

PROCESS FOR DEVELOPING A PANDEMIC PREPAREDNESS PLAN

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I. Establish A Pandemic Preparedness Council

A. Members

1. Should include representatives from each business unit and significant department.
2. Legal counsel

B. Responsibilities

1. Develop a Pandemic Preparedness Plan and obtain necessary approvals.
2. Establish timetables for:
 - Development of plan components
 - Purchase of necessary items
 - Communications with internal and external parties
 - Training
 - Implementation
3. Determine triggers and implementation process.
4. Coordinate department plans with company-wide plans.
5. Plan communication strategy.
6. Coordinate training on plans.

II. Identify the Critical Functions of Each Department and the Processes, People, Property and Services Needed to Continue Performing those Critical Functions

A. Critical Functions

1. What are the critical functions that the department currently performs?
2. What are the non-critical functions that the department currently performs?

B. Processes

1. What changes need to be made to business processes in order to continue the critical functions during a pandemic?

C. People

1. Employees

- a. Determine what skill sets are needed to perform the critical functions.
- b. Determine how many individuals are needed to perform the critical functions.
- c. Determine which current employees possess the skill sets needed to perform the critical functions.
- d. Develop work teams and work schedules to ensure that the critical functions can be performed.
- e. Identify which employees will not be assigned to work teams and could be reassigned to perform other critical functions within the department or in other departments.
- f. Work with Human Resources and legal counsel to develop new HR Pandemic Policies (or amend existing policies) to address workforce plan.

2. Management

- a. Determine what management is needed to oversee performance of the critical functions.
- b. Determine a backup plan for management approval.

3. Contractors

- a. Determine how leased employees and independent contractors should be treated.

D. Property

1. Facilities

- a. Where will the critical functions be performed?
 - Reduced number of facilities

- Telecommuting
 - Sequestering
- b. Determine whether special security or screening is needed with respect to those facilities.
- c. Which facilities can be closed or reallocated for other critical purposes?

2. Tools and Equipment

- a. Determine what tools and equipment are needed to perform the critical functions.
- i. Tools and equipment regularly required to perform job.
 - ii. Additional tools and equipment required to address specific pandemic issues.
- b. Determine how supplies of tools and equipment can be ensured during the pandemic.
- c. Determine how maintenance of tools and equipment can be ensured during the pandemic.

3. Supplies

- a. Determine what supplies will be needed to perform the critical functions.
- Regularly-needed supplies
 - Pandemic-specific supplies
 - Supplies needed to enable employees to work from home or alternate facilities.
- b. Determine what steps need to be taken to ensure that the company can continue to obtain the supplies necessary to continue critical functions.

E. Services

1. Internal (Provided by Other Departments Within the Company)

- a. Determine what services/support the department will need from other service departments, such as:
- Information Technology
 - Human Resources
 - Finance and Accounting

- Procurement / Supply Chain
- Legal / Compliance
- Marketing
- Facilities / Security

2. External Service Providers

- a. Determine what external services the department will need from external service providers to continue the critical functions.
- b. Determine what steps need to be taken to ensure that the company can continue to obtain the services necessary to continue critical functions.
 - Amend contract language or develop new memorandum of agreement
 - Require a copy of their pandemic plan.

III. Develop Plans for Addressing Company-Wide Issues

A. Human Resources

1. Develop consistent approach to compensation and benefits during a pandemic.
2. Develop policies to implement departmental workforce plans.
3. Address safe and healthy work practices.
4. Coordinate with third-party benefits service providers.

B. Facilities

1. Develop plans for controlling access to Company properties.
2. Develop plan for cleaning during a pandemic.

C. Pandemic Supplies

1. Develop plan for obtaining and distributing necessary pandemic supplies (such as masks and hand sanitizers).

D. Information Technology

1. Ensure that there is sufficient equipment and telecommunications capability for the telecommuting plans of various departments.

IV. Develop Plans for Interacting with Customers During A Pandemic

A. Serving Customers' Needs

1. Try to anticipate customers' needs during a pandemic – will they be greater (e.g. core infrastructure) or less (e.g. entities which will likely close or curtail operations)
2. Determine what is needed to ensure continuation of essential services to customers.
3. Identify needs for backups on all matters during a pandemic.
4. Determine what communication needs to be made with customers concerning the company's pandemic planning process.

B. Getting Paid by Customers

1. Determine what can be done to ensure that customers (especially key customers) continue to pay their bills or invoices.
2. Ensure that billing and collections process is streamlined and has backups to make sure it can continue during a pandemic.
3. Try to anticipate clients whose ability/willingness to pay will be curtailed and plan for reduction in income.

V. Develop Plan for Addressing Regulatory Issues

- A. Determine how the Company can continue to comply with legal and regulatory requirements during a pandemic.
- B. Consider what relief may be required from regulatory requirements during a pandemic.

VI. Coordinate with Appropriate Health Agencies

VII. Financial Planning

- A. Consider what to do if income is severely curtailed due to:
 - Reduction in sale of goods or services
 - Customers who cannot/will not pay
 - Overall crisis in the economy
- B. Determine what steps can be taken now to prepare for that situation (e.g. reserves, conservative budget).