PANDEMIC PREPAREDNESS/RESPONSE PLAN
(May also be used for epidemics as needed)

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Introduction

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

It is difficult to predict when the next pandemic will occur or how severe it will be. Wherever and whenever a pandemic starts, everyone around the world is at risk. Countries might, through measures such as border closures and travel restrictions, delay arrival of the virus, but cannot stop it.

The University of Northern Colorado Pandemic Preparedness/Response Plan offers general guidelines for how to prepare and respond to highly communicable diseases. These guidelines apply to any virus circulating, as well as any highly communicable respiratory/airborne diseases such as Meningitis, Measles, Mumps, Ebola, SARS, or MERS. This plan is aimed at preventing transmission of such highly communicable respiratory/airborne diseases and viruses.

What is the difference between a pandemic and an epidemic?

An epidemic is an outbreak of a disease that occurs in one or several limited areas, like a city, state, or country. Once the disease spreads beyond the borders of several countries and affects many countries across the globe, it is called a pandemic. Since the beginning of the 20th century, several pandemics have occurred – the biggest one, an influenza pandemic, occurred in 1918. During that pandemic, at least 500,000 Americans died. There were as many as 40 million deaths worldwide.

Communicable Diseases Definitions:

What is Meningitis?

Meningococcal disease is a rare, yet potentially life-threatening, bacterial or viral infection. The disease most commonly is expressed as either meningococcal disease, an inflammation of the membranes surrounding the brain and spinal cord, or meningococcemia, a presence of bacteria in the blood.

Meningococcal disease is caused by Neisseria meningitides, which has become the leading cause of bacterial meningitis in older children and young adults in the United States. There are five types of bacteria (or serogroups) of meningococcal diseases that circulate worldwide: A, B, C, Y, and W-135. Studies show that approximately 70 to 80 percent of cases in the college age group are caused by serogroup C, Y, or W-135, which are potentially vaccine-preventable.
This bacterium lives in the human throat and is commonly carried without ill effect. However, illness can develop very rapidly and is fatal in five to ten percent of cases. Illness is due to septicemia (blood poisoning), meningitis (inflammation of the brain lining) or a combination of the two. Other parts of the body e.g. joints, heart, eye may occasionally be infected. Urgent antibiotic treatment is needed.

**What is Mumps?**

Mumps is a viral illness caused by a paramyxovirus, a member of the Rubulavirus family. The average incubation period for mumps is 16 to 18 days, with a range of 12 to 25 days. Mumps usually involves pain, tenderness, and swelling in one or both parotid salivary glands (cheek and jaw area). Swelling is first visible in front of the lower part of the ear. It then extends downward and forward as fluid builds up in the skin and soft tissue of the face and neck. Swelling usually peaks in 1 to 3 days and then subsides during the next week. Nonspecific prodromal symptoms may precede parotitis by several days, including low-grade fever which may last three to four days, myalgia, anorexia, malaise, and headache. Fever may persist for 3 to 4 days.

People with mumps are usually considered most infectious for several days before and after onset of parotitis. The mumps virus replicates in the upper respiratory tract and spreads through direct contact with respiratory secretions or saliva or through fomites. The risk of spreading the virus increases the longer and the closer the contact a person has with someone who has mumps. When a person is ill with mumps, he or she should avoid contact with others from the time of diagnosis until at least 5 days after the onset of parotitis.

**What is Measles?**

Measles is an acute viral respiratory illness. It is characterized by fever (as high as 105°F) and malaise, cough, coryza, conjunctivitis, and Koplik spots followed by a maculopapular rash. The rash usually appears about 14 days after a person is exposed; however, the incubation period ranges from 7 to 21 days. The rash spreads from the head to the trunk to the lower extremities. Patients are considered to be contagious from 4 days before to 4 days after the rash appears. Of note, sometimes immunocompromised patients do not develop the rash.

Measles is a highly contagious virus that lives in the nose and throat mucus of an infected person. It can spread to others through coughing and sneezing. Also, measles virus can live for up to two hours on a surface or in an airspace where the infected person coughed or sneezed. If other people breathe the contaminated air or touch the infected surface, then touch their eyes, noses, or mouths, they can become infected. Measles is so contagious that if one person has it, 90% of the people close to that person who are not immune will also become infected.

Vaccination with the measles, mumps, and rubella (MMR) vaccine is the best way to protect yourself and your community. Most children receive the MMR vaccine at 12 months of age, and a second booster dose between 4 and 6 years of age.
Because Measles can lead to serious complications, such as pneumonia, encephalitis, hospitalizations, and even death, the State of Colorado requires all students to submit proof of MMR immunity prior to attending classes. If there is an outbreak on campus, all students, staff, and faculty who are unable to provide proof of immunity could be subject to isolation or quarantine for up to 21 days after exposure.

**What is Influenza?**

Influenza is a contagious respiratory illness caused by influenza viruses that infect the nose, throat, and sometimes the lungs. It can cause mild-to-severe illness, and at times can lead to death. Most experts believe that flu viruses spread mainly by tiny droplets made when people with flu cough, sneeze, or talk. These droplets can land in the mouths or noses of people who are nearby. Less often, a person might also get flu by touching a surface or object that has flu virus on it and then touching their own mouth, nose, or possibly their eyes.

Influenza is most contagious in the first 3-4 days after illness begins. In some instances, infection can begin 1 day before symptoms develop and up to 5 to 7 days after becoming sick. The time from when a person is exposed to flu virus and infected to when symptoms begin is about 1 to 4 days, with an average of about 2 days.

Complications can include bacterial pneumonia, ear infections, sinus infections, and worsening of chronic medical conditions, such as congestive heart failure, asthma, or diabetes.

There are numerous strains of influenza including Avian flu virus, H7N9, H1N1, H5N1 and H3N2v. These flu viruses occur naturally among wild birds and rarely spread from birds to people, but have recently infected people in small numbers. So far, these viruses have not spread easily from person-to-person.

**What is MERS Co-V?**

Coronaviruses are common around the world and cause a range of illnesses in humans. A novel coronavirus, first found in Saudi Arabia, is called MERS –Middle East Respiratory Syndrome. This strain of coronavirus has not been previously identified in humans and there is limited information on transmission, severity, and clinical impact. Human to human transmission has been documented, but the mode of transmission has not been defined.

**Is MERS the same as SARS?**

No. MERS-CoV is not the same coronavirus that caused Severe Acute Respiratory Syndrome (SARS) in 2003. However, like the SARS virus, MERS-CoV is most similar to coronaviruses found in bats. CDC is still learning about MERS.
What is Wuhan Coronavirus – 2019-nCoV?

Like MERS, Wuhan Coronavirus is a novel (new) coronavirus causing pneumonia illness in the area of Wuhan, China, other areas of Asia, and has appeared in the United States. There are several known coronaviruses that infect people and usually only cause mild respiratory disease. However, some coronaviruses have caused severe disease such as severe acute respiratory syndrome and pneumonia. This novel coronavirus has the potential to cause severe illness and death. Symptoms of Coronavirus include fever, cough, and difficulty breathing. How this particular virus is transmitted has not been definitively determined, so anyone interacting with an ill person who has traveled to Wuhan, China should wear a mask and take other precautions to minimize exposure.

What is Ebola?

Ebola virus disease (EVD), also known as Ebola Hemorrhagic Fever, is a severe, often fatal illness in humans (50% fatality rate). The virus is transmitted to people from wild animals and spreads in the human population through human-to-human transmission via blood, vomitus, urine, feces, sweat, semen, and saliva.

The first Ebola outbreak occurred in remote villages in Central Africa, but the most recent outbreaks in West Africa have involved major urban as well as rural areas. Community engagement is key to successfully controlling outbreaks. Good outbreak control relies on applying a package of interventions, namely case management, surveillance, and contact tracing.

Early supportive care with re-hydration, symptomatic treatment improves survival. There is yet no licensed treatment proven to neutralize the virus but a range of blood, immunological and drug therapies are under development. There are currently no licensed Ebola vaccines, but 2 potential candidates are undergoing evaluation.

What would be the effect of a pandemic?

A pandemic may come and go in waves, each of which can last for six to eight weeks.

An especially severe pandemic could lead to high levels of illness, death, social disruption, and economic loss. Impacts can range from school and business closings to the interruption of basic services such as public transportation and food delivery.

A substantial percentage of the world's population will require some form of medical care. Health care facilities can be overwhelmed, creating a shortage of hospital staff, beds, ventilators, and other supplies. Surge capacity at non-traditional sites such as schools may need to be created to cope with demand.
What is the state health department doing to prepare for a pandemic?

If there is a widespread, communicable disease outbreak, Colorado and every other state in the country will respond with new procedures, and many standard, time-tested disease control methods.

- The Colorado Department of Public Health and Environment (CDPHE) and local health agencies across the state monitor disease outbreaks in our communities by working with doctors, hospitals, laboratories, and nursing homes to identify unusual numbers of people with illness.
- The state laboratory checks samples from patients with illness to help identify which viruses are circulating in our state.
- CDPHE and our local public health agency (Weld County Department of Public Health and Environment - WCDPHE) work together to plan for public health emergencies. Staff practices policies and procedures in the pandemic plan to better prepare for disease outbreaks.

How are we preparing?

The United States has been working closely with other countries and the World Health Organization (WHO) to strengthen systems to detect disease outbreaks that might cause a pandemic.

The effects of a pandemic can be lessened if preparations are made ahead of time. Planning and preparation information and checklists are being prepared for various sectors of society, including information for individuals and families.

Federal agencies provide funding, advice, and other support to assist with pandemic planning and preparation. Information on state/federal planning and cooperation, is available at:  http://pandemicflu.gov/

Four Levels of Response

**Level One:**  Confirmed human-to-human cases worldwide and/or U.S.
**Level Two:**  Confirmed human cases in Colorado and/or Weld County
**Level Three:** Confirmed human cases on campus and/or multiple campuses
**Level Four:** Campus Closure to be determined. Consideration factors:

- Rate/Geographic Spread
- Confirmed high rate of infectivity/mortality
- Falling class attendance, residents leaving campus
- Staff absenteeism
- Transportation closings
- Other regional school closings
- Local and State public health recommendations or requirements.
Level One

Confirmed cases of human-to-human transmission of a virus worldwide and/or in the U.S.

The University of Northern Colorado Emergency Management team is brought together and provided latest information on the virus.

- After receiving appropriate training from the CDPHE/WCDPHE, the Campus Medical Officer, with assistance from the Health Center Clinic Manager and Immunization Coordinator, is responsible for educating the Management team.
- Incident Commander is responsible for coordinating the implementation of the following roles:

  o Health Center will be responsible for:
    - Increased disease surveillance according to the Center for Disease Control (CDC) directive
      - Health Center (HC) clinic
      - Center for International Education
      - Athletics
    - Identification of and care for cases per CDC directives
    - Order adequate Personal Protective Equipment (PPE) for HC staff
    - Confirm network for obtaining antiviral meds, vaccine
    - Obtain appropriate standing orders
    - Set up different traffic flow in the Health Center
    - In conjunction with the WCDPHE, obtain current information on the virus and work with University Communications as well as CO HELP public information line (1-877-462-2911), to provide informative information on symptoms and prevention to the University community.
    - Work with appropriate University personnel and state/local health departments to prepare for possible isolation and quarantine. In the case of Measles or other highly contagious communicable disease on campus, CDPHE will assess quarantine status for any staff or student based on the level of exposure and proof of immunity. UNC will follow CDPHE/WCDPHE guidelines regarding isolation, quarantine, and contact tracing.
      - **Isolation** is used for the person suspected or diagnosed with the disease. The person could be in isolation in the hospital or at their own home. A place to isolate a person here on campus would be needed if we had an on-campus resident who was unable to be immediately transported home.
      - **Quarantine** is used for healthy persons who have been exposed to the suspect or diagnosed case. The persons are kept in a place where they have no contact with others for the duration of the incubation period. If no symptoms
develop in that time frame they are taken out of quarantine. If a person develops symptoms they are moved to isolation.

- **Contract Tracing** is the process of identification of persons who may have come into contact with an infected person and subsequent collection of further information about these contacts. In conjunction with the WCDPHE, provide training for appropriate University personnel (Environmental Health & Safety, Housing & Residential Education, and Dining Services).

- Campus Medical Officer or the Immunization Coordinator will serve as a liaison between WCDPHE and the Incident Commander.

### Environmental Health and Safety:
- Coordinate with the Health Center to promote good hygiene practices throughout campus
- Work with the Health Center to provide confirmed cases and information to University Communications
- Assess and order Personal Protective Equipment (PPE) inventory
- Assess and provide PPE training
- Evaluate and provide necessary pulmonary function testing for identified essential personnel.

### UNC Police Department:
- Annual fit test of all PPE including medical fit for respirators
- Order additional PPE supplies as may be needed
- Establish protocols for all essential personnel creating a balance of family/self-care with professional response
- Identify on-campus services for emergency services and critical personnel during condition 2-4
- Implement comprehensive infection control procedures to limit the spread of influenza including immunizations for all essential personnel
- Coordinate with ROTC to identify availability of human resources.

### Facilities Management:
- Identify who will be considered essential personnel along with back-up personnel for each position
- Determine preliminary schedule for staffing needs
- Determine buildings to be utilized for isolation or quarantine areas
- Finalize plans for modifications to the sequence of operations for HVAC systems in isolation and/or quarantine facilities
- Develop plans for on-going maintenance of critical areas such as research labs, Animal Research Facility, Heating Plant, and other facilities
- Identify needed supplies for all campus units
- Develop plan for building security in case of campus closure.

### Human Resources:
- Maintain and redistribute current leave policies and procedures to all employees
- Contact workers compensation provider and make contingency plans for coverage and filing claims
- Each department identifies critical employees.

- **University Communications:**
  - Attend emergency response committee meetings
  - Work with committee to determine messages to send to targeted audiences (students, faculty, and staff) as needed
  - Respond to media inquiries regarding UNC’s pandemic preparations/response.

- **Dean of Students Office:**
  - In collaboration with University Communications, coordinate communication to students and parents.
  - Coordinate communication of the isolation/quarantine
    - Work with Dining Services, Housing & Residential Education, Health Center, and Environmental Health & Safety
    - Deal with enforcement issues and parent issues.

- **Academic Affairs:**
  - Responsible for communication and coordination with academic areas on campus regarding necessary changes in class schedules, class cancellations, and other matters related to academics.

- **President’s Office:**
  - Based on recommendations from U.S. State Department, CDC, CDPHE, and WCDPHE be prepared to modify athletic events, exchange programs, and University-related travel to and from other countries, class schedules.

- **Housing & Residential Education:**
  - Enact planning for isolation and quarantine of students
  - Health Center trains essential personnel on risks and response
  - Fit test essential personnel for N95
  - Order appropriate PPE
  - Immunize essential staff.

- **Dining Services:**
  - No changes will be made to current services, menu, or staffing
  - Evaluate plans for each level in regard to how long services such as food and water must be provided and at what point they will no longer be offered
  - Review and confirm potential isolation and quarantine areas and needed services with Housing & Residential Education
  - Designate drop-off areas for food and supplies at the potential isolation and quarantine areas with Housing & Residence Life
- Dining Services to contact our Secondary Vendor List (as identified in the Business Continuity Plan) to identify other sources of procurement of supplies in case our Primary Vendor experiences interruption of service.
- Display bulletin boards and table tents with tips for prevention which have been previously developed by Dining Services.
- Contact Health Center to provide opportunities for staff to get vaccine if available
- Make sure training outlines and procedures are in place for training for employees on:
  - Virus prevention (Recommendations from Health Center and/or Environmental Health & Safety)
  - Home emergency procedures (training previously presented by Assistant Director)
  - Menu and production modifications (Executive/Unit Chefs)
  - Front of the House service modifications (Managers/SPS/Associate Director)
  - Modified dishwashing procedures (Applications Programmer/SPS)
  - Modified check station procedures (Program Asst/Holmes Hall & TK Admin Asst IIs)
- Install hand sanitizers for customers and employees
- Make sure contact information (vendors, employees, Express Personnel, volunteers), phone trees, and chain of command for Dining Services is correct and up to date
- Notify Senior Nutrition program of pandemic status and verify plans for closure if necessary
- Remind all classified and exempt staff that they are essential personnel
- Provide prime vendor and vending vendor a list of products and quantities needed in case of level 3 and 4 implementation
- Post information regarding Pandemic Plan on the website.

- **Counseling Center:**
  - Develop procedures for handling increased demand
  - Disseminate information available about medical resources available and prophylactic measures students can take to help feel more empowered and secure
  - Begin to develop emergency schedule of counselor availability if needed for Level 2 or 3
  - Provide support to the “worried well”
  - Work with Health Center on ventilation system as both facilities share the same air handling system.

- **Center for International Education:**
  - Coordinate communication with
    - International students and parents
- Students studying abroad and their parents
- Partner universities abroad and study abroad providers.
  - Log all such phone calls for likely FEMA reimbursement
  - Confirm workability of student and scholar listserv for situation updates
  - Email all students and scholars “how to protect yourself from pandemic” and “what the university is doing”
  - Set up “crisis update web page”
  - Coordinate with Counseling Center for services to students coping with family sickness and death at a distance
  - Implement, as necessary, plans for students, faculty, and staff who are restricted from returning to the U.S. from affected countries, or who may be quarantined abroad
  - Determine trip cancellations, travel restrictions, academic credit issues as needed, according to policies set earlier; clarify obligations of all parties
  - Urge all affected international students to return home if international travel is possible.

  - **Campus Recreation:**
    - Enact planning for possible isolation and quarantine shelter
    - Offer assistance in the form of facilities, first aid-certified staff assistance, and first aid supplies
    - Seek training for essential personnel from the Health Center on risks and responses
    - Ensure there is sufficient inventory of Personal Protective Equipment (PPE) and that all staff are using proper cleaning procedures
    - Immunize essential staff.

**Level Two**

**There are confirmed human cases in Colorado and/or Weld County**

The UNC Emergency Management team is brought together and provided latest information on the virus.
- After receiving appropriate training from the WCDPHE, the HC Medical Director, with assistance from HC Clinic Manager and Director of Student Health Services are responsible for educating the Management team.
- Incident Commander is responsible for coordinating the implementation of the following roles:

  - **The Health Center:**
    - Notify WCDPHE if there is a case on the UNC campus
    - Campus Medical Officer or the Immunization Coordinator will serve as liaison between WCDPHE and the Incident Commander
    - Notify UNC Emergency Management team
- Notify Housing & Residential Education and Dining Services of the number of persons who may be required to be isolated or quarantined
- Monitor persons in quarantine
- In conjunction with the CDPHE/WCDPHE, provide ongoing communications with campus community regarding signs/symptoms, protocol for referral of suspected cases and isolation/quarantine guidelines
- Initiate public relations campaign on self-protection
- Preparation for prophylactic treatment of contacts
- Assist Housing & Residential Education staff in how to deal with needs of persons in quarantine.

  o **Environmental Health & Safety:**
    - Contact the Emergency Response Clean-Up Contractor
    - Coordinate with the Health Center to continue promoting good hygiene practices throughout campus (increase information)
    - Provide PPE training and fit testing to essential personnel
    - Work with the Health Center to provide confirmed cases and information to the Communication Center and University Communications
    - Arrange for medical waste pickups and waste storage
    - Issue PPE to essential personnel
    - Monitor PPE and Emergency Response Supply Inventory.

  o **UNC Police Department:**
    - Enhanced security in police and communication center work areas
    - Pandemic awareness training for all staff
    - Communications Center will coordinate with Health Center and University Communications to direct/disseminate all applicable information
    - Possible implementation of call center
    - Review WCDPHE POD/Mass Vaccination responsibilities
    - Assist Health Center staff with special security issues/asset protection
    - Review mutual aid agreement for possible transfer of all police services to GPD/Weld Comm.

  o **Facilities Management:**
    - Identify additional cleaning and sanitation procedures
    - Acquire all needed supplies
    - Lease generators for Heating Plant, EOC, and other essential facilities
    - Fit test for respirators and other PPE as required
    - Provide training for flu-related hazards and related procedures (PPE, cleaning, hygiene, hand washing, cough etiquette).
o Human Resources:
  ▪ Communicate FMLA triggers to supervisors
  ▪ Ensure all employees’ insurance and beneficiary information is current
  ▪ Communicate procedures for sending home sick employees and contingency plans for critical personnel should they become ill
  ▪ Update employees on University preparedness plan.

o University Communications:
  ▪ Attend emergency response committee meetings
  ▪ Work with committee to determine messages to send to targeted audiences (students, faculty, and staff) as needed
  ▪ Respond to media inquiries regarding UNC’s pandemic preparations/response.

o Dean of Students Office:
  ▪ In collaboration with University Communications, coordinate communication to students and parents
  ▪ Coordinate communication of the isolation, quarantine
    ▪ Work with Housing & Residential Education, Dining Services, Health Center, and Environmental Health & Safety
    ▪ Deal with enforcement issues
    ▪ Parent issues
  ▪ Handle parent calls, those wanting to come to campus.

o Academic Affairs:
  ▪ Responsible for communication and coordination with academic areas on campus regarding necessary changes in class schedules, class cancellations, and other matters related to academics.

o President’s Office:
  ▪ Based on recommendations from U.S. State Department, CDC, CDPHE, and WCDPHE be prepared to modify:
    ▪ Athletic and other University events
    ▪ Exchange programs and University-related travel to and from other countries
    ▪ Class schedules.

o Housing & Residential Education:
  ▪ Identify potential rooms and/or buildings to be used for quarantined students. Update by semester based on current occupancy.
  ▪ Educate students and staff on flu prevention strategies
  ▪ Train custodial staff on cleaning strategies
  ▪ Work with Facilities to identify needed ventilation systems and to provide negative pressure areas
  ▪ Notify current occupants in spaces that will be needed of the potential or need for them to move.
• Prepare staff for how to deal with the needs of persons in quarantine
• Update essential personnel on flu information, including maintenance and housekeeping persons
• Review the use of PPE and N95
• Report any possible cases to the Health Center
• Work with Dining Services on the delivery of food.

o Dining Services:
  • No changes will be made to current services, menu, or staffing
  • Dining Services management staff will receive training from Environmental Health & Safety on fit testing and respiratory protection. Management will then arrange and assist in respiratory protection training for all Dining Services employees.
  • Coordinate orders for N95 respirators
  • Supplies needed for implementation of Levels 3 and 4 will be checked to ensure needed quantities are available
  • Review Isolation menus, Quarantine menus, Gourmet to Go-style menus, and supply lists (plan for four days then repeat menu as needed)
  • Review Level 3 and 4 plans for implementing Dining Services internal procedures regarding menus, contact information, phone trees, chain of commands for requests to Dining Services, delivery alternatives, par levels of stockpiled food and water, training outlines and procedures
  • Procure prepackaged utensils and paper goods for implementation in case of university closure
  • Contact prime vendor to make sure adequate levels of prepackaged food items are on hand for implementation in case of university closure and switch to Gourmet to Go-type service
  • Update Pandemic Plan information on the website.

o Counseling Center:
  • Expect an increase in clients seeking emergency emotional support
  • Implement the staffing procedures mentioned above to handle the increase in client demand
  • Utilize existing procedures for providing 24/7 care if needed
  • Begin emergency support efforts to help students deal with effects of illness and loss
  • Implement emergency schedule of support for increased counselor availability
  • Partner with other providers on campus with their information dissemination process to provide campus with information about the psychological aspects of the situation as well as to encourage them to seek support
  • Provide emotional support for those in isolation and quarantine via telephone
  • Provide support to faculty and staff as well as students
- Provide support for Housing & Residential Education staff, not only for coping with student needs, but also to help with their emotional support.
- Provide support to employees through Human Resources department.

  o **Center for International Education:**
    - Coordinate communication with
      - International students and parents
      - Students studying abroad and their parents
      - Partner universities abroad and study abroad providers
    - Log all such phone calls for likely FEMA reimbursement
    - Confirm workability of student and scholar listserv for situation updates
    - Email all students and scholars "how to protect yourself from pandemic" and "what the university is doing"
    - Set up “crisis update web page”
    - Provide interpreter services for communicating with students whose English proficiency may be low
      - Dean of Students Office
      - Housing Offices
      - Health Center
      - local hospitals
    - Identify essential personnel
    - Handle parental phone calls from U.S. and abroad
    - Provide interpreter services to Dean of Students and Housing Offices and to Health Center for communicating with on-campus students whose English proficiency may be low
    - Provide interpreter services to local hospitals for students and scholars with low English proficiency
    - Urge all affected international students to return home if international travel is possible.

  o **Campus Recreation:**
    - Identify potential areas of the building to be used for quarantine, in case requested by the Emergency Management team
    - Educate staff on prevention strategies
    - Train all staff on cleaning strategies
    - Work with Facilities Management, if necessary, to identify needed ventilation systems and negative pressure areas
    - Notify visitors, if directed by Emergency Management team, in the areas that may be needed
    - Prepare staff in dealing with the needs of persons in quarantine.
    - Update essential personnel on information
    - Review the proper use of Personal Protective Equipment (PPE)
    - Report any possible cases to the Student Health Center immediately
- Work with Dining Services on the delivery of food strategies, if so designated by the Emergency Management team.

**Level Three:**
**Confirmed human cases on campus and/or multiple campuses in Colorado**

The UNC Emergency Management team is brought together and provided latest information on the virus.

- After receiving appropriate training from the CDPHE/WCDPHE, the HC Medical Director, with assistance from the HC Clinic Manager and Manager of Student Health Services are responsible for educating the response team.
- Incident Commander is responsible for coordinating the implementation of the following roles:
  - **The Health Center:**
    - Notify WCDPHE and CDPHE of cases
    - All direction on how to proceed will be received from WCDPHE and CDPHE
    - Campus Medical Officer or the Immunization Coordinator will serve as liaison between WCDPHE and the Incident Commander
    - Notify UNC Emergency Management team
    - Notify Housing & Dining on number of persons who may be required to be isolated or quarantined
    - In the case of vaccine-preventable diseases, the Immunization Coordinator and Health Center staff will work to obtain proof of immunity for all students, staff, and faculty
    - Prepare for isolation and or quarantine for all individuals who are unable to show proof of immunity per CDPHE/WCDPHE guidelines and protocol
    - Prophylactic treatment of contacts
    - Continue with use of PPE. Essential persons at HC receive N95 respirators
    - Monitor persons in quarantine
    - Care for persons in isolation
    - Ongoing communications with campus community regarding signs/symptoms, protocol for referral of suspected cases
    - Continuation of e-mail campaign on self-protection
    - Make recommendation to UNC Administration to move forward with preparations for campus closure.
- **Environmental Health & Safety:**
  - Communicate with state, regional, and local agencies and provide information to the Communications Center and University Communications
  - Identify and implement modified shift schedule for essential personnel
  - Assist incident commander.

- **UNC Police Department:**
  - Enhanced security in police and communication center work areas
  - Monitor and maintain law and order, public health, and safety on campus
  - Possible implementation of call center.

- **Facilities Management:**
  - Issue PPE to essential personnel
  - Prepare mass vaccination center or other emergency shelter facility as requested
  - Emergency clean-up team to stand-by
  - Implement additional cleaning and sanitation procedures.

- **Housing & Residential Education:**
  - Work with Facilities Management and Health Center to identify needed ventilation systems and to provide negative pressure areas
  - Have essential personnel be fit-tested for N95.

- **University Communications:**
  - **Campus Community (Faculty, Staff, Students)**
    - Website / URSA
    - Post FAQ on specific threat / UNC’s pandemic plan
    - E-mail updates as needed
    - Provide information to a call center to respond to public inquiries.
  - **Media (Newspapers, TV, and Radio)**
    - Serve as spokesperson and direct contact for media representatives.
  - **Public (Including Parents)**
    - Updates on UNC’s public website
    - Provide information to a call center to respond to public inquiries.
  - **Outside organizations**
    - Collaborate with outside organizations, like NCMC and WCDPHE, for consolidated media outreach.
Dean of Students Office:
- In collaboration with University Communications, coordinate communication to students and parents
- Coordinate communication of the isolation/quarantine
- Work with Housing & Residential Education, Dining Services, Health Center, and Environmental Health & Safety
- Deal with enforcement issues
- Parent issues
- Handle parent calls, those wanting to come to campus.

Academic Affairs:
- Responsible for communication and coordination with academic areas on campus regarding necessary changes in class schedules, class cancellations, and other matters related to academics.

President’s Office:
- Based on recommendations from U.S. State Department, CDC, CDPHE, and WCDPHE be prepared to modify or suspend
  - Athletic and other University events
  - Classes
- Assist Dean of Students Office with student and parent issues
- Provide assistance in supporting university offices in dealing with issues as they pertain to faculty and staff.

Housing & Residential Education:
- Continue to provide prevention information
- Refer concerned students to Counseling Center
- Work with Facilities Management to identify needed ventilation systems and to provide negative pressure areas
- Fit essential personnel for PPE.

Dining Services:
- If the university closes, all service will be switched to Gourmet to Go-type service
- If the university is still open, encourage customers to carry out their Bear on the Run
- If the university is still open, Dining Services will change the method of service and menus to assist in preventing the spread of the virus
  - Self-Serve stations will be changed to be served by Dining Services employees or eliminated
  - Salads will be pre-made and served
  - Drink stations will have a Sanitizer Attendant
  - Gloves will be worn by check stand employees
  - Bear on the Run containers will be used for service
  - Salt and pepper shakers and napkins will be removed from the tables.
- Staffing and customer counts will be monitored to prepare for further closures.
• All employees’ time will be tracked with timecards
• Concessions events will be cancelled or changed to serve pre-packaged products only
• Offer reduced services and modified hours based upon employee absenteeism, staffing availability, and food supplies
• Evaluate when Senior Nutrition should be suspended (with Agency for Aging)
• Internal information and training sessions on topics listed in Level 1 will be conducted by Dining Services and/or Environmental Health & Safety or Health Center to all operations and employees on the first & second day of Level 3 response. All employees are required to attend.
• Communication will be increased with vendors in regards to the status of delivery availability
• In the event that delivery is not available from our vendors, Dining Services Material Handlers will pick up food at the vendors’ location if the vendor has the products available
• Review Isolation, Quarantine, and Self Service Elimination menus and ensure all supplies are on hand. Menus are to be based on the following:
  a. One wing of Harrison will be used for Isolation (used for the person suspected or diagnosed with the disease) = capacity is 250 (275 if lounges are used too)
  b. One wing of Harrison will be used for Quarantine (used for healthy persons who have been exposed to the suspect or diagnosed case) = capacity is 250 (275 if lounges are used too)
  c. Lawrenson will be used for healthy individuals = capacity is 600
  d. Total maximum counts for planning unless otherwise notified as follows:
     275 (Harrison Isolation)
     275 (Harrison Quarantine)
     200 (University Apartments and houses)
     600 (Lawrenson)
     25 (Command Center)
     50 (Essential Staff)
     200 (Miscellaneous i.e. Carter Hall, off campus, etc.)
• Review and confirm Isolation and Quarantine areas and needed services
• Increase orders for prepackaged items (bottled water, juices, cereal, oatmeal, cream of wheat, soup, grits, etc.) gearing towards university closure
• As Dining Services gears towards Level 4, depending on supplies and availability, the most perishable foods will be possibly moved to Holmes Hall for anticipation of Level 4
• Contact other universities to coordinate and/or discuss plans
• Begin implementation of Level 4 sanitizing procedures
• Contact volunteers in case they are needed for Level 4:
  o Housing & Residential Education (Director)
  o Concessions groups (Concessions Manager)
- Student Activities (Associate Director)
- Athletics (Director)
- Church groups (TK Manager)
- Update Pandemic Plan information on the website
- Make alternate arrangements for trash if service is unavailable
- Volunteers may be needed to assist with food service and distribution (see level 3)
- Cash will no longer be accepted at the check stand; meal plans and credit cards will still be allowed. Numbers will be typed in by checker vs. swiping cards.
- Dining Services web author will update Pandemic Plan information on the website as needed. Information should include (but is not limited to):
  - Link to the UNC website for official statement
  - Dining location closures
  - Status updates
  - Employee reporting procedure

- Counseling Center:
  - Cancellation of existing appointments to prevent exposure of students to the Health Center
  - Provide emotional support on campus and in residence halls through open support meetings
  - Provide telephone emergency support to existing clients and new clients
  - Provide telephone support to those in quarantine and isolation.

- Center for International Education:
  - Coordinate communication with
    - International students and parents
    - Students studying abroad and their parents
    - Partner universities abroad and study abroad providers
  - Log all such phone calls for likely FEMA reimbursement
  - Confirm workability of student and scholar listserv for situation updates
  - Email all students and scholars “how to protect yourself from pandemic” and “what the university is doing”
  - Set up “crisis update web page”
  - Provide interpreter services for communicating with students whose English proficiency may be low
    - Dean of Students Office
    - Housing Offices
    - Health Center
    - local hospitals
  - Identify essential personnel
  - Begin daily staff meetings
  - Broadcast emails to international students and scholars.
Campus Recreation:

- Continue to provide prevention information
- Refer concerned visitors to the Counseling Center
- Work with Facilities Management to identify needed ventilation systems and to provide negative pressure areas
- Ensure there is sufficient inventory for PPE and that all staff are using proper cleaning procedures
- Provide support as requested by the Emergency Management team.

Level Four

Confirmed cases in Weld County (University Analyzes Possible Closure or Partial Closures – Based on Incident)

The UNC Emergency Management team is brought together and provided latest information on the virus.

- After receiving appropriate training from the WCDPHE, the Campus Medical Officer, with assistance from the HC Clinic Manager and the Immunization Coordinator are responsible for educating the response team.
- Incident Commander is responsible for coordinating the implementation of the following roles
- Activate the EOC and prepare to activate Business Continuity Plans

- The Health Center:
  - After receiving appropriate training from the CDPHE/WCDPHE, the Campus Medical Officer, with assistance from the HC Clinic Manager and the Immunization Coordinator are responsible for educating the Management Team
  - Incident Commander is responsible for coordinating the implementation of the following roles:
    - Health Center will be responsible for:
      - Assist the emergency response committee and Incident Commander
      - Identify and implement schedule for all essential personnel as needed
      - Assist with isolation/quarantine procedures, and contact tracing by CDPHE and WCDPHE
      - Provide medical care for students that remain on campus after university closure (i.e. international students)
      - Provide medical care for persons in isolation.

- Environmental Health & Safety:
  - Assist the emergency response committee and Incident Commander
- Communicate with CDPHE and Weld County EOC and provide information to UNC EOC
- Coordinate medical waste storage, transportation, and disposal
- Assess emergency supply inventory
- Evaluate essential personnel.

- **UNC Police Department:**
  - Minimal/essential personnel report only
  - Implement modified duties assignment/responsibilities, as may be appropriate
  - All police/parking facilities secure at all times
  - Prepare for POD site activation
  - Implementation of call center as needed
  - Secure Health Center/asset protection
  - Coordinate with GPD/ROTC; activate resources as may be needed.

- **Facilities Management:**
  - Secure all campus buildings
  - Assign essential personnel for security and critical maintenance activities
  - Implement HVAC modifications for isolation and/or quarantine facilities
  - Assist with transportation of students to hospital as needed
  - Activate emergency clean-up team.

- **Human Resources:**
  - Communicate potential exposure to employees
  - Only critical employees report to work
  - Monitor solvency of insurance providers and life insurance providers.

- **University Communications:**
  - Campus Community (Faculty, Staff, Students)
    - Website / URSA
    - Updates on situation
    - Use UNC Emergency Alert System (text messaging to cell and VOIP phones, voice alerts and e-mail) to provide updates about university status with a link to home page for more information
    - Provide information to a call center to respond to faculty, staff, and student inquiries.
  - Media (Newspapers, TV, and Radio)
    - Gather information to distribute to media through e-mail, phone, and website
    - Serve as primary spokesperson and direct contact for media representatives
• Plan and hold regular news conferences (ideally through an Internet video feed) as needed.

□ Public (Including Parents)
• Updates on UNC’s public website
• Provide information to a call center to respond to all public inquiries.

□ Outside organizations.
• Collaborate with outside organizations, like NCMC and WCDPHE, for consolidated media outreach.

○ Dean of Students Office:
□ In collaboration with University Communications, coordinate communication to students and parents regarding the closing of campus
□ Coordinate communication regarding isolation, quarantine
□ Work with Housing & Residence Life, Dining Services, Health Center, and Environmental Health & Safety
□ Deal with enforcement issues
□ Parent issues
□ Handle parent calls as needed.

○ Academic Affairs:
□ Responsible for communication and coordination with academic areas on campus regarding necessary changes in class schedules, class cancellations, and other matters related to academics.

○ President’s Office:
□ In the event of the need for campus closure, issue the order that campus is closed
□ Coordinate press releases with University Communications
□ Monitor the outbreak and based on recommendations from U.S. State Department, CDC, CDPHE, and WCDPHE and other appropriate health agencies, determine when it is prudent to open campus again.

○ Housing & Residential Education:
The University of Northern Colorado will inform students that they will be expected to return home and may need to remove their personal belongings from their rooms/apartments. International and out-of-state students will be provided with housing if they cannot leave. All but two residential facilities will be closed and remaining students will be moved/consolidated. Isolated or quarantined students will be moved to Harrison Hall because of the suite-style living, and ease of cleaning; one wing used for isolation of those who are ill and one wing of Harrison for quarantine of those who have been exposed but are not
ill. All other students or university employees needing housing will be located in Lawrenson Hall. Students and families living in Arlington Park Apartments will be allowed to stay in their apartments if the University closes.

If University is closed:

- Implement communication with students about university closure
- Follow residence hall closing procedures
- Only essential personnel report to work
- Essential Staff receive N95 respirators
- Work with telephone control center
- Report any possible cases to the Health Center.

If the University is open:

- Implement plan for isolation and quarantine as directed by Weld County
- Coordinated removal of non-contact students if directed by Weld County
- Essential staff receives N 95 respirators
- Non-essential staff will work from home
- Work with the telephone control center
- Report any possible cases to the Health Center.

- **Dining Services:**
  - If the university is closed, Dining Services will provide modified services and menus until the end of the contracted housing period. These modified services will include:
    - TK, UC, Senior Nutrition, Concessions, Retail Dining, and Catering will be shut down. All staff will be relocated to Holmes Hall.
    - Emergency food service will be provided as a Gourmet to Go-type option at Holmes Hall. Hours of operation will be dependent upon staffing, supplies, and direction from upper administration. Two meals per day will be available with a snack included in the Gourmet to Go-type meals.
    - Food will be delivered to isolation/quarantine drop-off areas on campus.
  - Level 4 sanitizing procedures will be put in place for dishwashing and food handling
  - Offer meals to meal plan holders and essential personnel only. Students will be assigned the "Emergency Meal Plan" for Students if they choose to purchase it. Charges will be calculated after the incident is over, so this will allow the students to only pay for the meals they've eaten.
• All university essential personnel will be assigned to the “Emergency Meal Plan” for Faculty/Staff, and charges will be calculated after the incident is over
• Essential staff report to work; essential staff will receive N95 respirators
• Increase orders for GTG items (bottled water, juices, cereal, oatmeal, cream of wheat, grits, soup, etc.)
• Only allow one customer at a time into the Gourmet to Go area
• Daily contact will be made with vendors in regards to delivery available
• Modify employee schedules as needed
• Track all employees' hours with timecards
• Switch from Quat to bleach sanitizing
• Provide meals and beverages round the clock for pick up for the UNC EOC
• Review isolation, quarantine, and Gourmet to Go-type menus and ensure all supplies are on hand
• Vending will continue based upon availability of product
• Volunteers may be needed to assist with food service and distribution (see Level 3)
• Cash will no longer be accepted at the check stand; meal plans and credit cards will still be allowed. Numbers will be typed in by checker vs. swiping cards.
• Dining Services will update Pandemic Plan information on the website as needed. Information should include (but is not limited to):
  • Link to the UNC website for official statement
  • Dining location closures
  • Status updates
  • Employee reporting procedures
  • How to volunteer your services
• Place message on phones with information about what is happening and our services
• If needed, contact prime vendor for refrigerated truck for deceased.

  o Counseling Center:
  • In the event of campus closure, the Counseling Center will be closed due to proximity to the Health Center and common ventilation system
  • Aid the Dean of Students in dealing with distressed students, faculty/staff, and parents
  • Provide emotional support on campus and in non-quarantined residence halls through open support meetings
  • Provide telephone emergency support to existing clients and new clients
  • Provide telephone support to those in quarantine and isolation.
Center for International Education:
- Coordinate communication with
  - International students and parents
  - Students studying abroad and their parents
  - Partner universities abroad and study abroad providers
- Log all such phone calls for likely FEMA reimbursement
- Confirm workability of student and scholar listserv for situation updates
- Email all students and scholars “how to protect yourself from pandemics” and “what the university is doing”
- Update “Crisis update web page” as needed but not less than daily
- Provide interpreter services for communicating with students whose English proficiency may be low
  - Dean of Students Office
  - Housing Offices
  - Health Center
  - local hospitals
- Identify essential personnel
- Non-essential personnel work from home
- Begin daily
  - Staff Meetings
  - Broadcast emails to international students and scholars
- Identify essential personnel (Rick Hoines-Brumback, and Maureen Ulevich)
- Coordinate with appropriate embassies for repatriation of remains of deceased international students
- Work with community contacts to locate housing for international students living on campus and unable to return home due to stoppage of international travel
- Maintain contact with all international students
- Clarify with DHS status of students who cannot enroll because university is closed
- Maintain active SEVIS records for students unable to enroll due to university closure
- Coordinate with UNC Police and ICE to ensure safe student status.

Campus Recreation:
- If the university is closed and the Campus Recreation Center is not directly affected or requested to assist, the Campus Recreation Center will close and cancel all events until authorized by the Emergency Management team
- If the university is closed and the Campus Recreation Center is requested to assist, only essential personnel will report to work to assist the efforts of the Emergency Management team. The Campus Recreation Center will be closed for all other uses and all events will be canceled until authorized by the Emergency Management team.
- Campus Recreation will report any possible cases to the Health Center.

**Disaster Recovery and Business Continuity**

- **Dining Services:**
  - **Staffing:**
    - Contact current staff (phone classified staff, email student staff)
    - Essential staff report to work
    - Hire new staff (potential loss of staff during emergency)
    - Contact temporary agencies for additional staffing
    - Set up phone number and procedures on website so employees can check status on reporting procedures
  - Coordinate with recommendations for CDC, CDPHE, WCDPHE, and any UNC directives and press releases
  - Sanitize buildings and equipment
  - Test equipment at all units that have been closed
  - Redistribute borrowed equipment and supplies
  - Contact vendors to resume deliveries
  - Determine modified hours of operation for transition back to full service
  - Possibly create a transition menu
  - Place CBORD purchase orders ahead of time
  - Update Pandemic Plan information on website
- **Meal Plan Sales:**
  - Communication
    1. Website
    2. Phone messages
  - Refunds? (per the University/state)
    3. Should follow what the university does (tuition/fees, housing, etc.)
  - Credit?
    - Gradual transition:
      - Holmes will continue to be open. Gradually extend hours and/or meals and/or services.
  - Open TK next
  - Open the UC Food Court next and Retail Dining (as applicable and depending on administration directives)
  - Lastly, open Catering and Senior Nutrition

- **Center for International Education:**
  - Cut CIE staff from 5 to 3: Maureen Ulevich, Rick Hoines-Brumback, or hire new to replace deceased staff
  - Cut ESL staff to 4 or hire additional to replace deceased staff
  - Orient students to the new UNC
  - No new international students as unable to enter U.S.
- Continue communications with international students and parents and American students on study abroad and their parents
- Coordinate closely with DHS regarding new immigration regulations necessitated by pandemic and its disruptions
- Hire student staff to replace deceased.
Appendix A

Influenza, Meningitis, Measles, Mumps, MERS, and Ebola Resources

While not an exhaustive listing, the following will provide key resources to stay informed of various disease/pandemic activities

- Official United States government website on pandemic influenza
  http://www.pandemicflu.gov/
- Influenza –Global Health.gov
- Avian Flu Facts, CDC
  http://www.cdc.gov/flu/avian/index.htm
- Pandemic Influenza Management and Response Unit, USAID
- CDC Mumps Home Page
  https://www.cdc.gov/mumps/index.html
- MERS –Middle East Respiratory Syndrome CDC facts
  http://www.cdc.gov/features/novelcoronavirus/
- Center for Disease Control –Measles Information
  http://www.cdc.gov/measles/index.html
- World Health Organization – Measles facts
  http://who.int/topics/measles/en/
- CDC Ebola Home Page
  https://www.cdc.gov/vhf/ebola/index.html
- National Vaccine Program Office, HHS
  http://www.hhs.gov/nvpo/pandemics/index.html
- CDC Coronavirus Home Page
- Global Health Council
  http://www.globalhealth.org
- Ready America
  https://www.ready.gov
Appendix B

Local, State, and National Emergency Preparedness Resources

- Weld County Department of Public Health and Environment
  https://www.weldgov.com/departments/health_and_environment

- Colorado Department of Public Health and Environment
  https://www.colorado.gov/cdphe

- CO HELP – Colorado Health Emergency Line for Public Information
  https://www.colorado.gov/pacific/cdphe/co-help

- FEMA- Federal Emergency Management Agency
  https://www.fema.gov/

- American Red Cross – Colorado Chapters
  http://www.redcross.org/local/colorado

- SNS – Strategic National Stockpile (Point of Dispensing)
  https://www.cdc.gov/phpr/stockpile/
Appendix C
Abbreviations

CDC – Centers for Disease Control and Prevention
CDPHE – Colorado Department of Public Health and Environment
CO HELP – Colorado Health Emergency Line for Public Information
EOC – Emergency Operations Center
GPD – Greeley Police Department
HC – Health Center
HHS – Health and Human Services
POD – Point of Dispensing
PPE – personal protective equipment
UNC – University of Northern Colorado
WCDPHE – Weld County Department of Public Health & Environment
WHO – World Health Organization