



**Subject: Update regarding Aramark response to Coronavirus concerns**

Dear Dr. Ershela Sims & Brock Heron,

Aramark is dedicated to protecting the safety and well-being of our students, guests and employees. As a valued partner with SCGSSM, I want to assure you that we are prepared to respond appropriately during a health crisis like the one that is rapidly-evolving with Coronavirus (COVID-19).

As a part of Aramark's business continuity strategy, we have a Global Pandemic Plan, which is a living document updated on a regular basis by a core team of our senior leadership. The Plan is in place to assist our corporate personnel and our front-line managers in planning for and responding to a critical situation. In addition, we provide our local leadership with guidelines and a template to assist in developing a site-specific Pandemic Plan.

A site-specific Aramark Point of Contact (POC) will be established for your organization. [Frances Illesley] The POC will work with you in the development, exercise, and execution of the Pandemic Plan, which is intended to complement your organization's disaster recovery plan.

The POC will consider multiple factors, such as:

- how does our Pandemic Plan need to align with your disaster recovery plans;
- what strategies may be executed to minimize impact to our critical services;
- what business continuity issues need to be addressed, such as identifying critical employees for delivering services, and preparing for potential disruptions to our supply chain; and
- what regulatory and other industry-specific considerations are necessary.

In addition, our local leadership is available to discuss new or altered services, if any, that can support your operations.

Once the site-specific Pandemic Plan is established, the POC will also continue to oversee the education and training of Aramark employees on the COVID-19 threat, including but not limited to the current status of the outbreak, virus symptoms, recommended travel restrictions, and most importantly precautions to be taken from a hygiene perspective to protect themselves, their families, and everyone in your facilities.

Aramark is prepared to work with your team and shares your vigilance to address any and all issues associated with the outbreak of the Coronavirus. If you have any questions or concerns that you would like to discuss, I welcome the opportunity to speak with you further.

Sincerely,

Jeff Gilliam  
President, Aramark Higher Education  
gilliam-jeff@aramark.com

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*This pandemic plan provides general guidance for an Aramark response to the threat of pandemic coronavirus COVID-19. The guidance is based on the information available at the time of publication of this pandemic plan, and may be subject to change as additional information becomes available.*

## INTRODUCTION

This document is an outline for Aramark’s primary pandemic management strategies. It provides resources and guidance on recommended actions. It also provides guidance on developing a full “Business Continuity Plan”.

The guidance in this document will be updated as new information is received. These updates will include the latest guidance from regulatory agencies and our strategic partners.

## PRIMARY RESOURCES

Specific Coronavirus questions can be sent to:	<a href="mailto:coronavirusquestions@aramark.com">coronavirusquestions@aramark.com</a>
Aramark’s dedicated Coronavirus web resources:	<a href="#">Aramark Coronavirus resources</a>
Center for Disease Control (CDC) virus website:	<a href="#">CDC - Coronavirus</a>
Supply Chain Coronavirus update:	<a href="#">Supply Chain Coronavirus</a>
Supply Chain Distribution Managers map:	<a href="#">Supply Chain RDMs</a>
Safety & Risk Coronavirus resources:	<a href="#">Safety &amp; Risk Coronavirus</a>
Safety & Risk Contacts:	<a href="#">Safety &amp; Risk Contacts</a>
LOB Point of Contact (POC):	culver-chris@aramark.com
Region Point of Contact (POC):	vandenberg-david@aramark.com
District Point of Contact (POC):	raiger-david@aramark.com
Account Point of Contact (POC):	ilsley-frances@aramark.com
Client Point of Contact (POC):	bheron@gssm.k12.sc.us

## COORDINATION & RESPONSIBILITIES

### ARAMARK RESPONSE COMMITTEE (ARC)

The Aramark Response Committee (ARC) leads the strategy and coordination of all Coronavirus activities for the global organization. Their responsibilities are:

- Coordinate Aramark response to the outbreak, protecting the health and safety of our employees, clients, customers, and the public
- Monitor the impact of the outbreak
- Monitor the global situation, adopting best practice from experts (CDC, WHO, etc.)
- Proactively develop plans so we are prepared should the situation escalate

**ARC representation** includes Human Resources, Operations/OpX, Safety, Risk Management, Finance, Global Security, Legal/Compliance, Communications, and Supply Chain.

### BUSINESS UNIT TASK FORCE

Each Line of Business President has activated a Business Unit Task Force to lead the Coronavirus communication, prevention, planning, and response activities within their business. Their responsibilities are:

- Ensure Pandemic Plans address the specific needs of the business unit, its employees, clients, and customers
- Represent the business in identifying critical needs for the ARC to address
- Cascade information to the business, collect feedback, and coordinate all site level needs

The Higher Education Business Unit Task Force Leader is Chris Culver.

### POINTS OF CONTACT (POC)

Primary points of contact have been created at the LOB, Region, District and Account Levels to ensure alignment of strategies and resources.

The Account level POC, generally the Front Line Manager, is primarily responsible for running their business based on client needs and executing the Pandemic Plan. Their responsibilities are:

- Become familiar with the Pandemic Plan and other resources published to <https://www.aramark.net/coronavirus>
- Customize the Pandemic Plan as needed to address specific client needs, including any client business continuity plan
- Stay up to date on new guidance disseminated by the ARC and LOB Taskforce
- Ensure existing SOPs are followed, in addition to the site-specific Pandemic Plan actions.

## PANDEMIC PLAN OVERVIEW

This Pandemic Plan is organized by categories of escalation – with appropriate activities targeted for each level of Coronavirus threat.

- **Level One – Lowest threat level**
  - *i.e., no current suspected cases*
  - Enhanced emphasis on hygiene and sanitation
- **Level Two – Imminent threat level**
  - *i.e., confirmed cases in nearby areas, or suspected cases in the facilities we operate in*
  - Virus spread mitigation activities
- **Level Three – Highest threat level**
  - *i.e., confirmed cases in the facilities we operate in*
  - Active quarantine infection situations

Information is also included to address business continuity planning in the areas of Supply Chain and Staffing.

This plan is not designed to be all comprehensive or to address every possible scenario. Individual site customization is encouraged to ensure that all client and customer needs are addressed.

## LEVEL ONE ACTIVITIES – ENHANCED EMPHASIS ON HYGIENE & SANITATION

The activities in the section below are intended to enhance Aramark's rigorous hygiene and sanitation standards as an extra level of security against virus transmission. These processes align with the CDC's guidance for virus control to date.

### L1: EMPHASIZE / RETRAIN HYGIENE STANDARDS

#### Associate Health

Associates who are experiencing any symptoms of respiratory illness are not permitted to work.

Symptoms to watch for include:

- Persistent cough and/or sneezing
- Fever
- Shortness of breath or breathing difficulties

Associate Health Resources: [Associate Health Quick Standard](#) & [Associate Illness Log](#)

Employees must notify management if they believe they may have been in contact with an infected individual or if they have traveled to a country with significant Covid-19 cases (see [CDC list](#))

#### Hand Hygiene

Hand hygiene is the most important tactic to prevent infection. Focus on reinforcing:

- Proper handwashing
- Avoiding touching mouth, nose and eyes
- Use of hand sanitizer
- Until the Coronavirus threat has passed, we are requiring all employees performing food service duties to wash their hands every ~15 minutes; recommending that each site utilize a timer to help reinforce this expectation.

Hand Hygiene Resources: [CDC - Handwashing: Clean Hands Save Lives](#), [Aramark - Washing Hands & Arms SAFE Brief](#), [Aramark - Hand Washing Poster](#)

#### Respiratory Hygiene

Respiratory hygiene standards must also be strictly adhered to and enforced.

- Cover mouth with clean tissue when coughing or sneezing. Dispose of tissue immediately.
- When tissues are not available, cough into bend of elbow. Not hands.

Respiratory Hygiene resources: [Respiratory Infections: Associate Hygiene](#), [Respiratory Infections: Workplace Hygiene](#)

Hygiene standards should be reinforced with your associates on a weekly, if not daily, basis. Post these work aids in visible locations (e.g., near bulletin board, time clocks)

## L1: INCREASED CLEANING FREQUENCY OF HIGH-TOUCH AREAS (FOOD SERVICE)

To further reduce the risk of spreading germs, cleaning schedules will be adjusted to increase the frequency of cleaning high-touch areas. This includes both the back of house and front of house areas. Coordination between Aramark and Facilities resources must be aligned to ensure full facility coverage.

High touch areas include:

- Doorknobs, push bars, and adjacent areas around entrances and exits
- Napkin & utensil dispensers
- Touch screens
- Countertops, tabletops and chairs
- Hand rails
- Condiment stands
- Dish drop areas
- Phones, computers, i-pads, etc.

Each location should create an individual list of potential high-touch areas and adjust the cleaning schedules and frequency accordingly. Use an Aramark approved disinfectant on all hard surfaces. Your current, primary daily disinfectant (e.g., Diversey Quat) is sufficient for this activity.

## L1: INCREASED FREQUENCY OF UTENSIL/PAN ROTATION (FOOD SERVICE)

Service utensils (tongs, spoons, spoodles, etc.) at self-serve stations should be considered high-touch surfaces and changed out every hour to prevent cross contamination. Until the Coronavirus threat has passed, all self-service utensils should be rotated and washed every ~20 minutes.

Dining utensils (knives, forks and spoons) are also high touch areas. Utensils should be stored in smaller numbers with holding vessels rotating out frequently.

Service pans should be changed out and washed frequently.

## L1: INCREASED TRAINING AND AUDITS OF ALL HYGIENE STANDARDS

Daily training on Pandemic Plan hygiene standards should be included in all pre-service meetings. Contingent (temporary) labor and visiting support staff must be trained on all standards before working in the facility.

Managers and supervisors must conduct hygiene spot-check audits a minimum of 3 times per day.

All Guest Restaurants must adhere to these elevated standards or may be asked to discontinue service. Share these elevated standards with them and ensure their acknowledgement of the standards immediately.

## L1: INCREASED MONITORING OF DISHWASHING PROCEDURES (FOOD SERVICE)

An improperly working dish machine can spread disease. To prevent this, follow Aramark's Cleaning and Sanitation standards.

On a daily basis, confirm that dish machines and three compartment sink are properly working/set up, reaching correct temperatures, have correct quantities of detergent/sanitizer by testing and checking logs, ensure corrective actions are being taken if standard is not met.

Here is an additional resource: [Cleaning & Sanitation Quick Standard](#)

## L1: ADDITIONAL MONITORING OF HYGIENE STANDARDS (FACILITIES)

In addition to training on hygiene standards, your managers and supervisors should commit to active monitoring and coaching to reinforce the hygiene standards.

Commit to a formal walkthrough no less than three times during all shifts, delivering feedback (positive and constructive) during each walkthrough. Use the following spot check techniques:

- Ensure there is No Food on Custodial Cart
- Gloves Worn during all Cleaning Times
  - Gloves are Changed Between Each Room
- Wash Hands
  - Before and After Breaks
  - Before and After Lunch
  - End of Day
- Uniform Changes
  - In the Morning before Shift
  - End of Day before leaving the facility

## L1: PERSONAL RE-FILLABLE CUPS (FOOD SERVICE)

Until the Coronavirus threat has passed, we are discontinuing the use of personal re-fillable cups in all of our facilities. This applies to soda fountains, coffee shops, and any other areas where cross contamination may occur. If your facility currently allows personal re-fillable cups, post signage near points of use reinforcing this, and work with your client to determine if a broad announcement is appropriate.

## L1: PREVENTATIVE / PROACTIVE CLEANING PROCEDURES (FACILITIES)

We recognize that many clients will request additional cleaning activities during these concerning times. You are encouraged to work closely with your client to identify increased tasks, frequencies, and alternative cleaning products. Additional charges may apply.

Additional considerations may include:

- Use of Oxivir TB Wipes on High Touch Areas
- Increased frequency of cleaning High Touch Areas
- Increased frequency of cleaning restrooms, locker rooms, and shower rooms
- Additional Personal Protective Equipment

## LEVEL TWO ACTIVITIES – IMMEDIATE THREAT MITIGATION OPTIONS

This section identifies actions that can potentially be implemented when the threat of virus transmission increases at a particular location (diagnosed infections in the close vicinity).

### L2: REDUCE PERSON TO PERSON CONTACT (FOOD SERVICE)

#### Change Service Styles

- Eliminate MTO stations and self-serve stations to minimize chances of cross contamination
- Convert to pre-portioned product served individually on plates

#### Close/Minimize Communal Seating Areas

- Eliminate/minimize use of communal seating areas to reduce extended close contact between potentially infected people

#### Social Distancing

- Modify the frequency and type of face-to-face employee encounters (e.g., no hand-shaking, substituting teleconferences for face-to-face meetings, staggering breaks, posting infection control guidelines)
- Promote social distancing between employees and customers to maintain six-foot spatial separation between individuals

### L2: REDUCE CONTAMINATION POINTS (FOOD SERVICE)

#### Convert from China & Silver to all Disposable Wares

- Eliminate use of all re-usable plates, silverware and glassware
- Convert to disposable single-use plates and cups
- Convert flatware to wrapped packets or deploy plastic utensil dispensers.

#### Soft Surface Reductions

- Eliminate 'soft seating' (fabric couches and chairs) that are harder to maintain from a high touch disinfecting strategy. Utilize hard surface furniture that can be effectively disinfected frequently.
- Eliminate all items that cannot be easily disinfected – fabrics, baskets, cloth displays, table cloths, etc.

#### High-Touch Area Cleaning

- You are already performing increased frequency of cleaning for high-touch areas (which is a Level 1 activity)
- In addition to this, you should use Oxivir for cleaning of non-food contact surfaces that are also high-touch areas.
- You will be "force-shipped" containers of Oxivir wipes as an initial supply, and will be required to re-order based on your needs.

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## L2: ELIMINATE GUEST RESTAURANTS (FOOD SERVICE)

In a “Level 2” situation, all guest restaurant operations should be suspended.

## L2: CONFIRM ARAMARK ASSOCIATE HEALTH PRIOR TO THEIR SHIFT

Perform individual confirmation of associate health prior to starting their shift.

These measures may include:

- Standard observation of illness, as you would during normal operation
  - o Coughing, sneezing, wheezing, sweating, shivering
  - o Use these aids to help make the determination: [Associate Health Quick Standard](#) and [Associate Illness Log](#)
- Asking associates standard questions to confirm the absence or risk factors/symptoms:
  - o Are you experiencing fever, cough, or shortness of breath?
  - o Do you believe you have come into contact with an infected individual?
  - o Have you traveled to a country with significant COVID-19 cases (see [CDC list](#)) or have you had contact with someone who has?
- *If an associate answers one of these questions affirmatively, or is visibly ill, you should:*
  - o Tell the associate not to report to work or send him or her home;
  - o Seek guidance from Human Resources for next steps; and
  - o Report the situation to [coronavirusquestions@aramark.com](mailto:coronavirusquestions@aramark.com) or the Aramark Employee Hotline.

These measures may NOT include:

- Taking an employee’s temperature or performing any other medical examination;
  - o If a client requests that we perform temperature screening on employees, report the situation to [coronavirusquestions@aramark.com](mailto:coronavirusquestions@aramark.com) or the Aramark Employee Hotline for further guidance
- Requiring employees who do not display COVID-19 symptoms and are not subject to any risk factors to seek testing/provide medical documentation that they are free from illness
- Excluding employees from work on an ongoing basis without first engaging Human Resources (and Labor Relations, where the employee belongs to a union)

**If you begin this practice, it must be applied consistently and evenly across all staff, without regard to ethnicity, race, national origin, or any other protected characteristic.**

## L2: EMPLOYEE EXCLUSION PROCEDURES

In a “Level 2” situation, it is likely you will need to Excluding an Associate from work on an ongoing basis; this is a decision that must be made with the support of Human Resources. If you identify an associate who has risk factors for COVID-19, is displaying symptoms of COVID-19, or who believes that he or she may be infected or has been exposed, you must:

- send the associate home immediately;
- seek guidance from Human Resources for next steps on dealing with the affected associate; and
- report the situation to coronavirusquestions@aramark.com or the Aramark Employee Hotline.

Human Resources will assist you with navigating through multiple issues, including:

- whether the employee should be excluded from the workplace and for how long;
- whether the employee can work from home during the exclusion period;
- whether/how the employee should be paid during the exclusion period;
- whether the employee can (or must) use vacation or PTO time while he or she is out;
- whether Labor Relations needs to be involved in the decision-making process; and
- what documentation is required before the associate is permitted to return to work.

The Associate should maintain contact with the Account or Location Manager and inform of any change in condition. Coordination for any Remote Work Assignments and any pay options will be with the supervisor and HR Partner.

## L2: CLEANING WITH CONFIRMED COVID IN COMMUNITY (FACILITIES)

When a Coronavirus outbreak is identified in the community, the following modified SpaceCare QL procedures should be followed:

**Ensure you have the following products on hand:**

- Oxivir TB Wipes
- Virix II 256
- Gloves
- Goggles

**Procedure – Daily Process for Offices:**

- 5x per Week: Utilize Oxivir TB Wipes
  - Wipe down High Touch areas 2x a day
    - [SpaceCare QL: High Touch Checklist - General and Restroom](#)
      - Door Handle
      - Desk top / Tables
      - Telephone
      - Chair Rails
      - File Handles
      - Hand Rails
  - Wipe down Trash Container 1x a day

## Procedure – Daily Process for Classrooms:

- 5x per Week: Oxivir TB Wipes – High Touch cleaned 2x a day plus desks  
[SpaceCare QL: High Touch Checklist - General and Restroom](#)
  - Trash Container
  - Handles inside and out
  - Light switched
  - Desk tops - fully
  - Teachers Desk – fully
  - Chalk Board Rails
  - Sinks
  - Drinking Fountains
  - Hand Rails
  - Pencil Sharpeners

## Procedure – Daily Cleaning Procedure for Restrooms:

- Follow the SpaceCare QL Restroom Procedures utilizing Oxivir TB Wipes.
- Floor will be cleaned with Virex II 256.
- In addition to standard SpaceCare QL Restroom procedures:  
[SpaceCare QL: High Touch Checklist - General and Restroom](#)
  - 4x per day with Oxivir TB Wipes:  
Start of Day
    - + 2 hours: High Touch
    - + 4 hours: High Touch
    - + 6 hours: High Touch
    - End of Day – Final Clean Procedure

## Restroom Cleaning Utilizing Kaivac

Follow standard daily Kaivac utilizing Virex II 256

- In addition to utilizing Kaivac with Virex II 256  
3x per day – Oxivir TB Wipes High Touch Areas  
[SpaceCare QL: High Touch Checklist - General and Restroom](#)
  - Dispensers
  - Hand dryers
  - Faucets
  - Sinks
  - Under Sinks
  - Door Handles
  - Light Switch

## End of Shift Procedures

- Cart Maintenance - Wipe down cart and tools with Oxivir TB Wipes

- It is recommend employees bring a change of clothes to wear to and from work. Leave your uniform at the facility.

### Staffing

If staff is limited, supplement additional day portering with increased employees, or consider reducing the following procedures:

- Floors
- Windows
- High Dusting
- Project Work

## LEVEL THREE ACTIVITIES – ACTIVE QUARANTINE/INFECTION SITUATIONS

This section identifies actions to be implemented when there is an active quarantine and/or infection situation onsite.

### L3: DELIVERING FOOD TO QUARANTINED INDIVIDUALS (FOOD SERVICE)

Aramark accounts may need to prepare food for quarantined individuals. Prior to performing this service:

- Select & train employees who will be involved in the preparation/delivery of quarantine meals.
- Collect dietary restrictions for each quarantined individual through a designated means. This information must not be collected by Aramark directly and in-person from the quarantined individual(s). Any information collected shall remain confidential.

A cycle menu of items conducive to delivery will be developed

- Some meals should be based on non-perishable food items to limit the number of deliveries (peanut butter, crackers, trail mix, dried fruits, granola bars, etc.)
- Beverages should include packaged items (bottled water) as well as fluids with electrolytes (Pedialyte, Gatorade, etc.)
- Include disinfectant wipes with quarantine meals

When preparing meals for delivery you will need to

- Use the collected dietary restriction information to ensure the meal being prepared meets the requested requirements/restrictions by the quarantined individuals
- Label each meal with the individual's delivery location, initials, and dietary restriction information
  - **Confidentiality Note:** Please use initials and not the individual's full name on the container
- Do not prepare the meal more than two hours in advance of when it is to be delivered; follow current catering protocol for maintaining proper temperature prior to and during delivery
- Hand off the meal to the designated location or client person (or 3<sup>rd</sup> party that client designates) doing the final stage of delivery. Aramark will not be responsible for the final delivery of the meal to any infected individual and/or quarantined area. Under no circumstances should Aramark associates be delivering meals directly to an infected individual or quarantined area.

**Review and use the Aramark Policy for Quarantine Meal Delivery:** [See Delivery Policy](#)

**Legal Authorities for Isolation and Quarantine Resource:** [CDC Isolation & Quarantine](#)

## L3: DECONTAMINATION / REMEDIATION

If your client site has a confirmed COVID-19 case:

- Remediation/disinfecting under these circumstances is outside the scope of our contracts
- It requires a higher level of training, equipment, protection and products that need to be considered; there are also regulatory implications
- While Aramark does not perform these services, we have a list of preferred partners who are experts in this area that we can recommend
- Any contractual/financial arrangement should be between the client and the preferred partner
- Prepare for potential business interruption and how/if to address with the client

For environments that have become compromised and require specialized treatment, we have a relationship with Rolyn. For assistance from Rolyn, please call the 24/ Emergency Number: (800)808-1553. In Canada? Call (301)468-1883. For more information, please visit: [www.rolyn.us](http://www.rolyn.us)

### Rolyn

**Infection Prevention and Control Remediation**  
Available in the continental US, Hawaii and Canada

If your facility has been affected, [Rolyn](http://www.rolyn.us), an Avendra partner, is able to provide decontamination services to destroy the virus using state-of-the-art technology.

[Rolyn's](http://www.rolyn.us) national rapid response environmental team is specially trained and equipped to respond to any biohazard event, including COVID-19 causing coronavirus. [Rolyn](http://www.rolyn.us) maintains stocked response trailers and can mobilize immediately.

If you have a suspected case, immediately report it to the CDC Hotline: 800-CDC-INFO or (800)-232-4636.



**Infection Prevention Solutions**

- Fast decontamination of large facilities
- Short dwell time (30 seconds or less)
- 100% biodegradable, no carcinogens or poisonous residuals
- Environmentally friendly
- Safe for sensitive equipment

**Technology**

Safe-to-use activated hydrogen peroxide and/or chlorine dioxide.

**Efficacy**

Decontaminate against Coronavirus, MRSA, HIV-1, Hepatitis B, Hepatitis C, Ebola, MERS, CRE, E. coli, Norovirus, H1N1, Legionella pneumophilia, Salmonella, Listeria, mold, mildew, and more.

For assistance from [Rolyn](http://www.rolyn.us), please call the 24/7 Emergency Number: (800) 808-1553. In Canada? Call (301) 468-1883. For more information, please visit [www.rolyn.us](http://www.rolyn.us).

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## BUSINESS CONTINUITY PLANNING

### SUPPLY CHAIN

#### Supply Chain Emergency Response Protocols

- Supplier and distributor partners are required to have contingency/emergency preparedness plans in place.
- Supply Chain helps coordinate emergency supplies and escalates critical needs.
- Shelters, first responder locations, Healthcare, Educational, and Correctional facilities are prioritized.
- Supply Chain gathers contingency updates from all supplier and distributor partners:
  - Provides email updates with emergency resources to LOB leadership for cascading to the field.
  - Depending on severity and impact, hosts conference calls with Sysco leadership, OPCOs, and Aramark LOB leadership.
  - LOB presidents are provided regular updates related to operational impact.
  - Supplier and distributor partners are required to communicate directly with affected locations.

#### Emergency Inventories

- It is recommended that accounts maximize available storage facilities to hold supplies in case of emergency disruption is service – bottled water, non-perishable foods and snacks
- A minimum 5-7 supply of food should be targeted.

#### Shelf Stable Meals

- For those accounts that wish to hold emergency stores of longer term shelf stable items, such as ready to eat meals, we are recommending the following options:
  - Ex Plus – 3-4 year shelf life; self-heating
  - aPack – 3-4 year shelf life (if stored at room temp), self-heating
- If you wish to place a large order, please contact your Director of Distribution

#### Local Vendors

- Identify alternative products from Sysco to replace items normally sourced through small-business local vendors who might be more prone to service disruptions.

#### Protective Masks

- The CDC does not recommend the use of protective masks for healthy individuals.
- Facemasks should be used by people who show symptoms of COVID-19 to help prevent the spread of the disease to others. The use of facemasks is also crucial for [health workers](#) and [people who are taking care of someone in close settings](#) (at home or in a health care facility).

## STAFFING NEEDS & SCENARIOS

Contingency plans for variability in staff availability are necessary to ensure service continuity.

### Transportation

- Develop a transportation plan for staff in case of disruption to public transportation systems (subways, buses, trains, etc.)
  - Identify employees who drive and offer incentives to encourage carpooling
  - Adjust schedules so employees who live in close proximity can commute together
  - Look into renting a vehicle to assist with employee transport
    - Note that some vehicle sizes require a DOT certified driver

### Staffing Accessibility

- Contingent staffing may be utilized. Ensure the staffing provider understands and follows the requirements in the Pandemic Plan
- Cross-utilize office and support staff for service roles as need
- Coordinate with Aramark accounts from other LOBs in the area to share resources
- Alter service based on available staff (close stations, reduce hours, close locations, simplify menus, convert to grab and go (or in an emergency, MREs)
- Partner with client organization to determine availability of housing for employees willing/needed to stay overnight or for extended periods

## CRITICAL SERVICES

Identify critical activities (i.e. key elements of your business that must be maintained)

Review the likely impact of a pandemic on your clients' requirements, for example, increased demand for hygiene & cleaning products and services, reduced service demand due to absenteeism among client workforce.

Determine the extent to which your business could operate in a pandemic event and what service modifications would be required, for example, reduced or non-availability of supplies/ services, high absenteeism.

Utilize the [COVID-19 Pandemic Planning Checklist](#)

## FINANCIAL IMPACT & OTHER RECORD KEEPING

The comptroller or other Aramark employees responsible for the financial reporting shall complete the financial forecasting smartsheet provided to you by your Finance leadership. Such report shall be updated and shared with regional leadership on a weekly basis (or as otherwise agreed to by your RFD). The fields in the smartsheet may require assessment on potential service interruption/cancellation or postponement. To the extent you have questions about forecasting these events or understanding the terms of the contract as it relates to these events, please reach out to your RFD.