

# Pandemic Influenza—Continuity of Operations Plan (COOP)

*University of North Carolina at Chapel Hill*

**Instructions:** To be better prepared, all UNC departments and units are required to use this form to complete a Continuity of Operations Plan—to describe how your department will operate during an influenza pandemic, and recover afterwards to be fully operational. This is your Plan; feel free to augment this template to meet your needs. The *process* of planning for an emergency is very valuable. Be collaborative when drafting this, and seek comments from your staff and leadership. For detailed instructions and more information, see the PI COOP website (address below) or call the University Business Continuity Officer at 962-1628.

<b>Department/Unit</b>	Kenan-Flagler Business School		
	<b>Developer</b>		<b>Date Plan Finalized</b>
<b>Plan Development</b>	Elizabeth Davis / Susan Kellogg		11/30/06; updated 08/03/09
<b>Head of Operations</b>	<b>Name</b>	<b>Phone Number</b>	<b>Alt Phone Number</b>
	David Stevens		
<b>Email address</b>	david_stevens@unc.edu		

## A: Background Information for Pandemic Influenza

Three influenza pandemics occurred in the last century, and public health experts predict that another is likely some time in the future. No one can predict when it might happen or how severe it will be. It is prudent to plan for one, however. In the event of an influenza pandemic, UNC will have four objectives:

- Minimize the risk of pandemic influenza to students, faculty and staff.
- Support students who remain in Chapel Hill.
- Continue functions essential to university and hospital operations during a pandemic.
- After the pandemic, resume normal teaching, research and service operations as soon as possible.

**Planning Assumptions.** Although no one knows the precise characteristics of the next influenza pandemic, UNC is basing its plans on the following assumptions:

1. To reduce the risk of illness, public health officials may request that UNC take social distancing measures such as canceling public events and suspending classes. If a severe outbreak were to occur, we should expect to suspend on-campus classes for 7-10 weeks.
2. Employee absenteeism will reach 40 percent for periods of about 2 weeks at the height of a pandemic wave, with lower levels of staff absent for a few weeks on either side of the peak.
3. For planning purposes, assume that absent employees include leaders, heads and personnel with primary responsibility for essential functions.
4. Fifty percent of your supplies will not be available during the 7-10 week period of contagion.
5. For planning purposes, assume that the wave will occur during the fall or spring semester.
6. It is unlikely that students, faculty and staff will be subject to mandatory quarantine orders. Instead, public health officials will rely on voluntary social distancing measures.

See UNC’s “Pandemic Influenza Planning Assumptions” for more details.

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**B: Your Department's Objectives**

Considering your department's unique mission, describe your teaching, research and service objectives:

Instructional design and delivery of degree programs in the McColl Building
Delivery of executive education programs at the Rizzo Center
Faculty research support (grant funded & other)
Support of various service initiatives (leadership, state economic development, community service projects, etc.)

**C: Emergency Communication Systems**

All UNC employees are responsible for keeping informed of emergencies by monitoring news media reports, UNC's home page and/or calling the Emergency Hotline (843-1234).

To rapidly communicate with employees in an emergency, we encourage all departments to prepare and maintain a call tree. See the PI COOP web site for an example of a call tree.

Note below the system(s) you will use to contact your employees in an emergency. Departments should identify multiple communication systems that can be used for backup, after hours, when not on campus, or for other contingencies.

- |   |   |  |
|---|---|--|
| <input checked="" type="checkbox"/> Phone     | <input checked="" type="checkbox"/> Email                 | <input type="checkbox"/> Direct connect (e.g., Nextel) |
| <input checked="" type="checkbox"/> Call tree | <input checked="" type="checkbox"/> Departmental web site | <input type="checkbox"/> Pager                         |
| <input type="checkbox"/> Instant messaging    | <input type="checkbox"/> Other (describe):                |  |

**D: Emergency Access to Information and Systems**

If access to your department's information and systems is essential in an emergency, describe your emergency access plan below. This may include remote access (or authorization to allow remote access), contacting IT support, Blackboard, off-site data backup, backup files on flash drives, hard copies, Blackberry/Treo or use of alternate email systems (e.g., Yahoo).

Overview:  The main focus of a pandemic is to get students and personnel out of harms way so that the pandemic can be contained. The most severe of the scenarios calls for classes to be cancelled and staff/faculty to work from home. For our institution, working from home is a normal event and is tested regularly. We feel confident that taking the following steps, we will be able to maintain all operations for an extended amount of time. However, it is important to note that all planning is based on the Internet remaining viable. We recognize that with large segments of the population at home, the internet will be slow and possibly inaccessible; this is beyond the control of our IT group.
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For on-going system support, we have an on-call rotation using a cellular phone for an initial point of contact. Three full-time employees are part of that rotation. Three additional employees are on auxiliary call whereby they can be asked to provide additional support in case of an emergency. All six employees are required to have a broad-band connection at their homes to allow them to do necessary system work remotely. Many have individual cell phones that are self-provided but are available in time of emergency.

All Kenan-Flagler systems can be accessed remotely through one of three methods: Virtual Private Network, Remote Access and web/internet access. Currently 90% of those who require access in an emergency have at least two of the three methods in place for them. IT will ensure that critical administration members have access to the necessary systems from home, where security will allow.

Normal disaster recovery procedures call for reducing applications to only those that are critical. For a pandemic, we do not expect to have to reduce any operations unless a secondary disaster occurs at which time the Kenan-Flagler IT Disaster Recovery Plan would be implemented. During a pandemic influenza the Kenan-Flagler website will be our primary means of communication with the full Kenan-Flagler Community, with email as a means to communicate individually and as a backup to the web.

**Planning Assumptions:**

Plans at various condition levels are built of two primary assumptions. Should either of these prove to be untrue, continuing operations during a pandemic will not be possible.

1. No cost savings measures will be put in place that would reduce HVAC and power to the building and thereby risk the remote access capabilities into the individual desktops.
2. The World Wide Web, commonly known as the Internet, will remain viable as a transport mechanism.

**Pandemic Phases/Conditions:**

Below are the conditions that correlate to the UNC Pandemic Plan as of May 2009 and the corresponding actions for the Kenan-Flagler community.

Condition 1: Classes are held; Office open (regular operations)

All personnel and students report as normal.

Condition 2: Classes canceled; Building is accessible, but limited to faculty and staff.

Faculty and staff will still be allowed to work on campus, but may choose to work from home. Absenteeism is expected to be high due to childcare issues and/or caring for infected family members or self. Preparation for a possible condition 3 begins, specifically:

- a. Prioritization of school functions with school administrators such as admissions or career services taking into account any current situations that will impact their prioritization, such as the end of a major admissions cycle.
- b. Identification of any key personnel in high priority areas that need loaner computers or other assistance should they be asked to work from home. Distribute needed machines to personnel needing machines.
- c. Update emergency phone tree and ensure that those identified on the phone tree have contact numbers for their staff.
- d. Review and test of all remote access technologies to include but not limited to the following:
  - i. Remote access to critical school systems from home. It is presumed that many of these will be tested throughout the year in the course of normal business however heightened awareness is required at this time.
  - ii. VPN access via laptop or home computer for sensitive information systems.
  - iii. Wake On LAN (WOL) capability for all high priority functions with an intent to have installed for all staff and faculty computers.
- e. IT Helpdesk prepare for remote operations:
  - I. Review phone routing needs
  - II. Review remote support capabilities such as WOL and remote assistance
  - III. Review any necessary changes to workflow to allow remote support of staff/faculty

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Condition 3: Classes are canceled; offices are closed. Building is accessible, but access is severely limited. Only those listed as Communicable Disease Mandatory Employees (CDME) will be allowed to report to work. In this situation, there has been a wide-spread outbreak of influenza. The building is operational yet we cannot get to anything inside the building for a long period of time due to the need for social distancing. Specific activities for this condition level are:

- a. Activate the "Building Shutdown Process" detailed below including notifying personnel of actions to take before leaving the building
- b. Activate re-routing of IT Helpdesk functions
- c. Implement enhanced 24/7 monitoring of systems

**Building Shutdown Process:**

In the case of a pandemic or other situation where the building will be unoccupied for an extended period of time, the following should be completed before facilities and IT personnel leave the building (as long as there is no physical threat to these personnel):

- All labs and classrooms will be physically locked to secure the room and the equipment. Likewise, the building perimeter will be locked.
- All classroom and labs will be powered down and possibly unplugged before exiting the building.
- No cost savings measures will be put in place that would reduce HVAC and power to the building and thereby risk the remote access capabilities into the individual desktops.
- Email kiosks and information monitors will be shutdown.
- IT Helpdesk will send an email to faculty and staff advising them to do the following before they leave the building:
  - a. Ensure your desktop PC is powered on before you leave if you plan on using remote desktop to access it.
  - b. Turn off your PC monitor as it will not be of use if you are not in the office.
  - c. Turn off all office overhead lights - except those that will not turn off by design.
  - d. Unplug any additional devices in your office and office area as they will not be useable remotely to include but not limited to:
    - Office printers
    - Office fax machines
    - Additional lights, heaters, etc... you might have plugged in
  - e. Make sure you have taken chargers, power cords and network connections needed for laptop computer and handheld cellular phone use at home.

**E: Your Department's Essential Functions**

List below your department's functions that are essential to operational continuity and/or recovery, and who is responsible for them. Make sure that alternates are sufficiently cross-trained to assume responsibilities.

<b>Essential Function:</b>	Leadership		
	<b>Primary</b>	<b>Alternate</b>	<b>Second Alternate</b>
	Jim Dean (Dean)	Dave Stevens	Jean Elia
<b>People Responsible</b>			
<b>Phone Numbers</b>			
<b>Essential Function:</b>	Information Technology (systems & email continuity)		
	<b>Primary</b>	<b>Alternate</b>	<b>Second Alternate</b>
	Susan Kellogg	Larry Fritsche	Simon Walker
<b>People Responsible</b>			
<b>Phone Numbers</b>			

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<b>Essential Function:</b>	Building operations (McColl, Rizzo, Kenan)		
	<b>Primary</b>	<b>Alternate</b>	<b>Second Alternate</b>
<b>People Responsible</b>	Dave Stevens	Scott Blalock	Jean Elia
<b>Phone Numbers</b>			
<b>Essential Function:</b>	Communications to internal/external constituencies		
	<b>Primary</b>	<b>Alternate</b>	<b>Second Alternate</b>
<b>People Responsible</b>	Leigh Adam	Allison Adams	Heather Havenstein
<b>Phone Numbers</b>			
<b>Essential Function:</b>	Human Resources (payroll processing)		
	<b>Primary</b>	<b>Alternate</b>	<b>Second Alternate</b>
<b>People Responsible</b>	Liz Davis	Tonya Pope	Rebecca Penticoff
<b>Phone Numbers</b>			
<b>Essential Function:</b>	Financial Services (cash management)		
	<b>Primary</b>	<b>Alternate</b>	<b>Second Alternate</b>
<b>People Responsible</b>	Christy Dodson	Nicole Hosterman	Shannon Taylor
<b>Phone Numbers</b>			

Review your department’s key personnel, leaders, heads and those responsible for the above essential functions to identify your department’s “**public health emergency employees.**” Your department’s Human Resources Facilitator should identify those people in HRIS. For more information on emergency employees, see Section M below. We encourage all employees to add personal contact information in the UNC directory via <https://dir.unc.edu/>, which is kept as private information by default. This contact information can be used in an emergency.

**F: Your Department’s Leadership Succession**

List the people who can make operational decisions if the head of your department or unit is absent.

	<b>Name</b>	<b>Phone Number</b>	<b>Alt Phone Number</b>
<b>Head of Operations</b>	Dave Stevens		
<b>First Successor</b>	Jean Elia		
<b>Second Successor</b>	Jim Dean		
<b>Third Successor</b>			

**G: Key Internal (Within UNC) Dependencies**

All UNC departments rely on Energy Services, ITS, Payroll/Purchasing/Finance, Public Safety and Facilities Services. List below the other products and services upon which your department depends and the internal (UNC) departments or units that provide them.

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<b>Dependency</b> (product or service) :	Visas, etc. for international students & faculty
<b>Provider</b> (UNC department):	International Student & Scholar Services
<b>Dependency</b> (product or service) :	Grant, contract processing & reporting
<b>Provider</b> (UNC department):	Office of Sponsored Research
<b>Dependency</b> (product or service) :	Payroll/Finance
<b>Provider</b> (UNC department):	Payroll/Financial Services
<b>Dependency</b> (product or service) :	
<b>Provider</b> (UNC department):	
<b>Dependency</b> (product or service) :	
<b>Provider</b> (UNC department):	
<b>Dependency</b> (product or service) :	
<b>Provider</b> (UNC department):	
<b>Dependency</b> (product or service) :	
<b>Provider</b> (UNC department):	
<b>Dependency</b> (product or service) :	
<b>Provider</b> (UNC department):	

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**H: Key External Dependencies**

List below the products, services, suppliers and providers upon which your department depends. We recommend that you encourage them to prepare a pandemic influenza continuity of operations plan.

<b>Dependency</b> (product or service) :	Carolina Dining Services (Food Service---McColl)	
	<b>Primary</b>	<b>Alternate</b>
	<b>Supplier/Provider</b>	Carolina Dining Services
<b>Phone Numbers</b>		
<b>Dependency</b> (product or service) :	Rizzo Center Operations	
	<b>Primary</b>	<b>Alternate</b>
	<b>Supplier/Provider</b>	Sheri Decker Creston Woods
<b>Phone Numbers</b>		
<b>Dependency</b> (product or service) :	Admissions Pros (Admissions application)	
	<b>Primary</b>	<b>Alternate</b>
	<b>Supplier/Provider</b>	Jeff Hilts
<b>Phone Numbers</b>		
<b>Dependency</b> (product or service) :	Flatbridge	
	<b>Primary</b>	<b>Alternate</b>
	<b>Supplier/Provider</b>	Rob Berling Alan Parker
<b>Phone Numbers</b>		
<b>Dependency</b> (product or service) :	Harris Connect (Internet Hosting Services for Key Alumni Information)	
	<b>Primary</b>	<b>Alternate</b>
	<b>Supplier/Provider</b>	Adia White
<b>Phone Numbers</b>		
<b>Dependency</b> (product or service) :		
	<b>Primary</b>	<b>Alternate</b>
	<b>Supplier/Provider</b>	
<b>Phone Numbers</b>		
<b>Dependency</b> (product or service) :		
	<b>Primary</b>	<b>Alternate</b>
	<b>Supplier/Provider</b>	
<b>Phone Numbers</b>		

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**I: Mitigation Strategies**

Considering your objectives, dependencies and essential functions, describe below the steps you can take now to minimize the pandemic's impact on your operations. For example, you may wish to stock up on your critical supplies or develop contingency work-at-home procedures. This may be the most important step of your emergency planning process. Formulation of your mitigation strategies may require reevaluation of your objectives and functions.

Remote desktop access for key staff/faculty
Formalized & communicated school-wide communication plan

**J: Exercising Your Plan & Informing Your Staff**

Share your completed Plan with your staff. Hold exercises to test the Plan and maintain awareness. Note below the type of exercises you will use and their scheduled dates. For assistance in exercising your Plan, contact the University Business Continuity Officer at 919-962-1628.

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Staff orientation meeting   | <input checked="" type="checkbox"/> Emergency communication test     |
| <input checked="" type="checkbox"/> Call tree drill   | <input checked="" type="checkbox"/> Off site information access test |
| <input type="checkbox"/> Tabletop exercise  | <input type="checkbox"/> Unscheduled work at home day                |
| <input type="checkbox"/> Interdepartmental exercise   | <input type="checkbox"/> Emergency assembly drill                    |
| <input checked="" type="checkbox"/> Other drill (describe): Create advance communication take home collateral & post on Kenan-Flagler web site. |  |

Exercise Dates
3/31/07
Staff Distribution Date
3/31/07

**K: Recovery After the Pandemic**

Describe your Plan to fully resume operations as soon as possible after the wave has passed. Identify and address resumption/scheduling of normal activities and services, work backlog, resupply of inventories, continued absenteeism, the use of earned time off, and emotional needs.

<p>Send broadcast email and activate Call Tree informing resumption of operations          Communication plan implementation informing resumption of operations          Assess supplies, food service inventories and contact vendors accordingly          Managers &amp; HR to monitor &amp; assess employee absenteeism &amp; emotional support requirements          Degree program &amp; other units will assess:              ---work backlog &amp; student needs              ---implement plans to address deficiencies              ---report status/findings to Dean &amp; Senior Management Team</p>
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## **L: Special Considerations for Your Department**

Describe here any additional or unique considerations that your department may face in a pandemic.

## **M: Additional Resources and Policy Summaries**

The following is a list of resources, guidelines and policies that will help you plan for pandemic influenza. For a detailed description of these resources, see the PI COOP web site.

### ***Guidelines for Workplace Dispersement and Fitness to Work***

During a pandemic, employees will be encouraged to reduce face-to-face contact between employees, where possible. Increasing the physical distance between employees to three to six feet will reduce influenza transmission risk from coughing, sneezing or speaking.

Employees who are sick should not report to work. Be prepared to implement procedures to reduce the workplace risk of transmitting influenza.

### ***Public Health Emergency Employee Selection Guidelines***

Departments should identify as “public health emergency employees” those who are responsible for performing functions that are absolutely essential to the continuation of core university operations (e.g., protection of health or property, support of campus health service or UNC Hospitals, payroll, etc.) during a multi-week public health emergency when classes and most other university activities are suspended. “Public health emergency employees” must satisfactorily perform their responsibilities in a public health emergency. UNC’s “public health emergency employees” designation is different from the “adverse weather emergency personnel” designation.

### ***Personal Protection Equipment***

To date, the U.S. Centers for Disease Control (CDC) has issued pandemic influenza personal protective equipment (PPE) guidance only for patient care. The CDC is not likely to issue additional pandemic influenza PPE guidance until the threat becomes imminent. When CDC does issue guidance, UNC will follow it to provide the specified PPE (e.g., masks, gloves) to employees in CDC-identified high risk job classifications, and to employees who perform high risk duties identified by CDC.

UNC assumes that future CDC guidance will address the PPE needs of certain employees who care for sick students. We have therefore purchased limited quantities of masks and gloves for those employee classifications who work for the Campus Health Service and Housing and Residential Education. (We believe that some students with influenza may need to live in student housing during the pandemic.)

Since CDC’s PPE recommendations will rely on a high level of risk (e.g., direct contact via care for sick patients), it is *not* likely that UNC’s limited PPE stocks will be available to all employees that

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departments may designate as “public health emergency employees.” Departments that wish to assess their PPE needs for pandemic influenza should contact the Department of Environment, Health and Safety for guidance: 919-962-5507.

**Home Emergency Planning for Individuals and Families**

Employees, students and their families should plan for any type of emergencies that could impact them in their home, apartment or residence hall. Don’t wait—an emergency can occur at any time. Hurricane Katrina taught us that employees may not show up for work if they are concerned for the safety and security of their families. We recommend that your employees receive the following information, available via that site:

- Guide for Individuals and Families
- Emergency Contacts Form
- Family Health Information Sheet
- Pandemic Flu Planning Checklist for Individuals and Families

**N: More Information About Your Department**

Please note below information for your department’s contact.

	Name	Phone Number	CB#-Address
<b>COOP Contact</b>	Elizabeth Davis		CB #3490
<b>Email address</b>	liz_davis@unc.edu		
<b>Dept. locations</b>	McColl Building; Kenan Center; Rizzo Center		

Please indicate below the principle nature of your department’s operations (check all that apply):

- Instruction
- Student life support
- Laboratory research
- Research support
- Other research
- Facilities support
- Administration
- Other (describe):

**O: COOP Submission**

Thank you for completing your department’s Pandemic Influenza Continuity of Operations Plan (COOP). Please submit an electronic copy of this Plan to the University’s Business Continuity Officer, Mary Parrish at [mary.parrish@unc.edu](mailto:mary.parrish@unc.edu).

University Business Continuity Office and the Department of Environment, Health and Safety  
6 October 2006