North Carolina School of Science and Mathematics
Pandemic Flu Response Plan

DISCLAIMER: This is a document, intended for discussion and review. The intent is to continually update this document to reflect dynamic practices.
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Addendum:
I. Purpose

The purpose of these guidelines is to prompt NCSSM Community professionals to action in either leading or assisting in the development of pandemic preparedness plans in their division in support of the NCSSM Pandemic Flu Plan. The World Health Organization (WHO) and the Centers for Disease Control (CDC) have warned that the current risk from the H1N1 (“swine flu”) or the Avian Influenza (“bird flu”) becoming the next influenza pandemic is high. Whether H1N1 or Avian Influenza evolves into the next pandemic virus or not, emergency preparedness planning is essential because it affords organizations and institutions an opportunity to respond more effectively to a number of emergency situations including a future pandemic. Also, planning is the most effective response to any public health emergency, and should a pandemic from H1N1 or Avian Influenza arise, there will be little time to act once the event starts. This document is not intended to offer detailed information about the nature of viruses but rather to assist NCSSM personnel in engaging in thoughtful discourse with partners on campus in the formulation of a flexible, adaptive response plan that is tailored to the needs and resources of NCSSM.

The first part of this document will offer an overview of the pandemic threat and the importance of pandemic preparedness planning. Once a pandemic virus emerges, it is too late to begin planning so we must plan ahead and develop a well thought out and effectively communicated plan. The second part of this document will outline the specific areas that are included in planning, starting first with planning to meet the health care needs of students and then, addressing planning for the broader campus-wide response. This plan is not to be considered as a stand-alone document but assumes concurrent development of response plans by Public Health officials. Discussions with outside agencies are ongoing and local and national decision making processes will affect implementation of this plan.

This Pandemic Flu Plan will be located on the NCSSM “T’ Shared Drive where it will be maintained and updated. Vice Chancellors of each division within NCSSM are required to provide updates to information relevant to their area of responsibility quarterly. The document will be read only except for individuals designated to make changes to the plan. All changes to the plan must be approved in advance by the Chancellor or designee(s).

II. Background

A pandemic is an epidemic (an outbreak of an infectious disease) that spreads worldwide, or at least across a large region. There have been ten recorded pandemics over the past 300 years, three of which occurred in the last century (1918, 1957 and 1968). The most deadly of the three was the pandemic of 1918 caused by a virus referred to as H1N1, which killed over 20 million people worldwide. Public Health authorities generally believe that pandemic will occur again although it is not known exactly when or which strain of a novel virus will rise to the occasion.

- **1918-19 'Spanish Flu' (H1N1)**, is estimated to have sickened 20-40% of the world's population, and over 20 million people died, 500,000 in the U.S., between September 1918 and April 1919. It spread rapidly; many died within a few days of infection, others from secondary complications. The attack rate and mortality was highest among adults 20-50 years old, although the reasons for this are uncertain.
- **1957-58' Asian Flu', (H2N2)**, the virus was quickly identified due to advances in technology and a vaccine was produced. Infection rates were highest among school
children, young adults and pregnant women. The elderly had the highest rates of death. A "second wave" developed in 1958. There were about 70,000 deaths in the United States.

- **1968-69, 'Hong Kong Flu', (H3N2)**, caused 33,800 total deaths in the U.S. This virus was first detected in Hong Kong in early 1968 and spread to the United States later that year. Those over age 65 were most likely to die. This virus returned in 1970 and 1972 and still circulates today.¹

If a virus would gain sustainable, efficient transmissibility, the public health strategy would focus on slowing the spread because it would be virtually impossible to stop it. Slowing the spread of disease would allow for better allocation and more even use of limited resources by flattening the surge of cases. Pandemic influenza would have rapid, global spreading among humans, with no predictable pattern or seasonal preference as with seasonal influenza. It could come in waves with a total duration of a year or more and potentially cause millions of deaths.

A significant concern as well is that there is a short window for critical decision-making. Avian influenza will spread quickly in a community with an attack rate of 0.01 % to 1 % in one week's time.² In 1918, H1N1 crossed the United States in 3-4 weeks.

All viruses are classified by a combination of two groups of proteins. The hemagglutinin or "H" proteins, of which there are 16 (H1-H16), and the neuraminidase or "N" proteins of which there are 9 (N1-N9). Avian influenza strains are also divided into two groups based upon the ability of the virus to produce disease: low pathogenic (LP) and highly pathogenic (HP).

There are two types of avian influenza that are identified as H5N1.³ The difference lies within the virus classification with one having low pathogenicity (LP AI) and the other high pathogenic (HP AI). The pathogenicity refers to the ability of the virus to produce disease. The type causing the most worldwide concern is commonly referred to as the “Asian” H5N1 flu, HP AI H5N1. Significantly less of a concern is the “North American” H5N1 flu. Differences between the two types are described below:

- **Low pathogenic avian influenza (LP AI)⁴**: LP AI occurs naturally in wild birds and can spread to domestic birds. In most cases, no signs of infection or only minor symptoms in birds occur and it is rarely fatal. These particular strains are common in the United States and around the world and pose little threat to human health. Some examples of reports of LP AI H5N1 received by the United States Department of Agriculture (USDA) include:
  - 1975 - Detected in a wild mallard duck and a wild blue goose in Wisconsin as part of routine sampling.
  - 1981 and 1985 - Detected in sentinel ducks by the University of Minnesota as part of monitoring in cages placed in the wild for a short period of time.
  - 1983 - Detected in ring-billed gulls in Pennsylvania 0 1986 - Detected in a wild mallard duck in Ohio as part of routine sampling, not a result of noticeable illness.
  - 2002 - Detected in turkeys in Michigan without isolation of the virus, thus detection could not be confirmed.
  - 2005 - Detected in ducks in Manitoba, Canada.
  - 2006 - Confirmed in two Michigan mute swans sampled as part of USDA's expanded avian influenza surveillance.

In the past, there was no requirement for reporting or tracking LP AI H5 or H7 detections.
in wild birds so states and universities tested wild bird samples independently of USDA. Because of this, the above list of previous detections might not be all inclusive of past LP AI H5N1 detections. However, the World Organization for Animal Health (OIE) recently changed its requirement of reporting detections of avian influenza. Effective 2006, all confirmed LP AI H5 and H7 AI subtypes must be reported to the OIE due to their potential to mutate into highly pathogenic strains. Therefore, USDA now tracks these detections in wild birds, backyard flocks, commercial flocks and live bird markets.

- Highly pathogenic avian influenza (HP AI): HP AI is often associated with chickens and turkeys. It is often fatal and spreads rapidly with a much higher mortality rate than LP AI. HP AI H5N1 is the subtype rapidly spreading in some parts of the world. Millions of birds have died in countries where HP AI N5N1 has been detected. This strain has infected people, most of whom had direct contact with the infected birds. Three times in the United States, HP AI has been detected and eradicated in domestic poultry. No significant human illnesses resulted from these outbreaks. These examples of reports of HP AI H5N1 received by the United States Department of Agriculture (USDA) include:
  - 1924 - HP AI H7 was contained and eradicated in East Coast live bird markets
  - 1983-1984 - HP AI H5N2 was contained and eradicated after euthanizing 17 million chickens, turkeys, and guinea fowl in Pennsylvania and Virginia
  - 2004 - USDA confirmed an HP AI H5N2 outbreak in chickens in Texas. This outbreak was eradicated due to close coordination between the USDA and State, local, and industry leaders.

There are other concerns specific to the H5N1 strain of avian influenza. This is a highly pathogenic strain that has persisted in the bird population despite culling of millions of domestic and wild birds. Migratory birds have been a significant source of international infection during 2005.

A. Characteristics of a Pandemic Influenza

Seasonal influenza generally peaks between December and March in North America. It causes approximately 36,000 deaths and 200,000 hospitalizations a year in the United States. A pandemic influenza can occur at any time of the year and resurges in waves that can last from 18 months to two years. The Pandemic of 1918 had four such waves; the most lethal was the second wave that swept through the U.S. between August and December in 1918. Therefore, planning should include recovery and response to more than one wave.

The Center for Disease Control (CDC) in Atlanta and the World Health Organization (WHO) based in Switzerland support large surveillance programs to monitor and detect influenza activity around the globe, including the emergence of new strains or possible pandemic strains of influenza. There are currently 113 national centers in 84 countries tracking and analyzing over 200,000 samples per year.

The WHO Pandemic Influenza Protocol for Rapid Response and Containment (January
addresses the two traditional strategies being used currently to address the threat of an international pandemic: (1) attempts to contain outbreaks of the virus in poultry; and (2) intensifying the world's preparedness to cope with a pandemic. This document also discussed the protocol for a third strategy - rapidly detecting and potentially containing an emerging pandemic virus near the start of the pandemic.7

Most experts agree that it is not a question of whether there will be a pandemic, but when it will occur. The severity of the next pandemic cannot be predicted, but modeling suggests that the impact on the United States of a severe pandemic in the absence of any control measures (vaccines or antiviral drug therapies) could include 30% of the population becoming ill, 10 million hospitalized and almost 2 million deaths.8 The estimated economic impact could be $71.3 to $166.5 billion, excluding disruptions to commerce and society.9

High absenteeism will affect the delivery of services and goods, nationally and internationally, as transportation staff and manufacturing staff call in due to illness. High absenteeism will also present challenges to campus leadership and delivery of services as human resources are strained in all aspects of the operation. Campus leaders will not be spared the possibility of succumbing to illness. Planning needs to consider issues of depth charting for leadership positions, cross training personnel and teleconnectivity that allows employees to work from home.

B. Vaccines and Antivirals

Because a vaccine needs to closely match an influenza virus, it is unlikely that a vaccine would be available early in a pandemic and, due to current production techniques, quantities would be limited once the vaccine was developed. An effective vaccine may be available to more adequately address second or third waves but, even then, there may not be enough to vaccinate everyone. Research is underway to develop improved vaccine technologies that would allow for more rapid production of vaccine.

If vaccine and/ or antivirals become available, it is unlikely there will be sufficient quantities to cover the entire population. Therefore, essential personnel, including health care and police, will receive priority consideration for vaccination. These are difficult ethical decisions that campus leadership will be required to make in a time of crisis with limited resources. Discussions with local and state health authorities regarding the distribution of stockpiled antivirals and manufactured vaccine will occur in advance to ensure that campus protocols are consistent with government guidelines. (Appendix I, NCSSM Vaccination Hierarchy)

Other treatment options would include the antivirals.10 In order for either of these to be effective, early detection with treatment is stressed. Recommendations on optimum dosing and duration of treatment are still ongoing. Unfortunately, either of these treatment options can be expensive and production capacity is limited. Lastly, antibiotics have been shown to be ineffective in treatment.

C. Pandemic Intervention Strategies (PIS)

Social distancing, isolation, quarantine, protective sequestration and public health education that include practices employed to reduce individual risk of contracting the disease (i.e., hand washing, cough etiquette) comprise the list of PIS that could be employed in a
pandemic situation. While the effectiveness of any of these strategies for preventing the spread of illness is unknown, employment of a combination of PIS, may slow the spread of disease. The advantage to slowing the spread is important as it relates to the ability of health care resources to respond effectively. It is believed that during a pandemic the number of individuals seeking medical care will "surge" and overwhelm the health care infrastructure. Any strategy that can mitigate this surge will help medical providers.

Social distancing refers to actions taken to discourage close social contact between individuals including cancellation of classes, sporting events, worship services and other social events. This intervention would be most effective when instituted early in the pandemic and before infection takes hold in a community. Given that the 1918 pandemic swept across the country in 3-4 weeks at a time when fewer people traveled and modes of transportation were more limited and slower, the window for taking action may be limited to a few days in today's highly mobile society and with international air travel.

Isolation refers to separating individuals with illness from the general population and restricting their movement within the general population until they are no longer contagious. Plans for isolating ill students and providing care for them by either utilizing campus resources or assistance from community resources will be necessary, in that, some students may not be able to go home. Hospital resources will be strained and decisions for admission will be made based on assessment of those most in need. Provisions should be made to care for students who are not ill enough to require hospital care but are too ill to take care of themselves. The composition of the student body in terms of the number of international and out-of-state students, the number of commuters and the number of students residing in dorms factored against the resources of the institution will affect the plans for isolation and other care.

Quarantine is the separation and restriction of movement of those who are not ill but believed to have been exposed. The duration of quarantine will be dependent upon the length of the incubation period and period of contagion prior to onset of symptoms. Both the incubation period and period of viral shedding are difficult to know prior to actual emergence of the pandemic virus. Currently, it appears that the incubation period for H5N1 is between 2-8 days. Persons are contagious for 1-3 days prior to onset of symptoms and can shed H5N1 for up to 16 days.

NCSSM pandemic flu planners have discussed the issue of campus isolation and quarantine with representatives of Durham County Health Department. Because of the logistics of trying to isolate or quarantine an on-campus resident population living in dorms and sharing dining facilities, the NCSSM plan does not envision campus quarantine or isolation of large populations. The NCSSM plan envisions campus closing and only individuals who could not go home would remain on campus. In cases where school affiliated personnel have traveled to countries with sustained human-to-human transmission and these school personnel cannot go home, some selective isolation or quarantine techniques may be utilized on campus.

Protective sequestration involves efforts taken to protect a healthy population from infection by isolating the community from the outside world. Restricting entry of outsiders into the community and restricting reentry of those community members who choose to leave during the period of time when protective sequestration is in place are measures utilized in this
intervention. It requires the community to stockpile resources and become self-sufficient for some period of time, in the case of a pandemic, a minimum of 8-12 weeks. Protective sequestration has high costs associated with it and is deemed impractical for NCSSM. Therefore, this plan does not include provision for sequestration of individuals who cannot go home when campus closes.

Public health education that communicates accurate, clear information regarding reducing personal risk, the role of personal hygiene, transmission, symptoms, treatment, when to seek care and community efforts to assist those in need, is critical to empowering the NCSSM community to control the spread of infection on campus. The messages should be consistent with those being issued by other public health authorities and crafted in advance to meet the needs/concerns of various campus audiences including students, staff, faculty, parents and members of the surrounding community.

III. NCSSM Planning Criteria

A. World Health Organization Criteria for Defining a Pandemic

The World Health Organization has established six phases of a pandemic (see Defining a Pandemic: WHO Phases). As of September 2007, we are in Phase 3: human infections with a new subtype of influenza, but no sustained human-to-human spread.

**Defining a Pandemic: WHO Phases**

- **Phase 1.** No new influenza virus subtypes detected in humans. If animals are infected, risk to humans is low.
- **Phase 2.** No new influenza virus subtypes detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.
- **Phase 3.** Isolated human infections, no human-to-human spread except rare close contacts.
- **Phase 4.** Small, highly localized cluster(s), limited human-to-human transmission. Anticipated international travel advisories begin.
- **Phase 5.** Larger localized cluster(s) limited human-to-human spread. Substantial pandemic risk. International travel warnings and passenger screenings begin.
- **Phase 6.** Pandemic phase: Sustained transmission among humans occurs.

B. NCSSM Closure Planning Matrix

NCSSM infectious disease decision points are based on WHO definitions of Pandemic Phases with:

- **Phase 4:** travel restriction implementation
- **Phase 5:** travel ban
- **Phase 6:** campus closure

Discussing triggers for taking actions based on certain key events are important to identify in
advance. The economic and social ramifications of canceling classes, social and athletic events and closing research operations are significant.

As stated earlier, there will likely be a very short window for critical decision making especially in regard to closing campus. Using the 1918 Pandemic as a basis for determining timing, it appears that implementing closing campus early, before infection enters the community, is a better strategy for educational institutions. Once closed, to avoid a resurgence of infection, NCSSM would need to close for a minimum of 8 to 12 weeks dependent upon local, national, and international events.

Closing early is essential to prevent any further spread of H1N1 or avian influenza once it hits. Closure could be driven by many factors such as international travel restrictions, closure of other campuses in North Carolina, and from parents of students who may be affected from the pandemic.

Reducing the number of students remaining on campus early in the pandemic may be the best strategy given the limited resources NCSSM will have available to support those who remain. For example, if the decision is delayed to the point that many students fall ill, NCSSM would be expected to provide the resources to care for those students through the pandemic which might be an unreasonable expectation given available resources. Even if the administration does not make the decision to cancel major aspects of the academic operation, the perception of risk and/ or the presence of disease will result in high absenteeism from work and classes such that the decision is forced.

<table>
<thead>
<tr>
<th>NCSSM Closure Planning Matrix</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Not North America (Phase 4)</strong></td>
<td>No School travel to affected continents (conferences/research travel).</td>
</tr>
<tr>
<td></td>
<td>If returning faculty, student or employee has traveled to affected continent, they cannot come to campus for 2 weeks after return to NC.</td>
</tr>
<tr>
<td><strong>North America Continent &gt; 500 miles (Phase 5)</strong></td>
<td>No School travel U.S. or international.</td>
</tr>
<tr>
<td></td>
<td>If returning faculty, student or employee is returning to campus from travel to affected state, they cannot return to campus for 2 weeks.</td>
</tr>
<tr>
<td><strong>North America &lt; 500 miles (Phase 6)</strong></td>
<td>Close campus and send everyone home if possible.</td>
</tr>
<tr>
<td></td>
<td>*500 miles assumes one-day travel by car. (See Appendix V).</td>
</tr>
</tbody>
</table>

C. NCSSM Planning Assumptions

The NCSSM planning paradigm is based on certain assumptions. If School-wide closure occurs, then certain operations must close based on the attack and/ or sick rates, especially
in the absence of defined critical employees.

- The decision to move to Phase 6 and close the school will be decided by the Chancellor or designee(s). A 500 mile radius of the school will be a predetermining factor
- Students will be sent home
- Student Life Instructors will continue to reside on campus
- NCSSM will support only essential functions to keep school operational
- Communications to students, faculty and staff will continue through phone, internet and NCSSM website
- Distance Learning will cease until school reopens
- NCSSM will remain closed until notice from Durham County Health Department of safety to reopen

Phase Assumptions

- **Phase 4 Assumptions**
  - School will remain open but preparation will begin to move to Phase 5
  - Masks will be fitted and distributed
  - Communication procedures will be put in place
  - Internal Social Distancing will begin. Students, employees and individual departments will limit interactions.
  - Social Distancing will begin and will stay in place until nationwide safety approval is announced
  - Travel will cease
  - Bus travel to and from campus will be limited

- **Phase 5 Assumptions**
  - Students, faculty and staff will be sent home. Student Life Instructors will remain on campus
  - Select classes will continue through course websites (Moodle)
  - Essential services/personnel will continue
  - Laboratory operations will cease

- **Phase 6 Assumptions**
  - School will close and remain closed until notice from Durham County Health Department of safety to reopen
  - Classes will cease
  - Minimal essential services/personnel will continue

If students remain on campus, the following services will be provided.

- Food - It is assumed that dining service will be limited but available
- Dorms - It is assumed consolidation of students will occur to enable closure of as many dorms as practicable
- Facility services - Services will be provided on a priority basis to dorms, dining facilities, other facilities as resources allow
- Security - Campus Security will be responsible for securing facilities and protecting essential assets
Medical -Student Health will provide medical services
Financial Services -Payroll, Purchasing, and Accounts Payable will remain operational
Communications - Telephone services, both land line and cell, remain available
Internet remains available and school web site is accessible with news updates
Due to limited resources, distance education will not be provided

D. NCSSM CRISIS TEAM

Members of the NCSSM Crisis Team serve as decision makers and communicators of the Pandemic Flu Plan. Other members of the NCSSM campus may be included as situations arise.

- Chancellor, Chair of Crisis Team
- Vice Chancellor for Academic Programs
- Vice Chancellor for Finance and Operations
- Vice Chancellor for Student Life
- Director of Campus Resources
- Director of Communications
- Director of Human Resources
- Chief Information Officer (ITS)
- Student Health Services Representative
- Food Service Director
- Chief Legal Counsel

IV. NCSSM Decision and Response

A. NCSSM Pandemic Flu Decision Matrix

<table>
<thead>
<tr>
<th>Events/Triggers</th>
<th>Decision Makers</th>
<th>Action</th>
<th>Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustained Human to human transmission of H₅N₉ on a continent other than North America</td>
<td>• WHO/CDC</td>
<td>• Restrict international travel to affected continents</td>
<td>• No international travel</td>
</tr>
<tr>
<td></td>
<td>• Chancellor or designee</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Crisis team</td>
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</tr>
<tr>
<td>Sustained Human to human transmission of H₅N₉ within the continental United States</td>
<td>• WHO/CDC</td>
<td>• Restrict work/school travel within continental United States</td>
<td>• Travel restrictions</td>
</tr>
<tr>
<td></td>
<td>• Chancellor or designee</td>
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<td></td>
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<tr>
<td></td>
<td>• Crisis Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustained Human to human transmission of H₅N₉ within 500 miles of</td>
<td>• WHO/CDC</td>
<td>• Cease all nonessential campus services</td>
<td>• Students return home</td>
</tr>
<tr>
<td></td>
<td>• Chancellor or</td>
<td></td>
<td>• Only predesignated</td>
</tr>
<tr>
<td></td>
<td>designee</td>
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</tbody>
</table>
### NCSSM Designee
- Crisis Team
- Durham County Health Department

### Crisis Team
- Durham County Health Department

### Durham County Health Department

### Close the school
- Employees work on campus

### Recovery Period / Reopening
- Chancellor or designee
- Durham County Health Department
- Crisis team

- Consult with Durham County Health Department

#### B. NCSSM Pandemic Flu Emergency Response Plan (Phase Overview) by Department/Division

The following plan has identified the essential functions within Phase 3, Phase 4, Phase 5 and Phase 6 by department/division. The plan was developed with the assistance from all departments at NCSSM and the Durham Public Health Officials.

<table>
<thead>
<tr>
<th>Emergency Response Plan by Phases</th>
<th>Phase 3 (Current Level): Isolated human infections, no human-to-human spread except rare close contacts</th>
<th>Phase 4: Small, highly localized cluster(s), limited human-to-human transmission. Anticipated international travel advisories begin</th>
<th>Phase 5: Large localized cluster(s) limited human-to-human spread. Substantial pandemic risk. International travel warnings and passenger screenings begin</th>
<th>Phase 6: Pandemic phase: Sustained transmission among humans occurs (Possible close school for period of 8 to 12 weeks)</th>
</tr>
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<tbody>
<tr>
<td>Responsibilities of Essential Departments</td>
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<tr>
<td>The departments have identified the essential duties and responsibilities at each phase of the Pandemic Flu Response Plan.</td>
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</tr>
<tr>
<td>Chancellor, Office of</td>
<td>• Identify essential personnel and inform them of their responsibilities</td>
<td>• Implement &quot;Pandemic Flu Social Distancing Policy&quot;</td>
<td>• Operate (remote) Command Center</td>
<td>• Operate (remote) Command Center</td>
</tr>
</tbody>
</table>
| Information Technology (IT) Services (includes telecommunication) | ● Lead drafting of "Pandemic Flu Social Distancing Policy" | ● Identify essential personnel and inform them of their responsibilities | ● Set up plan for technical support | ● Assist with implementation of distance learning for NCSSM students | ● Support distance learning

| Food Service (Student Life) | ● Identify essential personnel and inform them of their responsibilities | ● Identify suppliers and alternates for meals | ● Plan for delivery of meals | ● Order and stock 4-8 weeks of non-perishable meals to support students/staff | ● Essential personnel must report to work

| Student Health Services (Student Life) | ● Inform essential personnel of their responsibilities | ● Assess personal protection equipment (PPE) and fitted masks (N95) needs and inventory. Order supplies | ● Give seasonal flu vaccinations and promote seasonal flu vaccinations | ● Essential personnel must report to work | ● Medical Clinic Closed if no students are present

|                      | ● Create self-care information/packets for students | ● Review PPE and N95 needs and inventory | ● Essential personnel receive PPE and N95s | ● Prepare for expected return to school

|                      | ● Increase awareness and train students/staff on hygiene and symptom recognition | ● Essential personnel receive N95 fit testing | ● Daily report suspected cases to Incident Command | ● Communicate with Durham County Health Dept. regarding needs before school can reopen

|                      | ● Develop surge care plan | ● Maintain communication with Durham County Health Dept. | ● Set up clinic in PEC center if needed for quarantine. | ● Reinforce needs for social distancing and hygiene among students and staff if quarantine occurs

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<tr>
<th>Student Life</th>
<th>Academic Programs</th>
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<tbody>
<tr>
<td>● Develop plan for individuals with acute respiratory illness</td>
<td>● Develop plans &amp; identify assignments</td>
</tr>
<tr>
<td>● Assist Communications with medical questions directed to them</td>
<td>● Continue regular classes</td>
</tr>
<tr>
<td>● Order and maintain self-care items</td>
<td>● Inform students of plan for continuing academic activity</td>
</tr>
<tr>
<td>● Communicate with Durham County Health Dept suspected cases, status of</td>
<td>● Develop plan for monitoring and supporting the delivery of academic content</td>
</tr>
<tr>
<td>student/staff present on campus</td>
<td>● If quarantined, provide limited lab or tutorial functions</td>
</tr>
<tr>
<td>● Identify essential personnel and inform them of their responsibilities</td>
<td>● Continue academic activity on a remote basis by implementing the planned pattern</td>
</tr>
<tr>
<td>● Provide information and counseling to facilitate communication for/with</td>
<td>of electronic communication</td>
</tr>
<tr>
<td>students</td>
<td>● If school closed beyond a 4 week period and classes are suspended, encourage</td>
</tr>
<tr>
<td>● Facilitate the college application process</td>
<td>students and faculty to continue their academic activity on a non-credit basis</td>
</tr>
<tr>
<td>● Plan to address students’ emotional state of grief/loss upon return to</td>
<td>● Continue remote management of</td>
</tr>
<tr>
<td>NCSSM</td>
<td></td>
</tr>
<tr>
<td></td>
<td>● Essential personnel must report to work</td>
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<tr>
<td></td>
<td>● Communicate with parents and families</td>
</tr>
<tr>
<td></td>
<td>● Provide counseling to address issues of anxiety, grief, loss and depression</td>
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<tr>
<th>Telephone Systems</th>
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<tbody>
<tr>
<td>● Develop plans &amp; identify assignments</td>
<td>● Continue normal operations</td>
</tr>
<tr>
<td>● Cross training for critical functions</td>
<td>● Essential staff to receive fit test and training on respirators</td>
</tr>
<tr>
<td>● Table test plans</td>
<td>● Implement telecommuting plan</td>
</tr>
<tr>
<td></td>
<td>● Restore system by contacting Aveya</td>
</tr>
<tr>
<td></td>
<td>● Switchboard Operations – temporary on-site</td>
</tr>
<tr>
<td></td>
<td>● Implement telecommuting plan</td>
</tr>
<tr>
<td></td>
<td>● Restore system by contacting Aveya</td>
</tr>
<tr>
<td></td>
<td>● Switchboard Operations – temporary on-site</td>
</tr>
</tbody>
</table>
Develop plan for remote management of student information system

Develop plan for continuing academic activity (i.e., continued work on current courses) based on electronic communication among dispersed students, faculty, and administration

Test academic plan on campus (e.g., conduct practice lesson electronically)

Test remote electronic communication between faculty and administration (e.g., send/receive message to home e-mail)

Determine authority for making internal decisions and responding to external requests for information

Monitor and support the delivery of academic content to students

Implement plan for remote management of student information system

Respond as necessary to requests for administrative academic decisions and/or information

Monitor and support the delivery of academic content to students (to the extent health precautions allow)

Verify remote electronic communication between faculty and administration (e.g., send/receive message to home e-mail)

Implement plan for remote management of student information system

Respond as necessary to both internal and external requests for academic decisions and/or information

Operations

Develop plans, identify assignments, & order backup supplies as needed

Cross training of critical functions

Table test plans of Operations Division departments

Disseminate and support NCSSM’s Level 1 hygiene and social distancing procedures

Continue normal functions of Operations Division

Implement NCSSM’s Level 1 hygiene and social distancing procedures within Operations Division

Essential staff to receive fit test and training on respirator

Resources management, decision making, & planning. Restore utility services as needed.

Resources management, decision making, & planning. Restore utility services as needed.
<table>
<thead>
<tr>
<th><strong>Plant Facilities</strong></th>
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</thead>
<tbody>
<tr>
<td>● Develop plans, identify assignments, &amp; order backup supplies as needed</td>
<td>● Continue normal operations</td>
<td>● Essential personnel report to work</td>
<td>● Essential personnel report to work</td>
</tr>
<tr>
<td>● Cross training for critical functions</td>
<td>● Train housekeepers for hygiene and cleaning of personal contract surfaces (e.g., doorknobs)</td>
<td>● Plant Facilities – general &amp; essential services</td>
<td>● Plant facilities – general &amp; essential services. Combine daily inspection of facilities when possible.</td>
</tr>
<tr>
<td>● Table test plans</td>
<td>● Essential staff to receive fit test and training on respirator</td>
<td>- HVAC &amp; Plumbing</td>
<td>- HVAC &amp; Plumbing</td>
</tr>
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<td></td>
<td>- Electrical &amp; general</td>
<td>- Electrical &amp; general</td>
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<td>- Steam Plant if heat needed</td>
<td>- Steam Plant if heat needed</td>
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<td>- Grounds – Continue limited operations</td>
<td>- Grounds – Continue limited operations</td>
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<td>- Housekeeping – General but reduced level of support</td>
<td>- Housekeeping – General but reduced level of support</td>
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<td></td>
<td>- Housekeeping – operations of selected areas</td>
<td>- Housekeeping – operations of selected areas</td>
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<td>- General Maintenance – ongoing of selected areas</td>
<td>- General Maintenance – ongoing of selected areas</td>
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<thead>
<tr>
<th><strong>Business Office</strong></th>
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</thead>
<tbody>
<tr>
<td>● Payroll</td>
<td>● Develop plans, identify assignments, &amp; order backup supplies as needed</td>
<td>● Continue normal operations</td>
<td>● Business Office – general &amp; implement telecommuting plan</td>
</tr>
<tr>
<td>● Purchasing</td>
<td>● Cross training for</td>
<td>● Essential</td>
<td>● Continue essential</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>● Mail Service - limited</td>
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<td></td>
<td></td>
<td></td>
<td>● Continue telecommuting plan and required work of</td>
</tr>
</tbody>
</table>

17
| **Finance** | critical functions  
Identify processes that can be completed off campus  
Table test plans | staff to receive fit test and training on respirator  
and required implementation of Payroll/PSC, Purchasing/NCAS/Accounts Payable, HR policies, benefits, Beacon work | Payroll/PSC, Purchasing, NCAS/Accounts Payable, HR policies, benefits, Beacon work |
| --- | --- | --- | --- |
| **Campus Resources** | Identify essential personnel and inform them of their responsibilities  
Assess essential personnel needs and stock  
Provide Security Services throughout Campus  
Maintain and repair electronic access and fire alarm system  
Coordinate with Durham City Policy Dept and Durham County Sheriff’s Dept and other law enforcement agencies | Influenza awareness training (symptoms and hygiene) for Security Officers  
Essential NCSSM personnel receive training and fit testing  
Maintain and repair electronic access and fire alarm systems | Essential personnel receive PPE and N95s  
Review Point of Distribution (POD) responsibilities  
Campus Closed-Assist in status notification to NCSSM students and staff  
Assist in transporting students to train station or airport  
Coordinate with local Police dept if additional security needed  
Insure that security services are provided for students and campus  
Insure safekeeping of all medications and chemicals | Essential personnel must report to work  
If available, provide POD support  
Provide security to campus  
Maintain and repair electronic access and fire alarm systems  
Coordinate with local law enforcement in case campus is quarantined |
| **Human Resources** | Assist departments in identifying essential personnel.  
Consider “Essential Personnel Policy”,  
Continue normal operations  
Inform campus of policies for teleworking, social | Assist departments in reminding campus-wide essential personnel of their duties and responsibilities  
Continue required and essential HR duties through teleworking plan  
Gather employee |
<table>
<thead>
<tr>
<th><strong>Communications</strong></th>
<th><strong>Teleworking Policy, Social Distancing Policy, Leave Policies, Flexible Scheduling, Call-Back Policy</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Identify essential personnel and inform them of their responsibilities</td>
<td>● Develop HR plans, tracking of leave/absenteeism plan &amp; identify assignments</td>
</tr>
<tr>
<td>● Disseminate Information to all involved parties</td>
<td>● Cross training for critical functions</td>
</tr>
<tr>
<td>● Coordinate with outside groups (press, public health, etc.)</td>
<td>● Identify processes that can be completed off campus</td>
</tr>
<tr>
<td>● Identify potential means of communication with all involved parties (e.g. phone trees, emergency contact numbers, etc.)</td>
<td>● Table test plans</td>
</tr>
<tr>
<td>● Provide facts, dispel rumors, calm fears, acknowledge concerns of involved parties</td>
<td>● Discuss with departments plans for providing substitutes for essential personnel</td>
</tr>
<tr>
<td>● Use electronic forms of communication to educate on protection, travel restrictions, progression of pandemic flu</td>
<td>● Essential staff to receive fit test and training on respirators</td>
</tr>
<tr>
<td>● Maintain communication with outside groups (press, public health, etc.)</td>
<td>● To allow work from home for HR staff, consider allowing off-campus access to HR information systems</td>
</tr>
<tr>
<td>● Draft messages to involved parties in case of closing or quarantine</td>
<td>● Implement teleworking plan</td>
</tr>
<tr>
<td>● Answer questions, provide facts, dispel rumors, calm fears of involved parties</td>
<td>● Prepare for return to work HR questions, policy clarifications, tracking of leave, time worked, deaths</td>
</tr>
<tr>
<td>● Dissemination information to all involved parties (via phone messages, e-communication, etc.)</td>
<td>● Implement HR-aspects of &quot;Pandemic Flu Social Distancing Policy&quot;</td>
</tr>
<tr>
<td>● Maintain communication with outside groups (press, public health, etc.)</td>
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</tr>
<tr>
<td><strong>Foundation:</strong></td>
<td><strong>Gifts/Donations</strong></td>
</tr>
<tr>
<td>-----------------</td>
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</tr>
<tr>
<td>● Receipt gifts &amp; stewardship back to donor</td>
<td>● Continue normal operations</td>
</tr>
<tr>
<td>● Maintain normal operations processing gifts/donations.</td>
<td>● Double check plan for remote receipting and depositing of gifts</td>
</tr>
<tr>
<td>● Review emergency plan</td>
<td>● Provide training in any remote accounting procedures</td>
</tr>
<tr>
<td>● Identify essential personnel and inform them of their responsibilities</td>
<td>● Continue to maintain normal accounting operations/ process pay to vendors</td>
</tr>
<tr>
<td></td>
<td>● Double check plan for remote payment of bills</td>
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<tr>
<th><strong>Foundation:</strong></th>
<th><strong>Special Programs</strong></th>
<th><strong>External Programs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Review &amp; update crisis communication plan</td>
<td>● Disseminate and support NCSSM’s Level 1 hygiene and social distancing procedures</td>
<td>● Disseminate school closing to all internal and external staff and clients.</td>
</tr>
<tr>
<td>● Maintain internal phone tree</td>
<td>● Provide facts, dispel rumors, calm fears, acknowledge concerns</td>
<td>● Educate staff on what they can do to protect themselves / provide, masks, etc.</td>
</tr>
<tr>
<td>● Maintain external phone/email contact information</td>
<td>● Alert clients of procedures to maintain instruction at Level 2.</td>
<td>● Direct staff on quarantine status.</td>
</tr>
<tr>
<td>● Maintain current Instruction in credit-bearing Distance Learning (DL) courses</td>
<td>● Maintain current</td>
<td>● School closed – no DL classes via interactive video conferencing (IVC)</td>
</tr>
<tr>
<td>● Decide what</td>
<td></td>
<td>● Provide update to all internal and external staff and clients on where to get information on our shut-down/ reopening status.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Continue telecommunication DL education plan.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Continue to assess needs for backup IT support.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Continue to implement backup support plan.</td>
</tr>
</tbody>
</table>
training and support will be needed for DL instructors in the event of a school closing.

- Identify External Programs staff that can assist IT with technology support

DL classes
- Provide DL instructors training and software support to maintain instruction in the event of a school closing.
- Cross train in essential technology support
- Create detailed backup plan.

- Implement telecommunication education plan for remote DL clients.
- Assess needs for backup IT support
- Implement backup support plan

C. NCSSM Essential Personnel by Department/Division

**CHANCELLOR’S OFFICE**
Chancellor (Dr. Todd Roberts)
Chief Legal Council (Michael Delafield)
Executive Assistant (Glenda Cruise)

**ACADEMIC PROGRAMS**
Vice Chancellor for Academic Programs (Dr. Steve Warshaw)
Director of Academic Programs (Thomas Clayton)
Registrar (Kathleen Allen)
Registrar Assistant (Wanda Munn-Alternate)
Dean of Humanities (Elizabeth Mouse)
Dean of Mathematics (Donita Robinson)
Dean of Science (Amy Sheck)
Dean of Engineering and Technology (Ershela Sims)
Faculty, as available at home (communicating electronically)
Director of LITCom (Robin Boltz)
Director of Admissions (Letita Mason)

**CAMPUS RESOURCES**
Director of Campus Resources (Rick Hess)
Shift I   Security Officer II (Supervisor)
          Security Officer I
Shift II  Security Officer II (Supervisor)
Security Officer I
Shift III Security Officer II (Supervisor)
Security Officer I
Shift IV Security Officer II (Supervisor)
Security Officer I

ADVANCEMENT/COMMUNICATIONS/FOUNDATION
Vice Chancellor for Advancement (Brock Winslow)
Executive Director for Foundation (Katie Wagstaff)
Director of Communications (Aaron Plourde)
Accounting Technician (Roseyone Shepherd)
Data Base Manager (Leslie Arrington)

DISTANCE EDUCATION AND EXTERNAL PROGRAMS
Vice Chancellor for DEEP (Melissa Thibault)
Dean of DEEP (Ross White)
Interactive Videoconferencing Technical Coordinator (Karl Coleman)
Computer Graphics Illustrator (Tracy Telenko)
Director of Institutional Research and Extended Programs (Geoff Coltrane)

INFORMATION TECHNOLOGY
Chief Information Officer (Dr. Richard Alston)
Network Security (Paul Menchini)

OPERATIONS DIVISION
Vice Chancellor for Finance and Operations (Robert Allen - mandatory)

Plant Facilities
Director of Plant Facilities (Garry Covington - mandatory)
Assistant Director of Plant Facilities (Bobby Buchanan – mandatory – alternate: Vacant)
Plumber ( – mandatory on-call)
Maintenance Mechanic IV (Vacant – mandatory on-call)
Electrician (Martin Lawrence – mandatory on-call
● alternate: Michael Mitchell)
Grounds Supervisor (Todd Bollinger – mandatory on-call)
HVAC Mechanic (Tim Adcock mandatory on-call)
Painter (James Lawson – mandatory on-call)
Housekeeping Supervisor (Barbara Alston - mandatory)
Housekeeping Team Leader (Rachel Parks - mandatory)
Housekeeper (Harry Markham, Joe Elliott, Nathanial Lyons, & Chris Pettiford – mandatory on-call)
Maintenance Mechanic III (Wyatt Richardson & Larry
Taylor – mandatory on-call
Grounds Worker (Elmer Shetzer)

Business Office
Director of Finance and Budget (Judy King – mandatory)
Accounting Manager (Judy King – mandatory on-call)
Accounting Technician – Payroll (Heidi Chambers – mandatory on-call - alternate: Don Lewis)
Purchasing Manager (Jeanette Haynes – mandatory on-call - alternate: Betty Easter)
Processing Assistant – Mail (Denise Burgette – mandatory on-call - alternate: Betty Easter)

Human Resources
Director of Human Resources (Connie Boyce - mandatory)
HR Specialist – Benefits (Linwood Stewart – mandatory on-call)
HR Specialist - Policy/Beacon (Tracy Fullgraf – mandatory on-call)

Telephone Systems
Administrative Officer I (Terry Brown – mandatory on-call)

STUDENT LIFE
Student Health Serv. Clinic Director/Physician
Physician’s Assistant
Nurse

Food Service
Director of Food Service
Assistant Directors (2)

Student Life
Vice Chancellor for Student Life (Terry Lynch)
Dean of Counseling Services (Gail Hudson)
Counseling Administrative Assistant (Pam Oxendine)
Director of Physical Activities and Wellness (Greg Jarvis)
Director of Residential Life (Michael Newbauer)
Director of Student Services (Kevin Cromwell)

V. ESSENTIAL RESPONSIBILITIES BY DEPARTMENT/DIVISION

A. Student Health

1. Student Health Mission

The mission of the North Carolina School of Science and Mathematics Student Health Services during times of pandemic flu activity will be to serve as a resource for disease prevention, recognition, treatment, and infection control efforts in the campus community and to provide essential
medical care to those eligible for service and to those not usually eligible as required by the extraordinary circumstances of a pandemic. Those requiring care that is beyond the scope of Student Health will be directed to an appropriate community facility.

Student Health will create a climate of education and prevention within NCSSM’s community prior to a pandemic. Student Health will provide sound medical and public health information to the incident commander, key decision makers, and the campus community.

2. **Student Health Goals and Objectives**

Student Health will assure that those with essential medical needs receive what is appropriate for that day, whether it involves telephone medical advice, care at the Student Health facility, or triaging for care at a community facility.

Student Health will serve as an educational resource in the areas of disease prevention, recognition, treatment, and infection control in whatever way is deemed appropriate.

The goal of Student Health is to facilitate a climate of education and prevention of pandemic flu prior to reaching pandemic status. Student Health will be an active participant in the campus-wide planning process and plan implementation. They will also identify and establish contacts in the local health care community including hospitals, Durham County Health Department, and emergency response personnel.

3. **Student Health Assumptions**

Student Health Services will provide medical care in the Student Health Center at 1219 Broad Street on NCSSM’s campus. There is no plan for the medical personnel to make house calls or to provide care within the dorms. Student Health does not provide transportation for patients.

The Physical Education Complex has been designated as an alternative care facility and will be available for essential medical care if Student Health is not operational due to insufficient personnel or other logistical support to operate Student Health safely. Student Health medical personnel may be available to provide care at the PEC with proper credentialing and identification (Appendix I).

Telephone triage and telephone medical advice will be important so that only those who need to enter the Student Health facility will do so. Main Student Health Services number is (919) 416-2892. The website is: www.ncssm.edu/student_health

Durham County EOC will be a resource if Student Health experiences shortages of anti-viral medication, masks, beds, or other supplies. Operations plan for receipt and distribution of medicines from the national emergency stockpile will be handled in coordination with Durham County Health Department and Durham County EOC.

4. **Student Health Organization**

**Administrative Issues:**
Terry Lynch, Vice Chancellor for Student Life
Office: (919)416-2801; Home: (919)972-1681

**Clinical or Medical Issues:**
Sherry Starnes, M.D., Medical Director
Office: (919)416-2891; Home: (919)929-4419; Cell (919)219-8180
5. **Student Health Essential Personnel**

Student Health Services is designated by NCSSM as a critical service department with certain staff designated as essential. Essential personnel include medical providers staff.

The Director and unit heads will determine the number of essential employees necessary for the circumstances, and the unit heads will identify specific employees for a particular shift, day, or situation. Minimum staff to open the facility includes a physician, nurse, and one office support staff member.

Those in leadership roles should designate someone who will assume the leadership role in event of their illness.

Any activity that is essential to provide patient care should have more than one person trained in performing that activity in the event that the usual person performing the activity becomes ill.

Personnel may request an exemption from assigned essential duty based on individual circumstances. Unit leaders should identify which employees can use telecommuting to work from home or work flex shifts to improve staffing.

6. **Student Health Emergency Contacts**

**Administrative Issues:**
Terry Lynch, Vice Chancellor for Student Life
Office: (919)416-2801; Home: (919)972-1681

**Clinical or Medical Issues:**
Sherry Starnes, M.D., Medical Director
Office: (919)416-2891; Home: (919)929-4419; Cell (919)219-8180

Dana Kim, Nurse Practitioner
Office: (919)416-2894; Home: (919)942-1502

7. **Student Health Essential Services**

Avian flu vaccine will not likely be available early in a pandemic. If flu vaccine becomes available, Student Health Services will follow the recommendations of the CDC for distribution.\(^{12}\)

Student Health hours of operation may change from the usual hours based on severity of pandemic, availability of Student Health staff, and other factors. Hours of operation will be available on a recorded message at (919) 515-2563.

Medical care for those with pandemic flu will be the priority. Anti-viral medication will be prescribed when appropriate and if available. Durham County Health and Human Services will be the resource if Student Health experiences shortages of anti-viral medication, masks, beds, or other supplies. Those patients with severe respiratory distress or those who need more than short-term observation
by medical personnel will be referred to a pandemic flu care site or other community facility.

Care for those with other essential acute or chronic illness or injury will be provided as staffing allows.

To preserve resources and minimize exposure to those who are ill with pandemic flu, non-urgent visits should be postponed (examples: annual PAP, cholesterol screening, etc.).

Student Health will provide care to those remaining on campus and will likely serve those who left campus who return to campus for medical care.

Requests for telephone medical advice while Student Health is open will likely increase and will include those remaining on campus and those who have dispersed. Assumption is that there would be a physician-on-call for telephone medical advice after hours.

Care for University faculty and staff is not routinely provided at Student Health but might be required during times of pandemic flu.

Student Health will serve as a resource for educational information about disease prevention, recognition, treatment, and infection control in whatever manner is deemed appropriate. This may include web material; campus presentations and serving as a resource for University departments with questions; mass e-mail; TV or radio interviews; newspaper articles; and health promotion educational materials, such as pamphlets and displays.

8. **Student Health Communication**

A disaster call list of all Student Health employees is in place and is updated a minimum of every six months.

(919) 416-2892 is the main Student Health phone number. Employees and Student Health Services website will include information about avian flu and pandemic planning and will be updated as appropriate.

Student Health leaders will monitor flu activity nationally and internationally at CDC and WHO sites. Materials developed by American College Health Association, Wake County Human Services, State of North Carolina, UNC General Administration, and the NC State University Emergency Planning Committee will be available for additional resources. Student Health staff members will be briefed as appropriate and will become familiar with symptom recognition and personal protection.

At the first diagnosis of a case of avian flu at NC State, the medical provider will notify the Vice Chancellor for Student Life or designee. The Medical Director will notify the Director, the other medical providers, and other appropriate Student Health personnel. Communication with Durham County Human Services or State of NC medical personnel will occur, when appropriate.

9. **Student Health Planning Checklist**

   a) Orient students about accessing medical care

   b) Create an educational climate and serve as a campus resource for disease prevention, recognition, treatment, and infection control. Educate campus community about important health habits of washing hands, controlling cough, use and discarding of tissues, avoiding sick people, and avoiding being present. Encourage annual flu shot
c) Monitor disease activity internationally, nationally, at state, county, and University level
d) Stock reasonable amounts of personal protective equipment, other supplies, and anti-viral medication
e) Develop plan for increasing phone capacity during times of increased use of telephone triaging

10. **Student Health Location of Care**

Student Health Services will provide medical care in the Student Health Center at 1219 Broad Street on the NCSSM’s campus. There is no plan for the medical personnel to make house calls or to provide care within the dorms.

Student Health medical personnel may be available to provide essential medical care at ???? if Student Health is not operational due to insufficient personnel or other logistical support to operate Student Health safely.

Telephone triage and telephone medical advice will be important so that only those who need to enter the Student Health facility will do so. Main Student Health Services number is (919) 416-2892. Website is www.ncssm.edu/student_health.

11. **Student Health Education and Prevention Efforts**

An infection control plan is in place and includes following recommendations of CDC and the Healthcare Infection Control Practices Advisory Committee (HICP AC).

CDC Guidelines for Environmental Infection Control in Health-Care Facilities will be followed to prevent and control infectious disease that is associated with health care environments. The Facility Service Housekeeping department currently incorporates these guidelines in their cleaning procedures at Student Health Services.

Student Health will create a climate of prevention within the NCSSM community prior to a pandemic by education about washing hands, not coughing on others, use and discarding of tissues, and social distancing from sick people. New student orientation is an important time to educate about accessing Student Health and services offered, as well as prevention efforts.

Presenteeism, the practice of making an appearance for work or class when too ill to do so, should be discouraged in advance of an avian flu pandemic. Revision of NCSSM’s medical excuse policy will be an important step in discouraging student presenteeism.

The annual flu shot for the traditional flu will be encouraged. Medical staff will be more readily available to treat pandemic flu if they are not already overwhelmed treating traditional flu.

During a pandemic, a surgical mask will be immediately given to persons entering Student Health who are obviously ill.

Student Health will educate the campus community in whatever way is deemed appropriate. This may include web material; campus presentations and serving as a resource for University departments with questions; mass e-mail; TV or radio interviews; newspaper articles; and health promotion educational materials, such as pamphlets and displays.
B. NCSSM Counseling Services

1. Counseling Services Mission

To provide usual services as long as they are relevant and it is practical to provide them. The focus, however, would gradually shift to providing personal counseling services to students, faculty, and staff addressing pandemic related topics such as stress, emotional distress, loss, college application related concerns, etc. during the emergency period.

2. Counseling Services Goals & Objectives

   a) To have adequate services available twenty-four hours a day, every day
   b) To have protocols available for service delivery using the telephone and Internet, if necessary for safety reasons

3. Counseling Services Assumptions

   a) The Counseling Services staff will follow NCSSM safety instructions and be prepared to move from the Royall Center to a safe site if necessary, following NCSSM’s disaster plan for the arranged site.
   b) Some Clients may be quarantined and will need to communicate by telephone or Internet
   c) Some Counseling Services staff may be quarantined and have to operate from home
   d) It may be necessary for all Counseling Services staff to operate from home; if so, a plan will be developed for coordinating with each other, with NCSSM staff, and with students.

4. Counseling Services Organization (Chain of Command)

The Dean of Counseling Services would be primary contact to activate any aspect of the plan. The Dean of Counseling or on-call designee would be able to notify other staff members as necessary in a sudden emergency. To provide for 24/7 administrative contact with the department over an extended period of time, an on-call system, similar to the existing system, would be put in place and the Chancellor and/or Vice Chancellor for Student Life would be available for support as needed.

5. Counseling Services Essential Personnel

The entire Counseling Services staff including our Administrative Assistant is considered “essential personnel.”

6. Counseling Services Emergency Contacts

Emergency client contacts would continue through the office, a designated site, or the 24-hour on-call system. Emergency administrative contacts would be provided as outlined in the NCSSM plan.

7. Counseling Services Essential Services

Although usual services would continue as long as they are relevant and practical, the essential services are the providing of person-to-person personal counseling to students (including college application concerns), faculty and staff.

8. Counseling Services Communication
Communication would be as described in this document.

9. **Counseling Services Planning Checklist**
   a) Site relocation plan
   b) Protocols for specific services by phone and Internet
   c) A phased 24/7 service plan with increased after hours services
   d) A partial to full service from home delivery plan

C. **Laboratory Operations** “This section is in the process of being revised.”

1. Care for Animals If School Is Closed

The Biology Departments currently has several aquaria, two hamsters, and some research projects using daphnia and bacteria. The plan for caring for these animals in the event of school closing will be handled in the following ways:

- One week feeding tablet will be placed in each aquarium. If the closure is for longer than one week, there will be feeding instructions given to some one on campus.
- Hamsters will go home with one of the instructors
- Animals involved in research projects will be allowed to run their natural course and die. If researchers are not available to take data there is no reason to try to keep them alive. (Animals involved here are invertebrates such as daphnia or insects). Students may take these home with them if the instructor deems it safe and parents agree.

All aquaria are located on third floor Bryan with one exception. There is one tank on 2nd floor ETC. The Biology Discipline Coordinator will be responsible for submitting feeding needs when necessary, as well, as coordinating the care of any additional animals if present at the time of school closing.

D. **Human Resources**

1. **Human Resources Mission**

   Human Resources will ensure the continuation of critical functions, including benefits continuation, employment continuation, employee/management consultations, policy interpretation and communication to employees of available internal and external resources. Human Resources will also collaborate with external resources (Office of State Personnel, General Administration, etc.) to gain consensus on necessary changes and/or supplements to current policies and procedures.

2. **Human Resources Goals & Objectives**

   a) Communicate the availability of Human Resources support throughout campus during a closure.
b) In conjunction with outside agencies (OSP, GA, etc.), determine how to modify / supplement current policies to remain relevant and appropriate during a campus closure.

c) Continue employment processing in coordination with departmental needs for essential employees.

d) Provide support to employees through consulting on Human Resources policies and procedures.

e) Advise employees on their access to and the availability of benefits through the State Health Plan.

f) Process all disability, workers' compensation, retirement and life insurance claims for employees who have claims related to the closure.

3. **Human Resources Assumptions**

a) Human Resources staff will be available either through the office remaining open or through phone and/or email communications

b) No general public access to the Human Resources Cottage. All communications to general public via phone and/or email. NCSSM staff have access to HR as required and authorized by Human Resources

c) School webpage will be accessible where HR announcements, benefits updates, etc, can be posted

d) HR will have communication plan with the School Payroll Department, the Office of State Personnel and General Administration.

e) HR will establish and maintain a list of essential NCSSM employees

f) HR staff will create memory stick to contain relevant information to support communication and assistance to staff. If required to work from home staff will have necessary equipment and Internet access

g) HR will maintain essential programs and services and suspend all nonessential programs and services

h) HR staff have access to the NCSSM Pandemic Flu Plan and the Human Resources Continuity Plan for planning and communication efforts

i) HR will consult with appropriate outside agencies to determine the applicability and necessity of policy changes or amendments

j) HR will heed all governmental agency requirements (Health Department, Office of the Governor, etc.

4. **Human Resources Organization (Chain of Command)**

The Human Resources Director report to the Vice Chancellor for Finance and Operations. The Vice Chancellor for Finance and Operations reports directly to the Chancellor of the School.

5. **Human Resources Essential Personnel**

Maintain the current HR staff to perform essential functions of each area. HR staff is to provide
back-up support for all functions. Plan for alternate work arrangements, shared work schedules and emergency contact information in case of emergency situation of staff.

The following positions are designated as essential:

**Director**
- Internal and external communications
- Operations and functionality
- Employee Relations (essential consultation)
- Oversight of Benefits
- Oversight of Employment and Compensation
- Oversight of Workers Compensation

**HR Specialist (Benefits and Leave Management Specialist)**
- Benefits
- Benefits Counseling
- BEACON Leave Management
- Customer Service Representative to Vendors
- Phones, messages and voicemail
- All HR Staff will share responsibility for essential counseling

**HR Specialist (Employment, Workers Compensation, Disability Specialist)**
- Employment (temporary and permanent)
- Compensation
- Workers Compensation
- Unemployment
- Disability
- Retirement
- BEACON
- Phones, messages and voicemail
- All HR Staff will share responsibility for essential counseling

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### 6. Human Resources Emergency Contacts

All contact information of essential HR staff will be maintained on At A Glance.

- NCSSM Main Phone Number  (919) 416-2600
- Director of Human Resources:  (919) 416-2662
- Human Resources Specialist for Benefits:  (919) 416-2664
- Human Resources Specialist for Employment:  (919) 416-2663

### 7. Human Resources Essential Services

a) Benefits will operate under the following assumptions and the assumptions in the Communications section:
- Employees will have access to the website and email for latest updates on Benefits
- HR staff will be able to work from home if the school is closed
- HR staff will have access to benefits information through their desktop via their personal
The HR staff will have access to vendors

Benefits will provide the following essential services:

- Critical and essential benefits counseling and services to employees, in part through the phone and email systems
- Advise employees on their access to and the availability of benefits information through the State Health Plan website
- Process life insurance claims for employees who have claims related to the closure
- Establish and maintain an effective and working data transfer and communication process with vendors and payroll
- Create an emergency memory stick, containing forms, business contingency plans, vendor contacts and the pandemic communications plan.

b) Employment & Compensation will operate under the general HR assumptions and the assumptions in the Communication section.

Employment & Compensation will provide the following essential services:

- Provide guidance on relevant policies and procedures
- Employment: Recruitment/selection, employment eligibility, background checks, pay rates, schedules
- Compensation: On call, call back, shift premium, compensatory time, overtime

Recruit and select employees for essential vacancies

- Temporary
  Provide temporary employee support to departments to perform emergency work in the areas of safety, environmental cleanup, information technology, maintenance repair, etc. If needed, will secure workers from Preferred Vendors (process already in place)
- Permanent
  - Recruit, if possible, for and assist departments with selection/placement of essential permanent employees
  - Monitor employment eligibility status of employees and ensure that foreign workers maintain legal status

c) Employee Relations will operate under the following assumptions:

- Provide essential guidance on personnel policies. Telephone and email services will remain available

Employee Relations will provide the following essential services:

- HR staff will be available for (virtual) consulting on essential policies, communicate policies to campus as needed (to ensure proper understanding of policies related to leave, discipline and separation
- Suspend non-essential programs and services, including (but not limited to): grievance
proceedings, performance management, administrative investigations, exit interview program, mediation program, and others, as deemed nonessential at the time

- Maintain contact with the Office of State Personnel to ensure Faculty and Staff Assistance Program service availability for employees

8. Human Resources Communication

For communication within HR, staff members will use the established emergency contact list as well as the list of designated essential employees.

For communication of the availability of HR services to campus, the following provisions will take effect:

a) Staff members will use appropriate away / forwarding messages on their phones and email. Will provide forwarding phone numbers / email addresses if possible

b) Callers will be provided the NCSSM Central Operations phone number, where someone will be available to direct the caller to the appropriate resource as needed

c) Notices of availability of HR staff members and services will be posted on the door of the Human Resources Cottage

d) The HR website will reflect the availability of HR staff members and services, as well as relevant information related to closure, relevant policies, FAQ precautions, and etc.

9. Human Resources Planning Checklist

The planning checklist for Human Resources Services is currently being developed.

E. Business Office (Payroll, Purchasing, E-Procurement, Accounts Payable, Mail Services)

1. Mission

The Business Office will ensure the continuation of critical functions, including payroll, purchasing, E-Procurement, accounts payable, mail services, cash management, financial reporting, and communication to employees of available internal and external Business Office services. The Business Office will also collaborate with external agencies (Office of State Budget and Management, Office of the State Controller, State Treasurer’s Office, UNC-General Administration, etc.) to gain consensus on necessary changes and/or supplements to current policies and procedures.

Business Office staff will primarily work through telecommuting and staff will be only onsite as needed for emergencies. Support will be provided for payroll, purchasing, accounts payable (critical items), cash management, and financial reporting as necessary. Mail Services will be onsite, but only to process the mail, essential vendor shipments and not remain onsite when mail has been distributed. Emergency purchasing procedures will be communicated to all appropriate personnel. A communications strategy will be developed to communicate information to vendors, suppliers, and customers.
2. ** Goals & Objectives **

   a) Communicate the availability of Business Office support throughout campus during a closure.

   a) Business Office staff will primarily work through telecommuting and staff will be onsite only as needed for emergencies. Support will be provided for payroll, purchasing, cash management, and financial reporting as necessary. Reporting and billing will be heavily dependent upon having the financial systems available online. Mail Services will be onsite, but only to process the mail and not remain onsite when mail has been distributed. Essential vendor deliveries require advance scheduling.

   b) In conjunction with outside agencies (OSBM, OSP, UNC-GA, etc.), determine how to modify / supplement current policies to remain relevant and appropriate during a campus closure.

   c) Continue payroll processing for employees in coordination with appropriate policies related to campus closure.

   d) Provide support to employees through consulting on Business Office policies and procedures.

   e) Process accounts payable for critical invoices for essential services and other invoices as staffing permits. Business Office will process payment to essential vendors by electronic payment.

3. ** Assumptions **

   a) Watts 2nd Floor Business Office remains open and accessible on a limited basis

   b) No general public access to the Business Office unless required and authorized by Human Resources

   c) NCSSM webpage will be accessible.

   d) Human Resources and Business Office will have access to Beacon and NCAS.

   e) Payroll will be able to access NCAS as required.

   f) Business Office will maintain a skeletal crew and / or main contact number through which essential employees may be contacted

   g) Employees required to work from home have necessary equipment and Internet access; employees will have access to NCAS, E-procurement and Beacon systems

   h) Business Office will maintain essential programs and services and suspend all nonessential programs and services

   i) Supervisors/managers have access to the Pandemic Flu Plan and the Business Continuity Plan for planning and communication efforts

   k) Business Office will consult with appropriate outside agencies to determine the applicability and necessity of policy changes or amendments
l) Business Office will heed all governmental agency requirements (Health Department, Office of the Governor, etc.

4. **Organization (Chain of Command)**

The Business Office organization structure includes the Director of Finance and Budget who has three direct reports: Accounting Manager (Accounting, Payroll, and Accounts Payable), Purchasing Manager (Purchasing and Mail Services), and Budget Manager. The Director of Finance and Budget reports to the Vice Chancellor for Finance and Operations, who in turn reports directly to the Chancellor of NCSSM.

5. **Essential Personnel**

Maintain a skeleton crew of key positions to respond to unique, time-sensitive or emerging issues. Determine essential personnel, staff assignments and alternate work arrangements and emergency contact information lists for all Business Office staff.

**Payroll**

The following positions are designated as essential

- Accounting Manager
  - Coordination of all payroll functions
- Accounting Technician - Payroll
  - Backup coordinator

Note: Payroll has been identified as an essential service on the NCSSM plan, all staff considered essential.

d) **Payroll Assumptions**

Payroll will operate under the following assumptions:

NCSSM is closed: Primary coordinator and backup coordinator will perform the most basic payroll functions generated by Beacon via NCAS without additional pay supplements and/ or overrides; base benefits. (modify as needed)

Work locations:

When NCSSM is closed, Payroll work may be performed within an office environment if possible, or work from home using connectivity to Beacon and NCAS systems, email using personal carrier or NCSSM’s email system, or access by telephone. Since some business with employees and vendors is still transacted through hard-copy forms and mail, some staff may need to be located or visit 2nd floor Watts.

The Business Office will process payrolls based upon current job data and salary, plus positive time entered at the departmental level. Include current tax withholding information, deduction and benefit information, direct deposit information, and account distribution. Since NCSSM staff are on direct deposit, paychecks will not need to be distributed. Copies of direct deposit transactions will be mailed to staff or available for pickup at a central location at NCSSM. After BEACON was implemented in April 2008, employees have been able to access and print
this information via Employee Self-Service.

Using post-payroll reports, interfaces, and magnetic media generated by ETSS Production Management, payroll will reconcile and submit payment and member contribution data to deduction and benefit plan vendors.

Using post-payroll reports, the department will reconcile and submit tax payments to appropriate federal and state tax agencies. Reconcile monthly, quarterly and annual reports, as appropriate.

Purchasing

The following positions are designated as essential:

- **Purchasing Manager**
  - Coordination of all purchasing functions
- **Purchasing Assistant if the Purchasing Manager is not available**
  - Backup coordinator

Purchasing Assumptions -

Only limited services will be available and it will concentrate on critical essential items especially related to the Pandemic Flu or essential functions of running NCSSM during the emergency.

Note: Purchasing has been identified as an essential service on the NCSSM plan, all staff considered essential.

Work locations:

When NCSSM is closed, Purchasing work may be performed within an office environment if possible, or work from home using connectivity to E-Procurement and NCAS systems, email using personal carrier or NCSSM’s email system, or access by telephone. Since some business with employees and vendors is still transacted through hard-copy forms and mail, some staff may need to be located or visit 2nd floor Watts.

Purchasing and Procurement

1. Identify critical items needed for purchase
2. Advise Purchasing Manager of critical items needed
3. A purchase order will be initiated for the items needed based on prearranged vendor quotes
4. Items will be delivered to the Mail Services and will be checked in and accounted for at that time
5. Any items needed from the Central Stores in Mail Services by essential personnel may be obtained by going to Central Stores during specified times to pick up as usual and will be billed as such
6. Due to limited staff and resources, products purchased will be tracked and billed to the departments at a later date

**Accounts Payable**
The following positions are designated as essential:

**Accounting Manager**
- Coordination of all accounts payable functions
- Accounting Technician – if the Accounting Manager is not available.
- Backup coordinator

**Accounts Payable Assumptions:**

**Work locations:**
When NCSSM is closed, Accounts Payable work may be performed within an office environment if possible, or work from home using connectivity to E-Procurement and NCAS systems, email using personal carrier or NCSSM’s email system, or access by telephone. Since some business with employees and vendors is still transacted through hard-copy forms and mail, some staff may need to be located or visit 2nd floor Watts.

- Invoices for essential goods and services will be submitted electronically to staff using email.
- Technician will complete a three way match between purchase order, receiving and vendor invoice.
- Accounting Manager will approve invoice for payment.
- Invoice processed in NCAS for electronic payment

**Mail Services**

The following positions are designated as essential:

**Processing Assistant-Mail Services**
- Coordination of all mail and delivery functions
- Purchasing Assistant or Switchboard Operator if the Processing Assistant-Mail Services is not available
- Backup coordinator

Note: Mail Services has been identified as an essential service on the NCSSM plan, all staff considered essential.

**Assumptions:**

**Work locations:**
When NCSSM is closed, Mail Services work may be performed within an office environment if possible. Since all business with employees and vendors is transacted face to face, staff will need to be located in Mail Services.

**Cash Management**

The following positions are designated as essential:

**Director of Finance and Budget**
- Coordination of all cash management functions
- Accounting Manager if Director of Finance and Budget is not available.
- Backup coordinator
Note: Cash Management has been identified as an essential service on the NCSSM plan, all staff considered essential.

**Financial Reporting**
The following positions are designated as essential

- Director of Finance and Budget
  - Coordination of all cash management functions
  - Accounting Manager if Director of Finance and Budget is not available.
  - Backup coordinator

Note: Financial Reporting has been identified as an essential service on the NCSSM plan, all staff considered essential.

Financial reporting essential for continued recertification funding as required by state and federal agencies

**Business Continuity**

i. If NCSSM is closed for four months, essential business services may be provided as follows:

   ii. Payroll
   iii. Purchasing (E-Procurement)
   iv. Accounts Payable

v. All of these services can be continued indefinitely from alternate locations, including the employee's home, if computer hardware, telephone, and network connections are available

vi. Employees providing these services will need access to a computer, monitor, printer, copier, fax machine and possibly a scanner

vii. Documents normally transmitted in paper form would be transmitted electronically as fax or e-mail attachment. Electronically transmitted documents include employee time records, invoices, receiving reports, and purchase orders.

viii. With access to various NCSSM eCentral web applications, employees may continue their current roles in processing payroll, purchasing, and accounts payables.

6. **Communication**

For communication within the Business Office, staff members will use the established emergency contact list as well as the list of designated essential employees.

For communication of the availability of Business Office services to campus, the following provisions will take effect:

a) Staff members will use appropriate away / forwarding messages on their phones

b) Telephone Contacts: NCSSM main telephone number is (919) 416-2600. Press “4” to access departments, and then press “4” for the Business Office.
7. **Planning Checklist**

The planning checklist for Business Office services is currently being developed.

F. **Plant Facilities**

1. **Plant Facilities Mission**

The Mission of the NCSSM Plant Facilities Department is to provide effective service. In case of a pandemic flu event, Plant Facilities will provide essential staffing to maintain services (water, power, heat, cooling) to select housing, dining, health care, and support. To maintain this level of support, Plant Facilities will work in concert with other school planning groups and outside contract support groups.

2. **Plant Facilities Goals & Objectives**

a) Communicate the availability of Plant Facilities support throughout campus during a closure.
b) Create a flexible operating structure that can be adapted to changing conditions
c) Allow the preparation of procedures and the training of personnel in preparation for school closure
d) Establish a priority hierarchy for critical facilities
e) Match services to available staffing and material resources
f) Minimize damage to and maximize the protection of facility assets

3. **Plant Facilities Assumptions**

a) A phased shutdown of campus facilities will occur
b) Consolidation of maintenance and operating functions to high priority facilities and infrastructure
c) Continuation of basic utility services throughout the shutdown period
d) Self-sustaining operations for 30 to 45 days; closure of 100 days
e) Progressive notification and preparation period of 4 weeks prior to closure

4. **Plant Facilities Organization (Chain of Command)**

The Plant Facilities organization structure includes the Director of Plant Facilities who has four direct reports: Assistant Director of Plant Facilities, Maintenance Mechanic IV, Grounds Supervisor, and Housekeeping Supervisor. The Director of Plant Facilities reports to the Vice Chancellor for Finance and Operations, who in turn reports directly to the
Chancellor of NCSSM.

5. Plant Facilities Essential Personnel

a. Assignments:
   i. Each unit should identify and list which positions have a critical role.
   ii. All employees shall have the same employment status as outlined by Human Resources.

b. Shifts for coverage
   i. 7 a.m. - 5 p.m. shifts are only needed. The Night Housekeeping Team will be shifted to normal business hours (day shift). All other hours covered shall be on emergency basis.

c. Contact Information - See VI. Communications (Emergency Contacts)

d. Succession Plan & Cross Training
   i. Identify a pandemic coordinator and/or team with defined roles and responsibilities.
   ii. Cross training plans shall be developed, practiced and implemented across Facilities, not just within each unit. Each primary critical employee will cross train his or her secondary critical substitute. Employees will be listed based on cross-trained skills. Once plans are developed they will be published on the web for pandemic coordinator to know who holds which cross-trained skill set.
   iii. Each unit will have a Standard Operating Procedure (SOP) describing basic services.
   iv. Implement semi annual drills to implement usage of the SOP manuals and items learned in cross training.

e. Personnel Protective Equipment (PPE)
   i. If a four-month business interruption is expected, then all PPE needs to be purchased (according to appropriate shelf life) as much in advance as possible. PPE needs assessments will be conducted by NCSSM Pandemic Flu Team (e.g., N-95 Respirators, surgical masks, rubber gloves, etc.).
   ii. Central Stores staff will maintain inventories of the critical PPE.

6. Plant Facilities Communication (Emergency Contacts)

For communication within Plant Facilities, staff members will use the established emergency contact list as well as the list of designated essential employees.

For communication of the availability of Plant Facilities services to the campus, the following provisions will take effect:

a) Staff members will use appropriate away/forwarding messages on their phones.

b) Telephone Contacts: NCSSM main telephone number is (919) 416-2600.
   - Director of Plant Facilities: (919) 416-2667
   - Assistant Director of Plant Facilities: (919) 416-2669
   - Maintenance Mechanic IV: (919) 416-2675
Grounds Supervisor: (919) 416-2679  
Housekeeping Supervisor: (919) 416-2684  
Steam Plant Supervisor: (919) 416-2966

c) Notices of availability of Plant Facilities staff members and services will be posted on the doors of NCSSM Command Center location.
d) Radios will be re-allocated to all critical employees.
e) Pagers will be reallocated based on need and critical functions assigned.
f) All employees need to have updated contact information (with at least two contacts listed). This needs to be updated through the Operations Division Crisis Calling Tree.
g) Clear instructions on communication methods to use at each level of the threat to be manually distributed as well as web based.

7. **Plant Facilities Essential Services**

Plant Facilities – Maintenance for Buildings  
a) Buildings will be identified based on category of critical and non-critical.  
b) Critical buildings will be identified by type  
   i. Residence Hall  
   ii. Food Service  
   iii. Support Facilities  

c) Develop a matrix of services and identify whether services are continued, reduced, or discontinued.  
d) Possible services include:  
   i. Grounds  
   ii. Heating & cooling  
   iii. General building maintenance  
   iv. Waste Removal  
   v. Recycling  
   vi. Life Safety (sprinkler and fire alarm)  

e) Identify actions required to secure buildings based on projected length of event, time of year, etc.

Upon Notice to Implement  
a) Update building list by type.  
b) Further identify facilities as essential or non-essential in response to the pandemic flu event.  
c) Finalize services to be provided based on the specific incident and essential facilities list.  
d) Notification to campus to communicate what services will be provided for each building.
e) Coordinate with Campus Resources to secure facilities where services will be discontinued.
f) Post notices at facilities where services will be discontinued or reduced.
g) Implementation of plans to provide staffing and resources to provide required services at essential facilities.
h) Implement communications plan to respond to emergencies.

Housekeeping
a) NCSSM Pandemic Flu Team estimates approximately 10-15 students will be housed in facilities.
   i. PEC (gymnasium) has been designated as the location to accommodate sick students to minimize the potential for cross infection.
   ii. Staff will need to bring kitchen items such as plates, utensils, pots and pans.
   iii. Television and radios

b) Housekeeping Services
   i. Daily cleaning and disinfection of all common areas, table surfaces, door knobs and handles, restrooms, laundry rooms, etc.
   ii. Disposable gloves will be provided in the restrooms.
   iii. Disinfect and dispose of infected material in student rooms
   iv. Notify supervisor and housing staff of blood borne pathogen and body fluid incidents emphasizing location and time.
   v. Daily trash removal from common areas
   vi. 2nd Floor Plant Facilities Building and Housekeeping storage room in the ground floor Bryan has additional housekeeping supplies such as boxes of liners, biohazard bags, hand sanitizers, and extra cases of disinfectant.
   vii. In case of a fatality, Housekeeping staff will disinfect and dispose of biohazard materials. Staff will wear the proper protective equipment to include N95 mask, tyvek suit, disposable gloves, plastic shoe covers, and goggles. Cloth mattresses will be sprayed with disinfectant and wrapped with plastic and taped. Mattress will be disposed of through Student Life procedures.
   viii. Biohazard material will be bagged and stored in Housekeeping closets until it can be removed to a waste site for pickup.
   ix. Mattresses with a protective lining will be cleaned with disinfectant and reused.
   x. Hand Sanitizer stations will be placed at the entrances and exits of interior and exterior doors. It will also be provided in restrooms.

c) Storage
   i. Student Life will designate an adequate space for Housekeeping storage of supplies to minimize travel for needed supplies.

   d) Non-Availability of Housekeeping Staff Requirement
   i. 12 containers of disinfectant will be provided for housing occupants' use.
   ii. An ample supply of disposable gloves (12 boxes), hand sanitizer (2 cases), paper towels (10 cases), tissue (15 cases), and antimicrobial foam soap (5 cases) will be provided to staff.
iii. Blood borne Pathogen and body fluid cleanup procedures  
iv. Clorox wipes  
v. Plastic wrap  
e) Linen exposed to virus  
i. Use a laundry detergent/ disinfectant to wash linen and do not run laundry through rinse cycle.  

8. **Plant Facilities Communication**  
a) All Housekeeping staff will be equipped with a radio to facilitate communication.  
b) Campus Resources, Student Life, and Plant Facilities staff will be provided a radio to communicate with Housekeeping staff.  
c) Housekeepers will inform supervision and Student Life of any unusable rooms or facilities.  
d) Housekeeping staff members will provide communication in the following sequence. If any member is unreachable, the next member should be called until someone is reached.  
i. Housekeeping Supervisor  
ii. Assistant Director of Plant Facilities  
iii. Director of Plant Facilities  

9. **Plant Facilities Planning Checklist / Implementation Plan**  
a) Phased Building Shutdown  
i. Notify Building Liaisons, Deans and Department Directors of intent to shutdown building.  
ii. Request information related to any special shut down needs for research.  
iii. Verify all personnel/students have been evacuated.  
iv. Set HVAC systems to away mode.  
v. Shutdown building water supply if possible.  
vi. Turn off all unnecessary lights and equipment.  
vii. Document any ongoing processes or energy demands.  
b) Building Lockdown  
i. Preliminary activities  
ii. Prepare lockdown implementation schedule  
c) Upon Notice to Lock Down  
i. Notify Deans and Department Directors of intent to lockdown  
ii. Lock all windows and exterior doors  
iii. Verify all personnel/students have been evacuated  
iv. Have security lock down exterior doors through the card readers.  

10. **Plant Facilities Recovery Plan**  
a) Preliminary Activities  
i. Prepare lockdown reversal implementation schedule  
ii. Prepare protocol to inventory and store permanent building cores
b) Upon Notice to Reverse Lockdown
   i. Send notice to Deans and Department Directors of intent to reopen building with a target date
   ii. Cut on water supply and flush systems
   iii. Set HVAC systems back to normal operation mode

c) Utilities and Infrastructure
   i. One manager or supervisor will be available to handle operational and strategic decisions and issues.
   ii. Support staff will operate in a normal routine if personnel arrive at campus
   iii. HVAC equipment will be maintained by at least one individual on day shift. HVAC equipment will be monitored remotely when possible.
   iv. Maintenance Shop will be staffed with personnel during the day.
   v. In the event of emergencies or large-scale interruptions, an on-call roster for each shop will be used to contact off duty personnel for additional support.

d) Assumptions
   i. Personnel will not stay on campus and will work during the day. Limited sleeping arrangements and food service may be available on campus. Shower facilities are available at the Plant Facilities Building. Basic sanitary supplies will be available.
   ii. Continuous supply of Natural Gas for the emergency generators.
   iii. Fuel oil deliveries will be impacted but not stopped for backup emergency generator in ground Beall.
   iv. Parts and supplies for repairs will be limited to items in stock on campus or in the Durham area.

e) Contract Support
   i. An agreement with Best Rent-All to provide equipment as needed.
   ii. Couch Oil Company will provide fuel for the backup generator I Ground Beall.

f) Emergency Supplies and Materials
   i. Surgical masks
   ii. N-95 respirators for critical role personnel
   iii. Latex gloves
   iv. Goggles
   v. Disposable boot covers
   vi. Disinfectant wipes for equipment
   vii. Biohazard bags for proper disposal of contaminated items
   viii. Hand-washing soap of hand disinfectants (alcohol-based hand rubs)
   ix. Tissues
   x. Disinfectant for cleaning surfaces
   xi. Written instructions that are easily understandable in multiple cultures
   xii. Pictograph instructions
   xiii. Antiviral drugs (for essential personnel)
   xiv. Antibiotics to cover the most common secondary pneumonias (for essential
personnel)

Supplies should be stockpiled based on the following statistics and should begin once the threat level has entered Phase Four.

i. 10-15 students will be remaining on campus
ii. Must operate with -30% of the workforce reporting to work (7-10 Plant Facilities employees)
iii. School anticipates being closed for 12 weeks.

h) Emergency Operations for Plant Facilities
i. Employees will work on a rotating schedule and the Steam Plant operator will serve as back up if needed.

i) Purchasing and Procurement
i. Identify items needed for purchase
ii. Advise Director of Plat Facilities or Assistant Director of Plant Facilities to inform the Purchasing Manager of items needed.
iii. A purchase order will be initiated for the items needed based on prearranged vendor quotes.
iv. Items will be delivered to Central Stores and will be checked in and accounted for at that time.
v. Any items needed from Central Stores by essential personnel may be obtained by going to Central Stores as usual and will be billed as such.
vi. Due to limited staff and resources, products purchased will be tracked and billed to the departments at a later date.

G. Housing (SLI STAFF)

1. Housing Mission

Housing will provide housing for residents who are unable to return to their home. Student Services will staff the Bryan SLI office as the command center for housing operations, maintaining housing records and disseminating information to residents, staff and parents. In addition, each residential area used during a campus emergency will operate a 24-hour on-call service.

2. Housing Goals & Objectives

a) Students in the residence halls will be consolidated into the following areas: Beall/Bryan/Reynolds (females) and Hunt (males).

b) Student Life will staff the Bryan SLI office as the Housing Command Center (HCC) for housing operations, maintaining housing records and disseminating information to students, staff and parents. In addition, each residential area used will operate a 24-hour service desk.

d) Appropriate residential service desks will be identified

3. Housing Assumptions

a) 50% of fulltime staff is available for work; Shift Supervisors and Emergency On-Call administrators will be available.
b) The Bryan SLI Office will serve as the Information Center. Work hours: 8 a.m. – 12:00 a.m., daily.

c) A 24-hour on-call system is in effect. Schedule and details will be a part of the emergency resource kit.

d) Each critical staff member should have access to appropriate contact/building information and supplies.

e) The staffing model should be adequate to meet the resource needs based on our anticipated number of students unable to vacate campus housing. Due to the wide-spread geographic diversity of students’ hometowns, it is difficult to analyze the number of potential students remaining on campus. The scalability of our response will be impacted by a number of factors outside of our decision making, thus the number of staff members required may be adjusted as needed.

f) Student Life will assist in the coordination of events and activities with key partners across campus. These key partners include, but are not limited to:

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| Academic Programs | |

4. **Housing Organization (Chain of Command)**

The details as outlined in Emergency Protocol Plan will be used (Addendum A in this section).

a) The Emergency Protocol Plan will go into effect when either the NCSSM Emergency Response Plan is activated or when an internal emergency situation occurs that impacts one or more buildings or our ability to conduct business.

b) The following is a list of communication protocols that could be used in an emergency situation:

- Student Life Administrators and SLI Email
  - Distribution Lists
  - NCSSM.edu
  - Intercom System
  - Fire Alarm System

- Phone tree(s)/radios
- Printed Materials
- Message Boards

- Message Boards

  c) Based on the type of emergency situation and the availability of electricity and phone service, one or more of the above will be used to notify staff of the hazard, initial measures and where to get further information.

  d) In the event of illness among administrative staff, the chain of command will resume with the next well administrator. Well is defined as currently being without illness at the time. This
could change with little notice;

5. **Housing Essential Personnel**

Essential Personnel will be identified and listed in LDRPS for reference.

6. **Housing Emergency Contacts**

Essential personnel emergency contact information maintained in SLI Offices, Campus Resources and Emergency Administrators.

a) Emergency Telephone Numbers 515-2440, 515-3088

7. **Housing Essential Services**

Student Services/Residential Life

a) Maintain current occupancy list of students staying on campus
b) Secure all buildings not used for housing during this time period
c) Mutual aid agreements with Cafeteria, Health Clinic, Counseling Services, Campus Resources, Student Activities, Operations
d) Provide outreach to residents, i.e., activities, health support, etc.
e) Provide limited housing for campus staff/families that need accommodations

8. **Housing Communication**

a) Communication will flow from the Emergency Response Team to NCSSM Community Members (students/staff/parents) as appropriate
b) Maintain contact with constituencies via At A Glance, email, phone communications, moodle, message boards in building lobbies, printed material

9. **Housing Planning Checklist**

<table>
<thead>
<tr>
<th>Planning Checklist</th>
<th>CDC Phases 1-3 Education</th>
<th>CDC Phase 4 Limited Human Transmission</th>
<th>CDC Phase 5 Spread in General Population</th>
<th>CDC Phase 6 Pandemic Period</th>
<th>Full Evacuation</th>
<th>Post Pandemic Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definition and Assumptions</td>
<td>Student Services and Residential Life are business as usual</td>
<td>Emergency Crisis Team monitors situation closely. Close communication with Student Health Services. Temporary Housing Student Survey. Close communication with Dining Services/Cafeteria Update</td>
<td>Possible closure of campus on horizon. No university travel to affected continents. If a residential student is returning from foreign travel to affected continent, NCSSM will request student to remain with parents at home for appropriate duration.</td>
<td>Closure of campus is likely. Will operate essential services for students who remain on campus. Most students will leave campus. If a residential student is returning from foreign travel to affected continent, NC State will provide social distancing</td>
<td>48-hour evacuation of all residents.</td>
<td>Buildings and rooms are cleaned. Campus facilities reopened to student population.</td>
</tr>
</tbody>
</table>
Parents/staff/students of potential plans.

- Many students may choose to leave.
- Possible campus cases.
- Any ill students will be isolated, if space is available.

**Facility.**
- Well students will be isolated in the Beall/Bryan/Reynolds or Hunt Residence Halls.

### Important Campus Partners
- **ITS**
- **Health Clinic**
- **Counseling Services**
- **Communications**
- **Operations**
- **Dining Services**
- **News Services**
- **Campus Resources**

### Expected Outcomes

#### Short Term:
- Work to ensure that all students have necessary information about personal wellness.
- Monthly review of plan.
- Educate students and parents on developing a personal evacuation plan.
- Review various printed and email notifications.

**Long Term:**
- Continual staff training on execution of plan.

#### Short Term:
- Work to ensure pre-outbreak items are completed and process in place for review.

**Long Term:**
- Share plan with staff and community officials.
- Involve campus partners in tabletop exercises.

#### Short Term:
- Similar to CDC Phase 4, increase communication with Health Clinic, track students who may be leaving, and who may be ill.
- Ready Beall, Bryan, Reynolds and Hunt for possible extended use.
- Housekeeping staff will disinfect a room after a death and after a bout of illness.

**Long Term:**
- Assist Counseling Services and Health Clinic in providing student support and following any potential illness.

#### Short Term:
- All students leave the residence halls.

**Long Term:**
- Establish communication about students and staff returning to campus.

#### Short Term:
- Assess missing or displaced staff and students.

#### Long Term:
- Ensure students’ well being.
- Assist Counseling Services and Health Clinic in providing student support and following any potential illness.
| Resources Needed                  | Services and campus technology for sharing disseminating information.  
|                                  | ■ Housekeeping staff will disinfect a room after a death and after a bout of illness.  
|                                  | ■ Work with Counseling Services to provide coping strategies.  
|                                  | ■ Work with Dining Services and Student Activities to provide food and activities.  
|                                  | ■ Housekeeping staff will disinfect a room after a death and after a bout of illness.  
| Marketing materials              |  
| Campus Network                   |  
| Student staff materials          |  
| Clorox Wipes                     |  
| Purell                           |  
| Gloves                           |  
| Masks                            |  
| Check inventory of sheets, pillows, and towels |  
| Check inventory of mattresses.   |  
| Notify students of suggested list of supplies to have on hand for any flu season: Clorox wipes, Kleenex, water, etc.). |  
| Operations will provide daily service to buildings, which house students. |  
| Hold one lounge on Hunt and Beall for additional supply area. |  
| Each bathroom will contain a bottle of disinfectant spray and disposable gloves. |  
| Operations will provide daily service to buildings, which house students. |  
| Each bathroom will contain a bottle of disinfectant spray and disposable gloves. |  
| Review and purchase additional supplies as needed. |  
| Ready emergency closets in consolidated halls to include toilet paper, biohazard waste containers, disinfectant spray, and emergency kits (for addressing bodily fluids), and garbage bags. |  
| Each bathroom will contain a bottle of disinfectant spray and disposable gloves. |  
| ■ Access to Housing System. |  
| ■ Room Keys and card access fobs as appropriate. |  
| ■ Service Desks up and running. |  
| ■ Normal opening support. |  
| Information Needed               |  
| Hygiene essentials.              |  
| Controlled measures regarding responses. |  
| Process/protocol for bio-waste removal from the halls. |  
| Ongoing staff updates on status of community. |  
| Ongoing staff updates on status of community response via the web, email, and/or large staff meetings. |  
| EHS hazardous waste removal if there are concerns of contamination of waste for disposal by contractors, landfills and recycling markets. |  
| Controlled measures regarding responses. |  
| Ongoing staff updates on status of community response via the web, email, and/or large staff meetings. |  
| Ongoing staff updates on status of community response via the web, email, and/or large staff meetings. |  
| Ongoing staff updates on status of community response via the web, email, and/or large staff meetings. |  
| Ongoing staff updates on status of community response via the web, email, and/or large staff meetings. |
Assistance
Health Clinic and Counseling Services on dealing with illness.

response via the web, email, and/or large staff meetings.

Challenges and Issue

- Student and staff apathy.

- Availability of national transportation systems, such as bus, train and air.

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**Addendum A**

**Building Level Disaster Plan**

**Building Level Disaster Manual**

The 1st step in any crisis or disaster is to call Campus Resources at 919-416-2711!

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**Table of Contents**

1. Stay Protocol
2. Leave Protocol
3. Headcount Protocol
4. Needs Resources Protocol
5. Long Term Needs Resources Protocol

1. **Stay Protocol**

   Step 1  Emergency Personnel will determine if residents will be evacuated or sheltered in place.
   Step 2  Student Life Administration and SLI staff tells residents to remain in buildings and/or move residents to building safety zones designated by Emergency Personnel.
   Step 3  SLI staff takes attendance, verifies names of students unaccounted for, and reports findings to Campus Resources and Student Life Administration, who notifies the Command Center. Command Center will advise Emergency Personnel.
   Step 4  Student Life Administration and SLI staff awaits instructions from Emergency Personnel, and Command Center.

2. **Leave Protocol**

   Step 1  Emergency Personnel will take direction from the Campus Emergency Operations Center and Committee to determine if residents will be evacuated or sheltered in place.
   Step 2  Student Life Administration, in cooperation with Emergency Personnel, instructs staff to begin evacuation procedures.
   Step 3  Student Life Administration and SLI staff oversees evacuation of residents to the predetermined assembly area.
Step 4  Student Life Administration reports status of evacuation to Command Center, who will then advise Emergency Personnel. SLI Staff awaits instructions from Command Center.

3. **Headcount Protocol**

Step 1  Student Life Administration meets with staff members in designated crisis area (whether inside the building or at predetermined assembly location away from the building.)

Step 2  Student Life Administration and SLI staff identifies residents present and missing by reconciling head count with current building floor roster.

Step 3  Student Life Administration and SLI staff identify students who require necessary medications such as insulin, inhalers, and chronic conditions requiring on-going care (note on roster.)

Step 4  Student Life Administration notifies Emergency Personnel and Command Center of all residents accounted for/missing and students who require special medication.

Step 5  Student Life Administration and SLI staff awaits instructions from Command Center.

4. **Needs Resources Protocol**

Step 1  Medical- Student Life Administration and SLI staff identifies students who require necessary medications, such as insulin, inhalers, and chronic conditions requiring on-going care. Report needs to Housing Command Center.

Step 2  Shelter –Student Life Administration notifies Command Center of numbers of students and staff needing emergency shelter, including bed linens and cots, if applicable. Command Center will contact appropriate agencies to provide shelter, as needed.

Step 3  Food – Student Life Administration notifies Command Center of students and staff needing food. Student Life Administration will liaison with Dining Services/Cafeteria to provide needs to faculty/staff.

Step 4  Repeat steps as needed.

5. **Long Term Needs/Resources Protocol**

Step 1  Student Life Administration and Command Center begin assessments of long-range needs and resources, report to the Command Center and await instructions.

Step 2  Emergency Response Team and Command Center issues instructions to staff.

Step 3  Command Center invokes agreements needed to deal with crisis and/or reports unmet needs to Emergency Personnel. (Repeat step 2)

Step 4  Command Center Communication Officer coordinates how to inform staff, students, parents, and public of situation and plans to address it.

Step 5  Command Center continues monitoring events, including needs and resources to meet those needs, until crisis ends. Communication Officer issues updates. (Repeat Step 2 and Step 4)

Step 6  Command Center announces end of crisis. (Repeat Step 2 and Step 4)

**H. Dining**

1. **Dining Mission**

NCSSM Dining will operate one dining hall to provide meals to essential employees and students remaining on campus during a campus emergency. NCSSM Dining will develop plans to help maintain continuity of food, water and other edible consumable supplies as required. NCSSM Dining
will provide ID's for essential personnel and maintain the building security card access backbone.

2. **Dining Goals and Objectives**

   a) Sufficient staff will be on-hand to maintain this operation. The departments' adverse-weather procedure will be put into affect and all critical-needs employees report to NCSSM Dining Hall (See Addendum A of this section)

   b) NCSSM Dining will create a "disaster order" of shelf stable items including paper goods and supplies. In the event of a pandemic - or other disaster – Food service will place this order with their primary supplier. This "disaster order" will be designed to provide all necessary supplies to maintain limited service for 2 'weeks. The food service primary supplier will drop a trailer at NCSSM Dining Hall. (See Addendum B of this section). Security of food and distribution assistance will be addressed with Campus Security.

   c) Arrange for NCSSM Dining's transportation to move on campus resources to NCSSM Dining Hall.

3. **Dining Assumptions**

   a) 40% of fulltime staff is available for work; no temporary or student staff members are available.

   b) NCSSM Dining will take direction from the Chair of the Ad Hoc Emergency Planning Committee to determine who are deemed to be critical NCSSM employees for the purposes of prioritized feeding

   c) Catering services are suspended

   d) A 24-hour on-call system is in effect. Schedule and details will be a part of the emergency resource kit

   e) Each critical staff member should have access to appropriate contact/building information and supplies

   f) Based on NCSSM Housing's analysis of our resident population, indications are that approximately 125 residents live outside of the 500-mile radius and would therefore remain on campus. The scalability of our response will be impacted by a number of factors outside of our decision making, thus the number of staff members required may be adjusted as needed. Factors included here would include: NCSSM emergency response personnel to be fed; family of critical employees; etc.

   g) NCSSM Dining will assist in the coordination of events and activities with key partners across campus. These key partners include, but are not limited to:

   - Campus Security
   - Student Health
   - NCSSM Housing
   - Facilities Operations
   - Counseling Center
   - Communication Technologies

4. **Dining Organization**

   The NCSSM Dining Crisis Plan will go into effect when either the NCSSM Integrated Contingency Plan is activated or when an internal emergency situation occurs that impacts one or more buildings or our ability 1:0 conduct business.

   a) The following is a list of communication protocols that could be used in an emergency
situation
a. Email
b. Phone tree
c. Printed Materials

b) Based on the type of emergency situation and the availability of electricity and phone service, one or more of the above will be used to notify staff of the hazard, initial measures and where to get further information

c) Emergency Situations that activate our crisis communication protocol:
a. Severe weather watches or flooding
b. Major chemical release
c. Fire/major damage to facilities
d. Significant utilities outages
e. Civil disturbance or hostage situation
f. Pandemics
g. Other potentially life-threatening incidents

In the event of illness among administrative staff, the chain of command will resume with the next well administrator. "Well" is defined as currently being without illness at the time. This could change with little notice.

5. Dining Emergency Contacts
Main number: 919-416-2825

6. Dining Essential Services
a) NCSSM Dining
i. NCSSM Dining Hall is critical needs buildings in order for NCSSM Dining to maintain services.
ii. Secure current occupancy list of students staying on campus
iii. Secure all building not used for dining during this time period
iv. Verbal agreements and planning with NCSSM Housing, NCSSM Housekeeping, Student Health Services.

7. Dining Communication
a) Communication will flow from the Building Liaison (BL) to the Dining Command Center (NCSSM Dining Hall) and then on to the NCSSM Incident Command as appropriate

8. Dining Planning Checklist

<table>
<thead>
<tr>
<th>Planning Checklist</th>
<th>CDC Phases 1-3 Education</th>
<th>CDC Phase 4 Limited Human Transmission</th>
<th>CDC Phase 5 Spread in General Population</th>
<th>Pandemic Period</th>
<th>Post Pandemic Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definition and assumption</td>
<td>■ NCSSM Dining operations are business as usual.</td>
<td>■ NCSSM Dining monitors current health crisis.</td>
<td>■ Possible closure of campus on horizon.</td>
<td>■ Closure of on-campus housing and NCSSM is likely.</td>
<td>■ NCSSM Dining facilities are reopened to student population.</td>
</tr>
<tr>
<td></td>
<td>■ Close communication with Student</td>
<td>■ No NCSSM travel to affected continents.</td>
<td>■ Will operate essential</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Important Campus Partners</td>
<td>Health Services.</td>
<td></td>
<td></td>
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<tr>
<td>■ ComTech</td>
<td>■ If a residential student is returning from foreign travel to affected continent, NC State will provide social distancing facility.</td>
<td>■ services for students who remain on campus.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>■ Student Health</td>
<td>■ Many students may choose to leave.</td>
<td>■ Most students will leave campus.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>■ Counseling Center</td>
<td>■ Possible campus cases.</td>
<td>■ NCSSM Housing will feed families and residents unable to leave.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>■ Housekeeping</td>
<td>■ Any ill students will be isolated</td>
<td>■ If a residential student is returning from foreign travel to affected continent, NC State will provide social distancing facility.</td>
<td></td>
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<tr>
<td>■ Student Health</td>
<td>■ Any ill students will be isolated</td>
<td>■ Any well students will be isolated on West Campus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>■ Counseling Center</td>
<td>■ Any well students will be isolated on West Campus</td>
<td>■ Facility Preference:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>■ Housekeeping</td>
<td>■ Facility Preference:</td>
<td>○ Fountain Dining Hall</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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**Expected Outcomes**

<table>
<thead>
<tr>
<th>Short Term:</th>
<th>Long Term:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business as usual.</td>
<td>Continual training of staff teams on execution of plans</td>
</tr>
</tbody>
</table>

**Short Term:**
- Work to ensure pre-outbreak items are completed and process in place for review.
- Share plan with staff team and NCSSM officials.
- Involve campus partners in tabletop exercises.

**Long Term:**
- Begin planning isolation.
- Ready Fountain for possible long-term use.
- Utilize News Services and campus technology for sharing and disseminating information.

**Resources Needed**

<table>
<thead>
<tr>
<th>Marketing materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus television</td>
</tr>
<tr>
<td>Student staff materials</td>
</tr>
<tr>
<td>Clorox Wipes</td>
</tr>
<tr>
<td>Purell</td>
</tr>
<tr>
<td>Gloves</td>
</tr>
</tbody>
</table>

**Short Term:**
- Storage of items in portable storage pods.
- Enforce cleaning protocols for staff and students.
- Update students on news and information through media and verbal contact, if possible.
- Ensure the wellness of each student.
- Work with Counseling Center to provide coping strategies.

**Long Term:**
- Assess missing or displaced staff and students.
- Establish communication about student return to campus.
- Ensure student’s well being.
- Assist Counseling Center and Student Health in coping and following any potential illness.
<table>
<thead>
<tr>
<th><strong>Information Needed</strong></th>
<th><strong>Hygiene essentials</strong></th>
<th><strong>Controlled measures regarding responses.</strong></th>
<th><strong>Assistance from Student Health and Counseling Center on dealing with illness.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Challenges and Issue</strong></td>
<td><strong>Student and staff apathy</strong></td>
<td><strong>Failure to appreciate severity of potential issue.</strong></td>
<td>**</td>
</tr>
</tbody>
</table>
Addendum A

NCSSM DINING ADVERSE WEATHER PLAN

It is NCSSM Dining's commitment and responsibility to feed the students that are on campus seven days a week. This is especially true if the weather is inclement, classes have been cancelled, and the NCSSM is closed.

NCSSM Dining will always be open, which is why all employees are expected to come to work during inclement weather. All NCSSM Dining employees are considered critical employees and are expected to report for work. In most cases when the weather is bad (snow, ice, hurricane, flood) the CAPITAL AREA TRANSIT (CAT) buses are operating. Listed below are the steps to be followed during inclement weather:

1. If the CAT buses are not running and you do not have transportation to work, please call your supervisor/manager at the location where you work to inform them you need a ride. If you do not get an answer please leave a message on voice mail (if available), including your name and a telephone number where you can be reached.

2. All employees are required to contact their supervisor/manager. If you are not scheduled but can report to work, please follow the steps above.

REMEMBER --NCSSM DINING IS REQUIRED TO BE OPEN IF THE NCSSM IS CLOSED AND/OR CLASSES ARE CANCELLED.

I. Communications Office

1. Communications Mission
The NCSSM Communications office will provide regular updates before, during and after a pandemic flu event. The office will coordinate with administrative units such as the Clinic and Human Resources to create a climate of prevention within the school prior to a pandemic. The office will test, maintain and update the Crisis Communication Plan.

2. Communications Goals & Objectives
Establish a central reporting plan for monitoring prevalence of illness, absenteeism, and the numbers of individuals in isolation and/or quarantine. The Communications office will identify all possible means of communicating to various audiences redundantly.

3. Communications Assumptions
Most information distribution will rely on routes of communication being operational. The Communications office will mass broadcast information via e-mail and the School’s internal and external Web sites, including, www.ncssm.edu, and the Parents’ Page.

4. Communications Organization
Director of Communications
Assistant Director of Communications

5. Communications Emergency Contacts
   ● Contact/ emergency contact numbers web access from home
   ● Main number 919-416-2872
   ● Director of Communications 919-416-2872

6. Communications Essential Service and Communication
   Pre-crisis
   i. Crisis planning (announcements to students, parents, faculty/staff)
   ii. Ongoing communication relative to planning and potential for crises

7. Communications Planning Checklist
   a) Communicate early and often
   b) Craft messages in advance
   c) Ensure materials are easy to understand and culturally appropriate
   d) Ensure content is consistent with information being communicated by local and national health officials
   e) Establish and maintain external communications with local public health authorities, emergency preparedness groups, and hospital systems
   f) Benchmark activities with like-schools

J. Academic Programs “This section is in the process of being revised.” (Include Q & A)

K. Technology “This section is in the process of being revised.”

L. Campus Resource Office (General)

   1. Campus Resource Mission
      Campus Resource Office will identify critical assets and develop plans for securing and patrolling these areas. Campus Resource will also prepare response plans based on limited personal contact. They will maintain staffing in Emergency Communication Center and monitor security and fire alarms. Prepare for security of mass medication dispensing and / or alternative care facility;

   2. Campus Resource Goals & Objectives
      Campus Resource will proactively maintain a secure campus with minimal staffing or resources. Campus Resource Office response and actions to a pandemic will be tiered and based on the World Health Organization (WHO) criteria for defining a pandemic. The definition of the phases may be found in the NCSSM response Plan.

   3. Campus Resource Assumptions
      This plan uses the assumptions listed in the NCSSM Infectious Agent Planning Guidelines Document.
Additional assumptions include:

a) No contract security will be available
b) No cleaning services available
c) NCSSM motor pool will maintain fuel supply
d) NCSSM will provide training in self protection and social distancing
e) NCSSM will provide protocol for suspected cases
f) NCSSM will obtain and provide antiviral and vaccine for first responder based on current tier plan.
g) NCSSM will provide initial medical examination and treatment for first responders
h) NCSSM will provide boxed/ prepackaged meals for first responders at Phase 6 closure
i) Issues needing resolution:
   i. Who approved, employees/ students need to be on campus?

4. Campus Resource Organization (Chain of Command)

The chain of command will remain the same based on current publications.

5. Campus Resource Essential Personnel

Identified through HR policy and Crisis Communication Plan.

6. Campus Resource Emergency Contacts

- Emergencies 911
- Non-emergencies (Main number) 919-416-2711
- Director of Campus Resources O) 919-416-2910 C) 919-451-0988

7. Campus Resource Essential Services

a) ID requirements during campus closure
b) Block / restrict entrances to campus
c) Management of building security
d) Security of essential assets
e) Mutual aid agreements (if any)
f) Monitoring of fire and other alarm systems
g) Security of Mass Care Facility
h) Security of Mass Dispensing Site
i) Isolation / Quarantine

8. Campus Resource Planning Checklist

a) Food
b) Supplies, Fuel
c) Medical support for employees
d) Equipment issuance as needed
e) Review Mutual Aid Agreements (if any)

Campus Resource Office (Actions at Pandemic Phase 3)

1. Campus Resource Command Staff.

Supervisors will develop staffing plans that consider the following:

a) Only response to emergency calls
b) Staffing of access points to campus

c) Staffing of access points to mass care facilities

d) Protection of any critical assets or buildings.

e) Assume 30% of employees will not be available

Campus Resource Office (Actions at Pandemic Phase 4)

1. **Campus Resource Command Staff.**

a) Develop and maintain a listing of critical employees and family members. This information will be for the Influenza Vaccine Estimations Worksheet from the NCSSM Pandemic Influenza Plan.

b) Receive, interpret and distribute employment and personnel policy updates

c) Work with Student Health Services and Human Resources to develop departmental training on minimizing influenza spread at the workplace, including:
   - Promoting respiratory hygiene and cough etiquette
   - Cleaning work stations and common phones
   - Prompt exclusion of people with influenza signs

d) Work with Director of Campus Resources or designee and Human Resources to determine department policy concerning employees who:
   - Have been exposed to pandemic influenza
   - Are suspect of: being ill
   - Become ill at the workplace

e) Develop plan (to be implemented at Phase 5 or 6 based on Director of Campus Resources authorization) that addresses department-cleaning protocols, reducing the frequency of face-to-face contact (for example, shaking hands, meetings, shared work space or phones)

f) Direct a department-wide review of emergency callback information

g) Develop issuance plan for personal protection equipment (PPE). Deliver training to employees in use of PPE

h) Coordinate with Business Office to ensure 4-month supply of N-95 masks. Develop planning factor for masks with essential personnel

i) Identify planning factor amounts of the following items to ensure four month supply is on-hand (purchase immediately at Phase 5 or at Phase 4 if shortages are anticipated):
   - Infection control supplies; hand disinfectant, tissues, disposable gloves, trash bags for waste disposal, disinfecting cleaning supplies and sprays

2. **Campus Resource Shift Supervisors.**

Supervisors will review staffing plans that consider the following:

a) Only response to emergency calls

b) Staffing of access points to campus

c) Staffing of access points to mass care facilities

d) Protection of any critical assets or buildings.

e) Assume 30% of employees will not be available
Campus Resource Office (Actions at Pandemic Phase 5)

1. Campus Resource Shift Supervisors
   a) Review Isolation and Quarantine Laws
   b) Review Mutual Aid Agreements (if any)
   c) Review and train plans to limit access to campus, conduct security checks, protect mass care facilities

Campus Resource Office (Actions at Pandemic Phase 6)

   a) General

   b) Response to Calls for Service. Members will respond only to critical/ emergency calls for service, all other calls will be taken by phone. Critical calls include life/ death injury, fire alarm, security alarm from a critical facility, incidents involving critical sites, chemicals, medications, research, etc. Members will limit all nonessential face-to-face contact with the public