

Pandemic Planning, Response, and Business Continuity Plan

Updated August 25, 2009



Pandemic Planning Group

Student Health Center
Environmental Health and Safety
University Police
Student Housing
Academic Personnel Services
Human Resources
Risk Management
Business Services
Marketing and Communications
Facilities Planning
Department of Nursing

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HUMBOLDT STATE UNIVERSITY

Office of the President

August, 2009

Letter of Promulgation

To the members of HSU's Emergency Management Organization:

Humboldt State University is committed to thoroughly preparing and professionally responding to emergencies or disasters. We are mandated to do so by the Trustees and policies of the CSU system. Therefore, it is important that we have specific plans for foreseeable emergencies, such as a pandemic situation.

This plan, originally drafted in 2006 and updated this year, has already proven its worth as an important guide for our Emergency Management Organization during our response to the H1N1 novel virus "swine" flu that we experienced this spring. We have used the experience of that event to draft and implement important updates to this plan.

As a designated member of Humboldt State's Emergency Management Organization, you have significant responsibility to establish and maintain your current training and knowledge in emergency management principles, policies, and procedures, such as this plan.

Please take some time to review the plan so that you can use it effectively to prepare for, and respond to, our next pandemic situation.

Thanks for your commitment to preparing for emergencies, and for your service as part of the HSU Emergency Management Organization.

Sincerely,

[signature]

Rollin C. Richmond
President

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GLOSSARY OF ACRONYMS

CDC	Center for Disease Control
CDPH	County Department of Public Health
CO	Chancellor's Office
CSU	California State University
DOC	Department Operations Centers
EMO	Emergency Management Organization
EOC	Emergency Operations Center
HSU	Humboldt State University
IAP	Incident Action Plan
ICS	Incident Command System
ILI	Influenza-Like Illness
NIMS	National Incident Management System
PIO	Public Information Officer
PPE	Personal Protective Equipment
SEMS	Standardized Emergency Management System
TNS	Telecommunications & Network Services
WHO	World Health Organization

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Executive Summary

A *pandemic* is an epidemic of infectious disease that spreads around the world, meeting the following three conditions:

- It causes serious illness in humans;
- Few humans have immunity to the illness;
- The disease spreads easily from person to person.

It is expected that a pandemic will have world-wide impact with an unpredictable time line, comprising multiple events or waves and spreading quickly from one urban area to another. Major disruptions are likely for health care, transportation, education, suppliers and other public services. Our physical facilities will not be damaged, but will need constant, vigilant attention to maintain operation. The focus of this *Pandemic Planning, Response, and Business Continuity Plan* is to prepare Humboldt State University to respond to a pandemic, preserve instruction and essential services to the extent feasible and return to normal operations as quickly as possible.

The degree of impact that an influenza pandemic would have on the campus community and operations is a function of the biological character of the virus, e.g., level of virulence/transmissibility, the vulnerability of our population, the timing of outbreak with regards to the academic calendar, the efficacy of infection control education and methods, and the ability to manage high absenteeism rates and employ creative alternate means of instruction. Based on historical influenza episodes, the campus could experience significant absenteeism among employees and students and suffer fatalities among both populations.

In addition to high absenteeism, there will be an increased need of and drain on pandemic-related supplies such as protective masks/respirators, eye protection, gloves, gowns for at-risk employee populations, hand sanitizer, custodial cleaning/sanitizing supplies, etc. The interruption of manufacturing and distribution processes will necessitate some pre-purchasing and create the possibility of shortages later on during a pandemic phase.

The consequence of a pandemic disease hitting the campus does constitute an emergency and as such warrants the integration of planning and response activities into the university's existing emergency management structure. This plan does not attempt to recreate the wheel. There have already been significant accomplishments at the federal, state, local, and university levels in the area of emergency/disaster management and organizational systems such as the Incident Command System (ICS), California's Standardized Emergency Management System (SEMS), and the federally-mandated National Incident Management System (NIMS). Drawing on these models, Humboldt State University already has plans and systems for the successful campus-

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wide management of an earthquake or similar disaster. We are now using these models, approaches, and organizational structures in the development of this *Pandemic Planning, Response, and Business Continuity Plan*. The intent is to follow, whenever possible, the principles of ICS, SEMS, and NIMS. The organizational and management strengths of these systems, as well as ongoing related emergency/disaster management training at HSU, will greatly enhance the campus leadership's ability to effectively manage the response to a pandemic. The Appendices contain the Emergency Management Organization ICS Chart – Pandemic Model, the Emergency Management Roster, the Pandemic Phases chronology, and the Pandemic Management Matrix. These lay out the planning and response functions of units within the emergency management plan structure over the chronological cycle of a pandemic.

The planning and response elements include:

1. Completion of risk identification and impact analysis: Under the direction of their respective division vice presidents, individual departments will need to determine what activities within their department would be at risk, mostly due to high absenteeism, and how that impact would hamper their ability to deliver instruction and/or other services.
2. Identification of essential/core services: As a part of the impact analysis, departments identify essential/core services or functions and the corresponding minimum required staffing to provide those services/functions.
3. Development of departmental contingency/action plans: Departments then must identify means by which they can adapt to reduced staffing, employing creative and alternate means to preserve to the extent feasible instruction and essential services. This information should be updated as necessary, and especially when a pandemic appears likely, and forwarded to the Emergency Management Organization for response planning purposes. Examples of developed departmental plans include the *HSU Housing Pandemic Plan* and the *HSU Student Health Center Pandemic Plan*.
4. Importance of attention to HSU students: This plan recognizes that: the majority of HSU's matriculated students have come from families and homes that are hundreds of miles away; that the majority of HSU students do not have personal health care practitioners locally; and that the North Coast lacks the medical resources to care for most of our students should a large number of them become ill. These realities, coupled with the University's student-centered focus, result in a planned approach that matriculated HSU students will be an important group to receive attention.
5. Reference to Official Pandemic Phase and Severity Information: This plan relies on key official sources of information such as the Centers for Disease Control (CDC), the World Health Organization (WHO), and the Humboldt County Department of Public Health (CDPH) to identify the chronological phase of each

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pandemic, and to provide informed perspectives on the severity and transmittability of the disease, and other factors. The use of chronological phases provides a framework to identify which activities should be undertaken at what point in the evolution of the pandemic. The suggested activities are described in the Pandemic Management Matrix. The use of government-created severity indexes may be useful in making decisions about the specific mitigation strategies and scope of response; however, it should be noted that severity can vary greatly from region to region, based on a number of factors.

6. Response: When a pandemic situation develops, the Emergency Management Organization (EMO) should activate and plan a series of specific responses. They should be drafted and approved as a series of sequential **Incident Action Plans** (IAP's), consistent with SEMS/NIMS principles. Because every pandemic situation is different, it is not practical or realistic to rely on a pre-existing detailed decision-making tree or risk matrix for the entire campus. Instead, the EMO should refer to and consider a number of factors, described in the "Response" section, to draft and implement IAPs, as a pandemic unfolds. Specific strategies and tactics for the response may include measures recommended by the CDC, CDPH, and other authorities. It is important that adequate records are kept so that details are preserved regarding the information available at the time decisions are made, and that the decisions themselves are adequately documented.

7. Communications/education/training: Effective, strong, timely and accurate communication of pandemic information, status of the campus, classes, etc., and employee training will be essential during a pandemic. All communications will be coordinated through the Emergency Management Organization under the oversight of the EOC Director. HSU Marketing and Communications shall be the primary public voice of the University, represented in the EMO structure under "Public Information Officer (PIO). The PIO should receive support from the Student Health Center, Environmental Health & Safety, computer support services (University Computing/Academic Computing/TNS) and other units as needed. The target audiences for the varied communications include the campus community of employees, students and visitors, plus parents of students, other CSU campuses, media, Humboldt County Department of Health, and the Office of the Chancellor.

8. Management of intelligence information and situation status: Information gathered about the impact of absenteeism rates to instruction and the impact to the campus will be managed by the HSU Planning/Situation Status Section. Information about the pandemic disease will typically be received and reported by a medical professional from the Student Health Center and/or by HSU Environmental Health and Safety (EH&S). A situation status report will be updated on a regular basis, e.g., weekly, or more frequently as significant changes occur.

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9. Monitoring of residential students sick with pandemic disease. Housing will develop contingency plans to provide monitoring care for students ill with a pandemic disease. This may include the creation of an isolation area to achieve isolation from non-infected students.

10. Class Cancellation and/or Campus Closure: In addition, the plan addresses the potential of canceling classes preemptively, or reactively, and/or a partial or complete closure of the campus.

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1. Introduction and Purpose

Pandemic Influenza awareness is increased due to concerns over the H5N1 Avian Influenza and the 2009 novel H1N1 (swine) Influenza Pandemic. The World Health Organization (WHO) and the Centers for Disease Control and Prevention (CDC) recommend that organizations at all levels plan and prepare for inevitable pandemics. Pandemic response requires world wide effort at the technical, governmental, and public health levels, as well as coordinated regional and local response. Unlike other disasters, this type of event affects many areas of the globe nearly simultaneously, leaving local jurisdictions to manage without major influx of outside resources.

The operational issues in a pandemic are the need to provide food, shelter, and medical care to large numbers of students and to manage business operations under significant absenteeism. The focus of this *Pandemic Planning, Response, and Business Continuity Plan* is to prepare Humboldt State University to respond to a pandemic and return to normal operations as quickly as possible. In particular, it is the goal to prevent, delay, and/or reduce the spread of disease, to provide reasonably safe operations for students, and minimize the impact to instruction and essential services.

Pandemics have world-wide impact and unpredictable time lines, comprising multiple events or waves and spreading quickly from one area to another. Major disruptions are likely for health care, transportation, infrastructure, education, suppliers and other services. Staffing shortages are inevitable and physical facilities, though not directly damaged, will need attention due to disruption not only in staffing but disruptions in supplies and services as well.

This plan provides procedures and policies which attend to the safety of students, staff, and faculty and continuity of business operations. In addition to providing guidance to each division of the University in preparing for a pandemic, the plan provides a framework for decision-making under complex and rapidly changing situations, using the Incident Command System.

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2. Background

Pandemic Overview

An influenza pandemic occurs when a new influenza virus emerges for which people have little or no immunity and for which there is no vaccine. The disease spreads easily person-to-person, potentially causing serious illness, and can sweep across the country and around the world in a short time.

There are many types of influenza, and the following definitions below are the important ones for this discussion:

Seasonal (or common) flu is a respiratory illness that can be transmitted person to person by aerosolized droplets. Many people have some immunity, and a new vaccine is developed each year for administration in the fall.

Pandemic flu is a novel human flu that causes widespread outbreak of potentially serious illness. Because there is little natural immunity, the disease may easily spread from person to person, providing more opportunity for genetic changes in the virus, which can change its lethality. Usually, the seasonal vaccine is not useful for a novel influenza strain so that new vaccine must be separately developed, tested, and manufactured. An example is the H1N1 novel virus “swine” flu. As of August, 2009, a vaccine is being tested.

Influenza-Like Illness (ILI) is a term used by the medical community when referring to an illness that symptomatically is like influenza but where there is no testing available or practical to confirm the diagnosis. This term is used frequently during flu season as well as pandemics, since most ill people are not tested for any viruses.

Important unknowns at the outset of a pandemic are the disease severity in the local population and the affected demographic groups. These factors have major implications for service need and delivery and will affect University decision-making. For example, serious disease affecting young adults may demand an effort to have students return home before the University population is significantly affected, because the local community will not have the facilities to care for large numbers of severely affected young adults.

Community Perspective

Humboldt State University is an educational, social, and cultural focal point within a rural setting where the immediate city of Arcata has a population of 15,000, the tri-city

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communities of Eureka, Arcata and McKinleyville have a combined population of about 45,000 individuals and Humboldt County population is about 135,000. Thus, HSU affects a significant portion of the local community in numerous ways.

The majority of students come to HSU from all over the state and other states as well as from foreign nations. Staff, students, and faculty tend to travel frequently, increasing their exposure to global diseases, and the likelihood of bringing a new disease home.

There has been local planning by the Public Health Department, hospitals, clinics, and many medical service providers to assure that there will be “surge” medical capacity available during a pandemic. However, all plans are contingent on available staffing, supplies, and materials, which will be significant unknowns in the actual event.

HSU will need to respond to a pandemic, providing care to the extent feasible for resident students and providing on-going instruction and support services with internal resources while it is safe and expeditious to do so. The local private and public health care resources will quickly become saturated and the university will need to respond with this in mind, particularly in terms of student need for those who have limited local support.

3. Roles and Responsibilities

The roles and responsibilities defined below are based on the ICS Chart *Emergency Management Organization Pandemic Model (Appendix A)*. The functional roles are defined such that in the absence of the employee who has primary responsibility to fill a given role, that role can be carried out by another employee. Some positions have pre-designated secondary and tertiary back-up employees *HSU Emergency Management Organization Personnel Roster (Appendix B)*. It may be become necessary or more efficient to combine some roles at different stages of the response.

As a pandemic unfolds, it will evolve through several distinct phases; refer to the most current version of *Pandemic Phases – Chronology CDC/WHO (Appendix C)*.

The *ICS Chart* and the *Personnel Roster* identify the persons responsible for fulfilling the roles described in the *Pandemic Management Matrix (Appendix D)*.

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Emergency Management Organization

President

The University President shall have the ultimate responsibility and decision making authority, in keeping with existing emergency management policy, for the emergency response actions to a pandemic.

Policy Management Group

The Policy Management Group, as defined in the Emergency Management Plan, shall meet and confer with the University President, assess the ability of the campus to deliver instruction and essential/core services with available resources, and provide counsel and advice to the University President regarding University decisions, actions, and application of policy

Emergency Operations Center Executive

The Emergency Operations Executive shall function as the liaison between the President, Policy Management Group, of which s/he is a member, and the Emergency Operations Center Director (Incident Commander).

Emergency Operations Center Director/Incident Commander

The EOC Director has the overall responsibility for the management of the situation, including development, implementation, and review of strategic decisions and Incident Action Plans (IAPs). The EOC Director is responsible for overall EOC operations, making immediate staffing decisions, providing direction and priorities for section chiefs, informing and advising the Emergency Operations Executive, establishing operational periods, and coordinating with the PIO on media releases.

Public Information Officer (PIO)/University Marketing and Communications

The campus PIO shall coordinate the internal and external dissemination of pandemic-related information. This shall be done with the support of and in collaboration with key EOC sections (Operations and Planning) and departments/units, such as the Student Health Center and Health Educator, Environmental Health & Safety, and Housing. See pages 14 and 22 for more detail.

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Risk Manager

The Risk Manager shall advise the EOC Director of any significant risks which may arise as a direct result of the pandemic or in response thereto. Foreseeable risks may include, but not be limited to:

- Decrease in occupational and/or campus safety due to significant absenteeism;
- Conflicts between existing university policies or bargaining unit contracts and the ability to manage personnel issues such as excessive absenteeism;
- Reduced ability to meet contractor and/or vendor payment obligations in a timely manner;
- Increase in liability exposure.

Safety Officer

The Safety Officer shall confer with the Risk Manager, Environmental Health & Safety (including the campus Biosafety Officer), Student Health Center and University Police Department as well as other key units to identify and evaluate safety issues which arise. The Safety Officer will then advise and make recommendations to the EOC Director.

Operations Section Chief

The Operations Section in response to a pandemic will usually operate either as a single chief position, typically filled by a medical professional from the Student Health Center. An alternate for the Operations Section Chief (or as a Deputy Operations Chief), could be filled by HSU Environmental Health & Safety, or a qualified officer from the University Police Department. The Operations Section Chief shall coordinate all branches within Operations such as Medical, Health Education/Training, Environmental Health & Safety, Housing, Coroner and Counseling. The Operations Section Chief shall also confer with and advise the other section chiefs and the EOC Director. The primary functions of the Operations Section shall be:

- Medically evaluate, identify and treat possibly pandemic-afflicted students;
- Disseminate accurate information and educational materials; provide safety training to at risk-employee populations; coordinate with PIO;
- Provide care for ill matriculated HSU students.

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Situation Status/Planning Section Chief

The Situation Status/Planning Section Chief shall advise and confer with other section chiefs as well as the EOC Director. The Situation Status/Planning Section Chief must continually gather, consolidate, and weigh information about the University's ability to function (safety, core/essential services, mechanical systems, teaching, etc). Key functions of the Planning Section shall include:

- Coordination of divisional risk identification/impact analyses;
- Consolidation and collation of situation status data/information;
- Identification and tracking of academic resources and corresponding instructional capacity;
- Identification and tracking of administrative/business/support services resources and corresponding service capacity;
- Collection and consolidation of pandemic absenteeism rates;
- Development of operational plans for the continuity of instruction and core essential services.

Logistics Section Chief

The Logistics Section Chief shall advise and confer with other section chiefs and the EOC Director. In collaboration/consultation with branches within Operations and Situation Status/Planning, Logistics shall carry out the following functions:

- Develop material lists of supplies, including vendors, which are essential for direct pandemic response functions, e.g., protective gloves and surgical masks, disposable aprons, hand sanitizers, disinfectants;
- Provide the Finance Section with projected and incurred cost data;
- Issue purchase orders to vendors to acquire needed supplies; allow for long lead times and lengthened delivery times;
- Manage volunteers;
- Address personnel issues, e.g., deficit use of sick leave, work from home practices, including the drafting of HSU policies and procedures for referral to the President and Policy Management Group.

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Finance Section Chief

The Finance Section Chief shall advise and confer with other section chiefs and the EOC Director. The Finance Section shall:

- Collect and track direct costs associated with the pandemic response;
- Assess fiscal impact of reduction of student and administrative services;
- Generate fiscal data reports for up-to-date tracking and submission for potential cost recovery;
- Set up pandemic-specific CMS chartfield(s) to facilitate tracking of expenditures.

Department Operations Centers/Departments

The directors of emergency Department Operations Centers (DOCs) shall develop a list of departments/units within their area and the corresponding essential/core functions that those departments/units carry out. For the identified essential/core functions, DOCs/departments must identify what minimum staffing levels are required to carry out essential/core functions even at a reduced capacity, e.g. fewer services or reduced availability/frequency of services.

In addition, departments must identify alternate means to preserve, to the extent feasible with minimum staffing levels, the continuity of instruction and essential/core services.

Communications

Effective communication of pandemic information, educational materials, campus status reports, training curricula, etc. will of necessity involve multi-media such as the internet, print/audio/TV media, handouts, posters, etc. It is essential that the information disseminated is timely, accurate and consistent in science, policy, procedures, campus status content. For this reason, University Marketing and Communications/PIO will be the lead for information dissemination. Marketing and Communications will be supported by the Student Health Center, Student Affairs, Environmental Health & Safety, Policy Management Group and other essential units.

Certain positions are designated as 'lead liaisons' to specific entities but nonetheless will ensure that communications are coordinated through Marketing and Communications.

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- The President’s office shall be the lead in administrative communications with the Chancellor’s office. The President may designate a key individual for topic-specific communication with the Office of the Chancellor;
- The director of the Student Health Center, or designee, shall be the lead liaison to Humboldt County Department of Public Health, and the California Department of Public Health;
- The Chief of the Logistics Section, or designee, shall be the lead contact with key vendors of pandemic response related supplies;
- Student Affairs shall be the lead for communication with students and their families;
- Facilities Management shall be the lead contact with construction contractors to the extent necessary for pandemic-related issues.

“Influenza Manager”

The duties of an influenza manager are divided among and carried out by the key individuals within the emergency management ICS structure. As such, there is no single individual designated as an influenza manager.

Delegation of other Responsibilities

Responsibilities shall be delegated in a manner consistent with the Emergency Management Organization Pandemic Model and logical links to normal duties/responsibilities of individuals/departments.

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4. Critical Resources

4.1 Human Resources

The ability of the university to respond effectively to a pandemic will depend, in part, on the degree of impact to employees both in absenteeism rates as well as possible fatalities. Furthermore, the response depends on procedures implemented to:

- Inform and train supervisors on how to track and manage absenteeism;
- Identify absenteeism rates among employees in an electronic format;
- Develop policies on excessive use of sick leave and extenuating circumstances;
- Identify minimum staffing levels for essential/core functions;
- Receive, identify, sort, and register volunteers with appropriate skill sets and/or certifications to assist the campus response.

Risk to Employees

Some employee populations are at increased risk of contracting a pandemic disease due to the close contact nature of their duties. Examples of at-risk employee groups include:

- Health care providers
- Athletic trainers
- Housing staff
- Custodial staff

Absenteeism

Human Resources, in conjunction with Academic Personnel Services, the Office of the Chancellor, and the Policy Management Group, shall develop guidelines for departmental managers and supervisors to manage pandemic related absenteeism.

The guidelines should include information for determining whether or not a reported illness falls within the clinical criteria of a specific pandemic disease, how to manage absenteeism when an employee is out of sick leave, work-at-home policies and

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collection and reporting of pandemic related absenteeism data. Data collection shall be coordinated with the Planning Section.

Collective Bargaining Issues

Human Resources in conjunction with Faculty Personnel Services, the Policy Management Group and the Office of the Chancellor shall ensure that any new policy addressing pandemic related absenteeism is coordinated with affected bargaining unit contracts.

4.2 Supplies

Identification of Essential Supplies

The medical branch within the Operations Section shall identify the specific types of supplies which will have an increased consumption rate during a pandemic phase. Likewise, Plant Operations will need to identify those cleaning and sanitizing products which are essential to maintain effective cleanliness in restrooms and other hygiene facilities. In both cases, the list of essential supplies must be communicated to the Logistics Section.

From a business continuity perspective, essential supplies may also include those materials, e.g., paper for printers and copiers, which may not be directly related to the pandemic but are necessary to carry out daily tasks and may become scarce due to erratic delivery. Individual departments must preplan for assuring an adequate inventory of such supplies.

Vendor Agreements

The procurement group within the Logistics Section shall investigate the feasibility of specific vendor agreements for pandemic specific medical supplies. Volume discounts, just-in-time delivery, and staggered delivery are just some of the provisions which should be considered and explored for vendor agreements.

Personal Protective Equipment

The Director of the Student Health Center (or designee) and the Biosafety Officer from Environmental Health & Safety shall determine, based on best available medical/scientific information, what personal protective equipment (PPE) is required for specific job positions and tasks. PPE will be designated as required only as applicable and only for specific at-risk employee populations. The at-risk populations are

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characterized by work that involves close contact with individuals who are or may be clinically symptomatic for the pandemic disease. Medical care providers, law enforcement, athletic trainers, etc. are examples of at-risk employee populations. Personal protective equipment may reasonably include respiratory protection (surgical mask and/or N95 respirator), gloves, gowns and eye protection.

People with respiratory infection symptoms should use a disposable surgical mask to help prevent exposing others to their respiratory secretions. Once used, the mask must be discarded as soon as it becomes moist or after any cough or sneeze in an appropriate waste receptacle. Hands must be thoroughly washed and dried after the mask has been discarded.

Information on the efficacy of voluntary use of PPE by employees and/or students who are not deemed to be at-risk will be conveyed as part of the overall pandemic education/training efforts.

5. Planning

Planning prior to a pandemic episode is organized and integrated into the University's existing emergency management structure. Key elements of the response include:

- Completion of a risk identification/impact analysis;
- Identification of essential/core services;
- Development of departmental action plans;
- Strong, effective communication, coordinated for timeliness and accuracy, issued to target audiences via multiple media pathways;
- Managing intelligence and situation status information;
- Monitoring of resident student influenza cases.

Department-Specific Risk Identification/Impact Analysis

The overriding risk of a pandemic is that a substantial portion of university employees and students become infected and ill to the extent that they cannot report to work or class for a period of days extending to several weeks. In some cases,

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individuals may suffer fatal infections. Employee absenteeism rates increase due to the severity of the illness as well as the need to stay home to care for sick children or other relatives.

Each division should compile impact analysis of the departments/units within the division. In particular, departments identify any essential/core services which they provide and determine what the minimum staffing level is required to carry on those services for a period of up to 30 days. The information from the impact analysis will be compiled and assessed on a campus-wide basis by the Situation Status/Planning Section.

Identification of Essential Services

Essential/core services are defined as those (1) necessary to preserve lives (human and animal), (2) maintain the physical plant/infrastructure, (3) provide for campus safety and security, and (4) continue essential business services until an emergency has abated. In addition, essential/core services are those which must be carried out on a regular basis and where an interruption of such services cannot exceed 28 days. In some cases specific essential/core services must be done on a much more frequent basis. Examples of essential/core services include, but are not limited to the following:

- a. Police patrol and dispatch services;
- b. Payroll, contracts, and procurement services;
- c. Financial aid;
- d. Student Health Center services;
- e. Custodial cleaning of restrooms and key areas;
- f. Teaching;
- g. Information Technology, computer support, Academic Computing;
- h. Maintaining living collections;
- i. Dining Services.

If an essential/core service is carried out predominantly by one individual, then departments must make provisions to cross train and/or assign secondary and tertiary responsibility to other employees for that particular service.

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Essential Mechanical Systems

Plant Operations shall be responsible for identifying infrastructure mechanical systems which require routine essential servicing. Routine essential servicing includes checking on system status, making adjustments to controls, etc. Systems which require daily servicing include the swimming pool and the co-generation unit. Systems which must be serviced on at least a weekly basis include the air compressors in mechanical rooms. Most heating/ventilation systems for buildings can run up to about 3 weeks before it becomes more likely that servicing will be needed.

Urgent essential service is needed when something in a given mechanical system fails and needs work in a timely manner. This may include heating/ventilation systems that could leave a building without fresh air and/or heat unless corrected. Emergency servicing includes systems failures, e.g., water pipe or gas leaks, which require immediate attention. Urgent and emergency service needs arise without warning. Preventative maintenance reduces the risk of these incidents to a practicable level. However, with high absenteeism, preventative maintenance work may be delayed and in so doing increase the frequency of urgent and/or emergency service calls.

Departmental Action Plans

Based on the departmental impact analysis and identification of essential/core services, departments then must develop contingency plans for varying levels of staffing absenteeism. For academic departments, consideration must be given to ensuring continuity of instruction by employing alternate means of instruction. Possible examples include:

- Optimum use of Blackboard and Moodle;
- Consolidation of course sections;
- Consolidation of number of days class meets per week;
- On-line submission of assignments;
- Team teaching of courses to provide backup coverage;
- Any other equally effective means

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6. Response

It is the policy of Humboldt State University (HSU) that its Emergency Management Organization (EMO) shall attempt to create and implement reasonable Incident Action Plans (IAPs) and responses by considering the facts and circumstances perceived by the HSU EMO at the actual time of the pandemic event, with the primary goals of:

- Preserving human life, recognizing the importance of matriculated students;
- Maintaining a safe and healthy campus environment;
- Sustaining/restoring the ability of the campus to function and teaching to occur.

“Reasonableness” of the IAPs and responses must be judged from the perspective of a reasonable university administrator at the HSU campus at the time that the IAP is created or the specific response is implemented.

Any interpretation of “reasonableness” must allow for the fact that university administrators may have to make decisions about IAPs and campus responses when they are under time constraints in circumstances that are tense, uncertain, and rapidly evolving. There will likely be inadequate or conflicting information about the pandemic, and insufficient confirmed scientific information to realistically predict what a contagious illness might do.

Given that no policy can realistically predict the behavior and impact of every possible pandemic situation, it is recognized that the HSU Emergency Management Organization is entrusted with well-reasoned discretion in creating appropriate IAPs and determining the specific responses for each incident.

When drafting Incident Action Plans and determining specific responses (e.g., whether or not to isolate sick individuals, to suspend teaching, to close campus, and/or to implement other responses to a pandemic), the University EMO should take into a consideration a number of factors.

These factors include, but are not limited to:

Disease Factors

- Case definition: virulence and transmissibility;
- Treatment availability and responsiveness;
- Current *Pandemic Phase* and rates of spread;

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Host (people) factors

- Percent of population vaccinated and vaccine efficacy;
- Demographic groups affected;
- Host adherence to CDC and Local Public Health Department recommendations for hygiene, social distancing, isolation, etc.;

University Factors

- Resources, staff, and volunteers for safe operation and essential services;
- Resources for resident students;
- Ability to teach within recommended guidelines (e.g. Social distancing);
- Key personnel for critical functions;
- Outside resources;

Community Factors

- Medical care for serious illness (surge capacity);
- Food, water, fuel, supplies, communication, utilities, public safety, transportation etc.

Other

- Guidelines, Severity Indices, and legal orders issued by CDC, WHO, CDPH and local Health Officer;
- Quality of information to make reliable decisions;
- Other exigent circumstances.

Response Options (partial list)

- Expanded communications to community including information and education;
- Enhanced cleaning procedures for facilities;
- Expanded sanitation and hygiene supply;
- Pre-Emptive cancellation of classes and/or campus closure (very severe illness deemed likely to strike soon);

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- Testing of ill students at Student Health Center (to confirm disease);
- Implementing social distancing procedures and modified teaching approaches;
- Facilitating self-isolation of resident students on campus;
- Promoting self-isolation of ill non-resident students, staff, faculty;
- Promoting identification of at-risk populations;
- Coordinating delivery and administration of vaccines;
- Shift to telephonic screening and triage instead of walk-ins at Health Center;
- Pre-emptive quarantine of at-risk populations;
- Cancellation of public events;
- Extension of self-isolation periods for ill persons;
- Reactive cancellation of classes and/or campus closure (significant numbers and/or key persons are already ill).

Communications

The communications function during a pandemic response includes the following elements:

- Information dissemination;
- Education/training;
- Data/intelligence acquisition and management; and,
- Interagency, intra-CSU communications.

The target audiences for these communications include HSU employees and students, parents of HSU students, campus visitors and general public, sister CSU campuses, and the CSU Office of the Chancellor, Humboldt County Department of Health and the California Department of Public Health.

The importance of timely and accurate dissemination of information related to a pandemic disease, the status of the campus operations and related employee training cannot be over emphasized. A multi-media approach to information dissemination should include the development of a HSU pandemic information web page, media/press releases, posters/flyers distributed on campus, radio broadcasts on KHSU and KFRH, HSU telephone information line (826-INFO) as well as other methods.

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Humboldt County Health Department should be the local lead agency for generalized public education about any pandemic disease. To the extent that pandemic educational information will be posted on a HSU web site, posters on campus, broadcast on KHSU or other public domain portal, HSU will augment efforts put forth by the county.

Education and training provided to HSU employees and students in advance of a pandemic, i.e., during the 'pandemic alert' and 'pre-pandemic' phases, can reduce the impact of the disease by limiting the extent and rate of infection as well as preventing unfounded concerns based on inaccurate rumors. The focus of the informational materials should clarify the common symptoms and characteristics of the specific pandemic disease, and reducing its spread through effective infection control measures (e.g., proper hand washing). Advice and information may also be provided for persons who become ill. Environmental Health & Safety will provide more detailed training to those employee groups identified as being at-risk due to the nature of their jobs. At-risk employee groups include, but may not be limited to health care providers, law enforcement, athletic trainers, and custodians.

Both the timeliness and accuracy of the information and training provided will depend on the university keeping abreast of the most current scientific information, policies and guidelines from governmental agencies (e.g., World Health Organization (WHO), the Centers for Disease Control (CDC) and Humboldt County Department of Public Health).. A collaborative effort between the Student Health Center and the office of Environmental Health & Safety will focus on securing the most up-to-date scientific information about the pandemic disease. The Situation Status/Planning Section shall be responsible for managing campus intelligence/information. Human Resources will specifically monitor and track employee absenteeism due to a pandemic disease.

Marketing and Communications/PIO will be supplied with regular information/status updates as well as significant changes.

Marketing and Communications/PIO shall be kept informed of inter-agency communications and contacts with the Office of the Chancellor. It is the responsibility of the individual initiating such contacts to make sure that the PIO is so informed.

Intelligence and Situation Status

The Situation Status/Planning Section shall collect and assess information and data during a pandemic. Departmental personnel will be trained to file absenteeism rate data on-line, probably on a weekly basis. This information can then be compared to operational staffing thresholds identified during the risk identification/impact analysis process.

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Likewise, reports of student absenteeism trends/rates, coupled with pandemic influenza cases reported by the Student Health Center, will be compiled to develop a profile of the impact on instruction.

Monitoring Residential Student Pandemic Cases

HSU provides on-campus housing for about 1600 students. In most cases, students' home towns are at least 300 miles away with a large percentage greater than 500 miles away. Most of the students, if struck by a particularly virulent disease, are not equipped to care for themselves. Therefore, University Housing personnel will have to make contingency plans to monitor the status of confirmed and suspect influenza cases and to ensure that students are directed to the necessary medical care in severe cases.

This may also necessitate the creation of an isolation area, thus providing isolation to the extent feasible from non-infected residential students. In conjunction with the Student Health Center, Housing officials should develop a plan to manage such cases, including a scope of care for individuals staffing the sick ward, criteria of symptoms which dictate outside medical care and, unfortunately, provisions for proper handling of any deceased students.

Housing officials will work closely with their administrators within Student Affairs and the Marketing and Communications/PIO to coordinate information released to parents.

7. Class Cancellation and/or Campus Closure

While it is the intent of Humboldt State University to preserve the continuity of instruction and services to the extent feasible in the event of a pandemic, it is possible that canceling classes and/or closing the campus may be reasonable response actions. Classes could be suspended preemptively, if a disease has been severe in other areas but has not (yet) afflicted large numbers locally; or, classes could be suspended reactively, when a significant number of students, staff, key personnel, and/or faculty members are simultaneously ill. A full or partial campus closure could be initiated either by a legally imposed order by the County Health Officer, by orders of the Chancellor's Office, or by a voluntary decision by the campus President in consultation with the Office of the Chancellor. The need to initiate class cancellation or a closure could be due to analysis and review of any of the factors described in Section 6 above.

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8. Recovery

The ultimate goal of responding to and managing an emergency precipitated by a pandemic disease is to minimize the impact to employees and students and get back into normal operations as soon as possible. To achieve this goal, strategies and procedures will need to be employed to get employees back to work on campus as soon as prudent and return to optimum instruction as quickly as possible.

PANDEMIC PLAN: “ PHASES OF ALERT ”

Situation/ Circumstances	Humboldt State University (HSU)	Center for Disease Control (CDC)	World Health Organization (WHO)
No new influenza subtypes, risk of human infection/disease is low; <u>Or</u> A circulating virus in animals poses some risk of human disease	“Interpandemic Period” (PLANNING)	Phases 1 and 2 “Interpandemic Period”	Phases 1 and 2 “Inter-pandemic Phase”
No, or very limited, human-to-human transmission <u>Or</u> Increased/small clusters of limited human-to-human transmission	“Pandemic Alert Period” (PREPARATION)	Phases 3 and 4 “Pandemic Alert Period”	Phases 3 and 4 “Pandemic Alert”
Significant human-to-human transmission in larger, but still localized clusters; virus may not yet be fully transmissible	“Pre-Pandemic Period” (EARLY ACTIVATION)	Phase 5 “Pandemic Alert Period”	Phase 5 “Pandemic Alert”
Efficient and sustained human-to-human transmission in general population including this region	“Pandemic Period” (FULL ACTIVATION)	Phase 6 “Pandemic Period”	Phase 6 “Pandemic”
Pandemic has run its course; return to normal operations. Carry out administrative documentation, financial recovery, and review of plans, education, response, actions	“Recovery Period” (REVIEW)	N/A	N/A



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	COMMAND FUNCTION: <i>providing leadership</i>				
Policy Management Group	<ol style="list-style-type: none"> 1. Designate and direct staff responsible for Emergency Preparedness planning; 2. Participate and direct subordinate staff to assist in risk identification and impact analysis processes; 3. Participate and direct staff to assist in determining which activities and departments are essential and/or core to HSU's ability to function. 4. Provide feedback on draft HSU Pandemic Plan; 5. Recommend final plan approval to President via Executive Committee; 6. Maintain relationships with CSU administrators & execs re: pandemics & planning. 	<ol style="list-style-type: none"> 1. Receive and apply current information and intelligence about current pandemic risk; 2. Review and assist with updates to HSU Pandemic plan; 3. Meet, confer, and advise the University President; 4. Identify/discuss essential/core services and "operational thresholds" that could prompt a partial or full suspension of campus activities; 5. Direct development of specific contingency/action plans using creative/alternate methods to keep University functioning; 6. Provide leadership and support for pandemic planning, expenses, education, training, etc. 	<ol style="list-style-type: none"> 1. Seek regular briefings and receive information via the Executive Committee; 2. Apply current information in pragmatic discussions with the University President; 3. Re-assess the ability of the campus to deliver instruction and core services with available resources; 4. Review and update contingency/action plans; 5. Participate in training, table-top exercises, and drills; 6. Ensure education and participation in respective HSU divisions. 	<ol style="list-style-type: none"> 1. Keep yourself healthy! Follow steps to reduce risk of becoming infected; 2. If you are sick, follow HSU protocols to report illness and avoid infecting others; 3. Seek current situation status reports and intelligence on illness, HSU response, #'s absent, sick and dead, department level of functioning, etc. 4. Seek current situation status and intelligence locally, regionally, and statewide, and likeliest future developments; 5. Continue to monitor HSU's ability to function, ensuring contingency/action plans are in full operation in areas of responsibility; 6. Provide counsel and advice to the University president, including actions to reduce/suspend activities and/or declare a state of campus emergency 7. Document discussions; 8. Provide leadership within respective divisions. 	<ol style="list-style-type: none"> 1. Discuss and recommend a return to routine operations; 2. Ensure adequate communication flow; 3. Return to routine operations; 4. Documentation and submittal of claims for emergency funds; 5. Review and assess effectiveness of HSU Pandemic Plan and procedures, and recommend revisions 6. What truly were the essential/core services and "operational thresholds"? 7. Implement changes to the plan.



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	COMMAND FUNCTION: <i>providing leadership</i> (con't)				
President	<ol style="list-style-type: none"> 1. Designate and direct staff responsible for Emergency Preparedness planning; 2. Oversee risk identification and impact analysis processes; 3. Review determination of which activities and departments are essential and/or core to HSU's ability to function; 4. Provide feedback on draft HSU Pandemic Plan; 5. Seek feedback and input from Exec Committee; 6. Approve HSU Pandemic Plan; 7. Promote and publicize HSU Pandemic Plan and preparations in appropriate campus forums; 8. Maintain relationships with CSU Chancellor and Presidents. 	<ol style="list-style-type: none"> 1. Receive and apply current information and intelligence about current pandemic risk; 2. Review and approve updates to HSU Pandemic plan; 3. Seek advice from the Executive Committee/Policy Management Group; 4. Identify/confirm essential/core services and "operational thresholds" that could prompt a partial or full suspension of campus activities; 5. Oversee development of specific contingency/action plans using creative/alternate methods to keep University functioning; 6. Direct executives to approve/facilitate appropriate planning, expenditures, education, training, etc 7. Maintain contact with Chancellor and Presidents 	<ol style="list-style-type: none"> 1. Seek regular briefings and receive information via the Executive Committee/Policy Mgm't Group; 2. Apply current information in pragmatic discussions; 3. Re-consider ability of the campus to deliver instruction and core services with available resources; 4. Review updated contingency/action plans; 5. Participate in training, table-top exercises, and drills; 6. Stay in touch with PIO regarding HSU Pandemic Plan; 7. Ensure good communication with Chancellor and CSU Presidents; 8. Ensure that public statements and interactions with local community members accurately represent HSU's limited resources to help; 9. Ensure Acting President is always designated in your absence. 	<ol style="list-style-type: none"> 1. Keep yourself healthy! Follow steps to reduce risk of becoming infected; 2. If you are sick, follow HSU protocols to report illness and avoid infecting others; 3. Designate/assign Acting President when appropriate; 4. Seek current situation status reports and intelligence regarding HSU functioning; 5. Seek current situation status and intelligence locally, regionally, and statewide, and likeliest future developments; 6. Seek input and then make decisions regarding response, restrictions, closures, and emergency declarations; 7. Provide leadership and issue public statements through PIO; 8. Communicate with Chancellor 	<ol style="list-style-type: none"> 1. Seek feedback from Executive Committee/Policy Management Group regarding a return to routine operations; 2. Ensure adequate communication flow; 3. Oversee the return to routine operations; 4. Provide signature authority on documents and claims for funds; 5. Review and assess effectiveness of HSU Pandemic Plan and procedures, and recommend revisions; 6. What truly were the essential/core services and "operational thresholds"? 7. Oversee implementation of changes to the plan.



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	COMMAND FUNCTION: <u>providing leadership</u> (con't)				
Emergency Executive (VPSA)		<p><i>All responsibilities of Policy Management Group, and:</i></p> <ol style="list-style-type: none"> 1. Serve as the primary link between the President and the Emergency Management Organization & EOC Director during preparation; 2. Ensures that planning, expenditures, education, and training are compatible with the overall HSU Emergency Plan. 	<p><i>All responsibilities of Policy Management Group, and:</i></p> <ol style="list-style-type: none"> 1. Serve as the primary link between the President and the Emergency Management Organization & EOC Director during briefings, training, table-tops, and drills; 2. Ensures that training and preparation are compatible with the HSU Emergency Plan. 	<p><i>All responsibilities of Policy Management Group, and:</i></p> <ol style="list-style-type: none"> 1. Serve as the primary link between the President and the Emergency Management Organization & EOC Director during the response phase; 2. Ensures that the response is compatible with the overall HSU Emergency Plan. 	<p><i>All responsibilities of Policy Management Group, and:</i></p> <ol style="list-style-type: none"> 1. Serve as the primary link between the President and the Emergency Mgm't Organization & EOC Director during recovery; 2. Ensures that the Pandemic Plan is reviewed and revised remaining compatible with overall HSU Emergency Plan.



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	COMMAND FUNCTION: <u>providing leadership</u> (con't)				
Emergency Operations (EOC) Director		<ol style="list-style-type: none"> 1. Help finish initial plan 2. Set up meeting with ICS Section Leaders for distribution of plan 3. Assist with training of ICS Section leaders. 4. Prioritize plan modifications and assist with changes. 5. Facilitate Action Planning 6. Support expanded orientation of campus E-Preparedness Committee 7. Direct the purchase of key supplies 8. Keep in touch with Emergency Operations Executive 	<ol style="list-style-type: none"> 1. Schedule regular meetings of ICS Section leaders for Action Planning processes. 2. Ensure that final draft of campus Pandemic Plan is finished and distributed. 3. Facilitate classroom training, use of equipment instruction, and orientation for key personnel. 4. Ensure ICS personnel have current training on health, hygiene, safety, etc. 5. Schedule tabletop drills 6. Hold tabletop drills 7. Evaluate drill performance 8. Make plan modifications and adjustments 9. Keep in touch with Emergency Operations Executive 	<ol style="list-style-type: none"> 1. Keep healthy! Follow steps to reduce risk of infection; 2. If you are sick, follow HSU protocols to report illness and avoid infecting others; 3. Designate/assign alternate EOC Director when appropriate; 4. Ensure that ICS Section and Branch positions are staffed; 5. Hold meetings, use Action Planning, seek current situation status reports and intelligence regarding HSU functioning; 6. Seek input and then make recommendations regarding response, restrictions, closures, and emergency declarations; 7. Review/ approve draft public statements prepared by PIO; 8. Maintain ICS leadership. 	<ol style="list-style-type: none"> 1. Continue in leadership role of ICS organization 2. Ensure needed participation in report preparation and documentation 3. Direct Section Chiefs to seek feedback from branches 4. Meet with Section Chiefs to critique response and brainstorm modifications to Pandemic Plan, response, organization, supplies. 5. What truly were the essential/core services and "operational thresholds"? 6. Assist with modifications and updates to Pandemic Plan and to Roster 7. Ensure that updated plan is distributed. 8. Seek replacement of supplies.



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	COMMAND FUNCTION: <u>providing leadership</u> (con't)				
Scribe		<ol style="list-style-type: none"> 1. Provide administrative support including word processing, graphics support, duplication, routing, emailing, meeting coordination 2. Note-taking at meetings as required 3. Purchasing of items for UPD and EOC organization 	<ol style="list-style-type: none"> 1. Provide administrative support including word processing, graphics support, duplication, routing, emailing, meeting coordination 2. Assist in coordination of training and drills 3. Note-taking at meetings as required 4. Ensure updating of 826-INFO 	<ol style="list-style-type: none"> 1. Keep healthy! Follow steps to reduce risk of infection; 2. If you are sick, follow HSU protocols to report illness and avoid infecting others; 3. Note-taking at meetings as required 4. Provide administrative support including word processing, graphics support, duplication, routing 5. Ensure updating of 826-INFO 	<ol style="list-style-type: none"> 1. Provide administrative support including word processing, graphics support, duplication, routing 2. Note-taking at meetings as required 3. Assist with in report preparation and documentation
Public Information Officer		<ol style="list-style-type: none"> 1. Develop and launch a communication plan with both printed materials and the internet for educating the campus about the planning that is being done for a pandemic and include information from the CDC and WHO so that accurate information is circulating on campus. 	<ol style="list-style-type: none"> 1. Phone contact with Incident Commander to discuss possible public information needs. 	<ol style="list-style-type: none"> 1. PIO should report to EOC or field Incident Command Post (ICP) as instructed 	<ol style="list-style-type: none"> 1. Continue to serve as the central dissemination point for University news releases and public information; provide information on restoration of University functions, services, travel updates, and assistance programs. As time allows, participate in critiques of both the PIO function and the Emergency Management organization to ensure continued improvement of emergency response capabilities.



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	COMMAND FUNCTION: <i>providing leadership</i> (con't)				
Public Information Officer Cont'd		2. Coordinate information with the Education and Training Branch.	2. Continued messaging of the campus via the internet and printed pieces.	2. Serve as the central dissemination point for all University news releases and public information; coordinate all official interviews; ensure timely information flow to the Chancellor's Office; seek to counter rumors with accurate information; provide instructions and information related to minimizing health/safety risks, preserving the University's capacity to teach, and provide communications related to the future restoration of full academic function of the University. A. Rapid dissemination of critical instructions and accurate information to the campus community and the North Coast via a variety of media; B. Timely public information flow and updates to the Chancellor's Office, the CSU system, and to out-of-town students and families, including the use of CSU websites and toll-free numbers; C. Rumor control; D. Initiation and scheduling of on-campus media briefings as appropriate;	



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	COMMAND FUNCTION: <i>providing leadership</i> (con't)				
Public Information Officer Cont'd				E. Establishment of a "media center" near the briefing site for use by the media; F. Timely response to media inquiries and calls from the campus community; G. Coordination and networking with other local PIO's as necessary and appropriate.	
Risk Manager		<i>Based on current CDC information:</i> 1. Develop process to monitor faculty, staff or students traveling to affected areas. 2. Develop criteria to review travel to affected areas in Stage 3 and all travel in Stage 4.	1. Communicate and implement process to monitor faculty, staff or students traveling to affected areas 2. Recommend to the University President criteria to review travel in Stages 3 & 4. Communicate criteria and potential restrictions to the campus community.	1. Communicate and implement process to monitor faculty, staff or students traveling to affected areas 2. Implement criteria to review travel.	1. Review need to continue monitoring based on recent medical reports. 2. Review restrictions based on latest medical reporting.



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	OPERATIONS FUNCTION: Section Chief (Unified Operations)				
HSU Medical (Student Health Ctr) Branch (Liaison to Medical DOC)	<ol style="list-style-type: none"> 1. Monitor CDC website on weekly basis for info regarding infectious diseases. 2. Provide student patients with self-care guidelines for upper respiratory infections. 3. Develop SHC Pandemic Influenza Policy and revise this plan as situation evolves. 4. Provide in-service training to SHC staff on pandemic flu and SHC procedures. 5. Review respirators and PPE supplies and training. 6. Research hand sanitizer systems and review with interested departments. 	<ol style="list-style-type: none"> 1. Review protocol for referral to local hospitals/ emergency departments. Update with Public Health. 2. Develop Influenza related information for the SHS website with information and links regarding detection, diagnosis and treatment of flu. 3. Work with Housing to plan for medical care for infected students in the halls. 4. Communicate with Humboldt County Public Health regarding preliminary planning and surveillance. 5. Identify potential sources for medical assistance at the SHC and Housing. 6. Help develop educational materials to assist students/staff. 7. Assist in developing an outreach campaign to campus community. 8. Make ready a negative pressure isolation room with policies for use. 	<ol style="list-style-type: none"> 1. Begin implementation of educational plan for staff and assist with campus wide education. 2. Coordinate with Public Health authorities for accurate and timely diagnosis, treatment recommendations and reporting of students. 3. Follow State and County protocol for testing potentially infected patients. 4. Coordinate with Housing and Public Health regarding monitoring sick students in isolation areas of the residence halls. 	<ol style="list-style-type: none"> 1. Coordinate with Public Health authorities for accurate and timely diagnosis and treatment of students. 2. Follow county and state plan for testing, treatment, referral, reporting and disposition of infected students. 3. Assist in implementing staff illness plan by providing up to date information on the pandemic and the clinical picture to appropriate staff. 4. Notify Housing & Dining of potential resident students that require isolation. 5. Assist in identifying contacts of suspected cases. Report to Public Health. 6. Initiate prophylaxis of contacts based current recommendations. 7. Provide daily updates on known student case numbers to Situation Status Coordinator. 8. Communicate with area hospitals/EDs for protocols for admission. 	<ol style="list-style-type: none"> 1. Review and assess effectiveness of procedures and revise as needed. 2. Communicate regarding return to routine operations. 3. Return to routine operations. 4. Documentation 5. Review and assess the process and plan. 6. Implement changes to the plan.



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	OPERATIONS FUNCTION: Section Chief (Unified Operations) (Con't)				
HSU Medical, Cont'd.		9. Assist in developing a plan for staff, faculty check-in if ill and on return to work. 10. Review criteria for volunteer emergency credentialing.		9. Coordinate care to students in isolation in Housing.	
HSU Environmental Health & Safety (HSU EH&S)	1. Normal operations	1. Identify at-risk employee populations; 2. Initiate development of training curriculum for at-risk employee populations; 3. Initiate development of informational material for general campus population. 4. Develop list of personal protective equipment (PPE) for at-risk employees	1. Facilitate, coordinate development of HSU Pandemic web page; 2. Initiate training of at-risk employees; 3. Distribute information materials to departments; 4. Coordinate information dissemination with SHC and Public Affairs	1. Continue to provide essential EH&S services as staffing allows; provide other EH&S services in reduced capacity. 2. Provide on-going communicable disease prevention training/refresher training 3. Coordinate maintenance of web page for accurate, timely information	1. Return to normal operations



Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
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Organizational Unit	OPERATIONS FUNCTION: Section Chief (Unified Operations) (Con't)				
HSU Law Enforcement (HSUPD) Branch (Liaison to LE DOC)	<ol style="list-style-type: none"> 1. Determine LE Branch leader and alternates 2. Study applicable laws and regulations to pandemics 3. Direct staff to assist in risk identification and impact analysis processes regarding UPD-LE missions; 4. Determine which LE-UPD activities and departments are essential and/or core to HSU's ability to function 5. Determine "operational thresholds" that could prompt a partial or full suspension of campus activities; 6. Liaison with other local agencies and officials re pandemics and their levels of readiness; 7. Create/update internal UPD policies and procedures 8. Facilitate training delivery and information distribution to staff 	<ol style="list-style-type: none"> 1. Review and fine-tune policies and procedures. Send copies to allied agencies (APD, Pub Health, Coroner) 2. Maintain Liaison with allied agencies 3. Ensure adequate health safety supplies are obtained for UPD 4. Ensure UPD stockpiles (food, water, batteries) are maintained 5. Provide refresher training and keep information flowing 6. Ensure 826-INFO line is working 7. Evaluate leave dates for calendar year for possible low staffing levels 8. Conduct training, mask-fit tests, inspections of safety gear 	<ol style="list-style-type: none"> 1. Review policies and procedures with allied agencies (Arcata PD, Public Health, Coroner) 2. Ensure UPD has accurate, current information. 3. Refresh staff on personal precautions, family preparation 4. Confirm understanding of procedures related to isolation / quarantine / deaths / closures with current Housing, Health Center and EH&S staff. 6. Prepare to assume role of Operations Section Chief. Prepare to manage "operational threshold" situations and to implement reduced campus activity orders. 	<ol style="list-style-type: none"> 1. Keep staff healthy! Follow steps to reduce risk of infection; 2. If staff is sick, follow HSU protocols to report illness and avoid infecting others; 3. Ensure UPD safety precautions are implemented 4. Support the EHS and Medical Branch leaders in a Unified Operations Section Chief approach 5. Support other Operations Sections branches including Plant Operations and Coroner 6. Seek current situation status reports and intelligence on illness, HSU response, #'s absent, sick and dead, panic/unrest, department level of functioning, etc. 7. Seek current situation status and intelligence locally, regionally, and statewide, and likeliest future developments; 8. Continue to monitor UPD/LEs ability to function, ensuring contingency/action plans are in full operation in areas of responsibility; 	<ol style="list-style-type: none"> 1. Continue in leadership role and support of Operational branches 2. Ensure participation in report preparation and documentation 3. Seek feedback from within Law Enforcement branch 4. Meet with ICS Operations Section Chief to critique response and determine if modifications to Pandemic Plan, response, organization, supplies are needed. 5. Evaluate and report actual UPD-LE essential/core services and "operational thresholds". 6. Update internal UPD policies and procedures as needed. 7. Ensure that updated plans are distributed. 8. Seek replacement of supplies.



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	OPERATIONS FUNCTION: Section Chief (Unified Operations) (Con't)				
HSU Law Enforcement (HSUPD) Branch (Liaison to LE DOC), Cont'd.	9. Participate in development of HSU Pandemic Plan	9. Monitor sick leave		9. Provide counsel and advice to the Operations Section Chief and/or the EOC Director including actions to reduce/suspend activities and/or declare a state of campus emergency 10. Provide Law Enforcement and emergency response capability on campus 24-hrs 11. Provide 9-1-1 Dispatch and Alarm Monitoring 24-hrs 12. Provide leadership and a sense of calm and order on campus.	



Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
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Organizational Unit	OPERATIONS FUNCTION : <i>preparing, educating, training & responding</i>				
HSU Plant Operations Branch (Liaison to DOC)	<p>1. Normal operations</p>	<p>1. Identify excess material resource needs to support effective levels of disinfection of restrooms through pandemic period.</p> <p>2. Insure appropriate disposal containers and collections for infectious materials throughout the university and an adequate supply of such materials.</p> <p>3. Identify minimum staffing levels required to maintain infrastructure for Calif. Health & Safety Code and other applicable code compliance, e.g., potable water supply, minimum ventilation, etc.</p> <p>4. Develop plan for prioritizing non-essential work requests/orders in face of limited staffing levels.</p>	<p>1. Develop a plan for reduction of services under limited staffing and maintenance of essential services and supplies.</p>	<p>1. Implement plan for reduction of services commensurate with limited staffing and maintenance of essential services.</p> <p>2. Identify resource needs to recover from backlog of pending work.</p>	<p>1. Return to normal operations.</p>



Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
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Organizational Unit	OPERATIONS FUNCTION : <i>Preparing, educating, training & responding</i> (Con't)				
HSU Campus Training & Public Education Branch	<ol style="list-style-type: none"> 1. Collect data from CDC/WHO pertaining to pandemic influenza. 2. I.D. target audiences for training/information dissemination. 3. Investigate various modes of info dissemination. 4. Establish a campus information hotline. 5. Monitor CDC/WHO for world flu status. 	<ol style="list-style-type: none"> 1. Design influenza pandemic general overview presentations tailored to I.D.'d target audiences. 2. Design pandemic period specific presentations tailored to target audiences. 2. Design printed informational material and hold for printing and distribution 3. Design and hold web info page to link with HSU home page. 4. Submit presentations and printed materials for committee review. 5. Continue to review and update all info materials in accordance with new information from CDC/WHO. 6. Coordinate with PIO regarding Communication Plan development. 	<ol style="list-style-type: none"> 1. Begin making general information presentations to target audiences. 2. Distribute general info printed materials. 3. Activate and link web page. 4. Utilize campus wide email notices to alert campus population about availability of pandemic information 5. Activate information hotline. 6. Assess effectiveness of information dissemination operations 7. Continue to review and update all info materials in accordance with new information from CDC/WHO. 8. Coordinate with PIO regarding implementation of Communication Plan. 	<ol style="list-style-type: none"> 1. Begin making pandemic period specific presentations to target audiences. 2. Redistribute any printed materials deemed necessary by the committee. 3. Monitor changing climate of the pandemic and reassess and make adjusts to informational materials as deemed necessary by the committee. 4. Assess and adjust hotline operation as deemed necessary by the committee. 5. .Coordinate with PIO regarding implementation of Communication Plan. 	<ol style="list-style-type: none"> 1. Secure web page 2. Secure hotline 3. Review effectiveness of information operation. 4. Prepare for next wave of pandemic.



Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
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Organizational Unit	OPERATIONS FUNCTION: <i>preparing, educating, training & responding</i> (con't)				
HSU Housing Branch (Liaison to Housing DOC)	<p>1. Develop Housing & Dining Services avian influenza Response Plan and revise this plan as situation evolves</p> <p>2. Provide in-service training to Housing & Dining staff on the avian influenza and Housing & Dining procedures.</p> <p>3. Review hand sanitation systems with the Health Center.</p> <p>4. Develop a communications plan for parents of residents.</p>	<p>1. Work with Health Center to plan for medical care for infected resident students.</p> <p>2. Develop avian influenza related informational posters to provide residents with info regarding detection, diagnosis and treatment of the avian flu, and how to minimize its spread.</p> <p>3. Communicate with Humboldt County Public Health and the Health Center regarding preliminary planning and surveillance.</p> <p>4. Develop a plan for ill staff check-in and return to work.</p> <p>5. Insure that adequate food supplies have been order by Dining and are on hand to sustain feeding of students relocated to isolation ward.</p> <p>6. Provide information to residents and parents regarding Housing's plans in responding to an outbreak of avian influenza.</p>	<p>1. Begin implementation of educational campaign (in coordination with Education and Training and the Communication Plan) for staff and residents to minimize the spread of infection and Housing's response plans.</p> <p>2. Prepare for the set-up and activation of the isolation ward, including care and food.</p> <p>3. Inform parents of housing's response plans and how they can get information regarding their students.</p> <p>4. Review communication plan with staff concerning operational person-power needs and how staff will communicate with the Dept. should they become ill.</p>	<p>1. Work with the Health center regarding potential resident students that require isolation.</p> <p>2. Activate isolation ward for infected residents.</p> <p>3. Communicate with parents and residents regarding residents.</p>	<p>1. Review and assess effectiveness of procedures and revise as needed.</p> <p>2. Communicate regarding return to routine operations.</p> <p>3. Return to routine operations.</p> <p>4. Documentation of response actions taken and their effectiveness.</p> <p>5. Implement changes to the plan.</p>



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	OPERATIONS FUNCTION: <i>preparing, educating, training & responding (con't)</i>				
Counseling Branch (Liaison to Counseling DOC)	1. Develop plan to address anxiety and distress in case of a pandemic.	1. Implement education plan and provide counseling resources for those in distress.	1. Provide counseling to students as needed. 2. Provide counseling to employees as needed.	1. Provide counseling to students as needed 2. Provide counseling to employees as needed.	1. Return to routine operations. 2. Review effectiveness of response plan and revise procedures as needed

Coroner Branch	<p>1. Coroner Branch is staffed by employees of County Coroner's Office, who establishes and directs their protocols. The Coroner's Branch Leader may be assisted by staff from the University Police Department. In some cases, licensed funeral directors and morticians may assist the Coroner.</p> <p>2. Government Code 27491 mandates that the coroner or the coroner's appointed deputy examine the body, make identification, determine the circumstances, manner and means of death, perform evidence collections, process personal effects, and as circumstances warrant, isolate or decontaminate, transport and store human remains. Coroners often make next-of-kin notifications.</p> <p>3. The Code states that for purposes of inquiry, the body of one who is known to be dead from any of the causes, or under any of the circumstances that cause sudden and unexpected deaths, shall not be disturbed or moved from the position or place of death without permission of the coroner or the coroner's appointed deputy.</p> <p>4. A statewide contagious disease could prompt modifications of typical protocols. In overwhelming situations of numerous casualties, it is the responsibility of the Regional Coroners Mutual Aid coordinator to organize and coordinate the dispatch of resources within the region.</p> <p>5. Possible procedures that could be planned, trained, and implemented related to a pandemic situation include Fatality Collection Areas (FCA's), temporary morgues, mass burial procedures, comprehensive record-keeping regarding the identities and locations of the dead; security procedures for protection of valuables and personal property, etc.</p>
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Organizational Unit	<h2 style="margin: 0;">SITUATION STATUS (PLANNING) FUNCTION:</h2> <h3 style="margin: 0;"><u><i>assessing HSU's ability to function</i></u></h3>
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Situation Status (Planning) Section Chief	<ol style="list-style-type: none"> 1. Normal Operations. 	<ol style="list-style-type: none"> 1. Coordinate completion of risk identification/ impact analyses. 2. Identify essential/core services and corresponding operational thresholds. 3. Track development of divisional/department contingency plans 	<ol style="list-style-type: none"> 1. Continue Pandemic Alert Period Functions. 	<ol style="list-style-type: none"> 1. Track academic resources and corresponding instructional capacity. 2. Track administrative/business, support services resources and service capacity. 3. Provide timely updates to section chiefs and EOC Director 4. Develop campus action plans in response to situation status and proximity to operational thresholds. 	<ol style="list-style-type: none"> 1. Track recovery process 2. Generate a final report on impact analyses, essential/core functions and campus capacity and response during pandemic. 3. Identify opportunities for improved planning and situation status functions, overall response functions.
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Scribe/Documentation Branch	<ol style="list-style-type: none"> 1. Provide administrative support including word processing, graphics support, duplication, routing, emailing. 2. Note-taking at meetings as required 	<ol style="list-style-type: none"> 1. Provide administrative support including word processing, graphics support, duplication, routing, emailing 2. Assist in coordination of training and drills 3. Note-taking at meetings as required 	<ol style="list-style-type: none"> 1. Provide administrative support including word processing, graphics support, duplication, routing, emailing, meeting coordination 2. If you are sick, follow HSU protocols to report illness and avoid infecting others; 3. Note-taking at meetings as required 4. Provide administrative support including word processing, graphics support, duplication, routing 	<ol style="list-style-type: none"> 1. Keep healthy! Follow steps to reduce risk of infection; 2. Note-taking at meetings as required 3. Assist with in report preparation and documentation 	<ol style="list-style-type: none"> 1. Provide administrative support including word processing, graphics support, duplication, routing
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	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
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Organizational Unit	<h1 style="margin: 0;">SITUATION STATUS (PLANNING) FUNCTION:</h1> <h2 style="margin: 0;"><i>assessing HSU's ability to function</i></h2>
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Administrative Affairs Branch (Liaison to Admin Affairs DOC)	1. Normal Operations.	1. Facilitate completion of risk identification, impact analyses by/of Admin Affairs units. 2. Assess identified essential/core services and corresponding operational thresholds.		1. Provide situation status with regular updates of Admin Affairs status: absenteeism, level of essential/core services, proximity to operational thresholds, etc. 2. Advise Admin Affairs department heads in any changes of policies/procedures. 3. Advise Situation Status/Planning Section Chief of any Admin Affairs unit in proximity to operational threshold.	1. Coordinate de-briefings of Admin Affairs; identify opportunities for improved pandemic response.
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Academic Affairs Branch (Liaison to Academic Affairs)	1. Review of policy and standards re: excused student absences from class when ill. A. Develop plan for suspension of classes B. Develop plan for making up missed class time. <ul style="list-style-type: none"> i. Provost ii. Academic Senate/Ed Policy iii. A&Records 2. Receive, communicate and disseminate information provided by Education and Training about risk to community of teaching when ill. <ul style="list-style-type: none"> A. Provost, Deans B. Public Info Officer C. Info Technology Officer D. University Web Mgr. 	1. Communicate educational policies that were developed in previous period <ul style="list-style-type: none"> A. Deans, Department Chairs, Faculty B. A & R 2. Communicate materials provided by Education and Training about risk to teaching when ill. <ul style="list-style-type: none"> A. Provost, Deans B. Public Info Officer C. Info Technology Officer D. University Web Mgr. 	1. Facilitate dissemination of appropriate information to faculty regarding disaster worker status and university response. <ul style="list-style-type: none"> A. Provost, Deans, AVP Faculty Affairs 2. Provide info to faculty as to how to respond to student concerns <ul style="list-style-type: none"> A. Deans, Chairs 	1. Monitor levels of faculty and student absences and report to Planning Section Chief <ul style="list-style-type: none"> A. Provost, Deans, AVP Faculty Affairs 2. Collect and disseminate information to Provost. <ul style="list-style-type: none"> A. Disseminate info/ instructions to faculty B. Advise President re: suspension of classes 	1. Communicate with faculty regarding return to routine operations. <ul style="list-style-type: none"> A. Provost, Deans, AVP Faculty Affairs 2. Return to routine operations <ul style="list-style-type: none"> A. Deans/Chairs
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Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
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Organizational Unit	SITUATION STATUS (PLANNING) FUNCTION: <i>assessing HSU's ability to function</i> (Con't)				
Academic Affairs Branch (Liaison to Academic Affairs) Cont'd	3. Work with Health Center to monitor safety and CDC Travel Guidelines and recommendations for travel abroad. A. Research & Graduate Studies Dean B. Study Abroad Advisor C. Director for IELI D. Extended Education Director E. Academic Personnel Services 4. Develop plan for care and monitoring students studying abroad A. Research & Graduate Studies Dean B. Study Abroad Advisor C. Extended Education Director D. Student Affairs E. Health Center 5. Develop plan for care and monitoring students in practicum, internship and community service learning A. Deans, Department Chairs B. Service Learning Coordinator C. Career Center Internship Coordinator D. Education Department E. Nursing Department	3. Communicate CDC travel abroad recommendations A. Provost, Deans, Chairs, Faculty B. Study Abroad Advisor C. Extended Education Director D. Director IELI E. Academic Personnel 4. Monitor faculty/students who are studying abroad and communicate care plan A. Deans, Chairs, Faculty B. Study Abroad Advisor C. Extended Education Director D. Student Affairs 5. Disseminate care plan to students in practicum, internships, and community service learning A. Deans, Department Chairs B. Service Learning Coordinator C. Career Center Internship Coordinator D. Education Department E. Nursing Department	3. Implement plan to care for or bring back students from affected countries A. Research & Graduate Studies Dean B. Study Abroad Advisor C. Student Affairs D. Extended Education Director 4. Activate plans for students working in clinical rotations with confirmed cases A. CNRS Dean B. Nursing Dept. Chair 5. Assist in connecting volunteers with logistics A. AVP Faculty Affairs i. Nursing, Psychology, Health & PE, Counselors 6. Receive training on Response Plan from Emergency Mgmt Organization	3. Evaluate the delivery and capability of academic capacity; 4. Participate in Academic Affairs DOC action planning A. Consider withdrawal of students from clinical rotations, student teaching, and other high-risk placements. i. Deans, Chairs 5. Communicate with faculty regarding status and university response a. Provost, Assoc Provost, Deans, AVP Faculty, CIO 6. Assist in connecting students/faculty volunteers with resource requests from logistics	3. Review and assess impact of pandemic on Academic Affairs a. Provost, Deans, Associate Provost, AVP Faculty Affairs 4. Review effectiveness of pandemic response plan and revise procedures A. Provost, Deans, Assoc Provost, AVP Faculty Affairs, AS Chair 5. Review effectiveness of response plan and revise procedures a. Deans, Chairs 6. Implement Changes 7. Document protocol



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Organizational Unit	SITUATION STATUS (PLANNING) FUNCTION: <i>assessing HSU's ability to function</i> (Con't)				
Information Technology Branch (Class Cont)	1. Consider requirements for delivering courses remotely 2. Gather appropriate statistics regarding faculty comfort with remote delivery	1. Plan to deliver courses remotely, with either students, faculty or both physically not on campus	1. Train all faculty to use an LMS at least minimally A. Identify courses i. Work with department chairpersons to identify courses having a distance-delivery potential ii. Conclude statistics about what percentage of classes might be delivered for a short term – for instance, 6 weeks - using a (possibly primitive) distance modality. B. Identify faculty i. Identify faculty who are familiar with using a Learning Management System (LMS) to organize courses and deliver classes.	1. Redirect IT/CELT staff from routine function to class continuity function as appropriate. 2. Provide faculty who will need LMS assistance with start-up hand-outs & mentor list. 5. Identify individuals to participate in the technology specialist pool. Determine who will do this as a function of HSU employment, who will volunteer and who must be hired temporarily. Identify resources for any additional temporary hires.	1. Reallocate resources back to routine operations 2. Evaluate successes and problems and refine pandemic planning



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Organizational Unit	<p>SITUATION STATUS (PLANNING) FUNCTION: <i>assessing HSU's ability to function</i> (Con't)</p>				
<p>Information Technology Branch (Class Cont)</p>			<ul style="list-style-type: none"> ii. Identify faculty who are able to offer courses by distance with minimum assistance, perhaps in a primitive manner by posting lectures and assignments and receiving student response by email. iii. Identify faculty who will need assistance transforming lesson plans to a distance mode. C. Compute resources needed <ul style="list-style-type: none"> i. Estimate extent of technology specialist pool for mediating from a faculty lesson plan to a distance version ii. Estimate amount of faculty training necessary to use a LMS at minimal levels iii. Estimate server and storage capacity needed for delivering large proportion of courses via LMS's. iv. Determine number of faculty prepared with appropriate hardware and high speed Internet connection to deliver courses from home. D. Notify faculty, staff and students of course continuity plans E. Develop training materials for faculty to use an LMS at least minimally to deliver instruction 		



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Organizational Unit	SITUATION STATUS (PLANNING) FUNCTION: <i>assessing HSU's ability to function</i> (Con't)				
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Information Technology Branch (University Operations Continuation)	<ol style="list-style-type: none"> 1. Design signage to be posted in public computing facilities about washing hands after using keyboards as a general disease prevention measure. 2. Identify essential campus computing services, probably in a tiered format. 3. Review depth of backup for maintaining essential campus services in operational state. 4. Develop plan for maintaining essential campus services in operational state. 	<ol style="list-style-type: none"> 1. Assign responsibility for maintaining essential campus services to individual staff members. 2. Determine what IT functions can be suspended with staff energies redirected toward maintenance of classes. 3. Identify essential spare parts for computing and networking services. 	<ol style="list-style-type: none"> 1. Purchase essential spare parts for computing and networking services. 2. Implement protocol controlling spares usage. 3. Purchase health maintenance essentials for IT staff who must report to campus. 4. Develop a protocol to facilitate IT staff knowledge about where spare parts are kept and how they are to be accounted for. 	<ol style="list-style-type: none"> 1. Redirect IT staff from routine function to class continuity function as appropriate. 2. Monitor health of critical IT employees to determine if essential functionality can be maintained for: User Support Services (Help Desk), LMS support, network and telecom support and infrastructure server support (email, student records, etc.) 3. Implement central command-and-control center to coordinate activities of IT staff who are working from home. 4. Identify opportunities and costs for IT staff to work from home during a campus closure. 	<ol style="list-style-type: none"> 1. Reallocate resources back to routine operations 2. Evaluate successes and problems and refine pandemic planning
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	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
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Organizational Unit	<h2 style="margin: 0;">SITUATION STATUS (PLANNING) FUNCTION:</h2> <h3 style="margin: 0;"><i>assessing HSU's ability to function</i> (Con't)</h3>
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Student Affairs Branch (Liaison to Student Affairs DOC)	<ol style="list-style-type: none"> 1. Coordinate with the University Planning committee on the Student Affairs section of the University Pandemic response plan. 2. Provide training to staff on the pandemic and Student Affairs procedures. 	<ol style="list-style-type: none"> 1. Develop a plan for staff check-in if ill and on return to work. 2. Identify essential personnel and operations. 3. Work with the Health Center regarding means to reduce the spread of infection while maintaining essential operations. 	<ol style="list-style-type: none"> 1. Monitor staffing. 2. Respond to parent concerns regarding their students' health and safety. 3. Respond to student concerns. 4. Coordinate with the Health Center regarding the education plan for informing students. 	<ol style="list-style-type: none"> 1. Implement plans to reduce the spread of infection within the office. 2. Respond to parent concerns regarding their students' health and safety. 	<ol style="list-style-type: none"> 1. Review and assess effectiveness of procedures and revise as needed. 2. Communicate regarding return to routine operations. 3. Return to routine operations. 4. Documentation of response actions taken and their effectiveness. 5. Provide the University planning team with changes to the plan.
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Logistics Section Chief	<ol style="list-style-type: none"> 1. Position not yet activated. 	<ol style="list-style-type: none"> 1. Solicit lists of needed materials, including possible vendors and costs, from Operations Section branches 2. Identify potential sources, delivery timelines, and costs for materials and supplies. 3. Compile supplies and materials profile for Finance Section. 	<ol style="list-style-type: none"> 1. Issue purchase orders for long-lead time items or supplies anticipated to become difficult to obtain in large numbers. 2. Coordinate registration of health care provider volunteers; 3. Advise EOC Director of status of supplies and materials received and ordered. 	<ol style="list-style-type: none"> 1. Communicate with Operations and Situation Status/Planning section on pandemic related materials/supplies availability; 2. Keep EOC Director apprised of logistics issues. 	<ol style="list-style-type: none"> 1. Review planning and response actions, procedures. 2. Implement improvements as warranted. 3. Return to normal operations as soon as feasible.
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	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	SITUATION STATUS (PLANNING) FUNCTION: <i>assessing HSU's ability to function</i> (Con't)				
Human Resources Branch	1. Dissemination of information to employees regarding policies and procedures in case of pandemic. 2. Design reporting system to receive information on staff absences due to flu or family care needs. 3. Determine pay policies for mandated absences. 4. Determine policies for reassignment of staff to fill essential rolls.	1. Develop policy for home assignments of staff. 2. Develop return to work guidelines for previously ill staff that are no longer infectious. 3. Consult with the Vice Chancellor of Human Resources regarding collective bargaining issues and various possible pandemic planning responses such as home assignment, mandatory furloughs, pay status, job reassignment. 4. Review feasibility of implementing policies concerning mandatory leaves, mandatory furloughs, home assignment, telecommuting, paycheck distribution and reassignment to core or volunteer positions to enhance likelihood of continued campus operations and safety of employees.	1. Communicate and implement policy for home assignments of staff. 2. Communicate return to work guidelines for previously ill staff that are no longer infectious. 3. Test and communicate policies/guidelines developed to enhance likelihood of continued campus operations and safety of employees and students. Implement as conditions warrant.	1. Communicate and implement policy for home assignments of staff. 2. Implement reporting system 3. Assist with relocation of staff to fill essential roles. 4. Implement return to work guidelines for previously ill staff that are no longer infectious. 5. Implement policies/guidelines developed to enhance likelihood of continued campus operations and safety of employees. 6. Collect absenteeism information	1. Review ability to end home assignments based on recent medical reports. 2. Review effectiveness of guidelines as necessary. 3. Review policies/guidelines and revise as necessary.



	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	SITUATION STATUS (PLANNING) FUNCTION: <i>assessing HSU's ability to function (Con't)</i>				
Volunteers and Volunteer Organiz. Branch	1. Anticipate the type of volunteers that may be necessary. Identify sources for those volunteers and any special qualifications and training that may be necessary	1. Anticipate the type of volunteers that may be necessary. Identify sources for those volunteers and any special qualifications and training that may be necessary. Along with the Influenza Manager inquire about emergency credentialing criteria.	1. Coordinate volunteer personnel needs with the Pandemic Manager. Establish and maintain a position log of volunteers.	1. Establish and maintain a position log. Establish registration locations to register volunteers. Coordinate with the Liaison and Safety Officer to ensure that volunteers receive a current situation and safety briefing upon check-in and ensure access, badging or identification as necessary. Process all incoming requests for volunteer support. Identify number of volunteers needed and where they should report to upon arrival. Track timing of arrival and communicate to requesting parties accordingly.	1. Complete all required forms, reports and other documentation. Review Provide input to the Logistics after-action report.



Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
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Organizational Unit	<h1>LOGISTICS FUNCTION:</h1> <h2><i>supporting HSU's response with people, equipment, & supplies</i></h2>
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Procurement Branch	<ol style="list-style-type: none"> 1. Solicit lists of needed supplies and materials, including possible vendors and costs, from Operations Section branches for supplies that will be required in the event of a pandemic. 2. Solicit volumes of supplies and needed and target users. 3. Research possible suppliers, pricing, in stock guarantees and shipping times. 4. Investigate supplier's contingency plans. 5. Work with Finance Chief to determine pandemic cost tracking and funding plan. 	<ol style="list-style-type: none"> 1. Notify procurement that phase two is in affect and brief them as to what that means. 2. Alert finance section that phase two is in affect and brief them as to what that means. 3. Work with Distribution to develop a supplies and materials distribution plan. 4. Develop an inventory control plan. (Designate an inventory control officer.) 5. Secure adequate storage space. 	<ol style="list-style-type: none"> 1. Begin ordering and stockpiling supplies. 2. Confirm with distributors that they have adequate stocks and identify possible alternates. 3. Activate inventory control plan. 	<ol style="list-style-type: none"> 1. Inventory control officer makes periodic reports to the logistics chief. 2. Send copy of requisition, PO and shipping documents to the logistics chief for review. 3. Send a copy of requisition, purchase orders, and shipping documents, including a periodic supplies and materials inventory report, to the finance chief. 	<ol style="list-style-type: none"> 1. Procurement and Finance notified that immediate demand for supplies has stopped. 2. Operations assess effectiveness of materials purchased and amends plan prior to next epidemic wave. 3. Inventory is replenished before next wave arrives.
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Equipment and Supplies Distribution Branch	<ol style="list-style-type: none"> 1. Position not yet activated. 	<ol style="list-style-type: none"> 1. Develop a distribution plan for purchased materials, supplies, and equipment. 2. Develop a plan to move materials, supplies, and equipment as needed by the EOC Section Chiefs. 3. Identify transportation and distribution equipment. 	<ol style="list-style-type: none"> 1. Review lifting procedures with employees and volunteers. 2. Confirm supplies and materials inventory process with Procurement Branch. 	<ol style="list-style-type: none"> 1. Distribute materials and supplies as ordered by the EOC Section Chiefs. 2. Transport materials, supplies, and equipment as needed by the EOC Section Chiefs. 	<ol style="list-style-type: none"> 1. Evaluate if distribution plan is effectively delivering supplies in a timely manner. 2. Modify plan as needed to prepare for next wave.
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	Interpandemic Period (PLANNING)	Pandemic Alert Period (PREPARATION)	Pre-Pandemic Period (EARLY ACTIVATION)	Pandemic Period (FULL ACTIVATION)	Recover/Review Period (REVIEW)
Organizational Unit	FINANCE & ADMINISTRATION FUNCTION: <u><i>records, expenditures, claims, recovery</i></u>				
Finance and Administr. Section Chief	1. Position not yet activated.	1. Coordinate with other section chiefs 2. Develop financial planning assumptions and processes, including financial tracking of pandemic expenses. 3. Identify essential core functions within Financial Services that must remain operational throughout the pandemic. 4. Identify staffing roles in emergency operations mode. 5. Perform impact analysis for Financial Services; identify operational staffing thresholds for essential/core functions.	1. Discuss essential core function roles and duties with key personnel. 2. Discuss financial and inventory tracking mechanisms.	1. Support essential/core functions for continuity to the extent feasible; 2. Obtain material and supply acquisition needs from Operations and Situation Status/Planning sections. 3. Assess material acquisition needs; initiate early purchases as warranted. 4. Record pandemic costs; develop pandemic cost estimate. 5. Provide periodic updates to Administrative Affairs Branch.	1. Review planning and response actions, effectiveness, etc.; modify plans as warranted. 2. Summarize financial impact of pandemic and provide report to the Administrative Branch. 3. Move back to normal operations as quickly as feasible.



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Organizational Unit	<h2 style="margin: 0;">FINANCE & ADMINISTRATION FUNCTION:</h2> <h3 style="margin: 0;"><u>records, expenditures, claims, recovery</u> (Con't)</h3>
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Records Branch	1. Position not yet activated.	1. Assess the need for records coordination and retention plans for the pandemic.	1. Communicate the importance of a records coordination and retention plan to the EOC and Section Chiefs.	1. Develop records coordination and retention plans and share with the EOC and Section Chiefs. 2. Develop a process for retrieving important documentation for records storage..	1. Periodically evaluate the records retrieval and retention plan, make changes as necessary.
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Expenditures Branch	1. Position not yet activated.	1. Develop a plan for continued financial data processing to occur. 2. Develop controls to ensure the integrity of the financial data. 3. Identify core team to manage financial data integrity.	1. Communicate financial data integrity plan to core team. 2. Train financial staff as needed.	1. Identify process to assure that financial data is properly entered and proper backup paperwork is stored. 2. Identify a process for timely invoicing and receipting.	1. Reevaluate processes often. 2. Provide regular reports to the Finance Chief. 3 Return to normal operations as soon as possible.
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Records Security Branch	1. Position not yet activated.	1. Assess the need for records security plans for the pandemic.	1. Communicate the importance of a records security plan to the EOC and Section Chiefs.	1. Develop records security plans and share with the EOC and Section Chiefs. 2. Develop a security backup and retrieval plan for financial records storage.	1. Periodically evaluate security backup and retrieval plan and make changes as necessary.
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Recovery/ Review (Finance) Branch	1. Position not yet activated.	1. Identify a recovery plan to return to normal financial operations 2. Identify core team to lead this process.	1. Train returning and new staff in procedures to follow.	1. Begin the process to return CMS Finance and subsystems to normal functionality.	1. Carefully assess milestones, cross check financial data, and reassess data integrity policies. 2. Return to normal operations as efficiently as possible.
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