

PANDEMIC INFLUENZA

Preparedness, Response, and Recovery

GUIDE FOR CRITICAL INFRASTRUCTURE AND KEY RESOURCES



Homeland
Security

Annex:
Highway and Motor Carrier
Sub-Sector Pandemic
Guideline



ANNEX: Highway and Motor Carrier Sub-Sector Pandemic Guideline

Purpose: This Sector-specific guideline is an annex to the *Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources (CI/KR Pandemic Guide)* and intends to assist the Highway and Motor Carrier Sub-Sector of the Transportation Sector, and the highway and motor carrier businesses within the Sector, plan for a catastrophic pandemic. Companies 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.

How-to-Use Guidelines: The guideline serves as a non-prescriptive reference for owner-operators and a practical tool for business planners can to augment and tailor existing emergency response plans given the unique challenges a pandemic presents. **It is important to integrate this pandemic planning with your existing business continuity and emergency response plans and/or the CI/KR Pandemic Guide's comprehensive framework for pandemic catastrophic planning.** This annex addresses the unique challenges the Highway and Motor Carrier Sub-Sector may face during a pandemic, as well seven major areas of vulnerability the Sub-sector should assess fully in planning for a pandemic. While not necessarily applicable to all type and size businesses or entities 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: The unpredictable nature of a pandemic makes it impossible to forecast the characteristics or severity of a pandemic virus accurately. However, if a severe pandemic emerges, given today's highly mobile population, outbreaks may occur nearly simultaneously throughout the country making reallocation of resources more difficult than with other emergencies. Thus, each sector must rely primarily on its own internal resources for response. The guidance, which is based on disease impact assumptions (pandemicflu.gov/plan/pandplan.html) from the Centers for Disease Control and Prevention (CDC), includes the following.

- *Susceptibility to the pandemic influenza virus will be universal.*
- *Once 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 pandemic.*
- *Rates of absenteeism will depend on the severity of the 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 pandemic context, see Section 3 of the *CI/KR Pandemic Guide*, at www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf and the other Federal guidance at www.pandemicflu.gov.



ESSENTIAL SERVICES, FUNCTIONS, AND PROCESSES

Whether transporting passengers by bus, taxi, or paratransit vehicle; shipping goods and services by commercial trucks around town or across the country; maintaining the nation’s highway infrastructure (i.e., highways bridges, tunnels and operations centers); working in a transportation-related job; or shipping or receiving transported goods, the Sub-Sector’s impact on the nation’s economy and social stability is significant. Any disruption to these key highway transportation services and infrastructure may cause significant local, regional and even national challenges potentially putting the delivery of critical food, fuel, and medical supplies, as well as emergency response equipment, supplies, and personnel at risk. Proactive planning with emergency management and safety officials and community leaders will facilitate the successful integration of essential highway and motor carrier business operations into community emergency response planning. Primarily a service sector, this sub-sector’s chief function is assuring the movement of people and others’ goods/products. Other essential functions and processes include: *customer service and support; intermodal transfer operations; scheduling and dispatch; transport and delivery; HAZMAT and specialty transport; business and HR support operations; critical equipment (mobile and fixed) and highway infrastructure maintenance and operations; and passenger, worker and operational safety.*

ACTION Identify and assess all of your system’s essential services, functions, and processes.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Maintain all essential services, functions, and processes required to sustain essential business operations.	<ul style="list-style-type: none"> • What are the pandemic implications on volume, supply, and demand for your most critical customers, and what would the impacts be on your business operations (e.g., effects on charter bus services for school trips, and delivery of food and supplies to resorts)? • How likely are your customers (e.g., suppliers, brokers, and shippers) and their manufacturer customers able to continue operating during a pandemic (e.g., at what point will a toy distributor, reliant on international production plants, cease operations)? • How might your business’ typical services be adapted creatively during a pandemic to other more essential purposes for the community, region, or nation (e.g., charter buses as environmentally controlled medical supply freight transporters, taxis augmenting traditional public bus routes to reduce public contact among passengers)? • Have you communicated with your critical customers and your community emergency response officials the need to jointly plan and prepare for a pandemic?
<input type="checkbox"/>	Prioritize critical customers given their value to sustaining the business and the community.	
<input type="checkbox"/>	Prioritize business services and functions based on their value to essential customers and the community.	
<input type="checkbox"/>	Identify potential “non-essential” services, functions, and processes you can suspend or adapt to other more essential uses.	

ESSENTIAL ASSETS AND EQUIPMENT

Unlike other disasters, a pandemic will not physically damage transportation assets and infrastructure. However, highway and motor carrier planners need to assess the impact absenteeism may have on equipment positioning, reduced operations for regular vehicle maintenance and repair sites (e.g., truck stops, repair shops, and towing firms), and delayed in-house maintenance on essential assets and equipment. For operational maintenance sites, a pandemic’s impact on “just-in-time” supply chain could have significant implications for the availability of adequate repair parts and supplies. Essential assets include: *trucks; buses; paratransit vehicles; warehouse movement and storage equipment; intermodal material and transfer cranes; customer tracking and electronic interface; and Internet and telecommunications services for dispatch, inventory management and control.*

ACTION Review all equipment critical to support each essential function.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify primary and supporting assets and equipment that must operate continuously and/or at key periods to sustain essential functions and processes.	<ul style="list-style-type: none"> • Can you modify your typical processes temporarily to sustain essential assets and equipment (e.g., employing drivers and vehicles in a more efficient manner or sharing ground support equipment with less essential local businesses)?



<ul style="list-style-type: none"> <input type="checkbox"/> Plan to rely on in-house or available local maintenance and repair/replacement support for up to 12 weeks during a pandemic wave. <input type="checkbox"/> Review the business' primary and supporting assets to identify potential single-point failures and possible cascading consequences. <input type="checkbox"/> Consider how each action relates to those developed to address other emergencies in existing business contingency plans, and in the Transportation Sector-Specific Plan to the National Infrastructure Protection Plan (NIPP). (www.dhs.gov/xlibrary/assets/Transportation_Base_Plan_5_21_07.pdf) 	<ul style="list-style-type: none"> • What other challenges or opportunities will affect your operations, and assets and equipment (e.g., will drivers who are absent permit other drivers to use their vehicles as temporary replacements for non-working vehicles)? • How will changes in demand (e.g., potential for decreased demand from ice cream distributors for refrigerated capacity and increased demand for mortuary support) affect essential equipment demand and operations? • When assessing potential single-point failures, have you considered all possible primary and supporting asset/equipment challenges (e.g., driver availability and licensure; maintenance technician certification; fueling availability; repair center operations; bridge and roadway maintenance; replacement and repair part accessibility; Internet and telecommunications scheduling and control; and dispatch resilience)? • Have you developed standard operating and emergency procedures for your essential processes and equipment, and, have you distributed them broadly to managers and staff? • Do your contingency plans specifically address the potential disruption of critical fueling and maintenance and repair sites in the city and on the highway, and the potential for a shortage of fuel, repair parts and supplies at those sites still operating?
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ACTION Prepare to sustain essential equipment for a wave lasting up to 12 weeks.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<ul style="list-style-type: none"> <input type="checkbox"/> Prioritize the options available to you to support demands on your resources. <input type="checkbox"/> Assess recurring and preventative maintenance requirements. <input type="checkbox"/> Assess implications if your essential assets fail early on during the pandemic outbreak. <input type="checkbox"/> Consider establishing a pandemic mutual aid program among similar small/medium and even large businesses to assist each other with sustaining essential assets. 	<ul style="list-style-type: none"> • Is excess operational capacity available in your business' essential assets to sustain functions and reduce demands on equipment and workers (e.g., typically more qualified drivers available than operational trucks/buses, or more vehicles available than drivers)? • If you do not have sufficient replacements parts available on-site or locally, could you develop a mutual aid pact (e.g., collaborate among small businesses to support a local shared maintenance site with adequate stocks of repair parts and backup key personnel)? • What is the frequency for all routinely scheduled maintenance on essential primary and secondary assets and equipment, and the criticality of performing on this schedule? And, can you easily defer or accelerate scheduled maintenance on short notice? • Do you have updated emergency operating plans for these assets to effectively address pandemic conditions (e.g., incorporated social distancing strategies, disciplined personal hygiene, possible use of personal protective equipment, and equipment decontamination)? 	



ESSENTIAL RAW MATERIALS AND SUPPLIES

A severe pandemic may disrupt access to your and your supplier's essential materials and supplies for up to 12 weeks. The negative effects on individuals, businesses, and the nation from the illness directly, and disease mitigation strategies indirectly, may affect the production and delivery of all types of materials and supplies for a much longer than other disasters. Highway and motor carrier businesses should, where possible, fully explore and assess their supply chain networks from their in-house storage capacity through all 1st, 2nd, and beyond distributor levels to the source of the materials. Given a reliance on "just-in-time" delivery and the potential impacts that could shut down your supply chain, you may want to consider stockpiling items such as lubricants, filters, belts, tires, batteries, and key parts, as well as worker protection and cleaning material (e.g., masks, gloves, hand sanitizer).

ACTION Identify materials and supplies to sustain essential functions and equipment for up to 12 weeks.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify critical material and supplies (e.g., fuel, lubricants, refrigerants, filters, repair parts,) necessary to maintain essential transportation assets and equipment.	<ul style="list-style-type: none"> • How much of which materials/supplies (e.g., gallons of diesel, quarts of lubricants) are required to sustain the most essential operations for up to 12 weeks? • How many days supply do you stock onsite for all essential fuels and supplies, and how will you obtain the difference in a pandemic emergency both locally and on the road? • Are there realistic options for obtaining these essential materials/supplies elsewhere during a pandemic (e.g., fed/state/local government stockpile, mutual assistance business stockpile, or excess capacity in large or non-essential businesses)? • What available supplies might you substitute as backups temporarily for preferred essential ones (e.g., a dyed diesel fuel, biodiesel, synthetic fuels and lubricants)? • Are there operations and maintenance/repair processes (e.g., extend period between lubricant replacement) you could modify to reduce demand on stocking supplies? • How might small/medium-sized businesses collaborate to reduce their risk and vulnerability for essential supplies and materials (e.g., a local or regional stockpile for high value, low turnover critical repair parts and hazardous materials)? • Are there specialty support operations and supply requirements for transportation cargos and/or handling situations (e.g., tank wash locations and cleaning supplies for bulk hazardous materials)? • Are there new or additional procedures and supplies necessary to ensure vehicles (trucks, trailers and buses) and appropriate cargos are cleaned and adequately disinfected between trips/shifts and load changes (e.g., sufficient and appropriate cleaning solutions available to disinfect the interior of buses between shifts or as often as deemed necessary)? • What can you afford to stockpile and what must you stockpile, and how do you fund these extraordinary costs (e.g., retained earnings, special disaster fund, government support)?
<input type="checkbox"/>	Prioritize essential material and supplies necessary to operate equipment and sustain essential functions.	
<input type="checkbox"/>	Identify options to reduce demand for essential supplies and materials.	
<input type="checkbox"/>	Assess all internal and external supply-chain support operations and contracts.	
<input type="checkbox"/>	Explore options that might reduce the need to stockpile high-cost supplies or hazardous materials on-site at each business.	
<input type="checkbox"/>	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
<input type="checkbox"/>	Identify physical or safety limitations in stocking sufficient essential supplies and materials locally.	<ul style="list-style-type: none"> • Is there adequate space on-site to expand storage of fuels and supplies temporarily? • Are open warehouses or storage containers available locally on short notice?



<ul style="list-style-type: none"> <input type="checkbox"/> Identify a formal chain of command to ensure someone is available to authorize major emergency procurements. <input type="checkbox"/> Identify additional security needs for expanded and newly created high-value or at-risk material stockpiles. <input type="checkbox"/> Identify potential risk through 1st/2nd/3rd-order vulnerabilities or unintended effects to supply chain (i.e., who supplies your suppliers?). <input type="checkbox"/> Coordinate with all supply-chain vendors and normal support sites. 	<ul style="list-style-type: none"> • Can these essential materials and supplies be safely, legally, and practically stored at regional distribution centers or at dispersed sites along likely travel routes? • Have you authorized essential workers to make purchases via credit card or purchase order? • Do you have pre-established contracts with multiple vendors of essential supplies? • What happens if your supply chain cannot provide critical materials or supplies? How quickly would your ability to provide essential service be affected, and how will you notify and coordinate with customers, vendors, and government emergency response officials? • Have you integrated your planning with all your local/regional suppliers to promote priority support for your essential requirements (e.g., repair sites and fueling stations)? • Are there vulnerabilities in the support to your primary suppliers and supply sites (e.g., is there a priority for fuel distributors to re-supply specific gas stations and truck stops)? • How can you provide incentives for your essential suppliers and support contractors to become better prepared (e.g., collaborate on planning, integrate preparedness training, and stipulate pandemic planning and certification in all supply contracts)?
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ESSENTIAL WORKERS

A severe pandemic may generate extended absences for essential workers that might affect you and your supply chain. During a severe pandemic, the level of workforce absenteeism may approach 40 percent. To complicate matters, the disease will strike randomly among employees from the boardroom to the mailroom. Implementing disciplined personal hygiene and social distancing strategies in the workplace may reduce potential worker absenteeism for illness and other related reasons. Businesses may 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 will likely include: *trained and licensed drivers; scheduling and dispatch personnel; maintenance and repair technicians; intermodal transfer and warehouse specialists; Emergency Operations Center (EOC) and communications and computer support; security personnel; business and HR support; training specialists; operational and executive management.*

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

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 	<ul style="list-style-type: none"> Identify essential workers based on their position/skills necessary to sustaining essential functions and equipment. Define the roles and responsibilities of employees, labor organizations, staff, supervisors, managers, and staff medical personnel during a pandemic. Assess impacts from short-term and extended absences by essential workers. 	<ul style="list-style-type: none"> • Have you formally identified and communicated the worker categories and specific workers who are essential to operate and maintain the essential functions and equipment necessary to sustain your most essential services? • Are there constraints in employing union workers for specific local worker contracts (e.g., can skilled maintenance technicians serve as long-haul drivers temporarily)? • What different challenges do you face with full-time, part-time, or seasonal employees, and how will you address these in your planning and preparedness efforts? • Are there differences in your workforce by age and/or family status (e.g., employees with younger children may be affected more by school closures and self-quarantine or “boomer”-age workers who care for elder family members at home)?



<input type="checkbox"/> Assess requirements given differences in operational demands for essential workers (e.g., independent long haul drivers vs. office-based dispatchers). <input type="checkbox"/> Assess your options to obtain contractor backup support on essential operations and determine how quickly that can be started.	<ul style="list-style-type: none"> • Do your contract employees provide in-house services for vehicles and warehouse distribution operations (e.g., workplace cleaning, HAZMAT disposal, equipment repair)? • What are the different workforce challenges for on-site vs. off-site and full vs. part-time contractors to perform critical functions? • What essential operations might you need to maintain temporarily through external contract support (e.g., site and vehicle movement security, medical providers at truck stops)?
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ACTION	Identify policies and procedures to protect and sustain workers during a pandemic.
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✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Reduce demands on essential workers.	<ul style="list-style-type: none"> • Are there practical temporary options you can exploit to increase worker availability (e.g., extending shifts to 12 hours, adding overtime, and using other non-essential workers)? • Could you send non-essential staff home to reduce disease transmission at the workplace? • Have you considered the need for and conditions requiring more extreme measures, such as sequestering essential dispatch or distribution workers on-site? • Have you considered stockpiling emergency supplies such as food and water for workers who are “trapped” or sequestered at the worksite? • Will your State temporarily waive CDL certification to perform essential jobs temporarily? • In a crisis, will your State recognize another State’s operator’s CDL and certification (e.g., to allow qualified drivers to cross state lines and assist)? • Have you cross-trained workers to perform essential jobs temporarily in an emergency (e.g., HR specialists cross-trained to perform dispatcher duties)? • Could you employ off-site work options for part of your staff (e.g., schedulers)? • How will you ensure IT systems can support any increases in employees working offsite? • Should you enhance your worksite and vehicle (driver, passenger and cargo areas) cleaning procedures (www.osha.gov/Publications/influenza_pandemic.html)? • How do you fund the costs associated with stocking worker protection items such as masks and additional cleaning materials, and possibly, with appropriate medical oversight and support, antiviral medications? • What impacts will disease protection options such as PPE use have on worker productivity (e.g., can you use PPE when performing your heavy physical labor in warehouse movement and truck loading operations)? • Have you established a process to monitor and support ill employees and their families? • Have you considered closing non-critical common areas, such as break and lunch rooms? • Have you considered the need and your ability to practically separate staff (e.g., material handlers and drivers) during transfers of goods at shippers and regional distribution centers?
<input type="checkbox"/>	Temporarily augment essential worker ranks.	
<input type="checkbox"/>	Coordinate with officials on using non-licensed workers during a pandemic.	
<input type="checkbox"/>	Emphasize worker/workplace disease control/protection. See: www.pandemicflu.gov/plan/workplaceplanning/index.html .	
<input type="checkbox"/>	Determine the types of Personal Protective Equipment (PPE) that may be best for your various worker types and worksites. For information on suggested PPE use, see: www.osha.gov/Publications/influenza_pandemic.html .	
<input type="checkbox"/>	Consider, where practical, plans to have an increased number of employees work from a safer off-site location, such as their homes.	
<input type="checkbox"/>	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.	
<input type="checkbox"/>	Consider implementing a process to screen employees and visitors at the entrances to your critical facilities.	



ACTION Identify Human Resource (HR) and protective actions to sustain essential workforce.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Assess standard Highway and Motor Carrier business HR policies and procedures.	<ul style="list-style-type: none"> • Have you adapted existing and/or developed new sick leave policies to support ill workers and ill family members (www.pandemicflu.gov/plan/community/commitigation.html)? • Have you met with unions and other HR groups on implementing new policies temporarily? • Have you communicated with workers and their families about potential HR policy changes? • Have you identified possible actions to help reduce potential abuse of the leave policies you have adapted to account for the possible extended absences by employees? • Have you identified legal and business effects from employing emergency HR policies (e.g., costs associated with leave policies, essential vs. non-essential worker status)? • Have you considered relevant Federal, State, or local laws (e.g., Federal Medical Leave Act, www.dol.gov/esa/whd/fmla/) that govern extended emergency leave for employees?
<input type="checkbox"/>	Develop additional HR policies specific to pandemic response.	
<input type="checkbox"/>	Identify likely legal considerations that may arise from these new HR actions.	
<input type="checkbox"/>	Develop plans and procedures that provide support and assistance to employees' families.	
<input type="checkbox"/>	Provide regular communication to all staff on the latest pandemic recommendations.	

ESSENTIAL INTERDEPENDENCIES

When a pandemic 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 response and recovery, the Highway and Motor Carrier Sub-Sector must identify and be able to sustain its essential interdependencies within and across sectors. Interdependencies requiring advanced coordination include support from utilities, businesses, government agencies, as well as essential goods and services, including fuel, electricity, telecommunications, and first responders.

ACTION Identify the interdependent relationships and take actions to sustain this essential support.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Assess your sector and external cross-sector essential service support requirements.	<ul style="list-style-type: none"> • Within your sector, what other sub-sectors are you most reliant on for support and do you support (e.g., fuel tanker fleets, intermodal rail, vehicle towing and emergency repair, and emergency bridge and roadway repair and inclement weather response teams)? • What other sectors (e.g., Communications, Energy, Emergency Services, Food and Agriculture, and Water) are you most reliant on to sustain your essential operations and what have you done to enhance your support priority from these sectors' businesses? • What critical customers (e.g., healthcare facilities, energy companies) depend most on your transportation operations, and what should you do to prioritize support for them? • Can you reduce your business' risk and reliance on municipal and cross-sector support (e.g., collaborating with other similar businesses to establish a mutual support pact for equipment, supplies and workers)? • Are you part of your State and community's pandemic planning and preparedness process? • Have you integrated your pandemic plans with other sector and cross-sector plans? • Do you participate in public and private pandemic planning and response training exercises?
<input type="checkbox"/>	Assess the capability of Highway and Motor Carrier sector associations and government alert networks, as well as other informal mutual aid and assistance networks in order to reduce vulnerabilities.	
<input type="checkbox"/>	Collaborate with public/private partners, such as State/local health and emergency response authorities and first responders, who support and rely on you.	
<input type="checkbox"/>	Consider developing joint operational plans with service providers, suppliers, and customers.	



REGULATORY ISSUES

In response to a pandemic, the government may provide direct support in the form of vaccines, antiviral medications, and personal protection supplies for essential workers; priority and clearances for a business' supply deliveries; on-site public safety and physical security augmentation. Indirect support may come from governmental relief and waivers from sector-specific regulatory requirements. It is important to understand clearly that businesses should not rely on possible regulatory relief and/or waivers in their pandemic planning. Early discussions with regulatory officials can identify issues that may be appropriate to address before and during a pandemic.

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

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify regulations that, if temporarily modified, would reduce impacts on your critical functions, resources, and workers.	<ul style="list-style-type: none"> • Are there direct or indirect impacts on business operations that should be addressed by safety requirements (e.g., hours of service, and oversize/overweight regulations) or other response government actions (e.g., border and travel restrictions, enforcement of fuel price gouging)? • Are there temporary waivers to consider (e.g., ensure waivers are valid across all State/local lines, and issuance of International Registration Plan/International Fuel Tax Agreement allowing interstate travel without obtaining fuel and trip permits for each State)? • What temporary government actions (e.g., EPA/IRS and State waivers and exemptions for fuel taxes, restrictions on purchasing and using off-road diesel fuel for on-road vehicles) may help with business continuity and shortages in essential transportation supplies? • Are there potential temporary relief options specific to a pandemic scenario (e.g., temporarily waiving CDL certification; recognizing another State's CDL; authorizing drivers to operate on recently expired CDLs, HMEs, and other credentials after DMV/ credentialing offices are closed from pandemic impacts)? • What issues may arise from temporarily modifying safety/licensing procedures that business must plan to offset (e.g., insurance carrier restrictions, and greater monitoring by business of drivers who may be allowed to exceed hours of service)?
<input type="checkbox"/>	Identify government direct and indirect support options that may be necessary to ensure sustaining your business or sector.	
<input type="checkbox"/>	Coordinate possible direct and indirect support and specific regulatory constraints and relief options in advance with your appropriate Federal/State/local government officials.	
<input type="checkbox"/>	Communicate potential relief actions in advance to workers, supporting businesses, insurance carriers and customers.	

IMPACTS FROM COMMUNITY DISEASE MITIGATION STRATEGIES

To reduce impacts from a pandemic, Federal, State, local, and tribal 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 reduce the risk of infection and death, but they also will have potentially significant consequences for businesses. For more information on potential community mitigation strategies, please see CDC's *Community Mitigation Strategies* at www.pandemicflu.gov/plan/community/commmitigation.html, particularly Appendix 4 of this document, and Section 3 of the *CI/KR Pandemic Guide* at www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf.

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

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Calculate effects of Mitigation Strategies (www.pandemicflu.gov/plan/community/commmitigation.html) on your business, workers, and community.	<ul style="list-style-type: none"> • What impacts will the strategies have on worker absentee rates? For example, how will it affect your workers and their families if schools/childcare facilities close for weeks at a time?



<ul style="list-style-type: none"><input type="checkbox"/> Calculate effects of Mitigation Strategies (www.pandemicflu.gov/plan/community/commitigation.html) on your business, workers, and community.<input type="checkbox"/> Coordinate and determine the strategies your State/community may employ.<input type="checkbox"/> Discuss the potential impacts from strategies with your workers.<input type="checkbox"/> Familiarize yourself with your community's pandemic planning trigger points and the CDC's Pandemic Severity Index to determine the timing and use of mitigation interventions. For more information, see: www.pandemicflu.gov/plan/community/commitigation.html#IV.	<ul style="list-style-type: none">• What impacts will the strategies have on worker absentee rates? For example, how will it affect your workers and their families if schools/childcare facilities close for weeks?• What are the costs associated with expanding your 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 your workforce and your business if workers, especially independent drivers and workers from small businesses, are absent for prolonged periods?• What workplace social distancing measures (e.g., work-at-home options, split working/meal shifts, reduced non-essential travel, and physical separation throughout the worksite and at others' sites, like shippers distribution centers) can and should you implement?• Have you met with your local government and emergency response officials on timing of measures, alerts, and implementation and on the triggers for your operational response?• What are the potential demand changes for your business when schools and non-essential businesses close (e.g., curtailing charter bus operations significantly, along with normal truck distribution of various food and supplies to schools and other businesses)?• Do your pandemic plans integrate practical support options for worker families in order to directly and indirectly aid in decreasing worker absentee rates?
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For more useful pandemic preparedness information, including a PDF copy of the complete ***Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources*** as well as copies of all Sector-Specific Pandemic Guidelines, visit www.pandemic.gov or email your questions to dhspandemic@dhs.gov.