

Z8: PHYSICAL PLANT - CAMPUS SERVICES

May, 2007

University of California, Berkeley Influenza Pandemic Emergency Operations Plan Additional Unit Information

The UC Berkeley Influenza Pandemic Emergency Operations Plan (EOP) includes information describing the guiding principles for response to a pandemic event on campus, the authorities, critical functions, special considerations for campus-wide issues, the campus communications plan, triggers for taking action, activation and coordination, and general responsibilities of the nine individual Department Operations Centers. This document contains additional information to prepare each UC Berkeley DOC for a response to a pandemic influenza event:

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I. EXECUTIVE SUMMARY

During a pandemic flu emergency, Physical Plant-Campus Services will, unless instructed otherwise by Campus authorities, provide its normal array of services to the Campus, including

- utilities infrastructure maintenance
- refuse collection/removal
- building maintenance
- custodial services
- pest management
- engineering services.

If unable to provide these services in adequate fashion due to the prevailing circumstances of the pandemic flu emergency (for example, absenteeism of its staff or disrupted supply chains), reduction or even cessation of some of these services is to be expected.

It is anticipated that, even if Campus authorities were to declare a temporary cessation of instruction, many research, administrative, and other activities would continue. Under this circumstance, PP-CS will be expected to

- continue to provide types and levels of service necessary to support the activities that remain in operation, and
- ensure that the physical facilities of the campus are kept in the good order needed to support the eventual full resumption of campus activities.

II. UNIT RESPONSE CHECKLIST

UC Berkeley Phase	GENERAL UNIT ACTIONS	SPECIFIC UNIT ACTIONS
<p>1 – Pre-Event Planning</p> <p><i>New virus in animals, no human cases</i></p>	<ul style="list-style-type: none"> ○ Develop comprehensive unit plans ○ Develop and test unit communication plans ○ Conduct operations test during staff or safety meetings ○ Check the http://www.uhs.berkeley.edu/pandemicflu/ website regularly for updates and new information ○ Communicate developments with staff/faculty/students ○ Refer general questions from staff/faculty/students to http://www.uhs.berkeley.edu/pandemicflu/. ○ Encourage adoption of hygiene etiquette behavior ○ Encourage personal preparedness plans for staff/faculty/students 	<ul style="list-style-type: none"> • Plan how to perform all critical functions in the setting of an infectious disease outbreak. • Begin cross-training of critical staff. Embed cross-training as a permanent strategy for backing up vulnerable positions. • Identify critical supplies (incl. quantities). • Identify what work can be done from home.

UC Berkeley Phase	GENERAL UNIT ACTIONS	SPECIFIC UNIT ACTIONS
<p>2 – Animal Outbreak of Highly Pathogenic Avian Influenza in North America</p>	<ul style="list-style-type: none"> • Check the http://www.uhs.berkeley.edu/pandemicflu/ website regularly for updates and new information • Communicate developments with staff/faculty/students • Refer general questions from staff/faculty/students to http://www.uhs.berkeley.edu/pandemicflu/. • Encourage adoption of hygiene etiquette behavior • Encourage personal preparedness plans for staff/faculty/students 	<ul style="list-style-type: none"> • Educate all appropriate parties about the details of PP-CS pandemic planning. • Check stockpile of critical supplies. Replenish if needed.
<p>3 – Confirmed Human to Human Outbreak Overseas</p> <p><i>Evidence of Sustained Human-to-Human Transmission</i></p>	<ul style="list-style-type: none"> • Check the http://www.uhs.berkeley.edu/pandemicflu/ website regularly for updates and new information • Communicate developments with staff/faculty/students • Refer general questions from staff/faculty/students to http://www.uhs.berkeley.edu/pandemicflu/ • Encourage adoption of hygiene etiquette behavior • Gather unit decision makers for preplanning; review list of critical and no critical functions for unit • Contact staff/faculty/students on travel – refer to website for additional travel information specific to UC Berkeley • Begin monitoring daily absenteeism of staff/faculty/students 	<ul style="list-style-type: none"> • Begin frequent communication & education efforts toward PP-CS management, PP-CS staff, and building managers on pandemic issues. • Train staff in hygiene procedures, safety precautions, use of PPE, and working in isolation areas. • Begin daily census count of PP-CS staff. • Ensure that appropriate staffs are set up to work-from-home. Provide equipment & provide hookup where appropriate. (See Part III below.)

UC Berkeley Phase	GENERAL UNIT ACTIONS	SPECIFIC UNIT ACTIONS
4 – Confirmed Human to Human Outbreak in North America	<ul style="list-style-type: none"> • Check the http://www.uhs.berkeley.edu/pandemicflu/ website regularly for updates and new information • Communicate developments with staff/faculty/students • Refer general questions from staff/faculty/students to http://www.uhs.berkeley.edu/pandemicflu/ • Encourage adoption of hygiene etiquette behavior • Hold regular meetings with decision makers • Report to campus EOC: • Daily absenteeism reports of staff/faculty/students • At direction of EOC, prepare to activate plans to continue critical functions and implement alternate plans for no critical functions 	<ul style="list-style-type: none"> • Begin periodic checks with vendors to ascertain their ability to function. • Refresh PP-CS management & staff about issues of prioritizing/restructuring services in the event PP-CS is unable to maintain pre-pandemic level of service (see Part III below).
5 – Widespread Pandemic Overseas and North America <i>Sustained Transmission = Pandemic*</i>	<ul style="list-style-type: none"> • Check the http://www.uhs.berkeley.edu/pandemicflu/ website regularly for updates and new information • Communicate developments with staff/faculty/students • Refer questions from staff/faculty/students to http://www.uhs.berkeley.edu/pandemicflu/ • Encourage adoption of hygiene etiquette behavior • Hold regular meetings with decision makers • Report to campus EOC: • Daily absenteeism reports of staff/faculty/students • Status of critical functions • Other information as directed by the EOC 	<ul style="list-style-type: none"> • Restructure services as necessary (see Part III below). • Reassign staff as necessary. • Implement work-from-home as necessary.
6 – Recovery	<ul style="list-style-type: none"> • Damage Assessment • Resumption of instruction, research, business activities • EOC moves into Recovery mode • Surveillance for subsequent waves of infection • Prepare to deactivate the EOC • Debriefing and After-Action Reports 	<ul style="list-style-type: none"> • Continue daily census of PP-CS staff. • Continue monitoring of vendor status. • Replenish/maintain stockpile of critical supplies.

III. CRITICAL FUNCTIONS

Plans for continuation of PP-CS's critical functions through times of crisis can be found in the PP-CS DOC Plan. Additional planning for response to emergencies is contained in the PP-CS Business Resumption Plan.

During an infectious disease pandemic, the principal impact on PP-CS will be absenteeism of its own staff – perhaps 40% absenteeism for an extended period.

In addition, it is conceivable that a cessation of instruction and partial closure of the campus may be ordered by the Chancellor to enforce a social distancing strategy to limit the transmission of illness.

Beginning at Phase 3 of the pandemic, PP-CS will monitor staff attendance daily.

Whether the campus is fully open or partially closed, PP-CS will employ the following strategies for providing essential services with a shrinking staff count. The extent to which these strategies are employed will vary with the severity of the pandemic. The Chancellor's Office will provide overall guidance on strategy and policy issues; the EOC will provide operational guidance.

1. **Prioritization/restructuring of services:** To the extent necessary, priority will be given to services that are
 - essential to support campus activities, or
 - essential to maintain the campus in good order during a partial closure.

By these criteria, the higher-priority functions of PP-CS are

- utilities infrastructure maintenance
- refuse collection/removal
- building maintenance
- custodial services
- call center
- HR
- payroll
- purchasing
- storehouse
- IT

The lower priority functions of PP-CS are

- grounds maintenance
- engineering services
- pest management
- accounting (many accounting activities can be delayed for later catch-up)
- fleet.

To cope with a temporary, 40% absentee rate, PP-CS will both reduce-or-cease lower-priority services AND will restructure the higher-priority services to focus on truly critical tasks.

The following is a **PALETTE OF SPECIFIC STRATEGIES** to accomplish **prioritization/restructuring of essential functions**. The severity of the pandemic will influence which of these strategies are adopted.

Function	Strategy
Grounds maintenance	Reduce or cease.
Building repairs (plumbing, electrical, etc.)	Service Critical Building functions or those needed for bus. Resumption. Use vendors (contractors) when needed/case by case.
Custodial services	Restrooms and trash pick-up.
Purchasing	Reduce need for Buyer by shifting purchases to Blue Cards (may need an increase in card limits).
Accounts payable, accounts receivable, financial accounting	Postpone as many processes as possible (input data must be safeguarded for later use).
IT support Work from home. Work station sharing.	Revert to manual processes if IT staff are absent & unable to keep desktops/servers/applications functioning. Have appropriate paper forms available in case this is needed. Work order night series #s.
Staff travel	Cancel all travel.
Hiring	Postpone all or most hiring.
Training	Cancel all training that is unrelated to the present crisis.

2. **Reassignment of personnel.** Personnel performing lower-priority activities may be temporarily reassigned to higher-priority tasks. Any temporary reassignment should be consistent with allowable personnel and union/labor practices and safe work practices.

The following is a **PALETTE OF SPECIFIC STRATEGIES** to accomplish this **reassignment of personnel**. The severity of the pandemic will influence which of these strategies are adopted.

Function	Strategy
Custodial services	Temporarily replace absent custodians with reassigned staff from Grounds
Refuse collection/removal	Temporarily replace absent refuse workers with reassigned staff from Grounds or Custodial
Call Center Payroll	Temporarily replace absent staff with other office staff (from Accounting or elsewhere)

3. **Cross-training.** Cross-training of critical personnel is a “training-in-advance” strategy that is most appropriate where a critical function is normally performed by one or two people whose absence would produce a work stoppage. The PP-CS positions eligible for cross-training will be evaluated and employees trained as appropriate.

Cross-training is also appropriate where **groups** of workers perform an essential function that would be severely impacted by the absence of a few, and where a reasonable amount of training would enable others to step in temporarily. An example of this is

- Refuse workers
- Payroll office

[Note: **cross-training** is a more intensive strategy than **reassignment**. Reassignment typically refers to positions that could be handled by a substitute who is provided minimal training at the time of reassignment. Cross-training is training-in-advance, where the skills needed are more complex, or where there could be possibility of physical injury without deliberate training.]

PP-CS will adopt a cross-training practice to ensure that alternate personnel, are adequately (though perhaps minimally) skilled, to perform the tasks of a temporary reassignment. In anticipation of 40% absenteeism during a pandemic, two alternate persons (per position) shall be cross trained.

The following is a **PALETTE OF SPECIFIC STRATEGIES** to accomplish this **cross-training**. The severity of the pandemic will influence which of these strategies are adopted.

Function	Strategy
Refuse collection/removal	Provide training-in-advance for selected Grounds personnel to fill in temporarily for absent refuse workers during time of crisis. Conduct periodic refresher training.
Payroll	Provide training-in-advance for selected PP-CS office staff to fill in temporarily for absent Payroll staff during time of crisis. Conduct periodic refresher training.

4. **Work-from-home.** This strategy will be practiced for all staff whose jobs permit. If the campus is fully open during pandemic, work-from-home may be advisable for reasons of social distancing. If the Chancellor declares a partial closure and orders non-critical staff to stay away, work-from-home will enable staff to function who otherwise would be idled.

The PP-CS Business Resumption Plan identifies those staff whose jobs could be performed (at least partially) from home.

The PP-CS Business Resumption Plan also identifies which of those staff currently have the **capability** to work-from-home (adequate computer, high-speed connection, remote access to network). Critical staff who do not have this capability will be assisted by PP-CS to establish a suitable connection for the duration of the emergency. This assistance will include, if necessary, loan of a computer & other equipment, and reimbursement of home hookup charges.

IV. UNIT COMMUNICATIONS PLAN

The essential pandemic-related communications by PP-CS are with

- PP-CS management
- PP-CS staff
- campus building managers.

Communication resources are discussed in the PP-CS Business Resumption Plan. During a pandemic flu emergency, communication to all these groups should be “early and often”.

In addition, the PP-CS DOC Liaison shall maintain close and frequent communication with the other DOCs.

The PP-CS DOC Manager should expect to communicate directly with other DOC Managers as needed.

V. SAFE WORK PRACTICES

Training in safe work practices is especially important for trades workers, custodians, refuse workers, and anyone who might be reassigned to assist in those areas. Pandemic-related training will cover, at minimum, hygiene procedures, safety precautions, use of PPE, and working in isolation areas.

Training that is normally provided by supervisors will be augmented, as appropriate, by EH&S and by University Health Services. This augmented training will be carried out as soon as possible, and refresher training will be done by EH&S/UHS during the UC Berkeley Phase 3 response period (as above).

VI. LOGISTICS: EQUIPMENT, VEHICLES, BUILDINGS, SUPPLIES

We can expect supply-chain failure during a nationwide pandemic. With other parts of the nation experiencing the same absenteeism issues as the Bay Area, out-of-area purchasing cannot be relied on to supplement/replace local suppliers.

Strategies for procuring & maintaining adequate supplies typically use a combination of inventory (stockpiling) and alternate vendors. Because there will be periods when certain items will be unavailable or delayed, strategic stockpiling is an important strategy for weathering a pandemic.

VII. ACTION ITEMS

Establish a plan for stockpiling and/or procurement of essential supplies in the event that usual suppliers are unable to perform.

Provide cross-training of staff where appropriate (see section III above). Refresh annually.