ANNEX: DRAFT Mass Transit Sub-Sector Pandemic Influenza Planning Guideline

Purpose: This Sector-specific guideline is an annex to the *Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources* (CIKR Pandemic Influenza Guide) and intends to assist the owners and operators within the Mass Transit Sub-Sector of the Transportation Sector with planning for a catastrophic pandemic influenza. Organizations that fail to prepare for such a prolonged catastrophic event may find themselves without the staff, equipment, or supplies necessary to continue providing essential transportation services for their customers and the nation. For a copy of the complete CIKR Pandemic Influenza Guide, please see www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf.

How to Use Guidelines: The guidelines serve as a non-prescriptive reference for owner-operators and a practical tool that contingency planners can use to augment and tailor their existing emergency response plans given the unique challenges a pandemic influenza presents. **It is important to integrate this influenza pandemic planning with your organization's existing business continuity and emergency response plans and/or the CIKR Pandemic Influenza Guide's comprehensive framework for influenza pandemic catastrophic planning.** This annex addresses the major challenges the Mass Transit Sub-Sector may face and should assess in its pandemic influenza planning within the seven key areas of vulnerability highlighted in blue boxes in the Guideline. While not necessarily applicable to all organizations in a given sector, each relevant *Action*, *Supporting Action,* and *Question* in this guideline can be integrated and managed as a separate checklist item during the planning process.

- **Actions**: These are primary checklist items with numerous related supporting actions and questions to consider.
- **Supporting Actions**: Expanding on the overarching action, these supporting actions offer specific suggestions for further study.
- **Questions to Consider**: These questions are designed to focus on the main and supporting actions. The questions are not comprehensive; they are designed simply to represent a starting point to stimulate thinking about further actions and options.

Planning Assumptions: Influenza pandemics are unpredictable events; it is impossible to forecast their characteristics or severity accurately. The Centers for Disease Control and Prevention define a severe pandemic influenza as a Category 4 or 5 with case fatality ratio of 1 percent or higher. Given today's highly mobile population, if a severe pandemic influenza emerges, outbreaks may occur nearly simultaneously across the country making reallocation of resources more difficult than in other emergencies. Therefore, each sector must rely primarily on its own internal resources and workers, for protection (including security) and response. While an influenza pandemic will likely affect a given community for six to eight weeks, nationally a wave may linger for up to 12 weeks. Thus, even though a community outbreak may have subsided, businesses in those communities that depend on a national supply chain may find themselves without the necessary materials, supplies, and workforce because other communities across the country may still be affected by an outbreak. The guidance, which is based on disease impact assumptions (pandemicflu.gov/plan/pandplan.html) from the CDC, includes the following:

- *Susceptibility to the pandemic influenza virus will be universal.*
- *Once sustained person-to-person transmission begins, the disease will spread rapidly around the globe.*
- *The clinical disease attack rate will likely be 30 percent or higher in the overall population during the influenza pandemic.*
- *Rates of absenteeism will depend on the severity of the influenza pandemic. In a severe pandemic, absenteeism attributable to illness, the need to care for ill family members and fear of infection may reach 40 percent during the peak weeks of a community outbreak.*
- *Epidemics will last 6-8 weeks in affected communities.*
- *Multiple waves (periods where community outbreaks strike across the country) will likely occur with each lasting 2-3 months*.

For detailed information on the complete set of planning assumptions and the influenza pandemic context, see Section 3 of the CIKR Pandemic Influenza Guide and the other Federal guidance at www.pandemicflu.gov.

ESSENTIAL SERVICES, FUNCTIONS, AND PROCESSES

Every day, public- and private-sector mass transit organizations transport millions of passengers, and to a lesser extent, goods and services, by various modes, including bus, rail, ferry, taxicab, and paratransit. Mass transit's role in sustaining the nation's economy is significant. Disruption to these services may cause local, regional, and national challenges. Proactive planning with emergency management, public safety, and government officials will help integrate essential mass transit operations into community emergency response plans. Other specific functions and processes include: *receiving, holding, securing and managing passengers and goods; providing customer service support; managing transit security operations; overseeing control center functions; coordinating scheduling and dispatch; collecting revenue; business and HR support operations; maintaining critical equipment; and ensuring passenger, worker, and operational safety.*

ACTION **Identify and assess essential services, functions, and processes.**

√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑	Prioritize services/functions given their value to customers and the community (i.e. hours of service, routes and modes).	• How would a severe influenza pandemic affect customer demand and operations? For example, disease containment strategies may lower demand for mass passenger carriers (i.e., bus and rail), while demand for taxicabs and paratransit type vehicles might increase. • At what level, if any, are businesses and other destinations where passengers typically travel likely to continue operating? What will the impact be if "non-essential" businesses reduce operations or close temporarily? Will paratransit demands decrease for such as transporting essential workers who need the transit service and for other typical individual requirements (i.e., medical care and food)? • Can bus routes be modified quickly based on changing demand (e.g., as the pandemic influenza unfolds potentially reducing low passenger load bus routes and beefing up service on arterial streets to provide better than normal service on fewer routes)? • How might the organization creatively adapt its typical services to support the community or nation? For example, could private motor carrier buses be used to augment traditional bus routes to increase capacity and reduce passenger contact? Will increased use of car pools improve protection? Can communities assign trained staff to buses and trains to assess passengers, provide masks, and/or ensure social distancing measures are followed? Can priority status and handling be designated for passengers traveling to medical centers?
❑	Maintain those essential functions and processes required to sustain essential services and operations.	
❑	Identify potential "non-essential" services, functions, and processes that can be suspended or adapted to other more essential uses.	
❑	Communicate with customers and local emergency response officials the need to jointly plan and prepare for an influenza pandemic.	

ESSENTIAL ASSETS AND EQUIPMENT

Unlike other disasters, an influenza pandemic will not physically damage infrastructure. However, planners should assess the impact absenteeism could have on operations. High absentee rates will make it difficult to maintain repair sites (e.g., city/regional maintenance centers, repair and towing shops). A worker shortage may delay in-house maintenance and repair of assets and equipment, including engines, electronics, rails, and roadways. For entities that remain operational, the impact on the supply chain may limit the availability and delivery of replacement parts and supplies. Essential assets and equipment include: *heavy/ light railroad locomotives and cars; buses; taxis; ferries; paratransit vehicles; railroad/roadway maintenance, repair and safety equipment; refueling equipment and stations; customer ticketing; traction power substations; signal houses; security assets; and IT/ communications assets for monitoring, dispatch, and safety.*

ACTION **Review equipment critical to support each essential function.**

√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER

❑	Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions processes.	• Can typical processes be modified temporarily to sustain essential assets and equipment? For example, could bus, railroad, and ferry equipment be used in a more efficient and less demanding manner to try and reduce maintenance and repair requirements?
❑ ❑ ❑ ❑	Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions processes. Identify and prioritize safety and security requirements for maintaining essential equipment and assets. Review all primary and supporting assets to identify potential single-point failures and possible cascading consequences. Consider how each action relates to those developed to address other emergencies in existing Mass Transit business contingency plans, and in the Transportation Sector-Specific Plan to the National Infrastructure Protection Plan (NIPP).See: www.dhs.gov/xlibrary/assets/Transportation_Base_Plan_5_21_07.pdf.	• Can typical processes be modified temporarily to sustain essential assets and equipment? For example, could bus, railroad, and ferry equipment be used in a more efficient and less demanding manner to try and reduce maintenance and repair requirements? • Could non-essential facilities be closed to consolidate operations and supplies? For example, could fewer bus maintenance sites and dispatch centers be operated and still adequately support all operations and equipment? • What are the recurring maintenance requirements for the facilities used to house equipment, passengers, and employees? Do they demand a continuous level of operations, maintenance and repair? What backup options exist in case of facility environmental equipment breakdowns during times of extreme weather? • How will public concern over disease transmission affect demand in public transit use, especially in urban areas? • When assessing potential single-point failures, what are the possible and plausible primary and supporting asset/equipment challenges (e.g., special driver and maintenance technician availability; adequate fuel/electricity availability and security; emergency rail, bridge and roadway repair; non-standard replacement and repair part accessibility; backup generator, fuel supply, security and safety equipment availability; Internet and telecommunications scheduling and control; and dispatch resilience)? • Have standard operating and emergency procedures been developed for all essential processes and equipment? If so, have they been distributed broadly to managers and staff? • Has a full assessment (i.e., Preliminary Hazard Analysis) been conducted for all systems to identify potential single-point failures based on the pandemic influenza planning assumptions?

ACTION	**Prepare to sustain essential equipment for a wave lasting up to three months.**	
√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑ ❑ ❑	Prioritize the options available to address demands on essential resources. Plan to rely on in-house or available local maintenance and repair/replacement support for 2-3 months during a pandemic influenza wave. Assess recurring and preventative maintenance requirements.	• Is there excess operational capacity available in the business' essential assets to sustain functions and reduce demand on equipment and workers? For example, are there typically more qualified drivers than operational buses, or more buses than driver shifts? • Are there other similar vehicles that may become available due to decreased demand that can be pressed into service, such as school buses being employed for public transport? • Without sufficient replacement parts on-site or locally, could a mutual aid pact be formed to sustain operations? For example, could taxicab and paratransit businesses collaborate to share a maintenance site with adequate repair equipment and key workers? • What is the frequency for routine maintenance on essential primary/secondary assets and equipment? How critical is it to perform on this schedule? How easily can scheduled

❑	Assess implications if essential assets fail early on during the pandemic influenza outbreak.	maintenance be deferred or accelerated on short notice? • What are the specific demands mass transit rail infrastructure components that must be frequently inspected and maintained, to include track, structures, signals, traction power, communications and vehicles? • Are there updated emergency operating plans for assets/equipment to address pandemic influenza conditions? For example, can social distancing strategies, disciplined personal hygiene, PPE, and equipment decontamination be incorporated effectively and efficiently?
❑	Consider establishing a pandemic influenza mutual aid program among similar small/medium and even large businesses to assist each other with sustaining essential assets.	

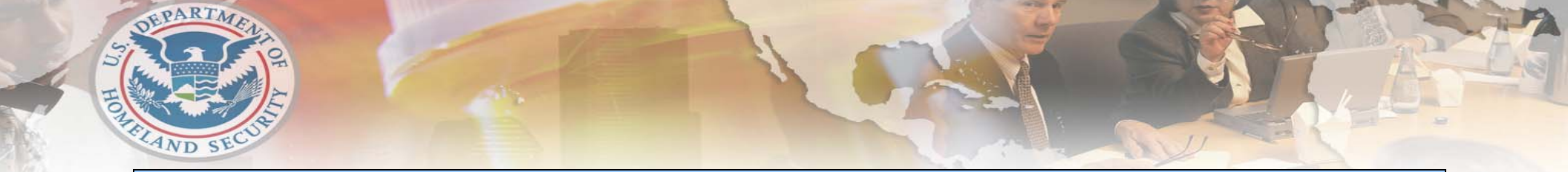
ESSENTIAL RAW MATERIALS AND SUPPLIES

A severe pandemic influenza may disrupt access to suppliers and to supplier's manufacturers for up to three months – much longer than other disasters. Direct impacts on individuals, businesses, and the nation from the virus, and disease mitigation strategies indirectly, may affect production and delivery of materials and supplies. Mass transit entities should assess their supply chain networks from their in-house storage capacity to all 1st, 2nd, and beyond distributor levels. Given a reliance on "just-in-time" delivery and other potential impacts that could shut down the supply chain, entities may consider stockpiling essential items such as lubricants, filters, belts, tires, electronics as well as worker protection and environmental cleaning material (e.g., masks, gloves, hand sanitizer and surface disinfectants).

ACTION **Identify materials and supplies to sustain essential functions and equipment for up to three months.**

√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑	Identify critical material and supplies (e.g., fuel, lubricants, refrigerants, filters, repair parts) necessary to maintain essential mass transit assets and equipment.	• How much of which materials/supplies (e.g., gallons of gasoline/diesel, quarts of lubricants) are required to sustain the most essential operations for up to three months? • How many days supply are stocked onsite for all essential fuels and supplies? How will the necessary difference between stocked and required be obtained during a pandemic emergency to support operations both locally and on the road? • What available supplies (e.g., other appropriate types of fuels and lubricants) might be substituted as backups temporarily for preferred essential ones? • Are there operations and maintenance processes that could be modified to reduce demand to stock supplies? For example, could you extend the period between lubricants and filter replacement? • How might small/medium-sized businesses collaborate to reduce their risk and vulnerability for obtaining essential supplies and materials? • Are there new or additional procedures and supplies necessary to ensure passenger and worker areas are cleaned and disinfected between trips/shifts and load changes? For example, does the business have sufficient and appropriate cleaning solutions to disinfect the interior of buses and railroad passenger cars between shifts? Will this affect the durability of the interiors of these vehicles/cars? • What can the business afford to stockpile and what must it stockpile? How might these additional extraordinary costs be funded (e.g., retained earnings, special disaster fund, and/or government support)?
❑	Prioritize essential material and supplies necessary to operate equipment and sustain essential functions.	
❑	Identify options to reduce demand for essential supplies and materials.	
❑	Assess all internal and external supply-chain support operations and contracts.	
❑	Explore options that might reduce the need to stockpile high-cost supplies or hazardous materials on-site at each business.	
❑	Assess costs to procure, stock, and/or ensure delivery of essential materials.	

ACTION	Determine the most effective ways to ensure an adequate supply of essential materials.	
√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑	Identify physical/safety limitations in stocking sufficient essential supplies/materials locally.	• Is there adequate space on-site at vehicle garages and maintenance and rail support areas to expand storage of fuels and supplies temporarily? • Are open warehouses or storage containers available locally on short notice to serve as temporary storage sites? • Can these essential materials and supplies be safely, legally, and practically stored at local/regional distribution centers or at dispersed sites along likely travel routes? • Are there realistic options for obtaining these essential materials/supplies elsewhere during an influenza pandemic (e.g., Fed/State/local government stockpile, mutual assistance business stockpile, or excess capacity in large or "non-essential" businesses)? • Are essential workers authorized to expedite purchases of supplies and materials via credit card or purchase order when supervisors are not available to approve or make purchases? • To improve availability options, are there pre-established contracts with multiple vendors of essential supplies? Who do the business' vendors rely on for their supply and transport services; are they different or the same providers? • What happens if the supply chain cannot provide critical materials or supplies? How quickly would that affect your ability to provide essential services? How will customers, vendors, and government emergency response officials be notified of potential impacts? • Have planning and preparedness actions been integrated with local/regional suppliers to promote interface resilience and priority support for the business' essential requirements (e.g., repair sites and fueling stations)? • Are there vulnerabilities in support for the business' primary suppliers and supply sites? For example, is there a priority for fuel distributors to re-supply specific local fueling stations in the area and are these the same ones on which the business relies? • How can you provide incentives for essential suppliers and support contractors to become better prepared? For example, can the business collaborate on planning, integrate preparedness training, and stipulate pandemic influenza certification in all supply contracts?
❑	Identify a formal chain of command to ensure someone is available to authorize major emergency procurements.	
❑	Identify additional security needs for expanded and newly created high-value or at-risk material stockpiles.	
❑	Identify potential risk through1st/2nd/3rd-order vulnerabilities or unintended effects to supply chain (i.e., who supplies the suppliers?).	
❑	Coordinate with all supply-chain vendors and normal support sites.	



ESSENTIAL WORKERS

A severe pandemic flu may cause extended absences for essential workers, which might affect the organization and its supply chain. During a severe pandemic influenza, workforce absenteeism may range from 25 to 40 percent. Complicating matters, the disease will strike randomly among employees from the boardroom to the mailroom. Ensuring disciplined workplace personal hygiene and appropriate social distancing strategies may reduce absentee rates for illness and other related reasons. Organizations may also consider stockpiling certain medical (e.g., antiviral medications, see www.pandemicflu.gov/vaccine/medantivirals.html) and non-medical countermeasures (e.g., hand disinfectants, gloves, and masks). A list of essential workers may include: *bus drivers; rail operators*; *taxicab and paratransit drivers*; f*erry operators*; *equipment and roadway maintenance and repair workers*; *operations center personnel*, *safety inspectors; security officers; passenger and vehicle scheduling; key administration workers; occupational health personnel; operations supervisors; and executive management.*

ACTION **Identify the types and numbers of workers critical to sustain essential functions.**

√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑	Identify essential workers based on their position/skills necessary to sustain essential functions and equipment.	• Have the worker categories and specific workers who are essential to operate and maintain the essential functions and equipment necessary to sustain the most essential services been formally identified and communicated to the business' workers and appropriate unions and other organizations? • Are there constraints in employing union and non-union workers or for specific local worker contracts that should be negotiated in advance of an influenza pandemic (e.g., can skilled railroad maintenance technicians serve as engineers temporarily, or non-union drivers fill in for ill union drivers)? • What different challenges does the organization face with full-time, part-time, or seasonal employees, and how are these addressed in planning and preparedness efforts? • Are there differences in the organization's workforce by age and/or family status? For example, a predominantly young workforce with employees with more school age children will likely be affected more profoundly by school closures and self-quarantine. • Do contract employees provide essential in-house or offsite services for vehicles, electronics, business functions and passenger support operations (e.g., workplace and vehicle cleaning, equipment repair, and telecommunications, critical business administrative operations, computer and internet access support)? • What are the different workforce challenges for on-site vs. off-site and full vs. part-time contractors to perform critical functions? • What are the potential impacts of changes in demand and adjustments in scalable operations (e.g., service routes, hours, modes) on essential worker requirements and numbers? • Have those workers who might not typically be considered "essential" in most disaster scenarios but will become so during a pandemic flu been assessed, such as vehicle cleaners and station janitors? • Are there ways to automate or electronically augment some of the essential functions of your workforce (i.e., safety inspectors and security workers)? • What essential operations might need to be maintained temporarily through external contract
❑	Define the roles and responsibilities of employees, labor organizations, staff, supervisors, managers, and staff medical personnel during an influenza pandemic.	
❑	Assess impacts from short-term and extended absences by essential workers.	
❑	Assess requirements given differences in operational demands for essential workers (e.g., railroad engineers and bus drivers vs. office- based dispatchers).	
❑	Assess the options to obtain contractor backup support on essential operations and determine how quickly that can be started.	

		support (e.g., passenger waiting and vehicle movement physical security)?

ACTION	Identify policies and procedures to ensure a safe workplace.	
√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑	Emphasize worker/workplace disease control/ protection. See: www.pandemicflu.gov/plan/ workplaceplanning/index.html.	• Has stockpiling emergency supplies such as food and water been considered for workers who may be retained at the worksite for extended shifts/periods (e.g., control or emergency operations centers)? • What will requirements for maintaining social distancing, equipment decontamination and worker personal protection and barriers have on normal and emergency operations and services for all mass transit modes? • Should worksite and vehicle (driver, passenger and cargo areas) cleaning procedures be enhanced (www.osha.gov/Publications/influenza_pandemic.html)? • How will the costs be funded that are associated with stocking worker protection items such as masks and additional cleaning materials, and possibly, with appropriate medical oversight and support, antiviral medications? • If anticipated for use, have worker preparedness tasks such as mask and respirator training and fit testing been reviewed and incorporated in the plans based on OSHA requirements (www.osha.gov/Publications/influenza_pandemic.html)? • What impacts will disease protection options such as PPE use have on worker productivity? For example, can PPE be used for extended periods when driving a bus or taxicab? What are the impacts when performing heavy physical labor such as baggage handling if you are required to wear PPE? • Have closing non-critical common areas, such as break and lunch rooms, and ensuring that shifts do not commingle during shift changes been considered in the plans?
❑	Determine the types of Personal Protective Equipment (PPE) that may be best for various worker types and worksites. For information on suggested PPE use, see: www.osha.gov/Publications/influenza_pandemic.html. .	
❑	Consider implementing a process to screen employees and visitors at the entrances to critical facilities.	

ACTION	Identify policies and procedures to protect and sustain workers during an influenza pandemic.	
√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑	Reduce demands on essential workers.	• Are there practical temporary options that can be exploited to increase worker availability (e.g., extending shifts to 12 hours, adding overtime, and using other non-essential workers)? • Could non-essential staff be sent home to reduce disease transmission at the workplace? • Has the need for and conditions requiring more extreme measures, such as sequestering essential drivers, repair technicians or dispatch workers on-site been considered? • In the event of an emergency, have less essential workers (e.g., mailroom workers) been cross-trained to perform essential jobs (e.g., ticketing, dispatch)? • Could off-site work options be employed for at least part of the organization's staff (e.g.,
❑	Temporarily augment essential worker ranks.	
❑	Coordinate with officials on using non-licensed workers during an influenza pandemic.	
❑	Consider, where practical, plans to have an increased number of appropriate employees work from a safer off-site location (i.e., home).	

❑	Develop protocols (i.e., seek medical attention, stay away from work, notify supervisor) for employees to follow if they contract virus, show symptoms, or have ill family members.	payroll, bookkeeping)? • How will the organization ensure IT and telecommunications systems can support any increases in employees working offsite? • Has a process to monitor and support ill employees and their families been established? • Have locations to screen workers before they begin their shift been considered? Are there "self declaration" forms for workers to assess their and their family's health? • Can the business effectively separate workers (e.g., bus, taxicab, and paratransit drivers) from passengers by physical distancing and/or appropriate barriers during operations?

ACTION	**Identify Human Resource (HR) and protective actions to sustain essential workforce.**	
√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑	Assess standard Mass Transit business HR policies and procedures.	• Have existing policies been adapted and/or new sick leave policies been developed to support ill workers and well workers with ill family members (www.pandemicflu.gov/plan/community/commitigation.html)? • Has the organization met with worker unions and other HR groups on implementing new policies temporarily? • Has adding provisions in the relevant union/labor contracts been considered to address actions to be taken if a pandemic influenza emergency is officially proclaimed-- it may necessitate the temporary suspension of certain collective bargaining agreement provisions? • Have the potential risks and the organization's planning and preparedness actions for potential HR policy changes been communicated with workers and their families? • Have the actions to help reduce potential abuse of your leave policies been identified? • Have the legal and business effects from employing emergency HR policies (e.g., costs associated with leave policies, essential vs. non-essential worker status) been identified? • Have relevant Federal (e.g., Federal Medical Leave Act, www.dol.gov/esa/whd/fmla/), State, or local laws that govern extended emergency leave been reviewed with workers?
❑	Develop additional HR policies specific to pandemic influenza response.	
❑	Identify likely legal considerations that may arise from these new HR actions.	
❑	Develop plans and procedures that provide support and assistance to employees' families.	
❑	Provide regular communication to all staff on the latest pandemic influenza recommendations.	

ESSENTIAL INTERDEPENDENCIES

When a pandemic influenza strikes, it will affect all sectors of society. Preparedness and response will require a coordinated nation-wide response, including Federal, State, and local governments and most importantly the private sector. To enable a swift pandemic influenza response and recovery, the Mass Transit Sub-Sector must identify and be able to sustain the essential interdependencies it supports and relies upon within and across sectors. Interdependencies requiring advanced coordination include support from municipal utilities, businesses, government health, safety and emergency response agencies, as well as essential goods and services from others such as fuel (gasoline, CNG and diesel), electricity, healthcare, telecommunications, and first responders.

ACTION	**Identify the interdependent relationships and take actions to sustain this essential support.**	
√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑	Assess sector and external cross-sector essential service support requirements.	• Within the Transportation Sector and other sectors, which entities do you depend on most to sustain essential operations, and vice versa?

❑	Assess the capability of the sub-sector's associations and government alert networks, as well as other informal mutual aid and assistance networks to reduce vulnerabilities.	• What has the organization done to coordinate with and enhance its priority for support from entities on which it depends inside and outside of the sector? • What critical customers (e.g., hospitals, critical manufacturing facilities, low-income housing) depend most on specific mass transit route operations? What should/could be done to prioritize support for them?
❑	Collaborate with public/private partners, such as State/local health authorities and first responders, who support and rely on the business.	• Can the organization's risk and reliance on municipal and cross-sector support be reduced through targeted preparedness activities? For example can the organization collaborate with similar entities to establish a mutual support pact for equipment, supplies and workers?
❑	Consider developing joint operational plans with service providers, suppliers, and customers.	• Does the organization participate in State, regional and community pandemic influenza planning and preparedness activities? • Are the organization's pandemic influenza plans integrated with other key sector and cross-sector business continuity plans? • Does the organization participate with other stakeholders in public and private pandemic influenza planning and response training exercises?

REGULATORY ISSUES

In response to a pandemic influenza, the government may provide direct support, including vaccines, antivirals, and personal protection supplies for essential workers; priority and clearances for an organization's supply deliveries; on-site public safety/physical security augmentation. Indirect support may include governmental waivers from sector-specific regulatory requirements. However, public and private sector entities should not rely on regulatory relief and/or waivers in their pandemic influenza planning. Early discussions with regulatory officials can identify issues that may be appropriate to address before and during a pandemic influenza.

ACTION **Identify Federal, State, and local regulatory requirements that may affect business operations.**

√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑	Identify regulations that, if temporarily modified, would reduce impacts on essential functions, resources, and workers.	• Are there direct/indirect impacts on operations to address, such as enacting temporary safety policies (e.g., authorities for transit police/security to manage ill passengers and workers; mandated social distancing procedures for bus and rail operations); and enhancing enforcement of existing regulations (e.g., fuel price gouging)?
❑	Identify direct and indirect government support options that may be necessary to ensure sustaining the organization or sector.	• What impacts could result from government response actions and cross-jurisdictional differences in response (e.g., quarantine of specific communities; local travel restrictions)?
❑	Coordinate possible direct and indirect support and specific regulatory constraints and relief options in advance with the appropriate Federal/State/local government officials.	• Are there temporary regulatory waivers to consider in sustaining essential operations (e.g., extended hours of service, adjusting routine safety inspection schedules)? • Are there potential temporary worker and workforce regulatory challenges specific to a pandemic influenza that should be considered (e.g., authorizing drivers to operate on recently expired CDLs and other credentials if credentialing offices are closed from pandemic influenza impacts)?
❑	Communicate potential relief actions in advance to workers, supporting organizations, insurance carriers and customers.	• What issues may arise from temporarily modifying safety/licensing procedures that organization's must plan to offset (e.g., insurance carrier restrictions, and greater monitoring of those drivers who may be allowed to exceed hours of service)? • Will the State temporarily waive CDL and other driver's licensure and certification

		regulations to perform essential jobs temporarily? • In a crisis, will the State recognize another State's operator's CDL and certification (e.g., to allow qualified drivers to cross state lines and assist)?

IMPACTS FROM COMMUNITY DISEASE MITIGATION STRATEGIES

To reduce health impacts from a pandemic influenza, Federal, State, and local government authorities, as well as private entities, may implement strategies, including: voluntary isolation, voluntary home quarantine, school closures, and social distancing of adults in the community and workplace. The public health and social distancing strategies may ultimately contain the disease and will reduce the risk of infection and death, but there may be significant negative consequences for the Mass Transit Sub-Sector. For more information on these potential strategies, please see www.pandemicflu.gov/plan/community/commitigation.html, particularly Appendix 4, and Section 3 of the *CIKR Pandemic Influenza Guide*.

ACTION **Identify effects from mitigation strategies; take actions to reduce negative impacts.**

√	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
❑	Calculate effects of Community Disease Mitigation Strategies (www.pandemicflu.gov/plan/community/commitigation.html) on the organization, workers, and community.	• What impacts will the mitigation strategies have on worker absentee rates? For example, how will it affect workers and their families if students are dismissed and daycare facilities closed for weeks at a time? • What are the direct and indirect costs associated with expanding sick leave policies to support mitigation strategies like home isolation and family quarantine? • How can you survey your employees to identify who may need to stay home, telework, or work an alternate schedule to care for children because they are dismissed from school or childcare? • If you do not have adequate sick leave or other compensation options available, what are the near- and long-term impacts on the workforce and the business if workers are absent for prolonged periods? • What workplace enhanced social distancing, personal hygiene and environmental cleaning measures can and should you implemented (e.g., work-at-home options, split working/meal shifts, reduced non-essential travel, and physical separation throughout the passenger handling areas and other worksites)? • Has the business met with local government and emergency response officials on timing of their measures, alerts, and implementation and on response triggers? • What additional potential demand changes for the organization could occur when these strategies are implemented? • Do the organization's pandemic influenza plans integrate practical support options for worker families in order to directly and indirectly aid in decreasing worker absentee rates?
❑	Coordinate and determine the strategies the State/community may employ.	
❑	Discuss the potential impacts from strategies with the organization's workers.	
❑	Familiarize yourself with your community's pandemic influenza planning trigger points and the CDC's Pandemic Influenza Severity Index to determine the use of mitigation interventions. For more information, see: www.pandemicflu.gov/plan/community/commitigation.html#IV.	

For additional information, including a PDF copy of the complete
Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources,
visit www.pandemicflu.gov or email your questions to dhspandemic@dhs.gov.