact (e.g., handshaking, seating in meetings, office layout, shared workstations, common areas) among employees and between employees and customers.
- TMWA offers annual paid flu shots and recommends all employees to be vaccinated, if available and not contraindicated.

Employee Communication, Education and Training

It is important that information provided to employees regarding a potential or actual pandemic be factual and timely so as not to cause unnecessary worry and or panic. Technical information intended for employees regarding the outbreak will be made available by the HR department or the Emergency Management Administrator. The Emergency Management Administrator will serve as the subject matter expert for issues and information related to the disease. If a pandemic develops, supervisors and managers are encouraged to:

- Disseminate informational materials covering pandemic fundamentals (e.g., signs and symptoms of influenza, modes of transmission), personal and family protection (e.g., hand hygiene, coughing/sneezing etiquette), and response strategies (contingency plans).
- Anticipate fear and anxiety, rumors and misinformation, and plan communications accordingly.
- Disseminate information to employees about this PLAN.
- Test communication systems (e.g., hotlines, websites) for communicating pandemic status and actions to employees, vendors, suppliers, and customers inside and outside the workplace.

TMWA will utilize the Emergency Management page on WaterWeb to post pandemic-related information and keep employees up to date. Information related to emergencies will be posted in the announcement area. Applicable news, internet links, and preparedness information will also be posted as available. For employees who are not able to access WaterWeb, an external emergency management website will be available at <https://tmwa.com/covid-19-staff-information/> the password for this site is covid-19-news.

The use of the SWIFT 911 system for employee notification will be used whenever possible. The Employee SWIFT911 Toll Free Information Hotline (#1-844-458-2524) may be called to receive updated information concerning the status of any Pandemic type situation and TMWA's disaster response.

All employees are at risk of exposure to flu viruses, both in and outside of the workplace, therefore, TMWA requires all employees to attend initial or refresher training annually to become informed about what to do when a flu outbreak occurs. Training will address such issues as: symptoms and health effects of influenza, prevention, protection, treatment, and steps to take if exposure is suspected.

7. Critical Processes and Minimum Staffing


These guidelines are provided to assist in addressing certain pandemic-related preparedness and response activities and to streamline specific processes throughout the organization.

Critical Processes/Operations & Minimal Staffing Plans

Departments should predetermine the critical processes required to maintain their operations during a pandemic in the event of significant absenteeism. **Critical processes are those which have a direct and immediate effect on the general public, critical infrastructure or key resources in the terms of life safety, revenue generation and/or statutory requirements.** When identifying critical processes, make sure to account for any annual fluctuations.

Once critical processes/operations have been identified, managers should consider who is trained and able to carry out these critical processes and identify alternates. Managers should establish a staffing plan to include staffing alternates three employees in depth, where possible and delegate authority for positions within the staffing plan.

The staffing plan should address alternatives if all employees identified in the minimum staffing plan were to be unavailable – which may be the case in small work groups where there is a limited number of leadership personnel.



Managers should determine if those identified in the minimum staffing plan need to be cross-trained in advance and provide such training where needed. Advanced cross-training for critical processes is imperative.

Departments should ensure those identified in the mandatory staffing plan will have access to information and needed items (computer passwords, calendars, office keys, etc.) should they take over leadership responsibilities.

Minimum staffing plans should be documented by each manager and provided to the Emergency Planning Administrator.

8. *Pandemic Response Levels*

There are many variables associated with a potential outbreak of pandemic flu and other communicable diseases and the possible effects on our community, TMWA and our employees. These include how widespread the pandemic flu and other communicable diseases are, the severity of its symptoms and effects, how many people are affected by it, and local variations in the severity. This PLAN identifies three levels of response to a pandemic flu or other communicable disease outbreak, each of which can be applied to an area of the company, or to an individual building/facility, depending on the level and extent of the effects in the particular area.

The General Manager, or his or her designee shall determine the appropriate level of response.

Level 1 – Normal Operations

This level is marked by a low to moderate number of pandemic flu and other communicable disease cases, the severity of which is equivalent to the normal seasonal flu. During this stage, the number of pandemic flu or other communicable disease cases may increase over time. Although all TMWA facilities will be conducting business as usual, as the outbreak progresses, absenteeism in departments may become noticeable and begin to concern TMWA as a whole or affect specific operations.


The objectives at this level are to: facilitate TMWA operations; ensure that employees are appropriately using sick leave; and, to ensure that teleworker designations and deliverables are strictly monitored by supervisors.

Supervisors should identify mission critical functions, and provide educational and informational material on employee health, including proper hygiene practices to be used in the workplace.

Employee Attendance

- Employees are expected to report to work as usual unless ill, on approved leave, or as otherwise directed.
- Supervisors may declare additional employees as mission critical when necessary.
- Failure to report to work or to perform assigned duties as required may result in disciplinary action.
- Supervisors may alter an employee's work schedule, work location, or duties in order to meet the needs of TMWA, to provide services, or to promote social distancing to prevent or slow the spread of the pandemic flu and other communicable diseases.
- Employees may be authorized on a limited basis to telework and telework productivity will be closely monitored.
- Employees who report to work exhibiting symptoms of the illness, will be sent home.
- An employee absent due to their own illness, or to care for a sick family member of the employee's immediate family, may use available leave.
- An employee who stays home because the employee's child's school is closed, or dependent care is unavailable may use available leave.
- An employee who is absent for one of the foregoing reasons and who does not have available leave during the absence, will be placed on leave without pay for the part of the absence uncovered by paid leave.
- Employees may be required to provide medical certification upon their return to work.

Level 2 – Flexible Operations



This level is marked by a moderate to high number of pandemic flu or other communicable disease cases, and/or increased severity of the pandemic flu or other communicable diseases, but with low mortality rates. The number of cases will continue to increase. Although, in general, TMWA facilities will be open and conducting operations as usual, certain buildings or areas may be closed and already functioning at a Level 3. Some schools or dependent care facilities may have closed, with the number increasing later in this stage, forcing an employee to stay home. Absenteeism will be noticeable, and perhaps significant, and will cause disruption on operations as a whole, or in specific departments.

The objectives at this level are to minimize the spread of the pandemic flu or other communicable diseases while maintaining operations; encourage sick employees to remain at home in order to avoid the spread of the pandemic flu or other communicable diseases, which includes implementation of an advanced sick leave option for employees without available leave; ease return-to-work documentation requirements in order to avoid overburdening health care workers.

During this stage, supervisors should begin to utilize a central method for communicating relevant and accurate information to employees regarding any changes in departmental policy or practice and should ensure that employees are aware of this resource as the means of obtaining up-to-date information. Supervisors should implement practices that distance employees from each other, customers, and the general public, including the use of telephones, teleconferences, e-mail, and websites. As this stage progresses, supervisors may implement staggered work shifts, days off, and may change where or how employees report to work. Telework requirements will be relaxed and telework expectations will be delegated to supervisors to enable employees to work from home.

Employee Attendance

- Employees are expected to report to work as usual unless ill, on approved leave, or as otherwise directed.
- Supervisors may declare additional employees as mission critical when necessary.
- Failure to report to work or to perform assigned duties as required may result in disciplinary action.
- Supervisors may alter an employee's work schedule, work location, or duties in order to meet the needs of TMWA, to provide services, or to promote social distancing to prevent or slow the spread of the pandemic flu and other communicable diseases.
- Employees may be authorized to telework at the direction of their supervisor or manager. Telework tracking requirements may be temporarily suspended allowing work-tracking/reporting that is satisfactory to the supervisor or manager.
- Employees who report to work exhibiting symptoms of the illness, will be sent home.
- An employee absent due to their own illness, or to care for a sick family member of the employee's immediate family, may use available leave.
- An employee who stays home because the employee's child's school is closed, or dependent care is unavailable may use available leave.
- An employee who is absent for one of the foregoing reasons and who does not have available leave during the absence, may request advanced sick leave or be placed on leave without pay for the part of the absence uncovered by paid leave.
- Employees may return to work after an absence of three to eight days from the onset of a flu-like illness, and after all remaining symptoms have subsided and are fever-free (without the use of fever reducing medications) for twenty-four (24) hours, will not be required to provide medical documentation.

Level 3 – Emergency Operations

This level is marked by a high number of pandemic flu or other communicable disease cases, and/or a greater severity of the resulting illness, with the likelihood of increasing mortality rates. Schools will likely be closed, either throughout the state or in affected areas. Pursuant to the Governor's orders or Health District orders state and or local government offices may be closed to the public, either statewide or in designated areas, such as by county or by facility.

The objectives at this level are to contain the pandemic flu or other communicable diseases by ceasing all non-mission critical functions and processes and/or by closing facilities or buildings. At the direction of the General Manager, only mission critical functions or processes will continue.


Employee Attendance

- All mission critical employees unless on sick leave or other form of approved leave are required to report for work.
- Non-mission critical employees, unless on sick leave or other form of approved leave, will be assigned to report from home. While reporting from home, Non-mission critical employees will be required to report their availability status on a daily basis within two hours of their normal start time and will be required to perform work daily as available and/or assigned. This report of availability and work assignments can be made via email, text or phone call. Non-mission critical employees reporting from home, will receive administrative pay to hold themselves ready and available for work and/or to perform telework. Time spent performing telework will be coded using the telework time code and time spent holding one ready for work should be coded as administrative pay. When a non-mission critical employee teleworks for greater than half a day, the entire day should be recorded as telework.
- Supervisors may declare additional employees as mission critical when necessary.
- Failure of mission critical employees to report to work, unless on sick or other form of approved leave, or to perform assigned duties as required may result in disciplinary action.
- Supervisors may alter an employee's work schedule, work location, or duties in order to meet the needs of TMWA, to provide services, or to promote social distancing to prevent or slow the spread of the pandemic flu and other communicable diseases. Upon activation of TMWA's Continuity of Operations Plan (COOP), and the Critical Staffing Action Plan (Appendix A), an employee may be required to perform work assignments even though the assigned duties are not precisely within the scope of the employee's usual responsibilities, and may be assigned to work from any location and for periods of time other than those normally designated as the employee's regular work hours.
- Employees may be allowed or required to telework.
- Non-mission critical employees will receive administrative pay and will be required to be available and/or work during the time that their area is at a Level 3 designation. Non-mission critical employees who report a non-available status due to their own illness, or to care for a sick member of the employee's immediate family, or due to unavailability of dependent care, will be required to use available leave, advanced sick leave or leave without pay.
- Employees who are absent or non-mission critical employees who are unavailable due to their own illness, or to care for a sick family member of the employee's immediate family, may use available leave.
- An employee who stays home because the employee's child's school is closed, or dependent care is unavailable may use available leave.
- An employee who is absent for one of the foregoing reasons and who does not have available leave during the absence, may request advanced sick leave or be placed on leave without pay for the part of the absence uncovered by paid leave.
- Employees who return to work after an absence of three to eight days from the onset of a flu-like illness, and after all remaining symptoms are gone and are fever-free (without the use of fever reducing medications) for twenty-four (24) hours, will not be required to provide medical documentation.

9. *Work and Employee Availability*

Employees will not be penalized for using leave in order to encourage those with symptoms of, or exposure to a communicable disease to stay home so that they do not infect other employees and to allow employees with ill family members to stay home to care for them.

Workplace Inaccessible or Work is Unavailable



During a pandemic there may be circumstances causing TMWA to close specific locations or require non-critical employees to remain at home. In the case of a closure of specific locations, employees will be sent home as a last resort. Should employees be sent home, payment of wages to employees will be made in accordance with the following:

- If a facility is closed and no alternative site is designated for the employee to report to work or if telework is unavailable, regular full-time, MPAT employees scheduled to work will be paid their normal pay until the facility is reopened or alternative worksites are arranged.
- Employees covered by the CBA, shall be compensated in accordance with the terms of the agreement or memorandums of understanding provisions.
- Necessity for closures will be evaluated daily and employees will be provided as much advance notice as practicable regarding closures or reopening.
- Employees who prior to a closure, had requested and been approved for time off (e.g., PTO, vacation, comp time, or leave of absence) will have hours deducted from their accruals as approved in accordance with established policies.
- Temporary and part time employees will be paid only for hours actually worked during a closure.
- Employees designated as mission critical who are unable to report to work will have their time charged to available leave or leave without pay.

Decisions as to closures will be made by the General Manager on a case-by-case basis. In determining when to close a facility or send employees home, the General Manager will consider orders from the Governor, County and City Managers, public health officials, TMWA operations and the safety and well-being of employees and the general public.

Workplace Accessible and Employee is Sick or Unable to Work

During a pandemic, employees may be unable to work due to their own sickness or a requirement to care for dependents who are sick. Additionally, employees may be unable to report to work when an employee is required to care for a dependent (as defined by the FMLA) whose usual care is unavailable, for example as a result of a school closure or closure of eldercare facility. These school and facility closures may cause an employee to partially or fully unable to report to their worksite.

In these circumstances:

- Employees should work to the extent possible in the circumstances including, working alternative shifts, alternative days off, and or working from home; or
- Where it is not possible for an employee to work alternative days or shifts or to work from home to cover periods of unavailability for work, sick or PTO time should be used.
- If the employee has no available paid leave, the employee may request a leave without pay.

Employee Quarantined or Ordered to Isolate

Employees quarantined or ordered to isolate by a Public Health Official shall be granted paid leave until the specified period of time ends or the employee becomes ill with the communicable disease, whichever is first.


To qualify for paid leave, the employee must provide TMWA with written verification of his or her status from a Public Health Official

Employee Does Not Wish to Work

During a pandemic there may be circumstances where an employee may not wish to attend work because they feel it puts them at risk. For example, an employee may be concerned about the risk of contracting an infection even if there are not cases identified in the workplace.

In these circumstances:

- Managers must consider the employee's concerns in good faith and determine an appropriate response in line with TMWA's operations and the employee's duties and the advice of public health officials.
- Employee's must comply with TMWA's policies and procedures for managing the risk of transmission in the workplace.
- Managers should consider in good faith any request to work remotely, including from home.



Alternatively, an employee may be concerned about attending the workplace because they believe they are at risk of transmitting an infection. In these circumstances, managers must consider the employee's concerns in good faith and either accept the employee's assessment or seek a medical assessment of the reasonableness of the employee's belief. If the belief is reasonable then:

- Employees should work remotely (usually from home) whenever practicable (see below), or
- Where it is not possible for an employee to work remotely, special work arrangements or paid leave should be considered.

If an employee becomes ill, normal provisions apply, for example sick leave or PTO should be used. If the employee has no available paid leave, an employee may request a leave without pay.

Pandemic Leave Pay

At a Pandemic Response Level 1, MPAT employees will be front loaded a Pandemic Leave bank of 64 hours that may be used by MPAT employees experiencing absences due to pandemic flu-like symptoms or sickness, to provide care for a sick dependent with the flu or to self-isolate due to possible exposure.

At a Pandemic Response Level 2, MPAT employees will be front loaded an additional 64 hours into a Pandemic Leave bank to use by MPAT employees experiencing absences due to pandemic flu-like symptoms or sickness, to provide care for a sick dependent with the flu or to self-isolate due to possible exposure.

Once the Pandemic is declared to be over, any remaining pandemic leave will no longer be available.

Any federal or state paid leave benefits will be coordinated in such a manner that an employee will receive no more than what they would have received under normal circumstances.

Advanced Sick Leave Option

At a Pandemic Response Levels 2 and 3, employees may request to use Advanced Sick Leave. Advanced Sick leave is intended to help protect an employee's pay, so as not to have to use leave without pay hours. To be eligible, bargaining unit employees must have exhausted all available sick leave and MPAT employees must have exhausted all Pandemic Leave Pay and have no more than 80 hours of PTO available. On a bi-weekly basis, eligible regular, full-time employees may complete a request to use advanced sick leave. Employees will not be eligible to receive more than 240 hours (30 days) of advanced sick leave during the course of a declared pandemic. Any advanced sick leave must be made up within 24 months from the date of use. Appropriate leave banks will be regularly deducted based on the employee's election during the 24 months. If an employee has not made up the time by the conclusion of the 24 months, the appropriate amount will be deducted from the employee's paycheck.

Telework and Working from Home

Enabling employees to work remotely, including from home, is an integral part of business continuity planning. Telework is a work arrangement that allows an employee to conduct all or some of their work duties away from the official worksite during all or a portion of the employee's established work hours.

Telework is not appropriate for all employees and no employee is entitled to or guaranteed the opportunity to telework. Telework may be authorized or required during closures or in support of social distancing directives or other pandemic response goals and may be used as necessary to respond to a pandemic emergency.

Potential teleworkers should be identified by supervisors as soon as possible to make the necessary technical arrangements.

Supervisors should consider a broader use of "telework" than they would under normal operations or other types of emergencies to accomplish social distancing for a pandemic emergency.

Supervisors should determine the essential functions that may be accomplished remotely and whether the person performing these functions needs access to all systems and applications or only email and or voice communications.

Managers should identify employees in critical positions and determine their ability to telework and their current technical capacities (i.e. whether they already have Virtual Private Network – VPN account.) As part of their plans, employees should be provided a VPN account before a potential pandemic emergency



arises and employees who perform critical processes should be required to test their remote access to systems and applications.

Flexible work schedules are another consideration for those authorized to telework. These schedules may reduce peak demands on information technology systems.

Employees authorized for telework may be allowed to engage in limited dependent childcare or elder care during a pandemic emergency if providing care does not impact the employee to accomplish assigned tasks.

The IT department may consider having laptop computers pre-loaded with the VPN access. Employees who do not already have the necessary equipment to telework may check out laptops on an emergency basis. Equipment is limited and employees should not expect to be provided a laptop.

When feasible, employees and supervisors should identify assigned tasks, activities and projects that must be completed while the employee is performing telework. These agreements can be communicated, assigned and/or processed via email or telephone.

Where employees work remotely, existing health and safety policies will continue to apply.

Employees should use the telework code on their time sheets to record telework hours.

Below are other ways to telework:

- Internet - employees may be able to access their email accounts and work folders from any computer with internet access. However, some employees may not be able to access other systems or applications.
- Virtual Private Network (VPN) – Two or more computer systems typically connected to a private network with limited public-network access, which communicates “securely” over a public network. Employees should contact the IT department to request this service.
- Teleconferencing or video conferencing – allows for meetings to be held with multiple attendees at different sites. This can be a subscription service where individuals call into a toll-free number and enter a password for the connection to others calling into the same meeting.

Return to Work

Employees should not return to work until they are healthy and no longer infectious using the current CDC definition of the infectious period for pandemic influenza. The CDC urges people with influenza-like illnesses to stay home at least 24 hours after they are free of a fever (in the absence of fever-reducing medication), defined as 100.4 degrees Fahrenheit.

Supervisors have the right to make proper inquiries to ensure that employees are able to return work.

Leave provisions should be applied in a way that does not lead to an employee returning to work too early and placing others at risk. During a pandemic situation, employees who are ill with influenza-like illness will not be required to provide a physician’s note as doctors’ offices and healthcare facilities may be extremely busy and unable to provide such documentation in a timely manner.

Travel

It is possible that once efficient human-to-human transmission of an influenza pandemic occurs transportation may be disrupted, and certain countries may close their borders sporadically. Screening (with quarantine measures) could be established at borders.

At a Pandemic Response Level 2, managers should consider postponing or canceling non-essential travel and will meet with employees to consider the risks and benefits of the travel based on severity of outbreak in the areas the employee will travel to or through.

At a Pandemic Response Level 3, Managers should postpone or cancel non-essential travel.

If travel restrictions are implemented, TMWA will postpone or cancel non-essential travel in accordance with the implemented restrictions. Arrangements may also be necessary for employees who are stranded because borders are closed.

Employees who have traveled for personal or business purposes to or through any area deemed to be at risk during a Pandemic Response Level 2 or 3, shall notify their supervisor and HR so that a risk assessment may be performed. Employees who may pose a health risk may be required to self-

quarantine until the specified incubation period elapses or the employee becomes ill with the communicable disease and recovers.

When Employees Should Stay Home

Employees are advised to be alert to any signs of fever and any other signs of influenza-like illness before reporting to work each day. Employees who contract the flu or have been in contact with infected individuals should stay home and seek medical attention as necessary and appropriate. Employees should notify their supervisor as soon as possible of exposure or illness. Employees should remain at home until such time as they are well enough to return to work.

Employees who are well but who have an ill family member at home with influenza should contact HR before returning to work.

Sending Sick Employees Home

The CDC strongly recommends that employees who become ill with symptoms of influenza-like illness at work during a pandemic leave the workplace. As a safety consideration, management should look to the physical well-being of employees and whether the health of fellow employees is endangered by an employee exhibiting symptoms of the communicable disease causing the pandemic. Therefore, if an employee appears to have symptoms at the workplace, supervisors have the authority and obligation to require an employee to leave the workplace.

Decisions should be made in a non-discriminatory manner and notification should be given at the earliest feasible time to employees, and where applicable, union representatives. Where practicable, supervisors should first seek the approval of their manager or director before sending a sick employee home.

Supervisors are not to make medical diagnosis but may rely on observations of an employee's symptoms in making a reasonable determination to send home an employee whose symptoms appear to pose a significant threat to the health and safety of other employees. Symptoms of the flu in humans may be:

- Fever
- Cough
- Difficulty breathing/shortness of breath
- Chills
- Fatigue
- Headaches and/or body aches
- Nausea, vomiting, and/or diarrhea

In the event employees are sent home during a pandemic, employees may use their PTO or sick leave, as appropriate and other forms of leave in accordance with TMWA's Administrative Instructions and the applicable Collective Bargaining Agreement. Employees who have exhausted all leave accruals may be eligible to request advanced sick leave.

Administrative pay is not available to an employee who is sent home because of exhibiting symptoms of the communicable disease causing the pandemic.

When the employee no longer poses a health hazard to fellow employees, the employee shall return to work. See return to work provisions above.

Family and Medical Leave Act

During the pandemic emergency, the necessity for supporting employees seeking medical assistance will be crucial. The administration of FMLA leave will continue in accordance with current legal requirements.

Rescission of Leave

A pandemic emergency has the potential to cause significant staffing shortages thereby causing previously approved annual leave and compensatory time off to be rescinded in order to provide staffing coverage.

Management should take note the following:

1. Keep an updated calendar of all approved time off and ensure this calendar is accessible to others in case of the supervisor or managers absence.
2. PTO, vacation and/or compensatory time off should only be rescinded when the supervisor is unable to adequately staff a, critical process or project.
3. PTO, vacation and/or compensatory time off should be rescinded as soon as the supervisor believes that a potential staffing shortage will require that the employee report to work.

4. Prior to rescinding previously-approved time off, the supervisor should attempt to staff the critical process or project through other available means.
5. Rescission of an employee's leave which is already in progress should be reasonably based upon the employee's ability to report to work in a reasonable time frame.
6. When rescinding PTO, vacation, and/or compensatory time off, the supervisor should have actual contact with the employee to ensure that the employee received the directive to report to duty. Rescission should be made in writing, if possible, for example, an email exchange between the employee and supervisor.

10. Ensuring a Healthy Work Environment

Personal Protective Equipment

Personal Protective Equipment (PPE) is any type of specialized clothing, barrier product, or breathing (respiratory) device used to protect employees from serious injuries or illness while doing their jobs. Examples of PPE include, but are not limited to gloves, gowns, goggles, face shields, and respirators.

TMWA maintains on site adequate supplies of recommended PPE, such as face masks, eye protection, rubber gloves, and anti-bacterial hand gels and wipes, which TMWA can require workers to use to help prevent the spread of infection. We urge all employees to speak with their personal health care provider about types of proper use of PPE in the home.

The requirements for personal protective equipment are:

- If TMWA determines that PPE is necessary to protect employees, then wearing the PPE by employees is required.
- Employees should be trained to recognize why the PPE is needed, the type of PPE that is required, the limitations of PPE, and the care, storage and the proper use of PPE.
- Single-use devices should never be shared.
- Disposable single-use PPE cannot be washed or reused. Washing medical gloves or disposable masks and gowns will destroy their protective barrier.
- Dispose of PPE carefully and properly after each use if the equipment becomes soiled.
- When disposing of PPE always wear gloves; place used or soiled PPE into a tied plastic bag; carefully clean waste containers with disinfectant or diluted bleach; and wash hands thoroughly with soap and water or alcohol-based hand rub after handling.

Hand Hygiene and Respiratory Etiquette

Transmission of influenza can occur by indirect contact from hands and articles freshly soiled with discharges of the nose and throat of an acutely ill individual. By frequently cleaning your hands, you eliminate germs that you have picked up from other people or from contaminated surfaces. In general, hand washing is required whenever significant hand contamination occurs and cross-contamination may occur. Hand washing is defined as the vigorous, rubbing together of all surfaces of lathered hands, followed by rinsing under a stream of water. Some hand hygiene and respiratory etiquette tips follow:

- Hand washing should occur frequently.
- The fundamental principal of hand washing is removal, not killing of viruses.
- Proper hand hygiene involves the use of soap and running water, rubbing all surfaces of the hands vigorously for at least 20 seconds. The amount of time spent washing hands is important to reduce the transmission of pathogens to food, water, people, and inanimate objects.
- The use of a nail brush is not necessary or desired, but close attention should be paid to the nail areas, as well as the area between the fingers and under rings.
- If soap and running water are not available, use an alcohol-based hand sanitizer (> 60% alcohol content) to clean your hands. Alcohol-based hand sanitizers significantly reduce the number of germs on skin and are fast-acting.
- Hands should be rubbed until the surfaces of the hand are dry. Hand drying after washing with soap and water should be achieved by use of single use disposable paper hand towel. Turn off the faucet by using the disposable hand towel to reduce recontamination of the hands by the faucet handle.

- If forced air dryers are used, use the lower portion of the arm or elbow to turn off the water faucet after hand washing.
- Repeated drying of hands with reusable cloth towels is not recommended and should be avoided.
- A good infection control practice to avoid self-contamination is to avoid touching your eyes, nose, and mouth with gloved or ungloved contaminated hands, placing pens, pencil caps, or your fingers in your mouth, or licking your finger to turn a page.
- Wash your hands to minimize contaminating your work environment by touching door knobs, light switches, and telephones with contaminated, gloved, or ungloved hands.

Supervisors should:

- Emphasize good hand hygiene as an important step in preventing the spread of infectious diseases, including influenza.
- Emphasize good respiratory hygiene and cough etiquette including covering sneezes and coughs with a tissue or coughing/sneezing into a sleeve. Afterwards, clean hands with soap and water or an alcohol-based hand rub.
- Provide employees with adequate supplies of hand hygiene products (e.g., soap and water, paper towels), tissues, and cleaning supplies.
- Ensure that the workplace environment is kept as clean as possible.
- If possible, designate a room with a door for ill employees to use if they are unable to go home immediately. The room should have at least a chair, phone, tissues, and alcohol-based hand rub.

Employees should:

- Practice good hand hygiene with soap and warm water or by using waterless alcohol-based hand sanitizer.
- Keep tissues and alcohol-based hand rub available for personal use in workstation.
- Avoid the use of handkerchiefs to reduce the opportunity for transferring germs to others.
- Dispose of tissues in the nearest waste receptacle after use. Carry baggies or zip lock type bags to dispose of tissues or dispose of tissues in the nearest waste receptacle after use.
- Practice good respiratory hygiene and cough etiquette including covering sneezes and coughs with a tissue or coughing/sneezing into a sleeve. Afterwards, clean hands with soap and water or an alcohol-based hand rub.
- Ensure that workstations are kept as clean as possible.

Social Distancing

In order to minimize transmission from person to person, the following social distancing strategies are recommended if the severity of the pandemic increases or officials suggest implementing similar measures:

- Set up systems where customers can request information via phone, email, and fax and have information ready for fast pickup or delivery.
- Arrange for employees to work from home (telework) to reduce the exposure in the workplace.
- Encourage the use of flexible work schedules for employees who must be in the workplace to minimize contact with other employees.
- Minimize face-to-face contact with other people by using the telephone, video conferencing, and the Internet to conduct business even for employees located in the same building.
- Separate employees into different work locations, as possible.
- Stagger work shifts to minimize contact between employees.
- Avoid unnecessary travel and cancel or postpone non-essential meetings, gatherings, workshops, and training sessions.
- Bring lunch from home and eat away from others – avoid the lunchrooms, cafeterias, and crowded restaurants.
- Introduce staggered lunchtimes so that numbers of people in the lunchrooms and kitchens are reduced.
- Limit congregating in areas where employees may socialize. Employees should be instructed to do what needs to be done and then leave the area.

- If a face-to-face meeting is unavoidable, minimize the meeting time, use a large meeting room, and instruct employees to sit as far away from other people as possible (3-6 feet).
- Avoid shaking hands or hugging other people.
- Increase space between employees.
- Asymptomatic individuals traveling to affected countries/areas should not to return to work until one incubation period has passed after returning home.

Workplace Cleaning

During a pandemic, thorough workplace cleaning measures will be required to minimize the transmission of the influenza virus through hard surfaces (e.g., doorknobs, sinks, handles, railings, objects, and counters). Influenza viruses are inactivated by many EPA-approved disinfectants including alcohol and chlorine. Surfaces that are frequently touched with hands should be cleaned and disinfected often, preferably daily. Clean the surface to remove the dirt and soil with a cleaning agent and disinfect following manufacturers recommendations. Hands should be washed or sanitized at the completion of the procedure.

When a person with suspected influenza is identified and has left the workplace, the facilities department should be notified. Facilities will ensure the affected areas are cordoned off until a proper deep cleaning and decontamination of all areas the employee has been in is conducted. This deep cleaning is generally conducted by a contracted cleaning company whose employees are trained and use appropriate PPE and disinfectants.

Workers' Compensation Benefits

If an employee becomes ill and it is determined to be work related (exposure is greater than that of the general public) Workers' Compensation benefits may apply.

Additional Benefits

Any federal or state paid leave benefits will be coordinated in such a manner that an employee will receive no more than what they would have received under normal circumstances.

11. Authority

Except as otherwise provided herein, the General manager, or his or her designee has the authority to implement all, or select, provisions of this PLAN and to grant exceptions on a case-by-case basis in order to ensure its use in the intended manner and to meet unique operational requirements of any situation.

12. Accountability

Employees who fail to follow this PLAN will be subject to corrective or disciplinary action up to and including termination.

Where there is a conflict between this PLAN and the Collective Bargaining Agreement (CBA), the terms of the CBA will apply to collective bargaining unit employees.

13. Modifications and Maintenance

This PLAN may be amended at the direction of the General Manager or his or her designee. Amendments shall become effective immediately unless otherwise noted.

Situations may occur in which strict application of this PLAN may be either operationally or economically inefficient or inappropriate. The General Manager or his or her designee and Department Heads shall exercise discretion in taking exception to these procedures but shall have the ability to do so as they deem appropriate.

14. Attachments & Appendix

Appendix A – TMWA Critical Staffing Action Plan

Appendix B – Departmental Preparedness Checklist

Appendix C – Company Preparedness Checklist

Appendix A

TMWA CRITICAL STAFFING ACTION PLAN

(For Level 2 and 3 activations only. To be used as directed by the General Manager, or his/her designee, to address emergency situations requiring minimum staffing.)

Purpose

This document is designed to provide a clear, actionable plan if a serious Level 2 or 3 activation as outlined in the TMWA Pandemic Preparedness and Response Plan were to occur. This plan details the steps necessary to ensure that the daily operations of TMWA can be maintained over the period that an Influenza-type Pandemic or similar wide-scale emergency event is active. This document outlines the minimum critical staffing necessary to maintain daily operations for extended periods. Any type of event that exceeds four one week operational periods would require a careful re-evaluation of this plan and adjustments for staffing rotations, personnel additions and replacements.

As the major drinking water utility in Northern Nevada, TMWA has been designated as Critical Infrastructure by the Department of Homeland Security (DHS) and FEMA. It is expected that we do everything within our power to continue to provide safe and clean drinking water for our customers and fire protection to the Truckee Meadows area during an emergency. With this goal in mind, it is essential that we keep the health and safety of our employees as our highest priority.

Activation

For this plan to be activated, one of several things could occur:

- The Governor of Nevada could declare a State of Emergency.
- Activation may be implemented by TMWA management based on warnings and recommendations issued by Washoe County Health District (WCHD).
- The situation may clearly require an immediate Level 2 or 3 activation as outlined in the TMWA Pandemic Preparedness and Response Plan.
- This plan could be activated at the discretion of the General Manger, or his/her designee, in an emergency for any other reason.

Design Criteria Assumptions

- Operation and maintenance of the water treatment plants and potable water distribution system for periods of weeks to a month or more with minimal staffing.
- Meet Truckee Meadows area community water demands as necessary with quality drinking water being the top priority.
- As many as 30-50% of TMWA employees may be absent from work during this event.
- It is TMWA's objective to have enough employees vaccinated for a flu pandemic or other wide-scale emergency (if one is available) to fill all minimum critical staffing positions.
- Employees may be required to report from home dependent on the situation to ensure that a viable work force is maintained throughout a disaster.
- Employees will practice social distancing when assigned to report from home or are receiving administrative pay to ensure that a viable workforce is maintained.
- Employees will not report to work when sick and will report any possible contamination or illness to HR and their immediate Supervisor.

Employee SWIFT 911 Toll Free Information Hotline

Call **1-844-458-2524** to receive updated information concerning the status of TMWA's disaster response. This is an internal phone number for employees only. Information bulletins will be available during an emergency to provide the latest information available including a situation report and response recommendations.

Minimum Working Staff

All recommended staffing levels are subject to change and will be based on the emergency and its unique circumstances. The minimum recommended staffing levels for each Operational Period listed below are for staffing at the primary facilities only. Personnel assigned to work from home as directed by their supervisors will be in addition to these numbers.

TMWA Management (Supervisors/Managers/Directors) will be responsible for adjusting their staffing numbers as needed based upon the given emergency and the requirements of continuity of operations. It is essential that their autonomy is respected to ensure that the needs of a department or group is determined by the best qualified person.

The following are the recommended minimum number of employees required to continue operations under an emergency declaration for operational periods of 1 or 2 weeks at a time:

A. One Week Operational Period

➤ Operations

- 3 Operations Supervisor/Manager/Director level personnel
- 4 WTP Operators / 24-hour period
- 2 SCADA Techs
- 3 Operations Mechanics
- 1 Electrician
- 1 Equipment Specialist
- 1 Water Supply Specialist
- 2 Water Quality staff

➤ Distribution

- 2 Supervisor/Manager/Director level personnel
- 2 Heavy Crews
- 2 Light Crews
- 2 Inspectors
- 2 Water Service Technicians
- 2 Service Utility Workers

➤ Corporate

- 1 from IT staff
- 1 from Finance staff
- 1 Planning Engineer

B. Two Week Operational Period

- 4 additional WTP Operators
- 1 additional Distribution Heavy Crew
- 1 additional Inspector
- 1 additional Water Service Technician
- 1 additional SCADA Technician
- 1 additional Electrician
- 1 additional Operations Mechanic
- 1 additional Water Supply Specialist
- 1 additional Equipment Specialist
- 1 Customer Service Representative
- 4 additional Operations and Distribution management personnel

Directives and Procedures

- If a State of Emergency has been declared by the Governor of Nevada, TMWA may be forced to operate under non-standard hours and work conditions to meet the water authority's obligation to provide safe and clean drinking water to our customers in the Truckee Meadows region.
- In the event of a large-scale pandemic or localized bio terrorism event, TMWA will work to set up a Point of Dispensing (POD) for its employees and their families. An MOU has been established with the Washoe County Health District to facilitate the dispensing of medication or a vaccine for TMWA employees and their families if available.
- Once this plan has been activated at a Level 2 or 3, the following will be done to limit person-to-person contact among employees as much as possible:
 - Employees will be asked to work from home if possible. Positions that do not allow this will follow the instructions of the Supervisors, Managers and Directors over each group and/or department.
 - Supervisors/Managers/Directors will be responsible to identify the primary and secondary groups of personnel (from their department) for each operational period (7 days) to fill the minimum staffing requirements. A rotation schedule should be developed to allow operations to continue for up to four weeks before repeating if possible.
 - Operations group personnel (except for WTP Operators) with assigned vehicles, will gather general equipment and supplies for their company vehicles and take them home to await further instructions once directed by their Supervisor.
 - Distribution group personnel will identify a primary and secondary Heavy Crew to respond to major distribution system leaks for each operational period. They will remain in an on-call status for their scheduled work period and respond as needed to Emergency Dispatch.
 - Distribution group personnel will operate from the warehouse building at Corporate to avoid as much person to person contact among employees.
 - Corporate staff identified as mandatory under this plan (GM, Directors, IT, Finance, Engineering, etc.) will operate from their specific office areas at Corporate and avoid person-to-person contact if unable to telework.
 - Water Quality lab personnel will operate out of the Glendale WTP.
 - WTP Operators will operate the distribution system and Chalk Bluff WTP from Chalk Bluff WTP. They may be required to stay at Chalk Bluff WTP for a period of several days up to a week at a time. (Operators would need to be compensated in a similar fashion to fire fighters who work for multiple days while living at the fire station since they may be unable to leave the WTP for extended periods of time).
- If an emergency situation escalates to a point where TMWA is unable to meet the customer demands with the production resources available, restrictions may need to be considered on outdoors watering so that we can meet our primary objective of providing drinking water for our customers.
- A commercial cleaning company will need to be contracted to provide decontamination cleaning for the full affected facility if an employee becomes infected.

Appendix B

TMWA Pandemic Response

Departmental Checklist

The following items should be assessed and addressed pre-event:

- ✓ Identify essential department functions (those which must be done daily or weekly).
- ✓ Identify those tasks which can be delayed.
- ✓ Have each employee determine how much of their job can be completed from home.
- ✓ Have each employee determine how much face time they need to complete their jobs and with whom (other employees, contractors, customers).
- ✓ Determine if flex time will work for your department and employees.
- ✓ Arrange desks to provide six feet of separation between any two employees.
- ✓ Identify employees with special needs such as medications, access problems, or medical conditions.
- ✓ Identify backups for employees who perform essential functions.
- ✓ If no backups exist, identify employees who can be trained to perform those functions.
- ✓ Establish firm agreements with suppliers for priority service for food, water, fuel, security, and utility-specific supplies and materials.
- ✓ Identify a line of progression for authority to make decisions if the department head becomes incapacitated.

Appendix C

TMWA Pandemic Response

Company Checklist

The following items should be assessed and addressed pre-event:

- ✓ Prepare training for employees on methods used to minimize exposure to viral, bacterial, radiological, chemical and biological agents.
- ✓ Stock disinfectant refills, disinfectant hand wash, gloves, respirators (disposable 1-micron type), disinfectant soaps, and disinfectant wipes.
- ✓ Develop a consent form for employee vaccinations.
- ✓ Develop a list of cross-trained employees (those who can perform multiple jobs at TMWA).
- ✓ Identify and train cleaning crews (TMWA employees) on how to disinfect work areas of employees who become infected or are sick.
- ✓ Prepare signage for front lobby that identifies customer disinfection stations.
- ✓ Ensure emergency food, sleeping arrangements (cots), and basic medications and first aid supplies are available for employees that may be required to stay on for multiple shifts over longer than normal periods of time.
- ✓ Management personnel will establish an initial schedule for their employees based upon the minimum staffing recommendations.