

**CITY OF LA VISTA  
MAYOR AND CITY COUNCIL REPORT  
APRIL 6, 2010 AGENDA**

<b>Subject:</b>	<b>Type:</b>	<b>Submitted By:</b>
PANDEMIC INFLUENZA PREPAREDNESS PLAN	◆RESOLUTION ORDINANCE RECEIVE/FILE	BOB LAUSTEN POLICE CHIEF

**SYNOPSIS**

A resolution has been prepared to approve the Pandemic Influenza Preparedness Plan developed by the City's Pandemic Influenza Leadership Operations Team (PILOT).

**FISCAL IMPACT**

N/A

**RECOMMENDATION**

Approval.

**BACKGROUND**

Although the threat of a global pandemic is not a new phenomenon, it appears to be an increasing risk with the H1N1 outbreak last year as well as the continued long-term threat of the H5N1 avian flu. Based on scenarios projected by the World Health Organization, Centers for Disease Control, National Institutes of Health, and Homeland Security Council, a global pandemic portends serious consequences for our City governmental process. We must anticipate possible consequences for our operations and the public, and develop plans that will allow us to continue operating throughout a pandemic cycle.

The City Administrator appointed a select staff to be part of the City's Pandemic Influenza Leadership Operations Team charged with the development and implementation of a pandemic response plan for the continuity of city services in the event of a pandemic. The basic strategy centers on these fundamental questions: What can we do to prevent flu? How do we conduct our work during a pandemic?

The result of the team's strategy for the continuity of essential municipal services is the La Vista Pandemic Influenza Preparedness Plan, attached for your review.

RESOLUTION NO \_\_\_\_\_

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF LA VISTA, NEBRASKA APPROVING THE LA VISTA PANDEMIC INFLUENZA PREPAREDNESS PLAN.

WHEREAS, it had been determined that a Pandemic Influenza Preparedness Plan has been developed in order to provide for the continuity of essential municipal services in response to pandemic in La Vista; and

WHEREAS, in order to provide for the continuity of essential municipal services in response to a pandemic in La Vista, the City Council of La Vista deems it advisable and in the best interest of the community to approve said Pandemic Influenza Preparedness Plan;

NOW, THEREFORE, BE IT RESOLVED, by the City Council of La Vista, Nebraska, that the Pandemic Influenza Preparedness Plan be, and hereby is, approved.

PASSED AND APPROVED THIS 6TH DAY OF APRIL, 2010.

CITY OF LA VISTA

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Douglas Kindig, Mayor

ATTEST:

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Pamela Buethe, CMC  
City Clerk

# **PANDEMIC INFLUENZA PREPAREDNESS PLAN**

**City of La Vista**



## **Continuity of Essential Municipal Services**

**MARCH 2010**

**Pandemic Influenza  
Leadership Operations Team**

# CITY OF LA VISTA PANDEMIC INFLUENZA PREPAREDNESS PLAN

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*"Pandemics are global in nature, but their impact is local. When the next pandemic strikes, as it surely will, it is likely to touch the lives of every individual, family, and community. Our task is to make sure that when this happens, we will be a Nation prepared."*

Michael O. Leavitt, Former Secretary  
U.S. Department of Health and Human Services

## INTRODUCTION

Most of us are familiar with seasonal influenza or the "flu," a viral infection that, despite annual vaccinations, results in approximately 36,000 deaths in the United States and more than 200,000 hospitalizations annually. Over the centuries, changes in the genetic makeup of the influenza virus result in new strains to which people have never been exposed. These new strains have the potential to cause a pandemic or worldwide outbreak of influenza with potentially catastrophic consequences.

History has shown that such pandemics do occur periodically. Prudence therefore dictates that the City of La Vista achieve a level of preparedness that ensures, at a minimum, the maintenance of essential municipal services during times in which widespread disease affects the health care system, the broader economy, and society as a whole.

In order to facilitate the development of a pandemic preparedness plan, the Pandemic Influenza Leadership Operations Team (PILOT) was established and consists of the following members:

- Pam Buethe - Administration
- Bob Lausten - Police Department
- Rich Uhl - Fire Department
- Joe Soucie - Public Works
- Scott Stopak - Recreation

Each department has also identified a pandemic planning coordinator to oversee the development of specific departmental plans.

The outline of the City of La Vista's plan is based on the Federal Department of Health and Human Services (HHS) and the Center for Disease Control and Prevention's "Business Pandemic Influenza Planning Checklist."

## **SECTION A: WHAT ARE THE OBJECTIVES OF THIS PLAN?**

In preparation for the threat of an influenza pandemic, the City of La Vista has developed this plan to meet the following objectives:

1. Establish departmental service continuity plans in the event of pandemic influenza to insure delivery of basic city services.
2. Mitigate the spread of seasonal influenza and pandemic influenza among employees.
3. Assist employees and their families in managing personal and/or family illnesses during a pandemic influenza outbreak.

## **SECTION B: WHAT IS A PANDEMIC?**

A *pandemic* is a disease outbreak that occurs over a wide geographic area and affects a high proportion of the population. An influenza pandemic is expected to affect the entire world over a period of 12-18 months.

### **Pandemic vs. Seasonal Influenza**

Pandemic influenza is quite different from the seasonal influenza that occurs annually in the northern and southern hemispheres during the winter months.

#### **Seasonal Influenza**

The seasonal influenza virus is continually changing. Small changes known as genetic drift occur and result in slightly different strains of influenza virus each winter. This is why the population suffers seasonal flu annually – people have limited residual immunity to the new, slightly different version of flu even if they had an influenza infection the year before. Seasonal influenza is a serious infection that kills over 36,000 people in the US annually. People who are very young or very old are the most at risk.

#### **Pandemic Influenza**

A pandemic is triggered when the human population is exposed to an influenza virus to which it has virtually no immunity. Pandemic influenza can be a much more serious illness with much higher death rates than seasonal influenza. Especially important is the fact that young, healthy people can be seriously affected.

An episode of pandemic influenza is the viral equivalent of a perfect storm. Three essential conditions must be met for an outbreak of pandemic influenza to begin.

1. A new flu virus must emerge from the animal reservoirs that have produced and harbored such viruses—one that has never infected human beings and therefore one for which no person has developed antibodies.
2. The virus has to make humans sick (most do not).
3. The virus must be able to spread efficiently, through coughing, sneezing, or a handshake, or through contaminated media such as doorknobs.

Based on a historic review of pandemic episodes, it is likely that the initial pandemic episode (or wave) will last 8-12 weeks. It will be followed by a second and possibly even a third wave of disease that will occur 8-12 weeks after the initial wave of the disease has passed. The entire pandemic period may take over a year to complete the three waves. During each wave of a severe pandemic, absenteeism rates could reach 40 percent as a result of illness, caring for sick family members, and fear of social contact.

In order to evaluate the risk level of a pandemic eventuating, the World Health Organization has divided a pandemic into "Phases." The phases refer to an increasing risk of a pandemic eventuating, and are used, and sometimes modified, in most national pandemic planning responses. (See following chart)

### Pandemic Phases (Issued by WHO in April 2005)

<b>Interpandemic Period</b>	
<b>Phase 1 (GREEN)</b>	No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infections or disease is considered to be low.
<b>Phase 2 (GREEN)</b>	No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.
<b>Pandemic Alert Period</b>	
<b>Phase 3 (YELLOW)</b>	Human infection(s) with a new subtype. No human-to-human spread, or at most rare instances of spread to a close contact.
<b>Phase 4 (ORANGE)</b>	Small cluster(s) with limited human-to-human transmission. Spread is highly localized, suggesting that the virus is not well adapted to humans.
<b>Phase 5 (RED)</b>	Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).
<b>Pandemic Period</b>	
<b>Phase 6 (BLACK)</b>	Pandemic: increased and sustained transmission in general population.

### SECTION C: WHY PREPARE?

Management of an outbreak has been the primary focus of the pandemic planning at both the national and state levels. Maintaining operations during an outbreak however, is rapidly becoming an equal concern because of the impact that the disease will have on economic, social, and political aspects of our nation's day-to-day routine.

State and local officials must address not just the immediate outbreak of influenza, but also the inter-pandemic phase and the possibility that the worst effects may occur in a second or third wave.

After a pandemic wave is over, it can be expected that many people will have lost friends and/or relatives, suffer from fatigue, or have financial losses as a result of the interruption of business. State governments or other state and local authorities will need to address these concerns while also preparing to respond to the next phase or wave of disease.

**A KEY priority will be ensuring that essential City operations continue.** Each department must identify a list of service priorities and develop plans to address them.

Managing in the pandemic—focusing on maintaining continuity of essential operations with considerable loss of staff, depleted resources, a struggling economy, and a nervous public—will be a considerable challenge to leadership.

Planning increases the likelihood that the City of La Vista will be able to continue service operations during a global health crisis.

#### **SECTION D: ASSUMPTIONS**

A flu pandemic will be unlike any crisis we have encountered. No one can predict when it might arrive, where it might strike, how long it might last, or how serious its impacts might be. Prudence requires that we assume and plan for a worst-case scenario. Accordingly, the City of La Vista's Pandemic Influenza Preparedness Plan is based on the following assumptions:

- As many as 30 to 40 percent of the City's employees could become ill at the pandemic's peak; another 5 percent may refuse to report to work, either because they fear becoming ill or because they are caring for afflicted family members.
- The government will not be able to perform all functions and provide all services at full capacity throughout the pandemic.
- Any City office may be closed because of staffing shortages or because of a limited community quarantine.
- An indeterminate number of people in the community will be unable to reach City offices to conduct normal business activities.
- Confusion within the community and demand for information could overwhelm our existing communications systems.
- Some vendors will be unable to provide services or deliver supplies, such as fuel.
- Travel will be restricted for some periods of time within and outside the community.
- Pandemic-related financial impacts, possible community-wide stress, and enhanced opportunities will increase security risks.
- The pandemic will cause a serious economic downturn, the scope and duration of which are impossible to predict.

## **CITY OF LA VISTA PANDEMIC INFLUENZA PREPAREDNESS PLAN**

### **CHAPTER 1: HYGIENE, INFECTION CONTROL, AND RISK REDUCTION**

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## CHAPTER 1: HYGIENE, INFECTION CONTROL, AND RISK REDUCTION

### SECTION 1.1 INTRODUCTION

#### 1.1.1 Background

Good hygiene practices and other non-medical interventions will be the principal methods used to protect against, or at least delay, infection during an influenza pandemic. Delaying infection prior to the availability of a vaccine against the pandemic strain of influenza is most important in the very likely event that antiviral drugs are scarce.

#### 1.1.2 Infectivity

Because it is unknown which virus will cause the next influenza pandemic, it is not possible to fully predict how the pandemic virus will behave. The pandemic virus may have an infectivity period similar to current human influenza viruses, as described below. Alternatively, pandemic flu may cause prolonged viral shedding since humans will have no immunity to this new strain. Persons infected with seasonal human influenza are infectious for one day before they show symptoms. Adults remain infectious for up to five days, and children up to seven days, after the onset of the illness. Infants, young children and immunocompromised people may be infectious for even longer.

#### Transmission of the influenza virus

In the case of ordinary human influenza, people contract the disease when the virus spreads from an infected individual's oropharyngeal secretions (saliva, sputum and nasal secretions) to the oral, nasal and possibly conjunctival mucous membranes of an uninfected person. Human influenza can be transmitted through both "direct" and "indirect" transmission:

Direct transmission occurs when the virus is transmitted by direct contact with the infected person (e.g. kissing).

Indirect transmission occurs when the virus contaminates an intermediate object (e.g. a door knob or computer keyboard) and the virus is transmitted to someone who comes into contact with the object.

The influenza virus can survive on hard, non-porous surfaces for 24-48 hours; on cloth, paper and tissue for 8-12 hours; and on hands for 5 minutes. A person infected with influenza virus can produce larger "droplets" or smaller "droplet nuclei." Both can transmit the virus. In droplet transmission, an infected person generates larger virus-containing droplets (>5 microns), usually by coughing or sneezing. Because of their size, these are propelled less than one meter through the air and do not remain airborne. Droplet transmission is, in general, the major form of transmission of influenza virus. In droplet nuclei (airborne) transmission, the disease is passed in small virus-containing droplets (<5 microns). These can remain suspended in the air and then be inhaled by an uninfected person. The small droplets are widely dispersed by air currents, and so can be inhaled by people who are some distance away. Special ventilation and air-handling procedures are required to clear the air of droplet nuclei.

It is widely believed that influenza principally spreads via large droplets. However, airborne transmission of influenza may occur. Airborne transmission is probably a more important consideration when large groups of people are contained in confined spaces for prolonged periods of time. It is unknown whether a pandemic virus will be readily transmitted between persons via the airborne route.

#### **1.1.3 Different responses for different pandemic phases**

The routes of influenza transmission are not expected to change as the pandemic changes phases. However, once the virus causing the pandemic has been studied, the emphasis on different types of hygiene practices may change. The response will be guided by the behavior of the virus as the following characteristics become known:

- Pathogenicity (the ability of the virus to cause disease)
- Principal mode of transmission
- Age group most affected
- Duration of virus shedding
- Virus's susceptibility to antiviral drugs
- Availability of vaccine

During the "Pandemic Alert Period" (phases 3, 4, & 5), increased personal hygiene and the use of personal protective equipment (PPE) are likely to be important to limit the spread of the virus. PPE is mainly used in the healthcare environment. During the "Pandemic Period" (phase 6), the virus will be ubiquitous in the general community and, taking into account its likely highly infectious properties, virtually all members of the community will be exposed to a degree. In that situation, the importance and relevance of PPE will probably diminish.

#### **1.1.4 Hygiene and Disinfection**

The aim of these activities is to prevent transmission of the virus from infected to non-infected persons. Hand washing is a vital hygiene practice. Its importance during the pandemic alert period (phases 3, 4 & 5) and throughout the active pandemic period (phase 6) cannot be overemphasized (see Appendix A.1.3). As pandemic phases progress, the general community should be encouraged to wash their hands and perform household disinfection on potentially contaminated surfaces far more frequently.

### **SECTION 1.2 PREVENTING FLU SPREAD AT THE WORKSITE**

#### **1.2.1 Promoting respiratory hygiene/cough etiquette**

The City of La Vista will promote hygiene and cough etiquette through a variety of methods in order to help reduce the spread of the flu virus at the worksite. Though respiratory hygiene and cough etiquette are simple concepts, during a pandemic they become a vital defense to a potentially dangerous outbreak. Hand sanitizer lotion and tissues will be provided in each work site for employees to practice proper cough and hygiene etiquette. Also, masks, similar to those worn by hospital personnel, will be provided to all employees in the event of an outbreak. The masks will be placed in each department and made readily available to staff and customers.

All customers coming into a department will be advised to wear the mask while in the building. Even with the mask, simple hygiene continues to be important; cover your mouth when coughing or sneezing, wash your hands immediately thereafter. Don't be afraid to remind co-workers to do the same. Additionally, all employees should avoid close contact. Use the telephone or e-mail to communicate whenever possible.

Also, the City will:

- Disseminate information on the flu virus and how it is spread
- Disseminate information to employees on proper hygiene methods and other behavior activities and/or restrictions that will reduce the risk of spreading the flu virus among the workforce
- Post educational posters to remind people of proper cough etiquette, hand washing, and other behaviors that will reduce risk of infection
- Place any employee exposed or suspected of exposure on immediate mandatory sick leave.

#### **1.2.2 Hand Washing**

As indirect transmission (e.g. from hand-to-hand, or hand to contaminated object and then contaminated object to hand) is the main way in which influenza is passed from person to person; educational programs should reiterate the need for routine and frequent hand washing (**See Appendix A.1.3**).

The influenza virus is relatively easy to destroy. Washing with plain soap or alcohol or other antiseptic-based hand wash products eliminates the virus. It is important to wash hands even if protective gloves have been worn. Gloves are not a substitute for hand washing.

### **SECTION 1.3 EMPLOYEES EXPOSED OR SUSPECTED OF EXPOSURE**

#### **1.3.1 Infection control response**

Employees should be conscious of their own health. If you experience any flu like symptoms, stay home. If you experience such symptoms at work, go home. Sick leave resulting from any pandemic episode will be processed as per the Pandemic Sick Leave (PSL) Policy found at Section 3.3.2. During a pandemic, digital thermometers will be available in City owned facilities. Any employee who believes that he/she is symptomatic is encouraged to check his/her temperature daily to determine individual wellness. In the event an employee believes himself to be experiencing flu symptoms, a supervisor should be notified. The employee's absence will be noted and the employee should see his/her personal physician prior to returning to the workplace. City of La Vista Department Heads will work with the Sarpy/Cass Public Health Department to determine return to work guidelines based on the characteristics of the pandemic, geographic distribution, and the magnitude of adverse conditions.

## **SECTION 1.4 GUIDELINES TO MODIFY FREQUENCY AND TYPE OF FACE-TO-FACE CONTACT AMONG EMPLOYEES AND BETWEEN EMPLOYEES AND CUSTOMERS**

### **1.4.1 Hand-shaking, seating in meetings, office layout, shared workstations**

#### **Face-to-Face:**

In face-to-face meetings, individuals should limit face-to-face contact. Employees should practice staying about three (3) feet from each other. This also helps to resist the temptation of shaking hands.

#### **Hand-Shaking:**

Employees should stop shaking hands with each other and customers if there is a pandemic influenza outbreak to help reduce the spread of the disease. If employees find themselves shaking hands they should ensure the establishment of an aggressive hand hygiene regimen.

#### **Hand Hygiene:**

Hand hygiene is an important step in preventing the spread of infectious diseases, including influenza. Hand hygiene can be performed with soap and warm water or by using waterless alcohol-based hand sanitizers (see **Appendix A.1.3**).

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 washing your hands you wash away germs that you have picked up from other people, or from contaminated surfaces, or from animals and animal waste.

The influenza virus is readily inactivated by soap and water. Antibacterial hand wash products are not required because routine products, along with proper hand washing procedures, will inactive the influenza virus.

Waterless alcohol-based hand sanitizers can be used as an alternative to hand-washing and are especially useful when access to sinks or warm running water is limited. Placing alcohol-based hand sanitizers at the entrance of facilities is useful in preventing transmission of infectious diseases.

#### **Meetings:**

Employees should limit meetings. They should suspend meetings when the same information can be accomplished with a conference call, video conferencing, e-mails, or through chat groups over the internet. If, however, a face-to-face meeting is necessary, following the rules listed below may help ensure transmission of the virus is limited or nonexistent:

- Have the room cleaned and disinfected by cleaning the table, chairs, phones, and other places one might be expected to touch
- Prop open the door to keep attendees from touching the door
- Spread out as much as possible and no hand shaking
- Minimize the time of the meeting
- Meet in a larger room
- Insist that all individuals wash hands after leaving the meeting
- Clean the room again after all have left

**Increase Social Distancing:**

Social distancing means minimizing human-to human contact in peak phases of pandemic influenza. Contacts are those persons who have had close (one yard or less) physical or confined airspace contact with an infected person within four days of that person developing symptoms. These are likely to include family members and/or other living companions, workmates (if in confined airspace environments) and possibly recreational companions.

Employees will be encouraged not to circulate in crowded places and large gatherings of people during pandemic influenza. It is the policy of the City of La Vista to encourage the use of technologies to facilitate social distancing by using communications networks, remote access and web access to maintain distance among employees and between employees and customers.

**1.4.2 Flu containment information**

Influenza containment information will be provided to employees as outlined above and also in Sections 3.2.4 and 4.3 of this plan.

## **SECTION 1.5 INFECTION CONTROL SUPPLIES**

**1.5.1 Hand-hygiene products, tissues, disposal receptacles**

The City will identify the products or supplies needed, the sources from which to obtain them, and maintain an inventory of those items, such as hand sanitizer, tissues, masks, and other Personal Protective Equipment items for use by employees in their work area. The primary inventory of items will be maintained at each City facility by the Department Head at the respective site. Any indication of an increase threat level will result in an automatic audit and review of inventory levels, available supplies and a determination will be made if any increase in the inventory of products is necessary.

**1.5.2 Availability of medical consultation and advice**

The City will use a combination of sources for medical consultation and advice, including the Center for Disease Control (CDC) information (web based and other formats), the Sarpy-Cass Health Department, and the City of La Vista designated occupational physicians. An increase in the threat alert level would trigger a review to determine if medical consultation is necessary.

## **SECTION 1.6 EMPLOYEE EDUCATION**

**1.6.1 Pandemic fundamentals**

The City of La Vista will develop information regarding a pandemic for employees. Please refer to Section 4.3.1 of this plan.

**1.6.2 Personal and family protection response strategies**

The City of La Vista will provide information to employees to assist them in protecting themselves and their families during a pandemic. Please refer to Section 4.3.2 and Section 3.2 to Section 3.4 of this plan.

## **CITY OF LA VISTA PANDEMIC INFLUENZA PREPAREDNESS PLAN**

### **CHAPTER 2: ESSENTIAL SERVICES AND OPERATIONS CONTINUITY**

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## CHAPTER 2: ESSENTIAL SERVICES AND OPERATIONS CONTINUITY

### SECTION 2.1 INTRODUCTION

#### 2.1.1 Background

Essential City services have the best chance of continuing effectively during a pandemic if the City pre-plans which minimum personnel and materials are required to provide core services. Planning was initiated by each department answering a few key questions: What might happen if our workforce was reduced by 25 percent? by 30 or 40 percent? What services would have to be reduced or eliminated? What are each department's top service priorities? Who are the critical essential employees needed to continue priority services? Who would/could replace an employee absent due to personal or family member's illness? Which employees would be able to work from remote locations if able to do so?

#### 2.1.2 Preparation Process

Each department addressed the above questions and then identified essential operations within their departments and developed various service reduction scenarios. They also identified essential employees and other critical inputs needed for core services and identified a potential ancillary work force. Finally, the City examined its existing remote work-site technology and what enhancements would be necessary to expand and improve our capability. The following outlines the plans to meet those needs.

### SECTION 2.2 SERVICE REDUCTION SCENARIOS

The Essential Operations and Service Reduction Scenarios for each department are included in Appendices 4 and 5.

### SECTION 2.3 ANCILLARY WORKFORCE

#### 2.3.1 Employees in other job titles

Each department completed worksheets that identified current employees with transferable skills. This is considered confidential Information and will be retained on file in the Human Resources Department.

#### 2.3.2 Contractors

Each department completed worksheets that identified possible options to contract for employees. This is considered confidential Information and will be retained on file in the Human Resources Department.

#### 2.3.3 Retirees

Each department completed worksheets that identified former employees that may be able to work during a pandemic event. This is considered confidential information and will be retained on file in the Human Resources Department.

## **SECTION 2.4 IDENTIFICATION OF ESSENTIAL EMPLOYEES AND OTHER CRITICAL INPUTS**

### **2.4.1 Essential employees**

Each department completed worksheets that identified their essential employees. This is considered confidential information and will be retained on file in Human Resources (HR) Department.

### **2.4.2 Materials, suppliers, sub-contractor services/supplies**

Each department completed worksheets that identified their critical materials and suppliers. This is considered confidential information and will be retained in the City Clerk's office.

### **2.4.3 Information Systems**

Recognizing that Information Systems (IS) is a critical function on which other critical functions rely, the City of La Vista has contracted with Sarpy County for IS support.

The Sarpy County Information Services Department Director, in conjunction with the pandemic planning committee, has reviewed the pandemic response plan of the City of La Vista's primary systems and determined that the appropriate steps are documented to ensure the ability to provide essential services to the City of La Vista. Those steps include back-up support from hardware and software vendors who could provide remote support for information technology functions for the City if the primary staff are unable to do so.

Computer and Data Security To strengthen our computer and data security measures and address the vulnerabilities a pandemic will create, the City of La Vista has or will take the following steps:

- Instructed the Information Services Department to obtain back-up for all its essential equipment.
- Instructed the Information Services Department to review all existing security programs to ensure their effectiveness and to enhance those programs as needed to cope with the heightened security risks anticipated in an avian flu pandemic.
- Implement required password changes for all employees to change their computer access passwords every 90 days.
- Provided educational materials for employees informing them about the risks of Internet hoaxes and how to avoid them.

## **SECTION 2.5 ENHANCEMENT OF REMOTE COMMUNICATION CAPABILITY**

### **2.5.1 Technology supporting employee telecommuting**

For each employee identified by their department as essential employees, the remote technology needs worksheet was completed. Those needing access to the city's network will be instructed on proper use of VPN (Virtual Private Network) for access to the network. This is considered confidential information and will be retained on file in the Human Resources Department.

### **2.5.2 Remote customer access**

Nothing currently; limited access in the near future.

## CITY OF LA VISTA PANDEMIC INFLUENZA PREPAREDNESS PLAN

### CHAPTER 3: ADMINISTRATION AND HUMAN RESOURCES

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## CHAPTER 3: ADMINISTRATION AND HUMAN RESOURCES

### SECTION 3.1 INTRODUCTION

Before, during, and after a pandemic influenza outbreak occurs, the City of La Vista will need to implement special policies and practices to effectively manage municipal operations. Once a pandemic has started there will be no time for planning and consulting. The workplace will be in response/reaction mode. To that end, the City of La Vista has assembled this plan with specific components to address the most likely circumstances occurring in the event of a pandemic. Since it is impossible to address all scenarios that could occur, this plan is designed to act as a template for the City of La Vista organization in the event a pandemic event happens. There will likely be state and federal mandates to follow in the event of an actual emergency and we will maintain communications with the appropriate agencies to keep all employees properly informed. The City will also need to look at the financial impacts of a pandemic influenza outbreak to insure that basic city services can continue.

### SECTION 3.2 PANDEMIC INFLUENZA PLANNING AND RESPONSE

#### 3.2.1 Pandemic Planning and Response Team

In October 2007 the City Administrator directed each department to prepare contingency plans in the event of an avian flu pandemic. The City Administrator also directed the Chief of Police to manage the process and develop a pandemic response plan for the City of La Vista. The Chief of Police then established the Pandemic Influenza Leadership Operations Team (PILOT) to prepare a detailed response plan in the event of a flu pandemic. The following staff members are included on the team:

- Chief of Police
- Fire Chief
- Public Works Director
- City Clerk
- Recreation Director

The Chief of Police serves as the PILOT Coordinator. This team will also serve as the City's Pandemic Response Team and will include the City Administrator and others as designated. This team will direct the City's response to a flu pandemic.

#### 3.2.2 Trigger Events

The following events should be considered trigger events for implementation of all or portions of this plan:

1. The United States Federal Government through their official agencies issues a pandemic declaration for the United States; and/or
2. The State of Nebraska through the Office of the Governor or other official State Office issues a pandemic declaration for the State; and/or

3. The Mayor of the City of La Vista or his /her designee declares a pandemic emergency for the City of La Vista; and/or
4. Directive of the Sarpy-Cass Health Department to implement a response plan; and/or
5. Irrefutable evidence that an outbreak has occurred within the City of La Vista/Omaha metro area; and/or
6. Excessive employee absenteeism, whether pandemic-induced or not, as noted and reported by Department Heads, that results in the City of La Vista being in jeopardy of experiencing pandemic related operations crises.
7. Confirmation of employee exposure to flu contagions.

### **3.2.3 Plan Activation**

Once a flu pandemic crisis is imminent or has occurred, the City's PILOT Team as noted in Section 3.2.1 will follow the guidelines in Table A (Section 3.2.5-A) and B (Section 3.2.5-B) below.

### **3.2.4 Personnel and Community Safety**

Upon activation of this plan, the first and most important goal is to protect the health and safety of employees and residents of La Vista. If the PILOT Team determines that "normal" operations or altered operations can be maintained at any office, maximum efforts should be made to eliminate or minimize any potential for infection or other danger to employees or people in the community.

### **3.2.5 Flu Crisis Assessment**

Upon activation of a flu crisis, the response team coordinator:

- Immediately informs all members of the Pandemic Influenza Leadership Operations Team (PILOT) and others as designated.
- Makes notification via calling tree in case all personnel are not present in City offices or if the declaration does not occur during normal business hours.
- Includes a date, place and time of the first meeting of the response team, which should be within hours of the completion of the notification process. If the members are unable to physically meet due to governmental limitations on travel or quarantine, they will meet by conference call.

At the first meeting PILOT will:

- Make an initial risk determination to define the extent of the crisis and what portions of the program need to be implemented based on that analysis.
- Contact other government officials, community leaders, regional partners, or other resources as necessary to accomplish the objectives of this plan.

- Meet on a scheduled or as-needed basis either in person or by telephone, to continually assess the severity of the crisis, the efficiency of the City of La Vista's response and Nebraska State governmental responses, and whether any changes need to be made to implement additional elements of the plan.

### 3.2.5—A: Alert Levels

In the event that human to human transfer of a pandemic flu virus is confirmed, the City of La Vista's Pandemic Influenza Leadership Operations Team may follow the actions shown in Table "B" against the following Alert Points in the Table "A" below. The trigger points are derived from those used by the World Health Organization (see Forward, Section B).

TABLE A

City of La Vista Alert Level	WHO Alert Level	Description
Level 1	Level 3 (yellow)  Pandemic Alert Period (Levels 3-5)	Human infection(s) with a new subtype. No human-to-human spread or at most rare instances of spread to a close contact.
Level 2	Level 4 (orange)	Small cluster(s) with limited human-to-human transmission. Spread is highly localized, suggesting that the virus is not well adapted to humans.
Level 3	Level 5 (red)	Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).
Level 4	Level 6 (black)  Pandemic Period	Pandemic: increased and sustained transmission in general population. Federal and State Government confirm Avian Flu in human cases in vicinity of the City of La Vista and/or local communities.

### 3.2.5—B: Leadership Action Table

The following Alert Level and Leadership Action table, Table B, provides a guide for the Pandemic Influenza Leadership Operations Team to manage a pandemic influenza event. The table has suggested action steps that the Leadership Team may implement as they deem appropriate and will be determined during each phase of a pandemic event.

**TABLE B**

Alert Level	Description	Actions for Pandemic Influenza Leadership Operations Team
<b>Level 1</b>  <b>(WHO Level 3)</b>	Confirmation that the Flu virus can be transmitted from Human to Human and that there are limited cases.	<ol style="list-style-type: none"><li>1. Convene the Pandemic Influenza Leadership Team and set up regular review times.</li><li>2. Send communication to staff of the raised alert level and inform them of :<ol style="list-style-type: none"><li>a. The plan for potential pandemic.</li><li>b. Policies for sick leave and tending to sick family members.</li></ol></li><li>3. Employees that work directly with outside customers should follow department instructions on social distancing, providing they do not place staff in danger, and consider activating any alternative working procedures.</li><li>4. Contact local authorities and health providers and get up to date news, advice, and local/county wide pandemic plans.</li><li>5. Direct Building and Grounds Department to inventory infection control supplies (plan section 1.51)</li><li>6. Step up surveillance and issue weekly reports to staff.</li><li>7. Implement increased cleaning routines.</li><li>8. Consider issuing surgical masks and make them available for staff if required.</li><li>9. Review remote working arrangements.</li><li>10. Place signage, information, poster, and leaflets in appropriate places in offices.</li><li>11. Take a measure of the psychological effects of the staff working under threat.</li><li>12. Staff should report to management if they are showing symptoms of the strain of pandemic Flu and seek medical attention immediately. Staff must refrain from going back to work until it is considered safe by a doctor. The initial symptoms of the pandemic Flu will be similar to those of other Flu viruses, including: Fever/ Generalized muscle pain/ Cough and sore throat.</li></ol>
<b>Level 2</b>  <b>(WHO Level 4)</b>	Evidence of increased Human to Human transmission.	<ol style="list-style-type: none"><li>1. Alert staff to status and restrictions.</li><li>2. Increase any specialized and comprehensive cleansing services.</li><li>3. Check to see if any staff or staff family members could have traveled to and from affected countries or areas and notify the appropriate authorities and Human Resources of any staff or staff family members that are affected.</li><li>4. Employees who return from travel warning countries may be requested not to come into the office until cleared by a medical professional.</li><li>5. Review telecommuting opportunities and consider requesting staff work from home as deemed necessary to reduce spread of flu virus.</li></ol>

Alert Level	Description	Actions for Pandemic Influenza Leadership Operations Team
Level 2 (con't)		<ol style="list-style-type: none"> <li>6. Limit all face-to-face customer meetings to a minimum and only on an essential basis, until further notice. Customer contact will continue either through phone, email or video conferencing.</li> <li>7. Consider the distribution of surgical masks to staff, enforcing their use in City of La Vista offices.</li> <li>8. Instruct staff to report to their supervisor if there are any suspected cases in their living area/social circle.</li> <li>9. Advise staff on the travel restrictions and travel warning countries.</li> <li>10. Update staff training of pandemic issues.</li> <li>11. Advise staff to minimize personal movements where appropriate for their own safety.</li> </ol>
Level 3 (WHO Level 5)	Evidence of significant human to human transmission and Government confirms human cases in your country in a sporadic manner.	<ol style="list-style-type: none"> <li>1. Actions under Level 2 will continue.</li> <li>2. Close all City offices and restricting staff from traveling between facilities.</li> <li>3. Review telecommuting opportunities and request staff work from home as deemed necessary to reduce spread of flu virus.</li> <li>4. Cancel all out-of-state staff training.</li> <li>5. Restrictions on city business travel will be enforced. Personal travel should be kept to a minimum and on an essential basis (see travel policy).</li> <li>6. Send staff home if [he/she or family members] are waiting for the laboratory test result.</li> </ol>
Level 4 (WHO Level 6)	<p>Efficient and sustained human to human transmission and Government confirms pandemic Flu in human cases in vicinity of the office and/or local communities and may include:</p> <ul style="list-style-type: none"> <li>• Confirmed Staff infection or death as a result of the pandemic Flu.</li> <li>• Building Closure.</li> </ul>	<ol style="list-style-type: none"> <li>1. Actions under Level 1, 2, and 3 will continue where appropriate.</li> <li>2. Ensure that managers are communicating with staff working remotely.</li> <li>3. Evacuate and isolate immediately any area where suspected cases occur and suspend work in the affected location.</li> </ol>

### **SECTION 3.3 SPECIAL ADMINISTRATIVE POLICIES DURING PANDEMIC**

The City of La Vista will implement special administrative policies during a ***declared pandemic influenza*** to meet the unique needs of employees and customers caused by a pandemic influenza. These policies will be in effect when an official pandemic has been declared (see Section 3.2.2).

#### **3.3.1 Compensation**

Though the City of La Vista intends to continue complying with all local, state and federal mandates, including applicable collective bargaining agreements during any pandemic event, it is important to note that an emergency situation may act to suspend certain compensatory benefits available to our workforce (such as wellness time).

#### **3.3.2 Sick Leave**

During a ***declared pandemic influenza*** (see Section 3.2.2), the following sick leave policy will replace all other policies in the City of La Vista:

- A. All employees, excluding temporary or part-time workers, shall be provided **eighty (80)** sick leave hours, to be known as Pandemic Sick Leave (PSL), in addition to any days already earned as regular sick time.
- B. If an employee has been required to utilize other eligible leave time for an illness or event that is not identified as pandemic flu/influenza at the time of the request, but is later medically diagnosed as such, any eligible leave time previously used for said illness or event may be reinstated to that employee.
- C. An eligible event, as the term is used herein, refers to:
  1. the employee's medical diagnosis of pandemic flu/influenza,
  2. the diagnosis of the employee's spouse, child(ren) or other member of the employee's household with pandemic flu/influenza,
  3. the announcement that the employee's community is under quarantine as a result of a pandemic flu epidemic, and as a result, the employee is unable to come to work,
  4. the announcement that the employee's spouse's workplace or child(ren)'s school is subject to an order of quarantine or is otherwise closed as a result of a pandemic flu epidemic, and as a result the employee is unable to come to work.
- D. Any request for additional PSL days must be made in writing, accompanied by a physician's statement that such additional time off is necessary for the recovery of the employee or the employee's immediate family or household member. Said request must be directed to the employee's Department Head who will forward same to the attention of the City Administrator. The City Administrator (or his/her designee) shall make all final decisions regarding the extension of PSL days and any such decision shall not be subject to the grievance procedure.
- E. Any PSL days shall be treated the same as a non-PSL sick day for purposes of pay and accumulation.

### **3.3.3 Return to work after illness**

No employee shall return to work until they have recovered from the pandemic flu or are taking an effective antiviral medication. If an employee was exposed to someone with a flu-like illness (child, spouse, etc), the employee may return to work if they have not become ill. In some cases employees may be asked to certify that returning to work is now safe. This request would be made in an effort to protect others.

### **3.3.4 Prevention at worksite (see also Chapter 1: Section 1.2)**

All employees are expected to be responsible for their own health. It is important that employees be aware of safety and prevention practices while at work. These include avoiding close contact when unnecessary, washing hands often, covering the nose and mouth when sneezing and/or coughing and washing hands immediately thereafter. Additionally, masks and hand sanitizers will be available in all municipal facilities. Employees are directed to utilize these products during the workday, to remind colleagues to utilize same and to notify citizens, customers and vendors coming into the workplace to do the same. Employees are also encouraged to get a preventative flu shot if their medical condition allows. If an employee suspects that he or she may be experiencing flu-like symptoms, the employee shall notify his immediate supervisor and go home. If the employee is unable to make contact with the supervisor, notify a coworker and contact the supervisor as soon thereafter as is practical. The employee's absence will be noted and if applicable, the PSL policy regarding leave will be followed.

### **3.3.5 Employees who have been exposed to pandemic influenza, suspected to be ill, or becomes ill at the worksite**

Any employee that has been exposed to the pandemic flu or other influenza virus should consult his/her personal physician or other medical professional of the employee's choice as soon as possible. The employee must notify his/her immediate supervisor of the exposure and leave the workplace. In the event the exposure happens outside the workplace or before arriving at work, the employee should make contact with his/her immediate supervisor to make the supervisor aware of the employee's condition. The supervisor must note the absence, apply the PSL procedure if appropriate and inform the employee of his/her responsibility to secure a doctor's statement regarding his/her ability to safely return to the workplace before being allowed to so return. The supervisor or manager should notify Human Resource personnel upon receipt of the employee communication.

If it is necessary due to internal or external spread of the disease, Personal Protective Equipment will be distributed to employees to be worn in the work and home setting. Social distancing strategies will also be implemented as noted in SECTION 1.4 to reduce the frequency of contact between personnel, including but are not limited to:

- Avoiding face-to-face meetings by using telephone, video conferencing, web meetings, e-mail, even when co-workers are in the same facility. If people must meet, they should wear masks and should remain at least three (3) feet from each other.

- Avoiding or eliminating travel to other businesses, meetings, work-related social gatherings, conferences, and workshops. If employees must travel, they should wear a mask while on the airplane and in other public areas.
- Wherever possible, for City facilities operating multiple shifts, provide an interval time between shifts to ventilate the facility and minimize face-to-face contact.
- For those individuals with cell phones and computers, increasing work from home, as approved by and under supervisory direction.
- Avoiding public transportation.
- Avoiding communal lunch periods (bring lunch from home to avoid restaurants), communal coffee breaks, and communal smoke breaks.
- Use basic hygiene tools, such as washing hands numerous times per day. If it is not possible to do so, use a hand sanitizer.

**3.3.6 Travel restrictions** During a declared pandemic influenza the following travel policy will be instituted:

- A. Upon the announcement of the Governor of the State of Nebraska, the Nebraska Department of Health & Human Services or other federal/state department of health or policy that the state is subject to a pandemic influenza outbreak, all duty related travel shall immediately be suspended.
- B. If travel is imminent due to the dates of any conference or other meeting and all travel arrangements have been made without the availability of refund, the City Administrator may decide to allow the employee to take the prearranged trip with a doctor's statement indicating an absence of any pandemic flu virus.
- C. In order for any duty related travel to be considered "imminent" said travel dates must be less than ten (10) days hence at the time the pandemic announcement is made.
- D. If an announcement of a pandemic influenza outbreak is made by the Mayor of the City of La Vista or his/her designee, the same travel ban as previously stated will be in place.
- E. If an employee lives in a community that is subject to a pandemic announcement by its local government, health department or other responsible entity or is otherwise quarantined due to such an outbreak, the employee shall make his/her department head aware of such announcement as soon as the employee is made aware of same. Any employee so affected shall refrain from travel to and from the workplace until such time as any announcement or quarantine is lifted and the employee is in receipt of a physician's statement indicating the absence of any avian flu virus.

### SECTION 3.3.7 TELECOMMUTING AND FLEXIBLE WORK SCHEDULE

#### TELECOMMUTING POLICY

**Purpose:** The purpose of this policy is to establish procedures for City Employees that volunteer or are required to participate in a Flexible Worksite or Telecommuting program during a declared pandemic.

**Definition:** Telecommuting is defined as a work arrangement whereby selected City employees are allowed to perform the normal duties and responsibilities of their position, through the use of computers or other telecommunications, at home or another place apart from the employees' usual place of work. Telecommuting can be full-time or part-time and the employee is expected to report to the official work site on a scheduled basis.

#### Policy Statements:

- Participation in telecommuting during a pandemic may be mutually agreed to by the employee and their department head. The employee's position must be identified as telecommuting capable. The City may, however, require an employee to telecommute in order to reduce the risk of spreading the flu virus at the worksite. This would be determined on a case by case basis as work site conditions and the health status of an employee warrants.
- The City of La Vista has identified job classes and positions considered appropriate for telecommuting. Requests will be considered on an individual basis to determine if the position description meets the requisite job functions and duties necessary to allow for telecommuting.
- A Telecommuting Agreement or contract must be signed by the telecommuter, their department head and the City Administrator prior to beginning the program (see Appendix 3). Exceptions may be made to facilitate emergency situations under the pandemic event as determined by the department head.
- Telecommuters may elect to cease their participation in the program at any time, unless, due to the pandemic, they are required to work in the program due to illness or other worksite separation needs. These will be determined by the employee's department head. The department head may cancel the agreement at any time when it is determined that continuation would not be productive, efficient or otherwise not in the best interest of the department.
- Telecommuters will be compensated for all pay, leave, and overtime and travel entitlement as if duties were being performed at the City work location. Overtime shall not be worked unless authorized in advance by the department head.

- Telecommuters are subject to the same rules and procedures as other employees and are covered by worker's compensation when performing official work duties at the alternate work site.
- Telecommuters shall verify in writing that their home provides work space that is free of safety and fire hazards and shall agree that the City of La Vista will be held harmless against any and all claims, excluding worker's compensation claims that result from working at the home office.
- No employee engaged in telecommuting will be allowed to conduct face-to-face business at their home.
- The City of La Vista is not required to provide equipment for telecommuting; however, the City may provide all or part of the equipment necessary for accomplishing work assignments, including the installation and maintenance of City-owned equipment at the home. The City will not cover the cost of repair or maintenance of the telecommuter's personal equipment. Equipment needs will be determined on a case by case basis as determined by the department's need during the pandemic event.
- The City will establish security controls and conditions for use of City equipment. The telecommuting employee must apply approved safeguards to protect City equipment and supplies. All official City records, files and documents must be protected from unauthorized disclosure or damage and returned safely to the office.
- Employees currently on a performance improvement plan are not eligible for telecommuting. Exceptions may be made if warranted due to the pandemic influenza crises.

**Procedures:** Employees interested in participating in the telecommuting program should contact their supervisor to discuss the feasibility of telecommuting. They must hold a telecommuting eligible position as identified by the City. If an employee does not hold an eligible position, he/she may apply if they believe telecommuting may work for their specific circumstances. If the employee and the position are deemed suitable for telecommuting, an agreement or contract specifying the terms and conditions of telecommuting must be signed by the employee, the department head, and the city manager. Copies of the Telecommuting Agreement are available from the City's Human Resources Department.

The original of the Telecommuting Agreement should be sent to the Human Resources Department for inclusion in the employee's official personnel file. The employee and the supervisor should retain a copy.

The department head and employee must agree upon the equipment to be used in telecommuting. Subject to approval by the department head director and the City Administrator, City equipment may be relocated to the home under any of the following conditions:

- Employee's present equipment is not needed at the office and can be moved to the telecommuting site
- Employee's present equipment is portable and can easily be moved from office to home and back
- City has additional equipment, suitable for telecommuting, available for use by a telecommuter
- City has the funds and elects to purchase additional equipment for telecommuting.

A Telecommuting Work Plan must be included as part of the Telecommuting Agreement. The Work Plan must include at a minimum:

- specific description of the duties to be performed
- established workdays and normal work hours
- explanation as to how supervision will be provided
- explanation as to how work products and outputs will be monitored and reviewed
- explanation as to how attendance and leave records will be maintained and processed

The City's Human Resource Office should be notified in writing of modifications to, or cancellation of, the telecommuting arrangement.

### **FLEXIBLE WORK SCHEDULE**

Work schedules are determined by the service needs of the department/division and are managed accordingly. Once schedules are defined and communicated to employees, an employee who requests a deviation in that schedule must do so in writing to the department head for approval. The department head will determine an appropriate schedule for an employee to best fit the needs of the department during a pandemic influenza event.

The department head may require employees to change work schedules in order to reduce the risk of the pandemic influenza spreading at the work site. The department head may develop alternative work schedules for one or more employees with approval of the Pandemic Influenza Crises Team, which includes the City Administrator.

### **SECTION 3.4 TRACKING OF ANNUAL INFLUENZA VACCINATIONS FOR EMPLOYEES**

Employees are encouraged to get a preventative flu shot if their medical condition allows. The City will maintain a record of those employees who have received an annual flu shot through the City of La Vista Flu Shot Program. Employee obtaining flu shots from other sources are encouraged to advise Human Resources that they have received their flu shot.

## SECTION 3.5 EMPLOYEE ACCESS TO AVAILABLE HEALTHCARE SERVICES AND MENTAL HEALTH SERVICES

### 3.5.1 HEALTH CARE SERVICES

The City of La Vista will endeavor to use the City's designated occupational medicine physicians to the extent possible where employees within our organization can go to receive a faster evaluation of their illness to determine if that individual is sick or not. The City may consider allowing an employee to also have their family access to be evaluated as well. This may allow employees to stay at work or return to work faster without being bogged down by the normal medical infrastructure that may be overwhelmed. Below is a chart that can assist employees in determining whether they have just a cold or the onset of the flu. If their symptoms are flu-like, they should seek medical assistance immediately.

#### Difference Between *Influenza* and a *Common Cold*

SYMPTOM	INFLUENZA	COMMON COLD
Fever	Usual, sudden onset 100-104 degrees and lasts 3-4 days	Rare
Headache	Usual and can be severe	Rare
Aches and Pains	Usual and can be severe	Rare
Fatigue and Weakness	Usual and can last 2-3 weeks or more after the acute illness	Sometimes, but mild
Debilitating fatigue	Usual, early onset can be severe	Rare
Nausea, vomiting, diarrhea	In children <5 years old	Rare
Watery eyes	Rare	Usual
Runny, stuffy nose	Rare	Usual
Sneezing	Rare in early stages	Usual
Sore throat	Usual	Usual
Chest discomfort	Usual and can be severe	Sometimes, but mild to moderate
Complications	Respiratory failure; can worsen a current chronic condition; can be life threatening	Congestion or earache
Fatalities	Well recognized	Not reported
Prevention	Influenza vaccine; frequent hand-washing	Frequent hand-washing; cover your cough

### 3.5.2 MENTAL HEALTH CARE SERVICES

The City of La Vista provides an Employee Assistance Program (EAP) that gives employees access to mental health providers. Employees that need assistance should seek help through the normal EAP process.

### **SECTION 3.6 IDENTIFICATION OF EMPLOYEES WITH SPECIAL NEEDS**

The Human Resource Department will maintain a file of employees for those individuals who have chosen to indicate they have special needs.

### **SECTION 3.7 COLLABORATION WITH INSURERES, HEALTH PLAN ADMINISTRATOR AND MAJOR HEALTH CARE AGENCIES**

Upon the activation of the Pandemic Plan by one of the aforementioned events, the City Administrator shall direct the Human Resources department to make appropriate contact with our insurance carriers and health plan administrators in order to respond to any question or concern regarding the pandemic event and its affect on City staff.

### **SECTION 3.8 COLLABORATION WITH FEDERAL, STATE, AND LOCAL PUBLIC HEALTH AGENCIES**

The City of La Vista, through the Sarpy County Emergency Management Agency (SCEMA), shall maintain communication with the federal and state government during the course of any pandemic event. The purpose of said communication will be to keep the citizens abreast of any and all events, announcements, warnings, admonishments and recommendations regarding the pandemic event.

There will be a central location for all communications such that citizens seeking information regarding the pandemic will be immediately dispatched to the appropriate municipal location or other state or federal government entity able to respond to their inquiry.

### **SECTION 3.9 POTENTIAL FINANCIAL IMPACT ON CITY REVENUES AND EXPENDITURES**

Just as it is difficult to forecast the severity of a pandemic, it is hard to predict its economic effects, even if the outbreak's scope and severity are known. Based on past influenza pandemics and the SARS outbreak, the most significant impacts would be a sharp decline in demand as people avoided shopping malls, restaurants, and other public spaces, and a reduction in the labor supply as workers become ill, stay home out of fear, or take care of others who are sick.

**Revenues** The general slowdown in economic activity would reduce the City's elastic revenues, such as local sales taxes, hotel/restaurant/amusement tax, and property tax. The City could see an estimated loss of sales tax from three percent (mild scenario) to 30, 40, 50, or even 60 percent (severe scenario) in those revenues. This could mean the loss of anywhere between \$100,000 to \$3M in city revenues depending on the severity of the pandemic.

**Expenditures** A pandemic influenza event would result in a reduction in the labor supply as workers become ill or stay at home to take care of others who are sick. A pandemic event would also affect the City's ability to obtain materials and supplies, as

well as, the ability to use contract labor as there would be a shortage in the workforce. The City should expect a decline in service levels; therefore, expenditures relating to contractual costs, materials, and supplies should also decrease. However any decrease in cost relating to this decline in service levels may be offset by the increase in future medical premiums.

While these predictions are based on very rough estimates, they do provide a general picture of the potential economic impact of a pandemic.

#### **SECTION 3.10 CLOSING OF CITY OFFICES TO THE PUBLIC**

In the event of a pandemic influenza, the City Administrator or his/her designee shall determine if adequate resources are available to staff and keep public access available to City Hall, Community Center, Fire Stations, Police Station, Public Library, and the Public Works facility.

Upon such determination, the opening and closing times shall be determined by the City Administrator or his/her designee. The City Office employee notification calling tree shall then be activated if the facilities are not yet open for business. The media will be notified in the event of city facilities delayed openings and closings. Notification shall be posted at all public entrances to their respective facilities if possible.

In determining opening and closing times for the Public Library, the Library Director shall consider any determination made by Metropolitan Community College to close the Sarpy Center.

Generally, the time of any delayed opening and closing will be consistent for City Hall, Community Center, Fire Station, Police Station and the Public Works facility. The time of any delayed opening and closing of the Public Library will generally be consistent with Metropolitan Community College's hours. The Library Director or his/her designee shall notify City Hall of any closings consistent with MCC which may not be consistent with that of other city facilities. In the event that the City would delay opening until later or close earlier than MCC, the library will close with other City facilities.

#### **SECTION 3.11 CITY COUNCIL, COMMISSION AND BOARD MEETINGS**

Upon the issuance of a pandemic emergency declaration by the Mayor of the City of La Vista (see Section 3.2.2), City Council, City Commission, and Board meetings may be rescheduled or held by electronic device (teleconference, video conference, etc) during the time of the declared emergency.

## CITY OF LA VISTA PANDEMIC INFLUENZA PREPAREDNESS PLAN

### CHAPTER 4: COMMUNICATION

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<b>SECTION 4.6</b>	<b>INFORMATION ON AT-HOME CARE OF FAMILY MEMBERS</b>	<b>4-2</b>
<b>SECTION 4.7</b>	<b>PLATFORMS FOR COMMUNICATING PANDEMIC STATUS AND ACTIONS</b>	<b>4-3</b>
<b>SECTION 4.8</b>	<b>COMMUNITY SOURCES FOR TIMELY AND ACCURATE INFORMATION</b>	<b>4-4</b>
<b>SECTION 4.9</b>	<b>SHARING OF BEST PRACTICES TO IMPROVE COMMUNITY RESPONSE EFFORTS</b>	<b>4-4</b>

## CHAPTER 4: COMMUNICATION

### SECTION 4.1 INTRODUCTION

#### 4.1.1 Communication Plan

The City of La Vista has identified a variety of methods to communicate to its employees, vendors/suppliers, and citizens, information on a pandemic event. The goal is to provide accurate and timely information in order to manage the effects of a pandemic.

#### 4.1.2 Web links to up-to-date pandemic influenza information

The Centers for Disease Control and Prevention provides a website with extensive information regarding pandemic influenza. The address is [www.cdc.gov/flu/](http://www.cdc.gov/flu/). Information can also be accessed at [www.pandemicflu.gov](http://www.pandemicflu.gov) and from the World Health Organization, [www.who.com](http://www.who.com) and the International SOS, [www.internationalsos.com](http://www.internationalsos.com).

### SECTION 4.2 EMERGENCY COMMUNICATION PLAN – PANDEMIC INFLUENZA

#### 4.2.1 Reference the City of La Vista's Emergency Communications Plan on the City's Intranet. The Human Resources Assistant will:

- a. Set-up a phone number with a pre-recorded message for employees.
- b. Set-up a phone number for department heads to call about the health status of their employees.
- c. Send out a daily e-mail update of who is out ill.
- d. Set-up a data base to track people.
- e. Provide a spreadsheet on the City's Intranet for supervisors to access and list employees who are absent.

### SECTION 4.3 DEVELOPMENT AND DISSEMINATION OF MATERIALS

#### 4.3.1 Pandemic fundamentals

The City will do the following to keep employees up to date on the pandemic:

- Relay information to employees through the employee newsletter, e-mail, the City's Intranet, and send mailings to employees at their homes.
- Develop and distribute flyers containing accurate and up-to-date information about the situation.
- Provide a central bulletin board in City facilities to post information.
- Also refer to Section 1.6 of this Pandemic Plan.

#### **4.3.2 Personal and family protection response strategies**

The City will work with the Sarpy-Cass Health Department to gather information on personal and family preparedness for a pandemic. This will assist employees in taking care of themselves and/or family members who become ill. An information packet will be distributed to employees.

### **SECTION 4.4 ANTICIPATION OF EMPLOYEE FEAR AND ANXIETY, RUMORS AND MISINFORMATION**

**4.4.1 Communication of accurate and timely information to employees.** In order to allay fears of a pandemic, both before and during, and to dispel rumors and the spread of misinformation, the City will communicate to employees the latest and most accurate information regarding the pandemic through the following means:

- Distribute flyers containing accurate and up-to-date information about the situation.
- The Pandemic Influenza Operations Plan will be placed on the City's Intranet. We will also have a copy of the plan for each department to keep in a common access area.
- Relay information to employees through the employee newsletter, e-mail, public drive and send mailings to employees at their homes.
- Make employees aware of the importance of updating their files so we have up-to-date home addresses and phone numbers.

### **SECTION 4.5 DISSEMINATION OF INFORMATION TO EMPLOYEES ABOUT PANDEMIC PLAN**

The Pandemic Influenza Operations Plan will be placed on the City's Intranet. A copy of the plan will be provided to each employee and members of the PILOT will be available to discuss the plan with all employees.

### **SECTION 4.6 INFORMATION ON AT-HOME CARE OF FAMILY MEMBERS**

The City will work with the Sarpy-Cass Health Department to gather information about taking care of employees and family members who become ill (see Section 4.3.2).

## **SECTION 4.7 PLATFORMS FOR COMMUNICATING PANDEMIC STATUS AND ACTIONS**

### **4.7.1 Employees, Customers, and Vendors/Suppliers**

The City will use the following methods to provide current information on the pandemic to employees, citizens, and vendors:

- Communicate the status and actions to employees through voice mail, e-mail and a phone number with a pre-recorded message.
- The City will have flyers prepared to instruct the public regarding specific instructions about entering and leaving City buildings. The City will need to inform the public that the City of La Vista has several employees absent due to a Pandemic virus and people entering any City building may be required to wear a mask and follow other "social distancing" protocols (see Section 1.4).
- Each day during each Alert period (see Section 3.2.5) the status of the City will be posted on the website. Also, the City may place information about the Pandemic situation on the Cable Channel 18 bulletin board.
- The City's financial computer data base has a list of all City vendors and suppliers.
- The City will develop a form letter that will provide the status of City operations.
- The City will work with the Health Department to get accurate information.

In the area of public information, the City must communicate to the public the level of service they may expect during a pandemic event. The City Administrator will designate an employee to:

- 1) Use the City's telephone system to convey information specific to a pandemic event, to enable callers to leave detailed messages, and to route calls to provide greater access to staff.
- 2) Disseminate prepared news releases via the Emergency Communications Center to the news media.
- 3) Use the City Intranet to update employees of pandemic status.
- 4) Provide citizens with information via the City's website and City Newsletter,
- 5) Communicate with the Mayor, Council, City Administrator and Department Heads via voicemail and e-mail technology. This will enable regular updates to be provided.

## **SECTION 4.8 COMMUNITY SOURCES FOR TIMELY AND ACCURATE INFORMATION**

### **4.8.1 Resources for obtaining counter-measures (vaccines/antivirals)**

We will work with the Health Department to get the latest information on the Pandemic and in the availability of vaccines for employees.

## **SECTION 4.9 SHARING OF BEST PRACTICES TO IMPROVE COMMUNITY RESPONSE EFFORTS**

The City of La Vista will share this pandemic plan with any organization as requested. The City has, and will continue to, refer to other plans and information on best practices in preparing for a pandemic. The City will continually update this plan to ensure that it contains accurate information and the best procedures in managing the City's operations during a pandemic.

The City Administrator or their designee will lead the City's response during a pandemic. He or she will give overall direction for the community response based on the City's plan and the day-to-day contingencies.

## **CITY OF LA VISTA PANDEMIC INFLUENZA PREPAREDNESS PLAN**

### **CHAPTER 5: CONCEPT OF OPERATIONS**

<b>SECTION 5.1</b>	<b>GOALS</b>	<b>5-1</b>
<b>SECTION 5.2</b>	<b>MANAGEMENT</b>	<b>5-1</b>
<b>SECTION 5.3</b>	<b>ESSENTIAL CITY SERVICES</b>	<b>5-2</b>

## CHAPTER 5: CONCEPT OF OPERATIONS

### SECTION 5.1 GOALS

It is the policy of the City of La Vista to provide the best level of services possible to its citizens and economic partners in and around the City of La Vista. During a Pandemic Flu Emergency, some City services may have to be rescheduled or curtailed due to insufficient personnel.

### SECTION 5.2 MANAGEMENT

The National Incident Management System (NIMS) will be used to coordinate all activities within the city government.

City of La Vista personnel are under the overall command of the City Administrator or his/her designee.

A designated PILOT Committee member will be provided a staffing report by 8:30 a.m. each morning via telephone and/or e-mail by each Department Head regarding personnel absences. Reassigned personnel will be under the direct supervision of the department to which they are assigned.

Departments with critical functions requiring specialized pre-event training are responsible for scheduling and conducting such training prior to the use of temporary staff.

#### 5.2.1 Continuity Of Government

The following order of succession shall be utilized:

City Council – Mayor

City Council President

City Council members in order of seniority

City Government – City Administrator

Assistant City Administrator

Police Chief

City Clerk

#### 5.2.2 Employees Subject To Recall

As an employee of the City of La Vista, all employees are subject to recall as necessary during an emergency or in the event of a pending emergency situation.

Each Department Head is responsible for providing the City's Human Resources Assistant with an updated employee contact/telephone roster for each Division/Unit within in their span of control.

### **SECTION 5.3 ESSENTIAL CITY SERVICES**

The following City Departments have been identified as providing essential health and public safety services. These services shall continue to be provided, or provided in part, even during emergencies and/or periods of low staffing.

- **City Clerk**
  - Ensure proper legal notices are filed.
- **City Administration**
  - Communication with elected officials.
  - Provide frequent news releases about changes in City services.
  - Assist with communication of educational messages to the public regarding the conditions the public can expect to experience during a pandemic.
  - Communicate educational messages regarding influenza prevention, surveillance and treatment to the media and the public.
  - Disseminate public information about disease prevention measures.
  - Communicate restrictions on travel, trade, and the prohibition of large public gatherings.
  - Maintain rumor control.
  - Communicate the lifting/revocation of public health orders that are no longer necessary.
- **Finance**
  - Ensure the ability of the City to purchasing goods and services as necessary.
  - Payroll, account payable and receivable
  - Cash and debt management
- **Fire**
  - Continue coordination of fire suppression services, hazardous materials management including on-site management and decontamination and search and rescue operations throughout the pandemic emergency response as outlined in the Fire Department's Service Reduction scenario.
  - Assist with patient transport as possible based on staffing.
  - Provide after action reports, situational reports or other support documentation to Sarpy/Cass County Health as requested.
- **Human Resources**
  - Provide employee benefits support.
- **Information Technology (Sarpy County)**
  - Ensure the City's computer network stays operational.
  - Provide Public Safety Application Support.
  - Provide Geographic Information System (GIS) support.

➤ **Police**

- Provide essential law enforcement functions. Non-emergency calls, which do not require an officer response, may be handled by telephone as outlined in the Police Department's Service Reduction scenario.
- Assist with security, access control, and traffic control measures in and around treatment sites, dispensing centers, clinics, and pharmaceutical warehouse operations as requested.
- Assist with distribution and enforcement of public health orders to include, quarantine measures and restrictions on travel as possible based on staffing.
- Provide after action reports, situational reports or other support documentation to Sarpy/Cass County Health as requested.

➤ **Public Works**

**Streets**

- Maintain automatic traffic control devices.
- Snow and ice control.

**Fleet**

- Ensure continuity of fleet management

**Sewer**

- Maintenance of sanitary sewer plugs and back-ups

**5.3.1 Support Functions**

All other City of La Vista Departments are identified as support functions during emergency periods of low staffing. Personnel may be temporarily reassigned to insure that critical services are provided.

# CITY OF LA VISTA PANDEMIC INFLUENZA PREPAREDNESS PLAN

## APPENDICES

### **Appendix 1: STOPPING THE SPREAD OF GERMS AT WORK**

- A.1.1 How Germs Spread
- A.1.2 Cover Your Mouth and Nose when You Sneeze or Cough
- A.1.3 Clean Your Hands Often
- A.1.4 Avoid Touching Your Eyes, Nose or Mouth
- A.1.5 Stay Home When You are Sick
- A.1.6 Practice Other Good Health Habits

### **Appendix 2: INFLUENZA EDUCATION POSTERS**

- A.2.1 Cover Your Cough
- A.2.2 Take a Flu Break
- A.2.3 Ready for Flu Season

### **Appendix 3: TELECOMMUTING AGREEMENT**

- A.3.1 Telecommuting Agreement

### **Appendix 4: DEPARTMENT SERVICE REDUCTION SCENARIOS (CONFIDENTIAL)**

- A.4.1 Buildings & Grounds
- A.4.2 City Hall
- A.4.3 Community Development
- A.4.4 Fire
- A.4.5 Library
- A.4.6 Police
- A.4.7 Public Works
- A.4.8 Recreation

## APPENDIX 1

### STOPPING THE SPREAD OF GERMS AT WORK

**A.1.1 How Germs Spread** Illnesses like the flu (influenza) and colds are caused by viruses that infect the nose, throat, and lungs. The flu and colds usually spread from person to person when an infected person coughs or sneezes.

#### How to Help Stop the Spread of Germs

Take care to:

- Cover your mouth and nose when you sneeze or cough
- Clean your hands often
- Avoid touching your eyes, nose or mouth
- Stay home when you are sick and check with a health care provider when needed
- Practice other good health habits.

**A.1.2 Cover your mouth and nose when you sneeze or cough** Cough or sneeze into a tissue and then throw it away. Cover your cough or sneeze if you do not have a tissue. Then clean your hands, and do so every time you cough or sneeze.

**A.1.3 Clean your hands often** Keeping hands clean is one of the most important steps we can take to avoid getting sick and spreading germs to others. It is best to wash your hands with soap and clean running water for 20 seconds. However, if soap and clean water are not available, use an alcohol-based product to clean your hands. Alcohol-based hand rubs significantly reduce the number of germs on skin and are fast acting.

#### When washing hands with soap and water:

- Wet your hands with clean running water and apply soap. Use warm water if it is available.
- Rub hands together to make a lather and scrub all surfaces.
- Continue rubbing hands for 20 seconds. Need a timer? Imagine singing "Happy Birthday" twice through to a friend!
- Rinse hands well under running water
- Dry your hands using a paper towel or air dryer. If possible, use your paper towel to turn off the faucet

Remember: If soap and water are not available, use alcohol-based gel to clean hands.

**When using an alcohol-based hand sanitizer:**

- Apply product to the palm of one hand
- Rub hands together
- Rub the product over all surfaces of hands and fingers until hands are dry.

**When should you wash your hands?**

- Before preparing or eating food, wash hands *before* and *after* you prepare food and especially after preparing raw meat, poultry, eggs, and seafood.
- After going to the bathroom
- After changing diapers or cleaning up a child who has gone to the bathroom
- Before and after tending to someone who is sick
- After blowing your nose, coughing, or sneezing
- After handling an animal or animal waste
- After handling garbage
- Before and after treating a cut or wound.

**A.1.4 Avoid touching your eyes, nose, or mouth** Germs are often spread when a person touches something that is contaminated with germs and then touches their eyes, nose, or mouth. Germs can live for a long time (some can live for two hours or more) on surfaces like doorknobs, desks, and tables.

**A.1.5 Stay home when you are sick and check with a health care provider when needed** When you are sick or have flu symptoms, stay home, get plenty of rest, and check with a health care provider as needed. Follow the City of La Vista's sick leave policy. Remember: Keeping your distance from others may protect them from getting sick. Common symptoms of the flu include:

- fever
- headache
- extreme tiredness
- cough
- sore throat
- runny or stuffy nose
- muscle aches, and
- nausea, vomiting, and diarrhea (much more common among children than adults).

**A.1.6 Practice other good health habits** Get plenty of sleep, be physically active, manage your stress, drink plenty of fluids, and eat nutritious food. Practicing healthy habits will help you stay healthy during flu season and all year long.

**APPENDIX 2**

**INFLUENZA EDUCATION POSTERS**

Stop the spread of germs that make you and others sick!

# Cover your Cough



Cover your mouth  
and nose with a  
tissue when you  
cough or sneeze



or  
cough or sneeze into  
your upper sleeve,  
not your hands.

Put your used tissue in  
the waste basket.

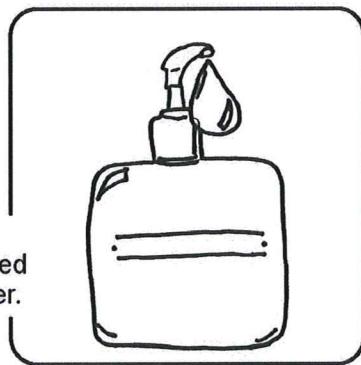


# Clean your Hands

after coughing or sneezing.



Wash hands  
with soap and  
warm water  
or  
clean with  
alcohol-based  
hand cleaner.

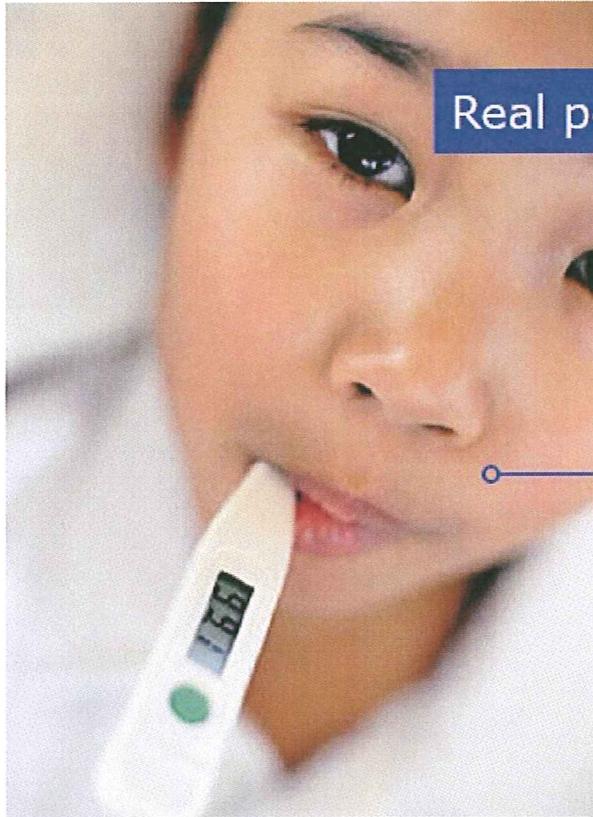


Minnesota Department of Health  
717 SE Delaplane Street  
Minneapolis, MN 55414  
612-676-5414 or 1-877-678-5414  
[www.health.state.mn.us](http://www.health.state.mn.us)



Minnesota  
Antibiotic  
Resistance  
Collaborative





Real people.

### I had to take a flu break.

"When I got the flu, my mom kept me home. I missed school, church and soccer practice. I couldn't see my friends at school and on the team, but my mom said I was helping others by not spreading my flu germs."

Since the flu can make some people really sick, or even kill them, everyone ought to stay home and see a doctor when they get sick.

Staying home when you have the flu is one way to help others from getting sick.

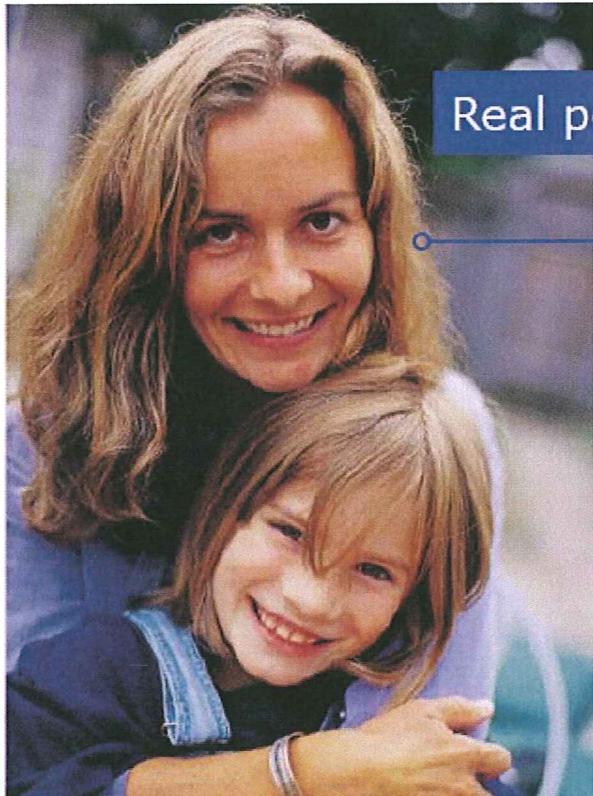
Real solutions.

Visit [www.cdc.gov/flu/](http://www.cdc.gov/flu/)

Call 800-CDC-INFO; TTY: 800-243-7889

The best protection against flu is to get vaccinated when possible.





## Real people.

I'm ready for anything—even flu season.

"As a mom, keeping my family safe and healthy is my top priority. When we are on the go, running errands or going to a game, I help protect us from the spread of germs with alcohol-based hand sanitizers to clean hands and faces when we can't get to soap and water."

You can help reduce the spread of flu if you:

- Avoid close contact with people who are sick.
- Keep alcohol-based hand sanitizers in your purse, car and backpack, when soap and water is not available.
- Cover your mouth and nose with a tissue when you cough or sneeze. Then throw away your used tissue.

You can help protect your family against the flu.

## Real solutions.

Visit [www.cdc.gov/flu/](http://www.cdc.gov/flu/)

Call 800-CDC-INFO; TTY: 800-243-7889

The best protection against flu is to get vaccinated when possible.



## **APPENDIX 3**

### **City of La Vista Telecommuting Agreement**

City of La Vista  
Telecommuting Agreement  
(For use in event of Pandemic Declaration)

This Agreement confirms the telecommuting agreement by and between the City of La Vista, Nebraska (hereinafter "City") and \_\_\_\_\_ (employee), \_\_\_\_\_, (job title) consistent with the City of La Vista Telecommuting Policy as provided for in the Pandemic Influenza Preparedness Plan.

1. By signing this agreement, the employee acknowledges that he/she has read, reviewed and understood same and agrees to abide by the terms and conditions outlined herein, which include, but are not limited to the following:

- ◆ Work hours, accessibility and performance expectations,
- ◆ Use and responsibility for City owned equipment and other resources,
- ◆ Establishing a workspace acceptable to the City,
- ◆ Safety and ergonomics.
- ◆ Work related injuries,
- ◆ Confidentiality of information and data,
- ◆ City ownership of any and all intellectual property, and
- ◆ Revocability of the agreement

2. Terms of Employment. The employee understands that this telecommuting agreement is not a separate and distinct contract of employment between the City and the employee and does not provide any additional or other contractual rights regarding employment. This agreement does not supersede the terms of the existing employment relationship. The employee remains obligated to comply with all City rules, policies, practices and instructions that would ordinarily apply if the employee were working at his/her regular City worksite. Work products developed or produced by the employee while telecommuting remain the property of the City.

Work hours, compensation and leave scheduling while telecommuting shall continue to conform to all applicable City policies and individual collective bargaining agreements. Any requests to work overtime or use leave time shall require prior approval by the employee's supervisor in the same manner as when working at the regular City worksite.

3. Length of Assignment and Reversibility. This telecommuting agreement shall begin on \_\_\_\_\_ (date) and continue until \_\_\_\_\_ (date) or until ended by the employer based on official notification regarding the status of the pandemic event. This Agreement shall be considered the employee's written notice of telecommuting end date and no further notice shall be required nor provided unless said notice regards an extension of the date. Any such extension or continuation of this agreement is based upon the review of the City's needs and the productivity effectiveness of the telecommuting arrangement and may be revoked at the option of the City.

4. Telecommuting Work Assignment, Accountability and Performance Measurement. The employee understands and agrees that he/she is responsible for producing work at the same level of quality and quantity as that which was expected while working at the regular City worksite. Employee further understands that he/she is responsible for maintaining communication with any customers or coworkers who may be affected by the telecommuting arrangement. Employee shall keep the supervisor informed of progress on all work assignments worked while telecommuting and any problems encountered. Employee understands and agrees that the length and start and end times of the workday shall not be altered by this telecommuting agreement and attendance at any necessary meeting, by telephone or e-mail shall be required and will be arranged by the supervisor.

5. Equipment and Office Supplies. City owned resources, equipment, supplies and materials may only be used for City business. The employee is responsible for ensuring that all such City owned items are properly used and maintained. Employee further agrees to take all reasonable steps to protect all City owned property from theft, damage or misuse. This includes maintaining data security and record confidentiality to at least the same degree as expected when working at the regular City worksite. The employee may not duplicate City owned software and will comply with licensing agreements for the use of all software owned and utilized by the City. Depending on the circumstances, the employee may be responsible for damage to or loss of City property.

In the event the employee uses any of his/her own equipment, data, furniture or supplies while telecommuting, though the City has provided all such equipment, furniture and supplies as is necessary to effectively operate from the remote location, the employee will be responsible for any repair or maintenance of such equipment, furniture and supplies and the City shall assume no liability for same; this includes any damage to, wear of or loss of the employee's personal property.

The employee agrees to allow the City necessary access to the remote location for the purpose of delivering, servicing, repairing and collecting any and all City owned equipment, furniture and supplies used by the employee while telecommuting. All such items shall be returned to the City in good working order at the time requested by the City or upon discontinuance of the telecommuting arrangement.

6. Telecommuting Site Safety and Ergonomics. The employee and the City agree to work together to ensure that the remote worksite is safe and ergonomically suitable. The employee's supervisor, or other person designated by the City Administrator may make on- site visits to the remote location as can be safely accomplished during a pandemic event. The employee shall allow access to the location, at a reasonable time during the workday, to allow an inspection to ensure that the work space is free from hazards and to maintain, prepare, inspect or retrieve any City owned equipment, software, data, supplies and furniture. Employee also agrees that the City may take photographs of the work area for purposes of maintaining a record of same.

The employee will be covered by workers' compensation for job-related injuries that occur in the course and scope of employment while telecommuting. The employee remains liable for injuries to third parties and/or members of the employee's family on the employee's premises.

7. Signature. The employee's signature on this Agreement indicates that it has been reviewed and agreed upon by the City Administrator, the employee, the supervisor and if different, the department head.

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Employee

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Date

---

Department Head

---

Date

---

City Administrator

---

Date

## APPENDIX 4

### **DEPARTMENT SERVICE REDUCTION SCENARIOS** **(CONFIDENTIAL)**

- A.4.1      Buildings & Grounds**
- A.4.2      City Hall (City Admin., Clerk, Finance, Human Resources)**
- A.4.3      Community Development**
- A.4.4      Fire**
- A.4.5      Library**
- A.4.6      Police**
- A.4.7      Public Works**
- A.4.8      Recreation**