

Basically the City Administrator sent out an email to all city staff: "if you feel flu like symptom stay home, as hard as it will be, we will survive without you."

We do have IGA's with surrounding cities to help cover in emergencies, like if most of the Police Department are out, or we have a water line break and PW is out sick. We had one PW guy on Wednesday, luckily nothing drastic happened. We have been cross training office staff to take water bill payments. But other than that it's not in writing.

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H1N1 (swine) flu continues to spread throughout our communities. Several PS employees and their families have come down with symptoms. To protect yourselves and others around you, please remember to wash or sanitize your hands frequently, stay home if you have symptoms (see below), avoid touching your eyes, nose, or mouth, cover your coughs and sneezes (preferably into your elbow), and keep about 6 feet of distance from others. People can be contagious even 24 hours before symptoms develop, so it is helpful to practice all the above even if you or coworkers are not yet feeling ill. Wipe down surfaces (meeting room tables, phones, desk tops, etc.) with sanitizing wipes to avoid spread of virus to others.

It appears that the H1N1 vaccine is still in somewhat short supply, so it is still being prioritized to high risk groups: pregnant women, young children, folks with chronic medical problems, etc. Check with your doctor or health care practitioner to determine if you qualify and can get the vaccine during this early distribution schedule.

Be well. From Sammy Egbert

MEMORANDUM
Springfield

City of

DATE: September 23, 2009

TO: All City Employees

FROM: Jeff Towery, Assistant City Manager
Kim Copeland, SEIU/OPEU
Bob Finsand, AFSCME
Kevin Gray, IAFF
Tiffany Monroe, SPA

SUBJECT: Preparing for Seasonal and H1N1 Influenza

Most of us are familiar with the seasonal flu that we deal with each year, but there is currently a strain of flu known as “pandemic H1N1 flu”. This was formerly called the Swine Flu. This new strain has the potential to make millions sick in our country and around the world.

You may be surprised to know that the seasonal flu kills as many as 36,000 in the U.S. each year. The reason that the World Health Organization (WHO), Center for Disease Control (CDC) and Oregon Department of Human Services (ODHS) are so concerned about H1N1 is that this is a more dangerous virulent strain of flu that people have no existing immunity to, so more people are expected to become ill. It is also possible that the virus will change in the coming months and become more dangerous. In either case, WHO, CDC and ODHS expect that we will have a serious outbreak caused by this new strain of flu this fall in Oregon. The presidential advisory panel reported earlier this month that the H1N1 virus could infect between 30% and 50% of the American population and could cause 90,000 deaths this fall and winter. Our intent is not to scare employees but we do feel that we have a responsibility to educate employees and to take reasonable precautions. In addition we have several goals:

- Reducing transmission of illnesses among staff.
- Protecting people who are at increased risk of influenza related complications from getting infected with influenza.
- Maintaining business operations.
- Minimizing the transmission of influenza to our citizens, vendors and intergovernmental partners.
- Managing the outbreak consistent with the Center for Disease Control guidelines of August 19, 2009.
- Developing these rules in an open manner in collaboration with Springfield's Collective Bargaining Units.

Key actions we can all take to help keep ourselves, our co-workers and our families safe and healthy:

- **Get vaccinated for both the Seasonal Flu and H1N1 Flu (if you are in a high risk group)**
- **Wash your hands frequently**
- **Cover your cough**
- **Practice social distancing (at least 6' spatial separation)**
- **Stay home if you are sick**

The flu virus is spread from person to person when an ill person coughs sneezes or touches things, which then come into contact with other individuals. We have provided hand sanitizers throughout City facilities and provided training and protective equipment for emergency responders. The City of Springfield's attendance, holiday, vacation, sick leave, leave of absence and administrative policies located in City Personnel Rule No. 9 are still in effect. However, as a further means of protecting City staff for the period of October 1, 2009 until May 1, 2010, the following special rule will apply:

To ensure the health and safety of its employees, the City will not permit employees to work if they have flu-like symptoms.

Staying home from work and following CDC and ODHS advice when you are sick are the most important things you can do to protect others and give yourself every advantage to quickly regain your health. CDC and ODHS recommend you stay home until you have been free from fever (a measurable temperature of 100 degrees F or higher) for at least 24 hours. Experience to date indicates that employees who are sick with H1N1 are likely to be absent for 3-5 days. Employees will be able to utilize their leave banks when absent from work due to illness. When practical, the City will consider ways to reduce personal contact, such as increased use of email communications and phone conferences.

Frequently Asked Questions:

What if it is just a cold and not the flu, how will the City determine that I cannot be at work?

The major difference between a cold and the flu is that a cold is centered in the nose while the flu is centered in the lungs. A doctor can tell fairly easily if you have a cold or the flu so it may be necessary for you to see a doctor and provide documentation indicating that you do not have the flu in order to remain at work. If you have a fever you will not be allowed to work. If you just have a cough, you may be able to work if you wear a mask until you are able to see a doctor. Your Department Head will ultimately determine when someone is too sick to work.

If a family member is sick, should I stay home as well?

If you do not have any flu symptoms, you should report to work unless you need to provide care.

What if I have no leave time left to take?

The City provides an adequate amount of sick and vacation time to its employees to cover instances such as this. It is incumbent on all of us to be good stewards of our leave time and maintain a balance in our leave banks for instances such as this. Employees who exhaust their leave banks due to a documented flu illness will not be subject to discipline. Depending on specific circumstances, some employees may be able to utilize sick leave donations.

Will the City (or insurance) be providing flu shots?

The health insurance coverage the City provides includes flu shot coverage. Clinics for seasonal flu shots are already underway. Shots for the H1N1 flu are expected to be available between mid-September and mid-October. They will first be given to individuals that are at highest risk. The local community partners have agreed on five groups for vaccination priority: pregnant women; household care providers for children under six months old; people six months to 24 years old; people 25 to 64 years of age with chronic conditions (such as asthma, diabetes, heart disease) and people who have a compromised immune systems; health care workers,

What about dealing with customers who show signs of the flu?

We normally cannot make the public, even when they are sick, stay away from a public building. We will have brochures and posters at all city locations and on our websites with information regarding the seasonal and H1N1 flu. The posters contain information on how to limit the spreading of the flu by hand washing, wearing masks and staying home. We will also be posting information on our website, sending it in mailings as appropriate and releasing information to the newspaper. If we do experience a worst-case scenario during the upcoming flu season, we would follow CDC guidelines that call for restricting access to public buildings.

Where can I get more information on seasonal flu and the H1N1 flu?

The City will be providing additional information to employees as available and throughout the flu season. In addition, the following websites have a great deal of information about seasonal flu and H1N1 flu:

World Health Organization (WHO)

<http://www.who.int/csr/disease/swineflu/en/index.html>

Centers for Disease Control (CDC) Swine Flu Website

<http://www.cdc.gov/h1n1flu/>

State of Oregon DHS

http://www.oregon.gov/DHS/ph/acd/swineflu_investigation.shtml

DRAFT

2009

City of Hillsboro Pandemic Influenza Plan



Sharon Kennedy
City of Hillsboro
8/5/2009



City of Hillsboro Pandemic Influenza Plan

Overview

The City of Hillsboro provides services to its residents and businesses that ensure their health and safety, well-being, quality of life, and economic stability. The potential impact of a pandemic influenza outbreak could disrupt the continuity of government and provision of services, plus disrupt our business community's ability to function. Should this occur, the City of Hillsboro may declare an emergency and implement this plan.

The federal *HHS Pandemic Influenza Plan* (2005) makes estimates for the entire United States using two sets of assumptions: one moderate and one severe. In this plan, estimates have been modified to be Oregon-specific by assuming that 1.3% of the United States population resides in Oregon, and 13.49% of the Oregon population resides in Washington County. *The two scenarios have the same number of total cases of illness, but they differ in severity of disease and are compared below.*

Health Impacts of Moderate and Severe Influenza Pandemics on Washington County

Characteristic	Moderate Pandemic (Washington County)	Severe Pandemic (Washington County)
Illness	157,833	157,833
Outpatient	78,917	78,917
Hospitalized	1,517	17,362
Intensive Care	226	2,604
Ventilator Use	114	1,301
Death	367	3,332

Extrapolation Using Hillsboro's Percentage of Washington County's Population

Characteristic	Moderate Pandemic (Hillsboro)	Severe Pandemic (Hillsboro)
Illness	26,832	26,832
Outpatient	13,416	13,416
Hospitalized	258	2,952
Intensive Care	38	443
Ventilator Use	19	221
Death	62	566



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NOTE: This plan is meant to compliment department operational plans. This plan does not limit department authority to make operational decisions as to provision of services.



City of Hillsboro Pandemic Influenza Plan

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- 6. Family Preparedness Measures for Pandemic Influenza



I. Purpose

- a. This Plan describes the unique challenges posed by a pandemic that may necessitate specific leadership decisions, response actions, and communications mechanisms.
- b. This plan will be used, in coordination with Washington County Department of Health and Human Services (WCDHHS), to achieve the following goals:
 - i. Limit the number of illnesses and deaths
 - ii. Preserve continuity of critical and vital functions (government and business)
 - iii. Minimize social disruption
 - iv. Minimize economic losses
- c. Specifically, the purpose of the Plan is to:
 - i. Define planning and preparedness activities that should be undertaken before a pandemic occurs that will enhance the effectiveness of response measures.
 - ii. Define organizational roles and responsibilities during all phases of a pandemic.
 - iii. Describe the response, coordination and decision-making structure during a pandemic.
 - iv. Define a continuum of response actions that can be taken during a pandemic.
 - v. Provide technical support and information on which preparedness and response actions are based.

II. Situation and Assumptions

- a. Washington County Department of Health and Human Services (WCDHHS) has the lead for implementation of public health measures in preparing for, or responding to, a pandemic. They coordinate with the cities, healthcare providers, schools, residential care providers, and others, to implement the necessary measures.
- b. The City of Hillsboro does not provide public health services to its residents. However, during a pandemic, it may be necessary for the City of Hillsboro to take certain actions, in coordination with WCDHHS, to protect our community.
- c. There are several characteristics of a pandemic that differentiate it from other public health emergencies.
 - i. It has the potential to suddenly cause illness in a very large number of people, who could easily overwhelm the health care system throughout the nation.
 - ii. It could also jeopardize essential community services by causing high levels of absenteeism in critical positions in every workforce.
 - iii. It is likely that vaccines against the new virus will not be available for six to eight months following the emergence of the virus.
 - iv. Basic services, such as health care, law enforcement, fire, emergency response, communications, transportation, public schools and utilities, could be disrupted during a pandemic.



- d. A pandemic could cause a significant reduction in the City of Hillsboro’s workforce due to employee illness, employees absent while caring for ill family members, or employees unwilling to come to work and risk exposure.
- e. During all planning and response phases, Washington County Department of Health and Human Services and the Oregon Public Health Division will coordinate an assessment of need and distribution of medical resources, integrating city, county, regional and state plans.
- f. This Plan will be coordinated with other City of Hillsboro preparedness and response plans and activities.
- g. Implementation of this plan will be coordinated with community, county, regional, state and federal partners.

III. Definitions

- a. *Pandemic Influenza*: Pandemic influenza refers to a worldwide epidemic due to a new, dramatically different strain of influenza virus. A pandemic virus strain can spread rapidly from person to person and, if severe, can cause high levels of disease and death around the world. The creation of a novel virus means that most, if not all, people in the world will have never been exposed to the new strain and have no immunity to the disease. It also means that new vaccines must be developed and therefore are not likely to be available for months, during which time many people could become infected and seriously ill. Although the term “pandemic” can refer to any disease outbreak that becomes a worldwide epidemic, in this plan, the terms “pandemic influenza” and “pandemic” are interchangeable.
- b. *Seasonal Influenza*: Seasonal influenza epidemics recur yearly due to subtypes of influenza that circulate worldwide. These epidemics are responsible for an average of 36,000 deaths annually in the United States. Seasonal influenza primarily impacts those in the community with weaker immune responses (the very young, old and chronically ill) since most people develop some degree of immunity to the viruses through annual illness or vaccine.

IV. Concept of Operations

- a. This plan will be implemented by the Policy Group or City Manager in response to a threat or outbreak of pandemic influenza.
- b. Implementation will be accomplished by a limited activation of the Emergency Operations Center (EOC).
- c.
 - i. The EOC will support the departments.
 - ii. The EOC will not limit department authority to make operational decisions as to provision of services.



- d. Implementation of some portions of this plan may require a declaration of emergency. Examples include:
 - i. The implementation of emergency measures, such as imposing a curfew.
 - ii. A request to the Washington County EOC for additional resources.
- e. *City employees, with the exception of the EOC staff or as otherwise directed under this plan, will remain under the direction of their department managers.*

V. Planning and Preparedness

- a. All Department Managers
 - i. Succession Planning
 - 1. Establish an employee management line-of-succession plan which lists predetermined alternates for key leadership positions in each division or work unit.
 - a. Provide for access to necessary information (e.g., computer passwords, office keys, file cabinet keys).
 - b. Communicate the plan to all department employees.
 - 2. Predetermine the individuals who will have the delegated authority to make decisions.
 - a. Provide for access to necessary information (e.g., computer passwords, office keys, file cabinet keys).
 - b. Communicate the plan to all department employees.
 - 3. Ensure at least three employees are trained to do the timesheet/payroll function.
 - ii. Critical/Vital Functions and Employees
 - 1. Prioritize services using the Service Category Definitions and Survey form at Attachment 1.
 - 2. Plan to curtail lower priority services, if necessary.
 - 3. Investigate options to continue highest priority services, such as altering work schedules, allowing/providing remote work sites, increasing telecommuting options, cross-training employees from lower-priority functions, or using volunteers.
 - 4. Survey work skills needed for highest priority services, and plan for how those services can be provided with reduced or alternate staffing.
 - 5. Survey affiliated volunteers for those that would be willing to assist with activities we are unable to staff using employees.
 - iii. Works Schedules and Mode of Service Delivery
 - 1. Review business hours and work schedules to determine whether they can be modified in a manner that best promotes social distancing, business continuity, or other pandemic response goals during an emergency.



2. Identify critical/vital functions that may be accomplished via telecommuting and determine which systems and applications are needed to support them (e.g., software applications, network files, e-mail, voice communication).
 3. Identify possible telecommuters and make the necessary technological arrangements at their alternate work site (e.g., preparing an instruction sheet for web access to e-mail and public folders, or pre-loading a laptop with VPN software for check out by telecommuters).
- b. All City Employees
- i. Verify that emergency contact information is current and complete.
 - ii. Prepare to sustain your household through a pandemic.
 1. A family preparedness checklist is at Attachment 2.
 2. Information is provided the intranet at <http://coh/eoc/panflu>.
 - iii. Learn and practice measures that prevent the spread of contagious diseases.
 - iv. Stay home if you are ill or caring for someone who is ill.
- c. Information Services Department
- i. Work with departments to assess the capability to perform critical and vital services remotely using web, internet, or phone-based, etc., technical solutions.
 - ii. Identify resource gaps, and cost out solutions.
 - iii. Recommend a prioritized list of actions for funding consideration.
- d. Human Resources Department
- i. Determine whether current personnel policies/practices are adequate to implement this plan. (E.g., telecommuting, cancelling vacations, use of volunteers, mandatory overtime, and FAQs at Attachment 4.) If not, research best practices and recommend changes.
 - ii. Consider whether temporary suspension of certain collective bargaining agreement provisions may be necessary. (E.g., alternate work assignments, alternate staffing models, use of non-represented employees to perform work, alternate work schedules, cancelling vacation.) If so, research best practices and recommend changes.
 - iii. Coordinate the provision of vaccinations to City employees, when requested by Public Health. Whether we provide vaccine to City employees will be determined by:
 1. CDC and Public Health recommendations,
 2. Target demographics for the specific influenza strain,
 3. Priority groups within the target demographics, and
 4. Vaccine's availability.



- iv. Plan for an increased need for Employee Assistance Programs to deal with the increased work stress on employees, and with the emotional impact of the death and potential death of family, friends, coworkers and colleagues.
- e. Risk Management and Fire Department
 - i. Recommend employee protective measures, while ensuring compliance with WCDHHS recommendations and OSHA requirements.
 - ii. Brief department managers on findings.
 - iii. Provide implementation guidelines to department supervisors.
 - iv. Provide information to employees on potential protective measures and how we expect to implement them.
- f. Emergency Management
 - i. Coordinate the activation and staffing of the Emergency Operations Center, if needed.
 - ii. Coordinate the planning to activate a Point of Dispensing (POD) to provide vaccinations to the general public, if requested by WCDHHS.
 - iii. Receive and distribute pandemic influenza status information from WCDHHS, as necessary.
 - iv. Coordinate preparedness and response activities with WCDHHS, in the absence of an EOC activation.
- g. Washington County Department of Health and Human Services (WCDHHS)
As the lead in our county for the Public Health function, and according to the Washington County Pandemic Influenza Plan, will:
 - i. Collaborate with Oregon State Public Health to carry out local surveillance and community intervention strategies.
 - ii. Coordinate the dispensing of drugs and vaccines to the public in Washington County.
 - iii. Implement community control measures within Washington County.
 - iv. Facilitate cooperation among all local involved parties (e.g., government officials, emergency responders, health experts, business, industry and the public).
 - v. Facilitate pandemic related messages to the local media and public.

VI. Response

- a. Mayor, City Council and City Manager
 - i. Ensure continuity of government
 - ii. Consider implementing emergency measures, such as curfew and cancellation of social gatherings
 - 1. Implementation of emergency measures may require a declaration of emergency



2. Authority to implement emergency measures may be delegated to the City Manager in a declaration of emergency
- iii. Participate in regional policy decision-making, as appropriate
- b. Emergency Operations Center
 - i. Activate with limited staff to coordinate implementation of this plan.
 - ii. Coordinate response with Washington County and other jurisdictions.
 - iii. Activate the EOC Public Information function
 1. Act as the single source for pandemic-related information collection, verification and dissemination.
 2. Provide internal messaging
 3. Handle media inquiries
 4. Coordinate messaging with other jurisdictions.
 5. Send a PIO to the Washington County JIC, if activated.
 6. Facilitate status briefings to City Council, staff, and media.
 - iv. Activate the EOC Operations Section
 1. Coordinate protective measures for employees
 2. Coordinate with all departments during a significant reduction in workforce, to discontinue lower priority services and shift remaining resources to higher priority services.
 - v. Activate the EOC Planning Section
 1. Maintain a list of available resources, including employees, equipment and volunteers.
 2. Document the city's the response to a pandemic for historical record, potential cost recovery, potential insurance claims, and future mitigation strategies.
 3. Prepare an after action report to document response strengths and weaknesses, recommend changes to existing plans and procedures, and identify resource shortfalls.
 - vi. Activate the EOC Logistics Section
 1. Procure and distribute supplies for employee protective measures.
 2. Coordinate the shifting of resources between departments, to staff the highest priority services.
 3. Coordinate the provision of resources for alternate work sites or telecommuting, if necessary.
 4. Coordinate with Washington County EOC to staff an information call center, if necessary.
 5. Coordinate the activation of a Volunteer Center to provide additional staffing resources, if necessary.
 - vii. Activate the EOC Finance Section
 1. Research funding and cost recovery strategies.



2. Inform EOC Planning Section and department managers of documentation requirements for cost recovery.
3. Coordinate the cost recovery process.
4. Provide funding and cost recovery information to businesses, as appropriate.

VII. Communications

- a. Communications related to this plan will be clearly marked as such, and they will come through normal communications channels, such as e-mail distribution lists or department managers' meetings, or the City's pan flu intranet site (coh/eoc/panflu).
- b. Quickly unfolding information may be communicated to all department managers using the City's "Communication Prior to EOC/DOC Activation Plan."
- c. Pandemic-related messaging may include:
 - i. Threat/status of pandemic
 - ii. Potential changes to personnel policies in response to a pandemic
 - iii. Changes in business culture, such as social distancing, increase in telecommuting, or curtailment/suspension of services.
 - iv. The importance of staying home if employees are ill, have influenza symptoms, or are caring for someone that is ill
 - v. How to maintain a healthy working environment
 - vi. Decision to implement the pandemic influenza plan

VIII. Plan Development and Maintenance

- a. The Emergency Program Manager is responsible for development and maintenance of this plan and the related intranet website.
- b. Substantial changes will be coordinated through the Department Managers and City Council.

IX. Authorities and References

- a. Authorities
 - i. ORS Chapter 401
 - ii. ORS Chapter 433
 - iii. Hillsboro Municipal Code Chapter 2.46, Emergency Management
 - iv.
- b. Reference Policies
 - i. Inclement Weather and Disaster Policy
 - ii. (list other relevant HR personnel policies)
- c. Reference Documents
 - i. Pandemic Influenza Appendix to the Washington County Emergency Operations Plan



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- ii. City of Hillsboro Emergency Management Plan
- iii. Drive-Thru POD Plan for Hillsboro Stadium
- iv. City of Hillsboro Volunteer Center Activation Plan
- v. Washington County Call Center Activation Plan



Attachment 1

Reduced Workforce Response Plan

Situation and Assumptions:

- A pandemic outbreak may last 1 -2 weeks, and it may recur every few months over the course of a couple of years.
 - Each outbreak could cause a 10 - 40% reduction in our workforce.
 - Employees who are ill or are caring for an ill family member may remain out for 7 – 9 days.
 - If the illness spreads successively through the employee’s family, he/she may remain out significantly longer.
 - If schools are closed, employees may remain out for the duration of the closure.
- The Emergency Operations Center will be activated to support the Departments and the City’s response during a pandemic outbreak.
- This response plan will be implemented at the direction of the City Manager.

Roles and Responsibilities

All Departments

- Communicate timely and accurate situation and resource status information to employees.
- Review trigger points to curtail services, and update, as needed.
- Implement minimum staffing pattern, as required.
 - Respond to Executive Management direction.
 - Consider creative ways to staff services, or to alter the standard of service
 - Consider how departments can work cooperatively to maintain critical services.
- Support limited staffing of the Emergency Operations Center.
- Report workforce status to the Emergency Operations Center each morning:
 - Report which services are being curtailed.
 - Request additional resources, if needed.
 - Advise which resources are available for redeployment, if any.
- Coordinate with Emergency Operations Center to implement employee protection and response measures, as needed. (See Attachment 3.)
- Request support from the Emergency Operations Center, as needed.

Parks & Recreation

- Prepare to activate, as appropriate:
 - Employee shelter
 - Employee day care facility
 - Volunteer Center
- Request support from the Emergency Operations Center, as needed.



Human Resources

- Prepare for increased demand on Employee Assistance Programs.
- Monitor situation and resource status for potential personnel policy issues.

Emergency Operations Center

- Activate to coordinate and support implementation of this plan.
- Operate from ½ hour before to ½ hour after the City's business hours, unless directed otherwise.
- Communicate timely and accurate situation and resource status information to departments.
- Provide single point-of-contact for media.
- Draft declaration of emergency, including emergency protection measures, as appropriate.
- Activate Policy Group, as appropriate.
- Support activation and operation of employee shelter, day care facility, and volunteer center, if needed.
- Coordinate with Washington County Emergency Operations Center.
 - Assist in staffing the Joint Information Center
 - Assist in staffing the county-wide information phone bank
 - Coordinate with Washington County Department of Health and Human Services (includes Public Health) to
 - Implement employee and public protection and response measures
 - Activate and operate Points of Dispensing (PODs), if requested by Public Health.
- Provide status briefings, as requested.



Attachment 2

Service Category Definitions

There may be situations when the City of Hillsboro is not able to provide all of their usual services, due to lack of resources. During those times, these definitions will be used to determine:

- Priority for restoration of services
- Priority for curtailment of services
- Potential for shifting resources to support higher priority services

Note: These are only guidelines. They do not consider the nature, extent, or impact of the immediate situation.

Critical

Definition: Lack of service has a debilitating impact on community health and safety.

Restoration Goal: Immediate

Examples - External: Continuity of government, exercising civil authority, Fire and Police emergency response, water distribution, sewer collection, community alert and warning, sanding or snow removal

Examples – Internal: Continuity of government, Emergency Operations Center activation, Department Operations Center activation, employee welfare checks, family welfare checks

Vital

Definition: Lack of service negatively impacts community health and safety, but is not absolutely necessary; also negatively impacts community well-being and economic stability.

Restoration Goal: Within 72 hours

Examples - External: Building and Fire Prevention inspection services, City switchboard operations, media relations, volunteer center activation, debris removal, major street repair

Examples – Internal: computer network connectivity, internet connectivity, preservation of vital records, payroll, fleet maintenance, building maintenance

Necessary

Definition: Lack of service negatively impacts community well-being or disrupts business.

Restoration Goal: Within two weeks

Examples - External: Building permits, planning permits, business licenses, public education and outreach, Parks & Recreation after school programs

Examples – Internal: employee counseling, employee training classes, board and commission meetings

Desired

Definition: Lack of service negatively impacts community quality of life.

Restoration Goal: Longer than two weeks

Examples - External: Parks and Recreation sports leagues and classes, Library services, street minor repair or maintenance

Examples – Internal: Employee wellness programs, employee recognition activities, performance



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evaluations



Service Category Survey

Department:

Division:

Point of Contact:

Phone:

Alt. Point of Contact:

Phone:

	Title of Service	Service Customer		Service Category (see definitions)			
		External	Internal	Critical	Vital	Necessary	Desired
1.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:



Attachment 3

Potential Pandemic Protection and Response Measures			
#	Response Measures	Triggers	Impacts
1.	Provide N95 respirators to employees that request them	Comfort measure, upon employee request (not CDC-recommended use)	Employee requests N95 respirator and reviews information on care and use prior to donning
2.	Allow employees to telecommute from home or other alternate site	Threat or outbreak of pandemic influenza, employee caring for someone that is ill	Employee’s alternate work site must be equipped to telecommute
3.	Cancellation of public gatherings in City facilities (meeting rooms, recreation facilities, etc.)	Judgment call - # of cases in our county? Declaration of public health emergency? (Discuss with Public Health)	Unintended impact - May shift gatherings to other venues
4.	Provision of hand and hard-surface sanitizers	On-going, with periodic reminders of effective uses	Minimal employee time spent sanitizing
5.	Curtailment of lower-priority services	Reduced workforce or conflict with other protection measures	Inconvenient to those that use the services; makes workers available for reassignment
6.	Reassignment of workforce to higher priority services	Reduced workforce or conflict with other protection measures	Potential training requirement
7.	Employees self-regulate and stay home if they display flu symptoms (or any other contagious disease)	Symptoms may include fever, cough, sore throat, runny or stuffy nose, body aches, headache, chills, fatigue, diarrhea and vomiting. http://www.cdc.gov/h1n1flu/	Employee stays home for 7 days after on-set of symptoms or for 24 hours after becoming symptom-free, whichever is longer
8.	Increased overtime to healthy employees to cover shifts	Drop below pre-determined minimum staffing, by department	Budget, potential training requirement
9.	Fire –Implement “Response to Sick Person” SOG (400-1?)	On-going – implemented by WCCCA call type	Reduces potential for employee exposure
10.	Implement social distancing of 6’ from other employees and the public	Judgment call - # of cases in our county? Declaration of public health emergency? (Discuss with Public Health)	Implement barriers for those that provide customer service to customers (face-to-face), and from employees displaying flu-like symptoms



Potential Pandemic Protection and Response Measures			
#	Response Measures	Triggers	Impacts
11.	Fire – Altered Standard of Care WCCCA screens calls for suspected flu symptoms	When mandated by Public Health, County EMS Director, Fire Defense Board or Fire Chief	Don't respond unless patient meets urgent medical attention guidelines
12.	Fire – Altered Standard of Care Modify to single unit response, call for transport after patient assessment	When mandated by Public Health, County EMS Director, Fire Defense Board or Fire Chief	Maximize response resources, limit patient transports
13.	Police – Implement “Management of Clients with Influenza-like Illness” protocol	On-going – implemented when indoors and in close contact with a client exhibiting flu-like symptoms	Wear gloves, eye protection and N95 respirators for duration of potential exposure; wash hands immediately afterward.



Attachment 4

Pandemic Influenza-related Personnel Policies/Practices

Frequently Asked Questions (FAQs)

1. Will the city allow employees to take “unpaid” leave before exhausting accrued leave if they have to miss work because of a virus?

For illness, City policies related to sick leave and family leave apply. Employees must exhaust applicable paid leave first, before unpaid leave is granted.

2. In extenuating circumstances due to the virus, if an employee misses enough work that puts his/her benefits in jeopardy, will the city consider continued payment of the employee’s insurance premium?

If employee misses work due to illness, City provides for continued insurance coverage when employee is in paid status for at least 50% of the month (via hours worked or use of paid leave). For serious illness covered by family/medical leave laws (FMLA/OFLA), continued insurance coverage is provided during 12-week leave entitlement period. For employees with at least three (3) years of service, City policy also provides continued insurance coverage for up to three (3) months of unpaid leave. After those benefits are exhausted, or if not applicable, and the employee is still not able to work, a COBRA notice is served.

3. Will the City be imposing any travel restrictions on city paid travel?

In the event, the CDC imposes travel restriction and an employee has recently visited any of the locations prior to the restriction, will we allow the employee to come to work or will we require that the employee be tested for the virus before returning to work? Again, is the employee paid and who pays for the testing?

City of Beaverton requires a quarantine period of 96 hours if returning from Mexico – employee is placed on paid admin leave.

(Follow up with Beaverton)

A. Travel: Follow CDC recommendations for travel.

B. Testing: Get legal opinion regarding quarantine; possibly give employee choice of being tested or quarantined? If employee is exhibiting symptoms related to flu or other contagious serious illness, City can require doctor’s release to work. City reimburses employees for out of pocket expenses, after insurance, related to obtaining doctor release.

C. Pay: Employee uses sick leave or other paid leave.

4. If an employee is sent home because s/he appears to be ill with flu like symptoms, will the employee be placed on administrative leave or will the employee need to use accrued leave?



Employee uses accrued leave, or unpaid leave if accrued leave is not available.

5. If city buildings/offices are closed because of the virus and the employee is not ill, will the employee be placed on administrative leave or will the employee need to use accrued leave?

If City Manager determines closure is required, and employees who are not ill are not permitted to work, they can use unpaid leave first, as with inclement weather. Employees who were already out sick or on other authorized leave, will continue to use accrued leave for the remainder of the illness or authorized leave.

6. If only some buildings/offices are closed, will we allow “well” employees to report to work at different locations?

Yes, if it meets business needs and employee’s own supervisor and department manager provide approval.

7. If someone from the public appears to be ill, can we ask that person to leave or refuse to provide service?

The City can post signs asking individuals who are exhibiting certain symptoms to return when they are a-symptomatic, or use on-line services if available. We cannot refuse entry unless State or Federal Government has issued a ban from public buildings.

8. Do we want to collect “data” in every department, so we can track the number of people staying home with flu-like symptoms? Can we legally do this, or is it HIPPA protected?

We can track anonymous statistics by number of employees, not by employee name. Statistics are not protected by HIPAA; just personal health information is protected.



Attachment 5

Pandemic Influenza Prevention and Treatment

Frequently Asked Questions (FAQs)

What steps can I take to prevent receiving or spreading the virus?

- *Cover your nose and mouth with a tissue when you cough or sneeze. Throw the tissue in the trash after you use it.*
- *Wash your hands often, especially after you cough or sneeze.*
 - *Wash for 15 – 20 seconds with soap and water*
 - *Use alcohol-based hand cleaners if soap and water are not available. Rub hands together until they are dry.*
- *Avoid touching your eyes, nose or mouth. Germs spread this way.*
- *Avoid close contact with sick people. Maintaining a 6' barrier of personal space is ideal.*
- *If you are sick*
 - *Stay home for 7 days after your symptoms begin or until you have been symptom-free for 24 hours, whichever is longer.*
 - *Limit your contact with other people as much as possible.*
 - *Stay home for 7 days after onset of symptoms or until you have been symptom-free for 24 hours, whichever is longer.*
- *Call your health care provider for advice if you have an underlying medical condition or are pregnant, because you might need to receive preventive treatment.*

**What other important actions should I take?**

- *Follow public health advice regarding school closures, avoiding crowds and other social distancing measures.*
- *Be prepared, in case you get sick and need to stay home for a week or so*
 - *Stock some over-the-counter medicines, alcohol-based hand rubs, tissues and other related items might could be useful*
 - *Stock sufficient food and water for your family for a minimum of two weeks. (See Family Preparedness Measures for Pandemic Influenza at Attachment 6.)*

If I have a family member at home who is sick with influenza, should I go to work?

- *Go to work as usual, but monitor your health every day.*
- *Take everyday precautions including washing their hands often with soap and water, especially after you cough or sneeze. Alcohol-based hand cleaners are also effective.*
- *Stay home if you become ill.*
- *See the [General Business and Workplace Guidance for the Prevention of Novel Influenza A \(H1N1\) Flu in Workers](#) for more information.*

What are the symptoms of influenza?

- *Common symptoms include: fever, body aches, runny or stuffy nose, sore throat, nausea, or vomiting or diarrhea*
- *If you display symptoms, you should stay home and avoid contact with other people.*
 - *Do not leave your home except to seek medical care.*



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- *Avoid normal activities, including work, school, travel, shopping, social events, and public gatherings*
- *If you become ill and experience any of the following emergency warning signs, seek immediate medical care.*
 - *Difficulty breathing or shortness of breath*
 - *Pain or pressure in the chest or abdomen*
 - *Sudden dizziness*
 - *Confusion*
 - *Severe or persistent vomiting*
 - *Flu-like symptoms improve but then return with fever and worse cough*

How long can influenza virus remain viable on objects (such as books and doorknobs)?

Studies have shown that influenza virus can survive on environmental surfaces and can infect a person for up to 2-8 hours after being deposited on the surface.

What kills influenza virus?

Influenza virus is destroyed by heat (167-212°F [75-100°C]). In addition, several chemical germicides, including chlorine, hydrogen peroxide, detergents (soap), iodophors (iodine-based antiseptics), and alcohols are effective against human influenza viruses if used in proper concentration for a sufficient length of time. For example, wipes or gels with alcohol in them can be used to clean hands. The gels should be rubbed into hands until they are dry.

What surfaces are most likely to be sources of contamination?

Germs can be spread when a person touches something that is contaminated with germs and then touches his or her eyes, nose, or mouth. Droplets from a cough or sneeze of an infected person move through the air. Germs can be spread when a person touches respiratory droplets from another person on a surface like a desk, for example, and then touches their own eyes, mouth or nose before washing their hands.



How should waste disposal be handled to prevent the spread of influenza virus?

To prevent the spread of influenza virus, it is recommended that tissues and other disposable items used by an infected person be thrown in the trash. Additionally, persons should wash their hands with soap and water after touching used tissues and similar waste.

What household cleaning should be done to prevent the spread of influenza virus?

To prevent the spread of influenza virus it is important to keep surfaces (especially bedside tables, surfaces in the bathroom, kitchen counters and toys for children) clean by wiping them down with a household disinfectant according to directions on the product label.

How should linens, eating utensils and dishes of persons infected with influenza virus be handled?

Linens, eating utensils, and dishes belonging to those who are sick do not need to be cleaned separately, but importantly these items should not be shared without washing thoroughly first.

Linens (such as bed sheets and towels) should be washed by using household laundry soap and tumbled dry on a hot setting. Individuals should avoid “hugging” laundry prior to washing it to prevent contaminating themselves. Individuals should wash their hands with soap and water or alcohol-based hand rub immediately after handling dirty laundry.

Eating utensils should be washed either in a dishwasher or by hand with water and soap.



Attachment 6

Family Preparedness Measures for Pandemic Influenza



These same preparedness measures also serve you well during a seasonal influenza outbreak or a severe winter storm.

You can prepare for an influenza pandemic now. You should know both the magnitude of what can happen during a pandemic outbreak and what actions you can take to help lessen the impact of an influenza pandemic on you and your family. This checklist will help you gather the information and resources you may need in case of a flu pandemic.

To prepare for a pandemic:

- Store at least a two-week supply of water and food. During a pandemic, if you cannot get to a store, or if stores are out of supplies, it will be important for you to have extra supplies on hand. This can also be useful in other types of emergencies, such as power outages and disasters.
- Periodically check your regular prescription drugs to ensure a continuous supply in your home.
- Have any nonprescription drugs and other health supplies on hand, including pain relievers, stomach remedies, cough and cold medicines, fluids with electrolytes, and vitamins.
- Talk with family members and loved ones about how they would be cared for if they got sick, or what will be needed to care for them in your home.
- Volunteer with local groups to prepare and assist with emergency response.
- Get involved in your community as it works to prepare for an influenza pandemic.

To limit the spread of germs and prevent infection:

- Teach your children to wash hands frequently with soap and water, and model the correct behavior.
- Teach your children to cover coughs and sneezes with tissues or their sleeve, and model that behavior.
- Teach your children to stay away from others if they are sick.
- Stay home from work and school if you are sick or are caring for someone that is sick.

Items to have on hand for an extended stay at home: **See chart on reverse side.**



ITEMS TO HAVE ON HAND FOR AN EXTENDED STAY AT HOME	
<u>EXAMPLES OF FOOD AND NON-PERISHABLES</u>	<u>EXAMPLES OF MEDICAL, HEALTH, AND EMERGENCY SUPPLIES</u>
<input type="checkbox"/> Ready-to-eat canned meats, fish, fruits, vegetables, beans, and soups	<input type="checkbox"/> Prescribed medical supplies such as glucose and blood-pressure monitoring equipment
<input type="checkbox"/> Protein or fruit bars	<input type="checkbox"/> Soap and water, or alcohol-based (60-95%) hand wash
<input type="checkbox"/> Dry cereal or granola	<input type="checkbox"/> Medicines for fever, such as acetaminophen or ibuprofen
<input type="checkbox"/> Peanut butter or nuts	<input type="checkbox"/> Thermometer
<input type="checkbox"/> Dried fruit	<input type="checkbox"/> Anti-diarrheal medication
<input type="checkbox"/> Crackers	<input type="checkbox"/> Vitamins
<input type="checkbox"/> Canned juices	<input type="checkbox"/> Fluids with electrolytes
<input type="checkbox"/> Bottled water	<input type="checkbox"/> Cleansing agent/soap
<input type="checkbox"/> Canned or jarred baby food and formula	<input type="checkbox"/> Flashlight
<input type="checkbox"/> Pet food	<input type="checkbox"/> Batteries
<input type="checkbox"/> Other non-perishable items	<input type="checkbox"/> Portable radio
<input type="checkbox"/>	<input type="checkbox"/> Manual can opener
<input type="checkbox"/>	<input type="checkbox"/> Garbage bags
<input type="checkbox"/>	<input type="checkbox"/> Tissues, toilet paper, disposable diapers
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
For more information: http://www.pandemicflu.gov/plan/index.html	



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**PANDEMIC
INFLUENZA
PREPAREDNESS
PLAN**



City of Klamath Falls

**Contingency Plan for
Mitigating the Spread of
Pandemic Influenza**

_____, 2009

INTRODUCTION

Pandemic influenza viruses are unique in their ability to cause infection in all age groups on a global scale. The importance of influenza viruses as biological threats is due to a number of factors, including the high transmissibility, the vast reservoir of novel variants (primarily aquatic birds), the unique properties of the viral genome, and their ability to cause severe disease and death.

- 1918-19, "Spanish flu," [A (H1N1)], caused the highest number of known influenza deaths. (However, the actual influenza virus subtype was not detected in the 1918-19 pandemic). More than 500,000 people died in the United States, and up to 50 million people may have died worldwide. Many people died within the first few days after infection, and others died of secondary complications. Nearly half of those who died were young, healthy adults. Influenza A (H1N1) viruses still circulate today after being introduced again into the human population in 1977.
- 1957-58, "Asian flu," [A (H2N2)], caused about 70,000 deaths in the United States. First identified in China in late February 1957, the Asian flu spread to the United States by June 1957.
- 1968-69, "Hong Kong flu," [A (H3N2)], caused about 34,000 deaths in the United States. This virus was first detected in Hong Kong in early 1968 and spread to the United States later that year. Influenza A (H3N2) viruses still circulate today.
- 2009, "Swine Flu," [A (H1N1)], is a new flu virus that the Center for Disease Control and Prevention (CDC) first detected in the U. S. in April 2009. In June 2009, the World Health Organization (WHO) declared that an H1N1 pandemic is underway which means this infectious disease is spreading among people throughout the world.

Pandemic influenza is a unique public health emergency and community disaster.

Outbreaks are expected to occur simultaneously throughout much of the U.S., preventing relocation of human and material resources. The effect of influenza on individual communities will be relatively prolonged – six to eight weeks – when compared to the minutes-to-hours observed in most other natural disasters.

PLAN OBJECTIVES

In response to an influenza pandemic, the City of Klamath Falls has prepared this plan to meet the following objectives:

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

The KEY priority will be ensuring that essential City operations continue. Each department must develop a list of service priorities and then develop plans for meeting those priorities.

Managing the pandemic—focusing on continuity of operations with considerable loss of staff, depleted resources, a struggling economy, and a nervous public—will be a considerable challenge. Planning increases the likelihood that the City will be able to continue service operations during a global health crisis.

ASSUMPTIONS

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

1. 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.
2. The government will not be able to perform all functions and provide all services at full capacity throughout the pandemic.
3. Any office may be closed due to staffing shortages or community quarantine.
4. Mutual Aid from other jurisdictions will not be available. City of Klamath Falls employees, who do not have critical or essential duties, will most likely have to be reassigned to other areas to assist.
5. Health-care workers and other first responders will likely be at even higher risk of exposure and illness than the general population, further impeding the care of victims.

6. Effective preventive and therapeutic measures, including vaccines and antiviral agents, may not be available or effective. Antibiotics to treat secondary infections will likely be delayed and in short supply.

7. The projected peak transmission period for a pandemic influenza outbreak will be 6 to 8 weeks. At least two pandemic disease waves are likely. Absenteeism will be in waves/cycles based on the duration of virus.

PREVENTING FLU SPREAD AT WORKSITE

Promoting respiratory hygiene/cough etiquette: The City of Klamath Falls will promote hygiene through a variety of methods 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. Limit the number of “commonly touched” items such as candy dishes, groups of pens or pencils on the counters, etc.

Since 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 will reiterate the need for routine and frequent hand washing. Washing with plain soap, hand sanitizer lotion, 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.*

Masks will be placed in each department such that they are readily available to staff. Even with the mask, employees should cover the mouth when coughing or sneezing and wash/sanitize their hands immediately thereafter. Coughing etiquette now is to cough into your shoulder or elbow, avoiding your hands altogether. Additionally, all employees should avoid/reduce close contact with the public or other employees. The telephone or e-mail should be used to communicate whenever possible.

The City will also:

1. Disseminate information on the flu virus and how it is spread.
2. 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.
3. Post educational materials to remind employees of proper cough etiquette, hand washing, and other behaviors that will reduce the risk of infection.
4. Provide information to employees to assist them in protecting themselves and their families during a pandemic.

EMPLOYEES EXPOSED OR SUSPECTED OF EXPOSURE

Employees should be conscious of their own health; those who experience any flu like symptoms should notify their immediate supervisor and stay home. If symptoms begin at work, employees should notify their immediate supervisor of the potential exposure and go home.

Employees exhibiting two or more flue-like symptoms may be sent home immediately by their supervisor.

GUIDELINES TO MODIFY FREQUENCY AND TYPE OF FACE-TO-FACE CONTACT

Face-to-Face: In face-to-face meetings, individuals should limit contact. Participants should practice staying about three (3) feet apart.

Hand-Shaking: Employees should stop shaking hands if there is a pandemic influenza outbreak to help reduce the spread of the disease. If employees find themselves shaking hands, they should practice increased hand hygiene.

Meetings: Employees should limit attendance at meetings. Meetings should be suspended when the same information can be obtained with a conference call, e-mail, or through chat groups over the internet. If a face-to-face meeting is necessary, following the rules may help ensure that transmission of the virus is limited:

1. The room should be cleaned and disinfected using good house keeping techniques such as disinfecting the table, chairs, phones, and other places that one might be expected to touch.
2. Prop the door open (when doing so would not breach security) to keep employees and the public from touching the door knob.
3. Spread out as much as possible and avoid hand shaking.
4. Minimize the length of meetings.
5. Meet in large rooms.
6. Require all employees to wash their hands after leaving meetings.
7. Clean the room after each use.

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. The City of Klamath Falls may cancel or postpone all City sponsored meetings/events during a flu pandemic. The City will encourage the use of technology to

facilitate social distancing by using communications networks, remote access and web access to maintain distance among employees and between employees and citizens whenever possible.

INFECTION CONTROL SUPPLIES

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, tissue paper, masks, and other personal protective equipment items for use by employees in their work area. Any indication of an increased threat level will result in an automatic audit and review of inventory levels.

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), web based and information formats, and the Klamath County Health Department. An increase in the threat alert level will trigger a review to determine if medical consultation is necessary.

ADMINISTRATION AND HUMAN RESOURCES

Trigger Events: The following events will 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 Oregon issues a pandemic declaration for the State, and/or
3. The Mayor of the City of Klamath Falls or his designee declares a pandemic emergency for the City, and/or
4. The Klamath County Health Department issues a directive to implement a response plan, and/or
5. Excessive employee absenteeism occurs that results in the City being in jeopardy of experiencing a pandemic related operations emergency, and/or
6. There is confirmation of large scale employee exposure to pandemic flu pathogens. Once a flu pandemic crisis is imminent or has occurred, the City Manager will activate the City of Klamath Falls Pandemic Flu Plan.

Pandemic Flu Crisis Assessment: Upon notification of a pandemic flu crisis, the Pandemic Leadership Team (Mayor, City Manager and Department Heads) will meet to:

1. Make an initial risk determination to define the extent of the crisis and determine what portions of the program need to be implemented based on that analysis.

2. Continually assess the severity of the crisis, the efficacy of the City's response and determine whether changes need to be made. If members are unable to physically meet due to governmental limitations on travel or quarantine, meetings will be held by conference call.

3. Make a determination regarding the cancellation of public meetings and, in conjunction with the Judge, Municipal Court.

Compensation: During a pandemic, the City may require all employees who get a physical paycheck to receive that check through direct payroll deposit.

Return to work after illness: Before returning to work after illness, employee's fever must have subsided below 100 degrees for at least a 24 hours period.

Travel restrictions: During a declared pandemic influenza outbreak, the following travel policy will be instituted:

1. Upon the announcement by the Governor or other authorized public health official that the State of Oregon is subject to a pandemic influenza outbreak, all work related travel will immediately be suspended.

2. If travel is imminent and refunds cannot or will not be made, the City Manager may decide to allow the employee to take the prearranged trip if the employee is not exhibiting any symptoms and the employee reports no significant, recent exposures to the flu virus.

3. If an announcement of a pandemic influenza outbreak is made by the Mayor of the City of Klamath Falls or his designee, the same travel ban will be implemented.

4. If an employee lives in a community that has been declared a pandemic zone by its local government, health department or other responsible entity, or is otherwise quarantined due to such an outbreak, the employee shall notify his/her department head of the announcement as soon as practical. The affected employee should refrain from travel to and from the workplace until the quarantine is lifted and the employee is not exhibiting any symptoms.

TELECOMMUTING AND FLEXIBLE WORK SCHEDULES

1. Participation in telecommuting during a pandemic may be mutually agreed upon by the employee and the department director. The employee's position must be identified as telecommuting capable. The City may, however, require an employee to telecommute, where practical, to reduce the risk of spreading the flu virus at the worksite. This will be determined on a case by case basis as work site conditions and the health status of an employee warrant.

2. Telecommuters may cease their participation in the program at any time, unless 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 director. The department director may cancel the agreement at any time when it is determined that continuation would not be productive, efficient or in the best interest of the City.

3. Telecommuters will be compensated as if duties were being performed at the in City work location. Overtime may not be worked unless authorized in advance by the department director.

4. 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.

5. Telecommuters must verify in writing that their home provides work space that is free of safety and fire hazards and agree that the City will be held harmless against any and all claims, excluding worker's compensation claims that result from working at a home office.

6. No employee engaged in telecommuting may conduct face-to-face business from home.

7. The City of Klamath Falls is not required to provide equipment for telecommuting; however, the City may provide all or part of the equipment necessary for completing work assignments, including the installation and maintenance of City-owned equipment at the employee's home. The City will not cover the cost of repair or maintenance of the telecommuter's personal equipment. Equipment needs will be determined by the department's need during the pandemic event on a case-by-case basis.

8. The City will establish security controls and conditions for use of City equipment. The telecommuting employee must use 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 at the conclusion of the telecommuting assignment.

9. Employees on probation or on a performance improvement plan are not eligible for telecommuting. Exceptions may be made if warranted due to the pandemic influenza crisis.

Procedures: Employees interested in participating in the telecommuting program during a pandemic crisis should contact their supervisor to discuss the feasibility of telecommuting. They must hold a position that the City approves for telecommuting. If the employee and the position are deemed suitable for telecommuting, a Telecommuting Agreement must be signed by the telecommuter, the department director and the City Manager prior to beginning the program. Exceptions may be made to facilitate emergency situations under the pandemic event as determined by the department director.

FLEXIBLE WORK SCHEDULE

Work schedules will be determined by the service needs of the department/division and will be managed accordingly. Once schedules are defined and communicated to employees, an employee who requests a deviation to 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. All City employees are subject to recall as necessary during an emergency or in the event of a pending emergency situation. The department head may develop alternative work schedules for one or more employees with approval of the City Manager.

EMERGENCY COMMUNICATION PLAN – PANDEMIC INFLUENZA

To ensure effective emergency communications, the Human Resources Department will ensure the following activities:

1. Set-up a system to track pandemic flu related absences.
2. Provide a notification for supervisors listing absent employees.

DEVELOPMENT AND DISSEMINATION OF MATERIALS

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

1. Relay information to employees through the City web site, e-mail, and mailings to employees at their homes, if requested.
2. Develop and distribute flyers containing accurate and up-to-date information about the situation.
3. Provide a central bulletin board in City facilities to post information.

CONTINUITY OF OPERATIONS

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

Management: City of Klamath Falls personnel are under the overall command of the City Manager or his/her designee.

Department Heads will provide the City Manager's office with staffing reports by 8:30 a.m. each morning via telephone and/or e-mail. Department heads will assist with the coordination of cross departmental personnel assignments.

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.

Continuity of Government: The following order of succession shall be utilized:

City Council – Mayor
Council President
City Council members in order of seniority

City Government – City Manager
City Attorney
Department Heads in order of seniority

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.

POLICE:

- Provide essential law enforcement functions. Non-emergency calls, which do not require an officer response, may be deferred until staffing levels permit follow-up.
- Assist with security, access control, and traffic control measures in and around hospitals, treatment sites, dispensing centers, clinics, and pharmaceutical warehouse operations as requested by and as possible based on staffing.
- Assist with distribution and enforcement of public health orders to include, quarantine measures and restrictions on travel as possible based on staffing.

PUBLIC INFORMATION:

- 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.
- Add updates to the City web site.

HUMAN RESOURCES AND CENTRAL SAFETY COMMITTEE:

- Train City of Klamath Falls personnel in basic prevention practices including frequent hand washing, respiratory protection and avoiding exposure to persons who might be infected.
- Coordinate medical care to City Employees working with other healthcare partners.
- Assist in providing emergency operational plan tasks and safety issues for City employees as well as communities.

- Provide employee benefits support.

FINANCE:

- Ensure the ability of the City to purchase and pay for goods and services as necessary.
- Communicate with Court defendants regarding rescheduling of appearances and trials.

INFORMATION TECHNOLOGY:

- Ensure the City's computer network stays operational.
- Provide Police and Public Works support.

AIRPORT:

- Maintain overall responsibility for airfield activity.
- Maintain the Airport runway and taxiway for air carrier operations and emergency services.
- Coordinate with County Emergency Services as needed.

PUBLIC WORKS

Maintenance:

- Maintain automatic traffic control devices.
- Maintain pump and booster stations, provide on-going maintenance in water, wastewater and geothermal, and respond to maintenance emergencies.

Water:

- Ensure continuity of operations.
- Maintain 2 on-duty personnel to provide the ability to reroute water distribution during line breaks.

Streets:

- Ensure snow plowing priorities of the Snow Removal Plan.

Waste Water:

- Ensure continuity of operations of the Wastewater Treatment Plant.
- Continue compliance monitoring, including industry sampling required under the Industrial Pretreatment Program as well as lead and copper sampling.
- Continue industry sampling for high strength waste.

Engineering:

- Provide an on-duty Engineer to make emergency decisions.

SUPPORT FUNCTIONS

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

The key things we have done are:

- 1) Stay informed about the most current information (www.flu.oregon.gov or the CDC website),
- 2) Communicate with employees regularly (primarily about prevention through good hygiene and also instructing ill employees to stay home and not come back until 24 hours post-fever). We have also provided hand sanitizer to all employees for their work stations and have hung dispensers in common areas,
- 3) Assess our workplace for places where germs might spread and eliminate them (e.g. bowls of unwrapped candy),
- 4) Create business continuity plans for each department (this should include work from home plans, redundancy and cross training),
- 5) Create policies/processes for what-ifs (e.g. If you have to send employees home will you pay them? If employees are out due to flu will it be counted as an absence?).

We do plan to send people home who talk about or show symptoms of the flu and they will use their sick time. So far, we have only had to utilize this twice and we did ask the employees to return with a release confirming that they are safe to return. We may also send well people home to work from home in order to keep them well. If employees are out of sick time we are planning to let them go in arrears and then make-up the accrual later. We are not counting time off work due to H1N1 as an attendance violation in an effort to encourage people to take the time. We have also purchased ear thermometers and we are prepared to have a nurse take temperatures if we get to the point where this is needed.

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Public Records

Disaster Preparedness and Recovery Manual

Office of the City Recorder

May 2009

INTRODUCTION

A Records Disaster is an event having destructive consequences resulting in unusable records and information.

Who

This Manual was developed by the City of Milwaukie Office of the City Recorder for use by all City departments.

Purpose

The Manual is a guide for preventing an avoidable records disaster and minimizing damage to public records. It covers:

- Identifying and prioritizing essential public records
- Assessing risks to City records
- Preventing records disasters and damage to records
- Disaster response and recovery
- Salvaging damaged records

The Manual addresses disasters large and small, man-made and natural. It applies to public records in all formats including paper, tapes, microform and electronic.

How the Manual Can Assist

This Manual will assist in creating a Records Disaster and Recovery Plan for all departments and facilities in the City. All departments are unique, and an effective records disaster recovery program can be tailored to each department's specific risks, missions, and resources while meeting the overall City goal of providing public services.

This Manual does not address life safety, damage to buildings, public order, communications, and sanitation. Responsibility and direction for these critical functions are found in the City's Emergency Management Plan and/or the Continuity of Operations Plan (COOP).

Relationship to Other Plans

Coordination with other City planning efforts is very important. While other plans frequently reference the importance of essential records, few include the planning detail needed to protect essential public records. Involving other direct responders in records planning and having a plan available for their use in the event of an emergency has significant benefits. They are already educated on the value of records and the need for a quick intervention.

How to Use This Manual

The Manual can be printed or viewed electronically on the City's Intranet. It is designed for use in a read-through traditional manner, or as a lookup reference, and contains valuable links to other sites.

The first eight sections provide background information, preparation activities and the planning process. Sections 9 and 10 address creating and writing the plan. The Appendices contain templates, lists, forms and resources for further research.

The Northeast Document Conservation Center (NEDCC) maintains a 24-hour hotline providing telephone advice for records disasters. This service is provided at no charge thanks to a grant from the National Endowment for the Humanities (NEH).

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SECTION ONE – OVERVIEW

Importance of Public Records

Public records document a City's legal authority, financial status, and obligations to the citizens it serves and its employees.

Loss of public records can interfere with critical services including City Council, appointed advisory boards, public safety, elections, traffic management, building and zoning regulations, and utility services. City records also contain information critical for direct responders during the initial stages of a disaster.

Serious operational, financial and legal consequences can result if public records are destroyed. Loss of financial records can jeopardize Milwaukie's financial stability when it is unable to collect fees and fines or meet its payroll obligations.

Responsibility for the Safety of City Records

Although the State Archivist is specifically charged by statute with responsibility for the safety of all public records including those of local government, Oregon law also requires that each city implements effective procedures to protect their public records¹. All City employees, in turn, share this responsibility.²

Benefits of a Disaster Recovery Program

Disasters both large and small that damage or destroy records occur on a regular basis. Constant, sometimes conflicting demands for staff time and resources make it difficult to find the time and money to put a records management program and a disaster recovery program in place. Because most disasters are not predictable or certain, many officials are tempted to ignore the need.

However, even if a disaster does not occur, disaster recovery plans have other benefits including:

- Increased overall security, improved general preparedness for responding to a disaster and better protection of information assets
- Increased staff awareness of records management policies and procedures important today when public record issues are highlighted in the news and in expensive litigation
- Fewer lost records and wasted staff time searching for information

If a disaster occurs, tangible benefits of a disaster recovery program include uninterrupted City services, lower insurance costs, and avoiding revenue loss from uncollectible taxes, utility payments, and court fines.

Planning ahead and properly testing a plan can provide direct responders with important information and avoid inappropriate, spur of the moment decisions. While it is impossible to

¹ORS 192.001 "Policy concerning public records... the state and its political subdivisions have a responsibility to insure orderly retention and destruction of all public records, whether current or non-current and to insure the preservation of public records of value for administrative, legal and research purposes."

²Milwaukie Municipal Code (MMC) 2.35 City Records

eliminate all risks and hazards to public records, it is better that decisions are made before a disaster than during one.

Budget Considerations

A disaster recovery program can be a lifeline during a disaster making it important to create a disaster recovery program that fits the budget. Costs typically include:

- Staff time for planning and training
- Security upgrades
- Insurance coverage upgrades
- Offsite storage, imaging, or microfilming records
- Disaster supplies and equipment
- Service contracts or retainers

A disaster recovery program can involve significant planning efforts and ongoing commitment of money and staff. A program can save money in the long term, so management support in allocating staff time and money is important.

Contracting/Staffing Options

Depending on the scope of the project and available funds, hiring an outside consultant may be advisable. They may:

- Bring specialized expertise to the project.
- Write a plan more quickly than a City employee committee
- Bring a fresh perspective to a situation and successfully overcome potential turf battles that occasionally hinder projects.

Compare outside help with the advantages of using staff:

- That has detailed knowledge of the City and how it operates
- Who is familiar with the records structure and uses
- That is more likely to “own” the plan and train to assure its implementation
- That is readily available when an emergency occurs

SECTION TWO – IDENTIFYING ESSENTIAL RECORDS

Identifying essential records is a basic step in developing a disaster recovery program for records. This section offers guidance for the identification and prioritization of essential records and for actions to protect public records.

Policies and Procedures

The City of Milwaukie has a written vital record policy and plan that outlines procedures for identifying and protecting essential records. The procedures outline:

- Access to essential records
- Use of essential records
- Transfer and disposition of essential records
- Emergency actions
- Disaster recovery

Essential records policies should be communicated to the entire staff, included in the disaster recovery plan, periodically updated, incorporated into new employee training sessions and reviewed annually.

Basic Tasks

- Refer to the City General Records Retention Schedule³ to identify essential records and prioritize them according to their value to support critical functions
- Protect records by mirroring, duplication, backup, dispersal, off-site storage, and/or onsite secure storage

Inventory and Prioritization

There are a number of different ways to categorize records. One example is defining essential records as:

- Emergency operating records needed to respond to the emergency
- Records needed within 48/72 hours for the City to perform its primary mission, to protect government and citizen legal rights and responsibilities, or to provide evidence of money paid and owed

The City General Records Retention Schedule is an inventory of records common to all cities in Oregon. It also identifies records likely to be essential in a disaster.⁴ This inventory provides an excellent starting point for classifying and prioritizing records.

³ Oregon Administrative Rules, Chapter 166-200.

⁴ OAR Chapter 166-200 "Helpful Hints (7) this schedule identifies records that may be considered essential to the city's continued operation in the event of a disaster. An asterisk follows the titles of certain record series in this schedule. Records in these series may or may not be essential to the city's operation in the immediate wake of a disaster depending on the type of disaster and the priorities and functions of the city. The asterisked record series are not exhaustive, but merely a starting point for cities identifying their essential records as part of a disaster plan. A City should evaluate its disaster risks and its programs and priorities to properly identify all of its essential records."

A detailed classification scheme could include:

Classification	Description
Critical	Emergency operating records necessary for direct responders during the emergency
Essential	Irreplaceable and unless replaced in 48/72 hours, operations cannot continue
Important	Replaceable but at great expense
Useful	Loss would cause some inconvenience but the records could be easily replaced and their loss is not a real obstacle to restoring City operations
Non-essential	Loss would present no obstacle to restoring operations

The City's legal counsel, managers, and finance staff should review the list of records deemed essential. Lists should also be developed in conjunction with COOP to ensure the availability of records necessary to meet essential operating requirements.

Actions

1. Create an inventory of the City's public records. *
2. Note the physical or electronic location of the official copy of the records.
3. Classify the records as critical, essential, etc.
4. Prioritize them within their categories for rescue.
5. Note whether the records have duplicates or are backed up and their location.

**The General Records Retention Schedule for Oregon Cities (OAR 166-200) includes a fairly comprehensive list of records created and maintained by Oregon cities. The schedule should be used as a basis for the inventory of your City's records.*

SECTION THREE – ASSESSING RISKS TO CITY RECORDS

Generally, there is not enough money to protect all records, so a decision must be made to prioritize spending for both prevention and salvage. With the record classification and inventory information in hand, the next step is to conduct a risk assessment to help make prevention and recovery decisions.

The risk assessment should include:

- Types of risks and probability of occurrence
- Types and extent of damage likely to occur
- Consequences for the City

Types of Risk

Environmental Risks

- Nature and weather-related factors such as earthquakes, floods, windstorms and humidity
- Risks to facilities including plumbing, wiring, inadequate alarm systems, heating/air conditioning systems, and leaking roofs
- Mold, insects, and animals

Technical Risks

- Electronic records physical hazards include power surges, static electricity, improper grounding, or poor virus protection
- Unauthorized access to data, inadvertent deletion of data, backup failures, improper storage for disks/tapes, and incomplete software documentation

Logical Risks

- Physical security risks including building access, record access, keys, locks, alarms, improper destruction of records, and release of confidential records

Probability and Impact

Identify disasters that have taken place within similar organizations. Consider:

- What kind of disaster took place? Fire, flood, explosion, vandalism?
- When and where did it happen?
- What was the extent of the damage?
- What is the probability of the event taking place again?
- Have measures been taken to prevent a similar incident in the future?
- What was the success rate of earlier recovery attempts?
- Were records lost?
- Were the lost records accounted for at that time?
- What did it cost to recover the records?
- What was the cost and impact of the lost records?

Risk Assessment

With this information in hand, the next step is to conduct a formal risk assessment. The purpose of the risk assessment is to rank the potential disasters for the probability that each will occur and to estimate the consequences of the likely damage.

The Archives and Record Management Division of the Washington Office of Secretary of State⁵ has developed a simple tool for a functional analysis or Risk Assessment. The City's risk manager or insurance carrier may have other tools.

Risk Assessment				
		A	B	C
		Probability of Disaster 0-5	Consequences of Disaster 0-5	Risk Number (C=A x B)
#	Function			
1	Accounts Receivable	3	5	15
2	Accounts Payable	4	5	20
3	Payroll Records	1	5	5
4	Police Incident Reports	2	4	8
5	Working Files	5	1	5

Each line in the example represents a City function. The functions may generate one or more records series/or information systems. Each department is asked to list its major functions. For each function set a "probability number" between 0 and 5 for the **likelihood** of a disaster and a number between 0 and 5 ranking the **severity** of the consequences of damage to these records. "0" is low and "5" is high.

In the example above, Police Incident Reports ranks "8" because the probability of a disaster has been ranked low (2) even though the consequences would be ranked high (4).

These or a similar ranking scale will be a valuable guide for developing an essential records program and writing a disaster recovery plan.

Actions

1. Make a list of potential disasters.
2. Estimate the probability of a disaster occurring.
3. Identify the damage and estimate the consequences to the City's records.
4. Complete the assessment by determining the "risk number".

⁵ http://www.secstate.wa.gov/archives/pdf/Essential_Records_Manual_FINAL_Jan_04.pdf, page 15.

SECTION FOUR - PREVENTING A RECORDS DISASTER

Some disasters are unpredictable and beyond our control to prevent. However, many potential disasters are preventable. Improper storage is a major cause of record loss. Good storage practices are the first line of defense.

Storage Practices

OAR 166-020-0015 lists Oregon statewide standards for record storage. A summary of requirements follows:

- Fire-resistant structures
- Temperature and humidity maintained at the levels to ensure longevity of the paper, film, or tape on which they are recorded
- Adequate light and access for retrieval
- Adequate ventilation and protection against insect or mold invasion
- Safe distances from steam, water, and sewer pipes
- No public records of enduring value should be stored where heat, breaks, drips, or condensation from pipes could damage them; where windows, doors, walls, or roofs are likely to admit moisture; or where they will be exposed to sunlight or extreme temperature variations
- Aisle space free of obstruction
- Records not stacked or piled directly on the floor
- Records shelved above the initial flood level of any bursting pipe, leaky roof, sprinkler system, or other source of water

The Association of Records Managers and Administrators (ARMA) International and the National Association of Government Archives and Records Administrators (NAGARA) are excellent sources for publications on records storage⁶. All areas where records are stored should comply with the state standards.

Physical Inspection

Conduct a physical, common sense inspection of buildings with the City's Safety Committee, departmental records managers, and facilities staff. Fire and insurance carriers are also good sources to include.

- Physically inspect all areas of buildings for problems or violations of storage standards
- Prepare a list of potential hazards⁷
- Identify actions needed to minimize or correct the problem
- Follow-up to assure the problem is corrected
- Repeat the inspections and update periodically

⁶ARMA is a nonprofit professional association and the authority on managing records and information – paper and electronic. Its website is www.arma.org. NAGARA is an association dedicated to the improvement of federal, state, and local government records and information management. Its website is www.nagara.org.

⁷ Look for frayed extension cords, tall shelving units located near employees' workspaces, oily rags in the janitorial closet, a sump pump clogged with leaves, record boxes stored on the floor instead of on shelves and pallets, or filing cabinets housing essential records located underneath water pipes.

Good housekeeping, constant monitoring, and prompt elimination of fire and water hazards are important. In Oregon, water damage is the most common hazard. Key conditions in the storage areas should be regularly monitored. A daily check of the storage area is recommended. Best practices also include the following standards or actions:

Climate

- Ideally, temperature should be a constant 65 degrees with a relative humidity of 35-45 percent, with daily fluctuations in temperature and humidity no greater than +/- 5 degrees and +/- 5%⁸.

Water

- Fix roof and pipe leaks immediately.
- Store records at least eighteen inches from ceilings, suspended lights, or sprinkler heads, and at least three inches off the floor. If you cannot afford shelving use a wooden pallet for the three-inch floor clearance.
- A water-sensing device connected to the building's security system is recommended to monitor conditions when the building is not occupied.

Hygiene

- Prohibit eating and drinking while working with records.
- Deal with signs of rodents or insects immediately.
- Do not allow trash to accumulate.
- Do not use records storage areas for surplus storage.

Fire

- Do not store records in contact with electrical or fire alarm systems or where they will obstruct exits, access panels, air conditioning ducts, or fire extinguishers.
- Prohibit all smoking and keep flammable solvents out of the records storage area.
- Do not overload electrical outlets or use extension cords on a permanent basis.
- If used temporarily, extension cords should be heavy duty.
- Train employees to know location and use of fire extinguishers.
- Design and post throughout the facility an escape route map.

Vandalism and Theft

- Limit access to the records or storage areas.
- Collect keys and access cards at employee termination.
- Perform routine maintenance on alarms, intrusion detection, and access systems.
- Keep building exteriors well lit and make security checks at closing to assure doors and windows are locked, faucets and appliances are off, and no unauthorized personnel are in the building.
- Have procedures in place for theft or vandalism.

⁸ Standard set by the National Archives for archival materials.

Insurance

Most insurance policies do not cover the value of records and information. However, they do cover such things as the storage facility, equipment, and shelving. The planning team should review the City's insurance to assure coverage is appropriate and current. While insurance does not prevent a disaster from occurring, it can mitigate consequences by spreading the risk. Risk managers, insurance underwriters and their prevention staff are valuable sources of information.

Actions

1. Create a checklist for physical inspection of City records storage areas.
2. Use the list for an inspection/walkthrough to identify substandard or risky conditions.
3. For each potential problem, assign responsibility for repair.
4. List staff or a vendor that could make repairs or help in an emergency situation.
5. Discuss the cost of emergency response and repair with the company.
6. Include phone numbers for vendors and identify City staff with authority to authorize services.
7. Assign staff to keep the checklist current.

SECTION FIVE – PROTECTING RECORDS FROM HARM

Deciding how to protect the City's valuable information in public records should be based in part, on a cost-benefit analysis. Choose options that balance the cost of protection with the degree of risk and the severity or consequences of losing the information.

To help determine the amount of protection to provide for each type of record use the following:

- The prioritized list of records from the essential records inventory
- The list of likely disasters and records damage from the City's risk assessment
- A matrix of prevention options and their costs

The three most common methods of protecting essential records are:

- Duplication and dispersal
- On-site secure storage
- Off-site secure storage

Duplication and Dispersal

The reason for making duplicate copies of essential records, which are then dispersed to offsite or safe onsite locations, is simply that it increases the probability that one copy will survive if the other copy is destroyed.

The two basic processes for duplicating records are:

- Preparing extra copies when the record is created
- Reproducing existing records for the sole purpose of protection

The primary methods of duplicating records are:

- Photocopying
- Microfilming
- Copying to magnetic tape or disk storage
- Imaging, scanning, or printing
- Electronically stored with off-site vendor

There are two methods for dispersal of copies:

1. Routine dispersal is the placement of duplicate copies in a second or multiple locations for normal business needs. Some essential records are automatically dispersed through normal operating procedures; for example, information copies sent to branch offices or documents filed with other offices or agencies.

State agencies often receive files of City documents to meet various requirements. Protection of essential records by routine dispersal is usually inexpensive but can be unreliable.

When using routine dispersal for protection of essential records:

- Notify the offices you are doing this
- Arrange for retention and protection requirements

- Requisition any equipment necessary to make the information available, such as a computer, microfilm reader or printer, if needed
- Audit or routinely verify that the records are being retained

Although it may not be advisable to rely on these protection copies for disaster recovery of the most essential records, routine dispersal can be a cost-effective disaster recovery option for many records.

2. Planned dispersal occurs when duplicate records are stored solely for protection. Copies are sent to an essential records depository or other location for security. At the outset of an essential records program, it may be necessary to duplicate all the existing documents designated as essential. Planned dispersal tends to be more costly than routine dispersal but is more reliable.

On-Site Secure Storage

Fire vaults, fireproof safes, file rooms with fire doors and walls, and fire-resistant cabinets and containers provide varying degrees of protection for essential records. They can be located in or near the office area.

Evaluate the convenience of having the records close, the risks associated with the loss of information and the cost before investing in these on-site storage options:

- Fire vaults are very expensive to build but may be justified if the volume of records is high or the records require this level of protection. In buildings with a high risk of fire, a fire vault may be the only way to protect records. Standard fire vault doors come with 2-, 4- and 6- hour ratings, which means the vaults are fire resistant for 2, 4, or 6 hours. However, they are not waterproof and contents are vulnerable to water damage
- Fireproof safes are useful for small volumes of records and for locating the records close to the point of use. They are less expensive but do not provide as much protection as fire vaults. Some will resist fire for up to 4 hours. Be sure to check vendor specifications, certifications, and warranties to determine the actual fire rating.
- File rooms and fire-resistant cabinets and containers provide less protection than the heavily insulated walls and doors of vaults and safes.

Off-Site Secure Storage

Generally, off-site storage facilities provide more security and protection than original records have at their primary site.

Off-site storage usually costs less than active storage space providing economical storage for records that are seldom used. Central off-site storage also simplifies access, unlike other dispersal techniques where essential records may be distributed to a number of off-site locations. Also, it is unlikely that an off-site storage facility will be affected by the same disaster that occurs to duplicate records in the primary building.

Factors to consider when deciding to store essential records in a remote location:

- The facility should be located away from rivers, geological faults, coasts, volcanoes, manmade structures, or other high-risk areas that might pose a threat.
- The facility should be accessible during normal working hours and during emergencies.

- Carefully evaluate fire safety, atmospheric conditions, pest control, security and technical services.
- Decide if a communication link between the office and remote facility is necessary.
- Cities with multiple office buildings should consider storing backup copies of essential records in their other buildings.
- Options for off-site storage include City-owned storage, commercial records centers, and cooperative records centers.

The decision of how to protect essential records should be made primarily on the basis of cost-effectiveness. Since relative security is all that can be expected, the best choice is the one that most effectively balances the cost of protection, the degree of risk, and extent of damage.

Storage - Security Copy Depository

Security copies of microfilmed essential records may also be stored in the [Oregon State Archives Security Copy Depository](#). The Depository offers a temperature and humidity-controlled vault especially designed for the medium and long-term storage of microfilm.

Special Considerations - Electronic Records Protection

Although many of the processes described above apply to electronic records, there are special protections needed for essential records stored in e-mail systems, servers, and networks. A disaster recovery plan for electronic records should include data recovery, hardware, software, and the expertise to operate it. City information technology staff must be involved in creating the plan. Generally, system backups are relied on for data recovery. It is important to note that system backups done for security are not adequate to meet retention requirements⁹.

- Restoration and backup schedules for essential records should correspond to the City's need for those records in any potential disaster.
- The City's information system disaster recovery, Continuity of Operations Plan, and emergency operations plan should be closely coordinated.
- Either duplicate information or perform daily backups of computer systems containing essential records.
- Store backup tapes and disks off-site, preferably in a secure vault-type environment.

Other protection measures, although expensive are worth exploring and may be necessary to meet a required service level for essential electronic records. These methods allow records to be restored more easily and quickly in a disaster.

- Electronic vaulting, which is sending data to another server, usually operated by a commercial vendor.
- Data replication, such as mirroring and shadowing¹⁰, which are methods of data duplication.
- Hot, warm, or cold recovery site¹¹, which is a backup site at another location where computer systems can easily relocate following a disaster.

⁹ Backup tapes made for security or restoration typically are written over periodically. Normally, IST performs partial backups for new data daily with a complete backup done weekly. These backups are not for archival purposes and are not intended to meet retention requirements.

¹⁰In data storage, data mirroring and file shadowing is creating a direct copy of the data set. It is the replication of logical disk volumes onto separate logical disk volumes in real time to ensure continuous availability, currency and accuracy.

Actions

1. Determine how each series of essential records will be protected and add this information to the plan.
2. List storage and duplicate techniques for each essential record group.
3. List the City's electronic records and their backup plans.

¹¹ A hot site is a duplication of the original site with full computer systems as well as near-complete backups of user data and can be back in operation within hours. A warm site has duplicate computer hardware and software but does not contain backed up copies of data and information. A cold site does not have hardware or backup copies or data or information.

SECTION SIX – RECOVERING AND SALVAGING RECORDS

Advance planning, preparation, and staff training are the best way to avoid record disasters and mitigate their effects. Essential records protection and preventative measures make salvage of damaged records faster and more effective.

This section provides guidance to direct responders for creating an action plan to save and salvage records when a disaster has occurred. Disaster response and recovery procedures are the steps taken from the time a disaster situation is detected to the time when records are packed out, dried, or otherwise salvaged and restored to use. As a standard approach, the recovery team should:

- Stabilize the site and records
- Assess and document the damage
- Create a detailed action plan

Stabilize the Building

Actions to save or salvage records should begin as soon as possible after a building official or fire marshal stabilizes the building. The first priority is to ensure the safety of people.

Gain Access

The fire marshal, building security, safety officer, or other public officials in charge of the building will declare when it is safe for entry into the building. The recovery team coordinator will respect their decision. However, it can be very helpful for the recovery team coordinator and the responsible access authority to reach an agreement ahead of time about the value of the records and the need for quick access and fast response.

Actions that may be needed:

- Document the damage.
- Work through proper authorities such as local public health departments and HAZMAT units to determine if the clean up of sewage, biological agents, chemicals, and other contaminants is necessary.
- Shut off, repair, and restore utilities.
- Stabilize leaning or collapsed shelving.
- Remove mud, water, ceiling tiles, broken glass, and other debris.

Document the Damage

Once it is safe to enter the building, the recovery coordinator, photographer, and other recovery members should photograph or make a record of the damage for use in preparing a detailed assessment of the damage. Check with your risk manager or state/ federal emergency management agencies for required documentation.

Security Measures

The facilities manager or other personnel should secure the site. Special security personnel may be required if the security system has been damaged, if doors or windows are damaged, or if the facility is not substantially intact. Other actions that may be needed:

- Replace doors and windows.
- Allow only authorized persons to enter the site.
- Immediately report all unauthorized persons in the disaster area to the supervisor or security officer.

Usually, the next step is to restore environmental controls to provide a cool, dry climate in the affected area.

- If the heating or air-conditioning system is operable, adjust the settings to provide maximum cooling and dehumidification, with the goal of maintaining the temperature below 65 degrees and the relative humidity below 45 percent, with the system running 24 hours per day.
- Use oscillating fans to circulate air if the heating/air-conditioning system is not working. Stagnant humid air leads to mold growth.
- Monitor the temperature and humidity levels at least every four hours to measure progress.

Assess the Damage

The next step is to determine the scope of the recovery effort.

- Determine the type and extent of damage and the approximate volume of records affected.
- Assign recovery priority according to the disaster recovery plan for essential records.
- Determine which records are official copies and on vulnerable media that have not been backed up.
- Confirm the existence of duplicate records.
- Keeping in mind confidentiality requirements, dispose of replaceable or non-essential materials to reduce the volume of materials confronting the recovery team and to remove a source of humidity from the disaster area.
- Keep an inventory of discards for insurance, replacement, and tracking.

Stabilize the Records

Determine what has damaged the records and begin your game plan based on that event. For example, in a water disaster recovery effort, speed is of the essence because paper wicks water. Wet records must be salvaged within 48-72 hours of the disaster to avoid costly restoration efforts.¹² Photographic materials, electronic or magnetic media and coated stock paper deteriorate more quickly and should be given the highest salvage priority. If stabilization is not possible, paper records will have to be moved off-site to a facility capable of freezing or better yet, freeze-drying the records until they can be dealt with and other measures taken for other formats such as photographic materials, electronic or magnetic media, and coated stock paper.

For further information, refer to the [“Salvage at a Glance”](#) table, which identifies the material, priority, handling precautions, packing method and drying method for each type of record media. In addition, the [“Drying Techniques for Water-Damaged Books and Records”](#) table provides information about specific drying techniques and the

¹²The actual amount of time depends on temperature and humidity levels at the disaster site. Higher temperatures and humidity hasten the deterioration of the storage media – within 60-72 hours bacterial and fungal growth are likely to develop.

intended results. The Northeast Document Conservation Center¹³ provides a 24-hour hot line to respond to disasters that are paper based.

Develop a Salvage Plan

Once the recovery team has reviewed the extent of damage, determined the status of building systems and the availability of personnel, a plan of action should be developed addressing major issues in the disaster recovery plan.

If damage is extensive, the salvage plan may require decisions on what records to salvage based on value, extent of damage, and whether or not they are duplicated elsewhere. To help make the decision:

- Determine the kind and degree of damage that records in each location have sustained¹⁴.
- Document all decisions for insurance and public disclosure purposes.
- Verify availability of backup records. The damaged records should be discarded after listing record titles and the reason for their disposition.
- In a large-scale disaster, decide which recovery operations to handle with existing staff and which to contract to disaster recovery companies.
- The cost of cleaning or reconditioning micrographics or magnetic media may be excessive. The appropriate method for protecting such records is to back them up.

Other Decisions Needed

After these decisions are made:

- Determine which materials to salvage and which to discard.
- Decide if the recovery team or staff will handle the salvage operation, or whether some or all of it should be contracted to disaster recovery specialists.
- Decide what drying and other recovery methods to employ and what resources to mobilize.
- Recovery operations for records to be air dried locally differ from those that are appropriate for records to be sent to a drying facility.

Supplies and Services

The recovery team should determine what supplies and services are required for the recovery operations. Suppliers and service providers including temporary employment agencies should be listed in the disaster recovery plan.

Salvage - Water Damage

Time is of the essence when dealing with water damage:

- Remove all standing water; a wet vacuum may be used.
- Reduce the temperature and humidity and increase air circulation by turning on air-conditioning or lowering the temperature setting.

¹³ Phone number: (978) 470-1010. Website: <http://www.nedcc.org/services/disaster.php>

¹⁴ These will be general designations, depending on the extent of the disaster, on a range-by-range, cabinet-by-cabinet, or room-by-room basis. Use a scale for rating degree of damage, i.e., Level 1 to 5, with Level 1 indicating minor or no damage and Level 5 indicating extreme damage.

- Measure the temperature and relative humidity using monitoring devices available in the supply kit.
- Increase air circulation in the affected area by running fans continuously.
- Freezing can stabilize records damaged by water.

Initiate response procedures and instructions on an appropriate scale. A rule-of-thumb is if the quantity of damaged materials is less than 50 volumes or three file drawers, materials can be recovered in-house using air-drying techniques.

If there are more than 50 volumes, decide whether to freeze and then air-dry them in small batches or call in a vendor that provides drying services.

Salvage - Mold and Mildew

The onset of mold is a major concern during salvage and is a major health and safety issue for staff¹⁵. Some people have an allergic reaction to mold; some molds are toxic. Workers should wear protective masks or respirators and disposable gloves when working with records containing mold. Do not proceed once negative health effects are observed no matter how minor they appear. Wash protective clothing in hot water and bleach.

Ordinary dust masks are not sensitive enough to filter mold spores: use a respirator with a HEPA filter. Be aware that respirators are ineffective if used improperly. For example, facial hair can prevent a proper seal.

Mold grows in areas with high temperature, high relative humidity, and low air circulation. Spores of fungi, mold and mildew are found almost everywhere. They only require the proper conditions of moisture, temperature, nutrients and sometimes light to proliferate. Absence of visible growth at low temperatures does not indicate the spores are dead. Media such as paper, cloth, leather and adhesives may be consumed or stained by many types of mold.

Requirements for mold growth include:

- Moisture – at least 70 percent relative humidity
- Temperature – if it is comfortable for humans, it is great for mold
- Food source – mold eats anything organic (paper is a delicacy)
- Time – growth can begin in 48 hours if conditions are right

Recognizing mold:

- Musty smell resulting from digestive process
- Colored spots on paper - early stage
- Holes eaten in paper - advanced stage
- White or beige powder - usually a sign of dead mold (does not mean material is free of live mold or dormant mold spores)

Isolate moldy record materials in a cool, dry location, with plenty of air circulation so they will not contaminate nearby items; do not return the records to their original location until the conditions causing the mold growth are addressed.

¹⁵ Oregon Occupational Health and Safety Division has rules about chemical hazards and Personal Protection Equipment including the respirators.

Once records are removed to a less hospitable environment, the mold will become loose and powdery as the substrate dries and the mold turns dormant. It may then be gently brushed off. Because the mold is merely dormant, if it remains or is distributed throughout the space and onto other objects, it will grow if environmental conditions are favorable.

Mold removal should be performed outdoors or with a vacuum cleaner equipped with a HEPA filter; regular vacuum cleaners will merely exhaust and re-circulate mold back into the room. Fans should be used carefully and only when their use will not circulate spores.

Ideally, the faster record materials are dried the better. However, some record materials may distort physically if dried too quickly. Contact a preservation professional for advice on how to handle moldy record materials of high value. For a referral list see <http://aic.stanford.edu/public/select.html>.

Methods to destroy mold:

- Dehumidification
- Fumigation
- Freeze drying
- Vacuum fumigation or vacuum drying

If the outbreak is small, separate moldy items from those not affected by either moving them to a well ventilated location or using tarps for walls. Use fans to increase air circulation, readjust the HVAC system or use dehumidifiers to lower the relative humidity. If possible, vent to the outside.

For large outbreaks, freeze the collections. Placing the moldy items in an atmosphere of below freezing will halt growth but will not kill spores. Collections can then be removed and cleaned.

Clean the storage area. Begin by vacuuming the area with a HEPA filtered vacuum. Shelves, floors, walls, ceilings and windows should be cleaned with a mold and mildew killing solution. Ducts and air conditioning systems will also need to be assessed for the presence of mold and may need replacing.

If the outbreak is too large for local staff to handle, call a vendor that specializes in mold remediation. If the records are essential and must be salvaged, consult a conservator or preservation specialist before dealing with severely affected materials.

Two excellent resources are the Northeast Document Conservation Center Hotline¹⁶ and the National Archives publication at <http://www.archives.gov/preservation/holdings-maintenance/mold.html>.

Actions

1. Make a list of elements and actions needed for a salvage operation.
2. Prepare an outline for writing a salvage plan for the City.

¹⁶ Phone number: (978) 470-1010. Website: <http://www.nedcc.org/services/disaster.php>.

SECTION SEVEN - IMPLEMENTING THE SALVAGE PLAN

Establish an Operations Center

In a routine emergency where the building is intact operations will usually be directed and coordinated through the City Recorder's Office. Off-site space may be required for recovery activities including sorting, packing and if necessary, drying. Off-site space may also be needed for a large disaster. Any alternative site should be identified in the disaster recovery plan.

Determine Personnel Needs

Use the Disaster Recovery Plan and the Recovery Team Assignments Sheets to call in needed staff. The following also may be called to help, but it is important that everyone involved be adequately trained and supervised for their assignments:

- Supplementary City personnel
- Volunteers
- Temporary help

Below is the workflow process to follow in the event of a water disaster. Similar processes are taken for other types of disasters although the individual steps may vary based on the type of disaster.

Removing Records

If a full range of recovery services is available, it is generally appropriate to begin with the wettest materials and move to those that are merely damp. However, if the organization is limited to air-drying and using staff resources, it may be better to begin with those that are least damaged and therefore most quickly recovered. Consider:

- Moving undamaged records to a warehouse, commercial records center, or rented space that has a suitable environment.
- Activating agreements for the use of cold storage and warehouse space made as part of the Disaster Recovery Plan or ask the facilities department to help find space for both damaged and undamaged records.
- Removing records from affected areas for immediate drying to a cleaning or recovery area within the organization, or transport to a freezer facility or commercial drying facility.

Organizing the Pack-Out

The recovery plan should contain a "pack-out operation" section executed in the order determined by the recovery coordinator. Depending on the nature and extent of the damage, available help and possible logistical constraints, work crews in the pack-out operation will consist of people assigned to the following tasks:

- Pack-out leader: ensures smooth workflow, alleviates bottlenecks, and troubleshoots problem areas
- Box assembly: sets up boxes, makes lists, ensures adequate supplies
- Retrieval: removes materials from shelves, cabinets, floor, etc.
- Wrapping: cuts freezer/waxed paper needed for bound materials

- Packing: takes items from retrieval and wrapping and boxes them
- Sealing: seals and working in concert with record keeper, labels containers
- Record keeper: keeps a written packing list
- Transporting: moves containers from packing area to pallet, elevator, stairs, etc.

Box Packing for Pack Out/Removal

Pack-out procedures for wet records vary and are based on whether materials are being transported to a nearby area for immediate drying or to an off-site cold storage or freeze-drying facility. The latter requires more careful packing and more thorough documentation. Different recovery methods may mean different packing out practices and supplies.

Commercial records recovery services will probably recommend and sell appropriate containers. Use the following when “on your own” or using a service that does not have specific container requirements:

- To move materials within the building during pack-out use hand trucks, utility carts or dollies. Metal hand trucks and utility carts are preferable.
- If possible, loosely sort materials according to the degree of wetness - soaked, damp or dry.
- Pack like materials together, e.g., soaked records or volumes in one box and merely moist ones in another.

Paper Files

Place the folders vertically in boxes or crates standing as they would in a file drawer (*Note: Plastic crates are useful and do not wick water*). Do not allow the folders to slump or slide down within the box. Do not fill boxes completely because they may swell and should not be stacked more than four boxes high.

Bound Volumes

Load into boxes for transport. Place normal-size volumes in a "spine down" position. Pack large volumes flat in the boxes. If time allows, loosely place sheets of freezer paper or waxed paper around every, or every other volume. Enough space should remain in the packed boxes to allow for swelling. Do not permit volumes to become bent or distorted in packing or transport.

Microforms

Place in cool, clean water until ready to transport for reprocessing.

Photographic Materials

Most photos can be left in cool, clean water for a few hours until ready to dry or send for reprocessing.

The boxes of the above materials can be stacked on pallets and the pallets can be shrink-wrapped to prevent slippage during transportation. Pallet jacks or a forklift can be used to move the pallets onto trucks or to the drying area.

Labeling

At a minimum, each box or crate should be labeled with a control number and this information recorded in a database or box listing sheet. Labeling may be more comprehensive and include inventory information such as:

- Original location (shelf or file name/number range or cabinet/drawer)
- Records series and title or brief notation of contents
- Content dates
- Office location
- Salvage priority
- The number of volumes or boxes
- Indicate the damage assessment "wet," "dry," "smoke," or "mud"
- The destination of each container if materials are going to different areas (i.e. rinsing stations, air-drying area, freezer, etc.)

Use waterproof markers or pencils to label boxes and use plastic tags for plastic crates. Enter the information into a spreadsheet, an inventory form or packing list.

Tracking System

Note the condition and disposition of records for inventory control and insurance, especially if they are being transferred to a restoration service provider. Prepare a list of records and identify which were:

- Destroyed in the disaster
- Removed or replaced
- Sustained only minor damage
- Damaged but salvageable

Document Decisions

Throughout the salvage operation, it is useful to document any decisions made about the records, particularly decisions to discard records and who authorized the destruction. Staff or an assigned photographer should take photographs or videotape the salvage operations to document the recovery effort. Keep disposable cameras available.

Removal

Use elevators if conditions permit their safe use. Other removal options include:

- Using a "human chain"
- Laying plywood on stairs as ramps for sliding boxes down
- Sliding boxes out windows onto ramps
- Removing boxes through windows

Destruction

Keep a log of records destroyed and who authorized the destruction.

Actions

1. Make a list of resources and actions needed for a salvage operation.
2. Prepare an outline for writing a salvage plan at the time of the disaster.
3. Provide disposable cameras for documenting damage.

SECTION EIGHT – POST RECOVERY

Post-Disaster Restoration

Further restoration work may be required after the records have been returned or recovered and before the records can be re-filed, re-shelved or returned to other storage locations.

All repairs of permanent, historical and intrinsically valuable records should be made using only reversible and non-damaging archival treatments. For example, tape should not be used since many types of tape contain chemicals harmful to paper and can be difficult and expensive to remove. Professional paper conservators should be employed for this purpose, or at least consulted, unless a member of the staff or volunteer is technically trained for this work.

Storage

Records that have been water-damaged or mold-infested should be kept apart from other records for at least six months in a well-ventilated area with good climate control which is 65 degrees Fahrenheit and 35-45 percent relative humidity.¹⁷

Disposal

Specify who has legal authority to order the destruction of records, what record keeping must be done, and where or how records will be discarded. If you are unsure as to the requirements relating to records destruction, contact the City Recorder or the Oregon State Archives Division for guidance.

Actions

1. Hold a debriefing meeting for participants.
2. Create a list of "Lessons Learned."
3. Revise disaster recovery plan and procedures as warranted.

¹⁷ "Guidelines for Storing Inactive Paper Records, September 1996" Alabama ADAH Government Records Division.
www.archives.state.al.us

SECTION NINE – CREATING THE PLAN

Previous sections in this manual covered background information and activities relating to a Disaster Recovery Plan. This section provides guidance on how to actually create and write the Plan. The written Plan should follow a logical sequence and employ a format that is easy to understand.

The Plan should include lists of resources, activities, and salvage priorities ready to use when a disaster strikes. The planning process itself provides a valuable forum for decision-making. Benefits from the planning process include:

- Higher level awareness by staff, management, direct responders, risk managers, police and fire departments to the need of recovery and salvage of essential records
- Pre-arranged and positioned support and resources
- Assembled and pre-positioned disaster recovery equipment and supplies
- Trained recovery team members
- Periodically tested and thus improved plans and procedures

The Planning Team

Since good planning cannot occur in a vacuum, it is important to include people on the planning team that the City can rely on during and immediately following a disaster. Choose team members that work well under pressure and in potentially adverse conditions. Members should have knowledge of the organization's major functions and departmental relationships. All planning team members should have designated backups.

Staff to consider as members of the team or to consult with are:

- City departments records officers
- Department managers
- Information technology staff
- Risk management staff and the City's insurance underwriter
- Legal counsel
- Facilities or maintenance staff
- Emergency operations personnel

Common functions of the planning team are to:

- Assist and advise the team leader in selling the plan to management and other staff
- Conduct the risk assessment
- Help prepare and prioritize the essential records inventory
- Write the plan
- Train staff and test the plan
- Respond to the emergency
- Conduct recovery activities

The Plan should be either a generalized or strategic plan with probable response and recovery procedures for each type of damage. Flexibility is very important and decisions are often needed immediately. Actual procedures used, choices of alternative courses of action and tactical responses will depend on each disaster, and the tactical plan should be developed and adopted at the time of the disaster to conform to the specific disaster.

Writing the Plan

Standardization is important particularly if several people are contributing to the document. The heading format and use of bullets and numbering offer consistency to the reader. Bullet points and checklists can get across information more effectively than a paragraph. It is best to organize the Plan in a simple way so that needed information can be accessed quickly in a crisis situation. Number pages and allow for updates that will be inserted into the Plan to account for changes in personnel, records locations, etc.

Use short, direct sentences and paragraphs – not long ones that might overwhelm and confuse the reader. Avoid jargon and acronyms. Present one idea at a time so people can check off what they have completed.

Write the Plan using position titles rather than people's names to avoid having to update the plan for personnel changes.

An example of a useful resource in writing a plan is dPlan¹⁸ a free online tool that will help simplify the process of writing the Disaster Plan. City information can be entered online and stored on their server for future use. Data entered by the City is used to complete its comprehensive templates. Drop down menus and links to technical assistance are useful. The plan template also guides the City through the steps necessary for effective disaster planning.

PLAN COMPONENTS

1. Policy Statement

Ideally a policy statement contains:

- Clear and direct authority from the City Manager for the Plan
- Delegation of authority for decision-making during and after a disaster
- A list of staff authorized to commit funds and contract for services before, during, and after a disaster
- A statement of specific goals and objectives of the plan
- Directions for staff with a description of what is expected of them

2. Authority

This section of the Plan should:

- Identify criteria for determining when a disaster exists
- Have an explicit delegation of authority to a staff member who reports directly to the City Manager to declare a records emergency and declare the Plan in effect
- Delegate authority to assign recovery teams
- Have an emergency contact list with staff and other emergency phone numbers
- Contain a procedure for contacting recovery team members, support agencies and vendors, suppliers, and consultants
- Designate a spokesperson to collect and brief the media and employees with up-to-date, reliable information

¹⁸ dPlan™ copyright © 2006 by Northeast Document Conservation Center. Used by permission. www.dplan.org.

3. Communication Component

Effective communication is critical in a disaster. The Plan should include a written description of the roles of employees when responding to an emergency and the employee positions with decision-making authority in the event of a records disaster. The communication section should also:

- Identify who is authorized to speak with the press.
- Identify where the command post will be located and where staff should report.
- Establish a way to communicate information between recovery team members. If phone service or computers are not available, consider “runners” to deliver written messages. The pressure that disasters can put on employees must be taken into account. Do not rely on someone to carry verbal messages.

4. Essential Records Inventory

A copy of the prioritized list of essential records should include whether or not copies exist and note their locations.

5. Response and Recovery Section

Each organization has different functions and needs, but at a minimum the response and recovery section of the plan should include:

- A list prioritizing the order to restore essential organizational functions and the records needed. Use an emergency response or Continuity of Operations Plan (COOP) for priorities to determine which areas of operations need to be restored first.
- A list of potential disaster types and guidance for responding to each type.
- Up-to-date building plans that indicate where to find emergency exits, fire extinguishers, plumbing, electrical and phone switch panels, circuit breakers, and alarms. It is important to know what, if any, hazardous materials are stored on site and where Material Safety Data Sheets (MSDS) are located in each facility.
- Recommendations for an intergovernmental agreement or lease of alternate sites where operations can be resumed at some level before decisions are made about the long-term location of the City. Include information technology staff when compiling this list. Information technology staff should provide documentation on backup procedures and storage of back-up media.
- Documentation of the organization's current telecommunications equipment, computers, hardware and software, and an indication of what is stored on the equipment (i.e. essential records), who used the equipment and if the equipment should be replaced in the event of a disaster.
- Contracts, agreements or blanket purchase orders with companies that can provide services during a salvage and restoration operation. Professional services such as document restoration and freeze-drying should also be included along with police, fire, and other emergency response organizations.
- A list of all employees critical to disaster recovery with numbers for daytime and nighttime phones, pagers and mobile phones. Laminate a wallet-sized card for each one to carry with them at all times. Lay out a phone tree to make contact easier. Think about drafting a transportation back-up plan in case staff is unable to drive their own vehicle or if public transportation is not operating.

6. Equipment and Supplies

Pre-positioning equipment and supplies and pre-qualifying vendors is important. It is also advisable to:

- Assemble disaster kits that contain all necessary equipment and list the location of supplies on and off site.
- Store supplies offsite.
- Include an inventory of equipment in the Plan.
- Include a map or diagram identifying utility connections, water shutoffs, electric switches, circuit breakers and alarms.

7. Salvage Priority List

Attach to the Plan:

- A list of prioritized essential functions to restore (COOP)
- The prioritized essential records inventory which includes records series name, storage media, and location to allow recovery teams to determine which records must be saved and which can be discarded.
- Blueprints and building plans with access routes and locations of records.

8. Resources for Specific Recovery Procedures

[The State Library and Archives of Florida](#)¹⁹ has published an excellent chart for determining what procedures should be used for each specific type of damage.

[The Heritage Preservation of the National Institute for Conservation](#)²⁰ publishes an Emergency Response and Salvage Wheel that includes electronic records. One side outlines critical stages of disaster response, such as stabilizing the environment and assessing damage. The other side has practical tips for nine types of collections including books, documents, photographs, electronic records and paintings.

9. Alternate Location Information for Electronic Records

Depending on the value of the records, the risk and cost, the City may consider:

- Hot sites: a fully configured computer center with equipment installed, data backups, and ready to operate.
- Warm sites: a site containing hardware and software but no backed up copies of data and information.
- Cold sites: a room with equipment ready to be installed for immediate operation but without hardware or data at the location.
- Records or command centers.

10. Information Technology Staff and Equipment

Attach to the Plan:

- A list of the City's information technology staff with contact numbers.
- An inventory of City's information technology and telecom equipment that includes manufacturer, vendor, equipment model, date purchased, serial

¹⁹ http://dils.dos.state.fl.us/DisasterRecovery/records_and_document_recovery_techniques.pdf

²⁰ <https://www.heritagepreservation.org/catalog/Wheel1.htm>

number, modifications and applications to help restore operations if replacement equipment is needed.

11. Emergency Services Lists

Copies of contracts and agreements with other resources should be kept with the plan.

12. Additional Local Resources

Because it is very difficult to predict all contingent needs it is a good idea to have some flexibility:

- Keep purchase cards available for spot purchases.
- List contact information for the local fire, police, civil defense, ambulance services, disaster response agencies, vendors, and professional consultants.
- List specific types of records recovery support including freezer space and/or freeze drying services and document restoration. Include contact information for each of these services and update regularly.

13. Plan Distribution and Updates

Once the Plan is complete:

- Distribute two copies to key employees - one for home and one for work
- Post on intranet
- Provide copies to all new employees at orientation.
- Distribute copies to the Emergency Management and COOP Teams for inclusion in their plans.
- Include summaries of those Plans with the records Plan.
- Establish a specific time each year for updating and redistributing the plan.

An effective disaster plan is comprehensive, simple, specific, and flexible, and it is important to remember that the recovery team must be able to function if power, water, and telephones are not available.

SECTION 10 – AFTER PLAN ADOPTION

Training Staff and Testing the Plan

Upon the Plan's implementation, the City will have taken a giant step forward in its preparedness. Frequent training of employees will refresh their knowledge of the Records Disaster Plan and emergency procedures in general. However, the world's best records disaster plan will do little good if it is not periodically tested and updated.

The City will periodically test its emergency plans and procedures for effectiveness. Joining with an emergency management test will allow staff to determine if the records selected as essential will allow City staff to function effectively during the response phase of a disaster. In addition, any gaps or flaws in the Plan identified during a test should be corrected in the next revision of the Plan and forwarded to others responsible for emergency management planning. The individual or committee responsible for managing the vital/essential records plan should work with other participants to assess the results of the test and to make appropriate modifications where needed.

In the event the City reorganizes, essential records may sift from one work unit to another. In this case, the new location of the records should be updated in the Plan, the Records Management Database, and the vital/essential records inventory. Any essential records supporting a new function will be added to the Plan.

Tests will be designed to address the apparent needs of the City or the parts of the City participating in the drill. For example, the scope may only test the effectiveness of certain parts of the Plan or changes to the Plan made as a result of a previous test. In addition, a timetable for the duration of the test (i.e. 1 hour, 24 hours, or 3 days after the disaster) needs to be determined. Finally, notify the participants of the test at least one month in advance. Let them know the scope of the test and remind them as the test date approaches.

Measurable Goals and Objectives for the Exercise

Each member of the disaster planning team should provide feedback on what parts of the plan did or did not work during the test. This will allow for the development of updates to the Disaster Recovery Plan. To provide a more objective means of evaluating the outcome of the test, set goals and objectives that specify lengths of time. Make sure those goals are attainable and reasonable.

The objective is to identify and make improvements that result in a more smoothly operating Plan, not to execute the Plan faster than the last time it was tested. A good example of an objective is restoration of critical systems offsite within 48 hours. This object provides both a reasonable timeframe and a measurable goal. Improving communication between executive and administrative staff, for example, is not a good objective because it is not measurable.

A way to test the Plan is to provide participants with a hypothetical disaster situation and timeline for the exercise. Make sure that participants know what activities to focus upon. Establish a method of tracking communication between recovery team members, so that resulting solutions can be incorporated into the Plan. For example, establish a central e-mail account to receive a copy of all e-mail messages sent as part of the test.

Test the Plan at regular intervals and incorporate the lessons learned from the exercise into the Plan. Periodically testing the Plan will reacquaint staff with its details.

Emergency supplies used during a test or in the normal course of business should be replenished. Batteries and disposable cameras should have their expiration dates checked.

Maintain Plan Visibility

The Plan should be tested until all parties are confident that it will be effective in a disaster. After the Plan is written, staff is trained in its use, and the Plan is tested and accepted, establish a schedule for future testing. In addition, make sure to remind staff to notify the records coordinator when changes occur to City programs or to the City's organization. Be sure to update your Plan with any changes.

Actions

1. Write a Disaster Recovery Plan for essential and other City records.
2. Identify and list recovery techniques for each record set or type.
3. Assign and train staff for specific duties in the plan.
4. Coordinate this Plan with Continuity of Operations Plan and Emergency Recovery Plans.
5. Conduct a test/drill of the plan.
6. Create a list of resources for the plan.

Springfield developed a Pandemic Influenza Plan last year for the City to continue to function in the event of a pandemic. It can be viewed at <http://www.ci.springfield.or.us/FLS/PandemicInfluenza.html>

As far as a policy for City employees, we don't have an official policy, but receive updates and suggestions from our Fire Chief and/or HR Director regarding when to stay home, etc. We also have hand cleaner at all front desks for employees' and citizens' use, as well as anti-bacterial wipes to wipe down the counters, etc.