

University of Iowa Critical Incident Management Plan Annex: Public Health Emergency

June 29,
2007

The overarching purpose of this comprehensive emergency plan is to provide guidelines for effective leadership, organization, coordination and unified response during a public health emergency. A public health emergency exists with the emergence of a serious illness that threatens to overwhelm public and private health systems.

Pandemic Influenza Response Plan

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I. PLAN AUTHORIZATION

A public health emergency exists with the emergence of a serious illness that threatens to overwhelm public and private health systems. A public health emergency can be a single case of hepatitis A in a food handler, a few cases of meningitis, or illness in thousands of people infected as a result of an influenza pandemic or bioterrorist attack. Public health emergencies include not only these types of infectious diseases but also diseases caused by non-infectious agents of a biological nature, such as botulinum toxin. The initial response to the health and societal consequences of an emergency will generally occur at the University level, with close monitoring and assistance from the Johnson County Health Department and the Iowa Department of Public Health. A comprehensive emergency plan provides a framework for organizing and executing a coordinated response to a public health emergency.

As part of the ongoing maintenance, this plan should be exercised on a regular basis (at least once a year) to ensure its practicality, relevance, and completeness. Persons who will be expected to carry out activities described in the plan should routinely receive training sufficient to carry out their responsibilities in a safe and professional manner. Training levels should be assessed at least annually to identify knowledge/skill gaps resulting from turnover, regulatory changes, or changes in this plan or related emergency plans and procedures.

The goals of this plan are to:

1. Ensure that the University of Iowa community has an opportunity to participate in an ongoing planning process.
2. Build collaborative networks between the public health and health service systems of the University and the community.
3. Define relationships, responsibilities, and communication among the University and other organizations at the local, regional, and state levels.
4. Assure that appropriate legal authorities are in place and understood for an emergency.
5. Obtain the necessary support and resources from the Iowa Board of Regents, University Administration, Faculty, Staff, Students as well as community partners, stakeholders, lawmakers, and decision-makers in advance of an emergency.
6. Focus on actions most crucial to an effective bio-emergency response as it affects or is affected by the University. At a minimum this includes achievement of the following:
 - a. Devise and articulate a realistic concept of operations (i.e., the command structure and lines of authority and communication for managing activities during an emergency);
 - b. Develop policies and procedures for distributing and monitoring coverage of vaccines and/or pharmaceuticals;
 - c. Develop a comprehensive communications plan for effective interactions with the media, the medical community, students, faculty, staff, the general public, neighboring jurisdictions, and state government;
 - d. Develop contingency plans designed to ensure the maintenance of essential community services (e.g. “human infrastructure”), including:

- i. Provision of adequate medical care, when primary delivery systems have been diminished, disrupted, or destroyed;
 - ii. Key functions related to the University's teaching, research and service missions that could be affected by a pandemic, and suggest strategies for protecting those functions; and
 - iii. Assess the readiness of resources (people, facilities, capital) likely to be mobilized by the University or external agencies in the event of a pandemic, and propose additional measures as required to ensure their readiness.
- e. Develop infectious disease prevention and mitigation strategies, including:
- i. An initiative to increase annual influenza vaccination coverage for all currently recommended at-risk groups;
 - ii. Contingency plans for augmenting essential services personnel; and
 - iii. Contingency plans, developed in conjunction with the appropriate authorities, for closing campus facilities, suspending academic classes and canceling or postponing University events.

**Plan Authorization
President**

DATED: July 1, 2007

This plan will be incorporated into the University of Iowa Critical Incident Management Plan.

II. EXECUTIVE SUMMARY

The University of Iowa Pandemic Influenza Response Plan (hereinafter “Plan”) is a manual for the University community to use when preparing for and subsequently responding to a public health emergency, specifically an influenza pandemic. Despite annual vaccinations, the United States faces a burden from influenza that results in approximately 36,000 deaths and 200,000 hospitalizations each year. A pandemic would result in significantly higher numbers of illness, hospitalizations, and mortalities than any regular influenza season. This Plan is designed to be complementary to the University of Iowa’s Critical Incident Management Plan (CIMP). The primary purpose of this Plan is to create a self contained manual with all of the relevant information necessary to reduce the impact of interruptions caused by a public health emergency in order to protect the life, health, integrity and welfare of University of Iowa community members and their families.

An influenza pandemic or other public health emergency would affect the University of Iowa differently than a natural disaster or terrorist activity. During a pandemic, most buildings and physical structures would remain intact provided that they continue to receive maintenance. However, personnel absences due to personal illness, perceived illness or caretaker responsibilities would limit the ability of the University to continue offering full regular services. Therefore, this Plan adopts the concept that during a pandemic the University of Iowa will reduce services to “essential services.” Essential services are defined narrowly to those services necessary to protect health and safety of University community members and avoid irreparable damage to University property. The Plan was drafted with careful attention paid to the University’s Academic, Health Care and Research missions.

The first version of the Plan was produced and presented in June, 2006 after approximately six months of preparation. This is the second version of the Plan, presented in July 2007 after an extremely thorough planning effort from members representing Colleges, Divisions, Offices, and Units across the University of Iowa campus.

The Plan is composed of five Sections: Plan Structure, Development, Coordination, and Evaluation (Section A); Public Health Surveillance, Epidemiology and Disease Control (Section B); Health Care Services (Section C); Continuity of Operations: Education, Health Services and Research (Section D); and Communications and Consultation (Section E). In addition, a subgroup was added to the Continuity of Operations Section in January 2007: the Collegiate Advisory Workgroup (CAW). Each of these Sections was led by a Chair and held meetings approximately once per month to discuss issues and solutions. Additionally, five Task Force meetings were held throughout FY 2007 to provide subcommittees with a forum to recite planning updates and address cross cutting issues.

In order to test the Plan, Task Force held its first Tabletop Exercise on April 19, 2007. Sixty-five participants from more than thirty-five areas across the University of Iowa campus as well as more than half a dozen outside organizations devoted four hours to working through a fictional influenza pandemic and discussing outcomes. A comprehensive After Action Report was

generated using notes taken by evaluators during the Exercise as well as evaluation forms completed by participants. Several outcomes highlighted the necessity for continued planning and improvement. Although inconveniences and unplanned consequences are inevitable during any emergency, these can be minimized with continued attention to preparedness.

Sensitive information such as locations of stockpiled items or other potential security concerns are not contained within this Plan. Personnel requiring access to information not contained within this Plan should follow existing protocol or contact a supervisor using the chain of command call trees provided herein for direction.

The Plan highlights the requirement that University actions align with other organizations at the local, state and national levels that are similarly committed to assuring the health of the public. As with any preparedness plan, the University must continue to study the health threat posed by an influenza pandemic, the efforts to interdict its development and spread as well as the continuing and multi-jurisdictional work now underway to prepare our nation.

III. I N T R O D U C T I O N

(a) PURPOSE

The overarching charge to the Pandemic Influenza Preparedness Task Force is to develop and test a clear and explicit pandemic influenza response plan that can be rapidly and effectively executed to ensure that the University of Iowa fulfills its commitments to teaching, research and service missions as well as ensure the health and safety of all members of the University community.

The purpose of the University of Iowa Public Health Emergency – Pandemic Influenza Response Plan is to provide an organized, comprehensive statement of the University’s intended response to a possible influenza pandemic. The plan also serves as a written basis for agreement among all parties with significant statutory and/or contractual responsibility to take action in the event of such an emergency and identifies emergency response organizations, facilities, and other resources that can be utilized during a public health emergency.

The ultimate objectives of the response efforts outlined in this plan are to minimize transmission, morbidity and mortality resulting from such a public health emergency, and to maintain public health, health care, and other essential community services during periods of high absenteeism due to illness.

(b) SCOPE

The University of Iowa will use this plan for a public health emergency response to Pandemic Influenza. This plan is written from the perspective of The University of Iowa and it focuses primarily on describing expected actions of and coordination among University and locally-based governmental and private sector entities, particularly those responsible for public health, health care, and emergency response. The University of Iowa is prepared to act in a consulting capacity to internal and external constituencies (including the Board of Regents, State of Iowa, other Regents institutions, and other academic institutions in the State) regarding response to an influenza pandemic.

The basic elements of an emergency response, as addressed in this plan, are: assignment of roles and responsibilities; direction, control and coordination; crisis communications; disease surveillance and detection; epidemiologic investigation; implementation of disease control/prevention measures; patient transport and health services; and continuity of operations.

The plan has been designed to work either in concert with or as a part of the University’s Critical Incident Management System. Every effort has been made to maintain consistency with existing authorities, planning assumptions, systems, procedures, and organizational structures. Interface with other levels of government is also addressed.

(c) POLICIES

The President of the United States, in Homeland Security Directive (HSPD)-5 directed the Department of Homeland Security to develop and administer a National Incident Management System (NIMS), which provides a consistent nationwide approach for a coordinated response to any emergency, regardless of cause, size or complexity. In order to facilitate the most efficient and effective incident management it is critical that any responding organization utilize standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters. This Plan incorporates NIMS components, principles and policies including planning, training, response, exercise, equipment, evaluation, and corrective actions.

The services rendered to the University and the community as a result of implementing this plan will be delivered without regard to race, religion, ethnicity, socio-economic status, or sexual orientation. To the fullest extent practical, all reasonable accommodations will be made in both the development and implementation of this plan to meet the needs of groups of people whose situations or characteristics require considerations other than those afforded to the general population. The Iowa Department of Public Health identifies members of this class as: “Any individual, group, or community whose circumstances create barriers not experienced by the general population, to obtaining or understanding information, or preparing for, and reacting to emergencies. Circumstances or disabilities that may create barriers include, but are not limited to: age, physical, mental, emotional or cognitive status, cultural, ethnic, religious, language, citizenship or socio-economic status.”

(d) PLAN ORGANIZATION

This plan is organized along functional lines. Information pertaining to all applicable response functions is included in the main body of the plan, and is called the “Basic Plan.” The Basic Plan follows this introductory section. More detailed information pertaining to each of the response functions is contained in the “sections” that follow the Basic Plan. Greater detail, such as the identification of lead authority and critical resources, will be contained in “attachments” to each function section.

(e) LIST OF ABBREVIATIONS

BOR Board of Regents
CDC United States Centers for Disease Control and Prevention
DOHS United States Department of Homeland Security
FEMA Federal Emergency Management Agency
FSS UI Faculty and Staff Services
HAN Health Alert Network
HHS United States Department of Health and Human Services
HICS Hospital Incident Command System

HR Human Resources
ICS Incident Command System
IDPH Iowa Department of Public Health
IMU University of Iowa Memorial Union
ITS Information Technology Services
JCPH Johnson County Public Health
NIMS National Incident Management System
PHO Public Health Official
PIO Public Information Officer
PPE Personal Protective Equipment
SHS University of Iowa Student Health Services
UCS University of Iowa Counseling Services
UI University of Iowa
UIHC University of Iowa Hospitals and Clinics
VAMC Veterans Affairs Medical Center
WHO World Health Organization

IV. BASIC PLAN

(a) PRINCIPLES UPON WHICH THE PLAN IS BASED

- 1) The Public Health Emergency Response Plan for Pandemic Influenza Preparedness (Plan) will be an Annex to the University's Critical Incident Management Plan as published in the University Operations Manual.
- 2) A public health emergency such as an influenza pandemic represents a low to moderate probability of occurring. However, an influenza pandemic would be a high consequence event. This makes planning more challenging than for more conventional threats that, by comparison, are higher probability but lower consequence.
- 3) Pandemic influenza planning activities should serve as a catalyst for broader all-hazards emergency planning. Many of the activities underway to maximize pandemic influenza preparedness and response will also enhance capabilities for other threats including but not limited to natural disasters, errors from human mistakes and intentional terrorist acts.
- 4) Coordinated pandemic influenza planning must occur across the University of Iowa in:
 - a. Central Administration
 - b. University of Iowa Hospitals and Clinics
 - c. All University of Iowa Colleges
 - d. All University of Iowa Departments, Units and Offices essential to protect the health and security of persons and University structures
- 5) The Plan will utilize an organizational framework compatible with the National Incident Management System (NIMS) and the Hospital Incident Command System (HICS).
- 6) The Plan utilizes a phased approach to disease emergence referencing models developed by the World Health Organization (WHO), Department of Homeland Security (DOHS), Centers for Disease Control and Prevention (CDC) and Department of Health and Human Services (DHHS). The phases are:
 - a. Alert/Standby: A virus with pandemic potential is present somewhere in the world (WHO Stages 1-3)
 - b. Limited Services: Effective transmission of a virus with pandemic potential from one person to another anywhere in the world (WHO Stage 4)
 - c. Full Services: Local effective transmission person to person (WHO Stage 5-6)
 - d. Recovery/Preparation for Next Wave: Dramatic reduction in new reported cases of illness
- 7) The Plan will be coordinated with State and Local Public Health and Emergency Management Officials.
- 8) The Plan will be developed in coordination with the UIHC Pandemic Plan.

- 9) The University will have a plan for continuity of operations as an employer, as an educational institute and as a health care provider.
- 10) A comprehensive educational plan is necessary to educate students, faculty, staff, and their families about:
 - a. Individual responsibility to limit the spread of infection if they or their family members become ill
 - b. Nonpharmaceutical measures to limit infection, including social distancing
 - c. Preparedness planning at the University, county, state, and federal levels
- 11) The University of Iowa represents 44,527 persons with the following designations (Iowa Fact Book 2007):
 - a. 29,979 Students (20,738 Undergraduates and 9,241 Graduate/Professional)
 - b. 2,104 Faculty
 - c. 7,119 Professional and Scientific Staff
 - d. 5,325 General Service Staff

(b) ASSUMPTIONS: PANDEMIC INFLUENZA

- 1) A virus with pandemic potential anywhere represents a risk to populations everywhere.
Source: <http://www.whitehouse.gov/homeland/nspi.pdf>, page 8.
- 2) As shown during 1918-1919, an influenza pandemic may create several waves of acute health crises with each wave lasting for approximately a three month period.
- 3) An influenza pandemic might not follow traditional seasonal influenza patterns.
- 4) The first wave of a pandemic would have the greatest health consequences.
- 5) The first pandemic outbreak of influenza would most likely not occur in the United States. As of June 2007, many experts predict that the most likely location of a pandemic outbreak will be in Southeast Asia.
- 6) Once a confirmed pandemic influenza case is reported in the United States, federal and state officials will respond quickly to isolate and control; this Plan assumes those attempts will be unsuccessful resulting in impact to Iowa and the University of Iowa.
- 7) The University will be expected to provide health care services needed by its faculty, staff and students during a pandemic.
- 8) During a pandemic, individuals will seek health care services closest to their residence. The University of Iowa Hospitals and Clinics as well as University sponsored triaging facilities may receive individuals seeking care who are not University community members.
- 9) University resources would be considered community and state assets in responding to a pandemic.
- 10) Vaccines would not be available for the first six months following the specific identification of the virus causing the pandemic.
- 11) Antivirals will be in limited supply throughout the pandemic and subject to use restrictions imposed by state and federal authorities.
- 12) Based on National (CDC) estimates during a severe pandemic:
 - 35% of Students, Staff and Faculty will be ill
 - 15% of Students, Staff and Faculty will require treatment
 - 2% mortality rate
- 13) Health care workers and other essential service providers will encounter an attack rate similar to the general population.
- 14) Absenteeism may reach as high as 40% due to personal illness, family caretaking responsibilities or voluntary absenteeism due to concerns of contracting influenza (a study by the Harvard School of Public Health in 2006 suggests that as much as 70% of the public will choose to stay home during a pandemic).

- 15) Utilization of University health care resources may be subject to a priority needs protocol set by State or Federal authorities, raising security and ethics issues.
- 16) International and domestic travel may be restricted.
- 17) Social distancing strategies including the imposition of quarantine and isolation, may be employed.
- 18) Quarantine and isolation strategies will most likely be voluntary and require serious community efforts to be effective.
- 19) Personal protective equipment will need to be available on a wide basis, especially for anyone exposed to greater health risks than the general public. Personal protective equipment may be in short supply during a pandemic and subject to priority needs protocols.
- 20) Internal and external communications will need to be intensified, coordinated and rapid.
- 21) Decisions will need to be made rapidly using limited or incomplete information.
- 22) Services providing for fundamental human needs may be in short supply.
- 23) During each wave of contagion, there will be significant economic disruption, including inventory shortages, shipment delays, and reduced business activities.
- 24) There will be widespread circulation of conflicting information, misinformation, and rumors highlighting the need for coordinated communications.
- 25) Most faculty and staff will remain on campus and in the community area for the duration of the pandemic.
- 26) Most faculty and staff are likely to remain on campus and available for work unless authorities close the Regents Universities or impose quarantine measures.
- 27) Most professional and graduate students are likely to remain on campus or in the immediate community and will want to continue to work towards their degree.
- 28) Most undergraduate students are likely to leave campus to return to their families.
- 29) Contagious employees will come to work – both asymptomatic employees and symptomatic employees who feel compelled to work. Steps need to be taken to minimize this risk.
Source: <http://ehs.unc.edu/healthy/assumptions.pdf>, page 5.
- 30) Closure of the campus or suspension of classes may be made through a variety of ways including a joint decision involving the University of Iowa, Iowa Department of Public Health and Johnson County Public Health; order from a public health agency; order from the Board of Regents; or recommendation by the University of Iowa Public Health Official to the University President.
- 31) At WHO Phase 4 the incident command team, including persons with medical knowledge and experience, will be activated to plan how best to educate the University community and provide available resources to mitigate the impact of a pandemic.

- 32) Demand for medical treatment and advice from faculty and staff will increase.
- 33) All public information will be coordinated and disseminated by University Relations staff with assistance from other University departments and/or personnel.
- 34) Effective communications are a critical element within all aspects of the Plan. The audiences for communications are varied and diverse including University faculty, staff and students; family members of these groups; local media; city and county community members; other higher education institutions in the State; and the general public.
- 35) After the first wave passed, resumption of normal activities in private and public sectors will be difficult. There will be grieving for deceased and concerns over the next pandemic wave (in the event that an effective vaccine is not developed during the first wave)

V. CONCEPT OF OPERATIONS

The protection of the health and welfare of the University community will be managed by the University. Johnson County Public Health (JCPH), the Iowa Department of Public Health (IDPH), and other agencies when appropriate, as well as the Centers for Disease Control and Prevention (CDC), will provide technical assistance when requested or in cases where emergency needs exceed the capability of University response resources. In extreme circumstances, such as the incapacitation of University officials, the state may move beyond an advisory role and assume direction and control responsibilities within the campus.

In a very large outbreak of disease, many or all communities will be affected and the state may not be able to meet all requests for assistance. Under these circumstances the state will use available mechanisms, including the Federal Response Plan, for obtaining resources and other assistance from the federal government.

With assistance from county, state and, in some instances, federal agencies, the University will be responsible for:

1. Management of epidemiologic surveillance and response activities, including contact tracing and the selection and implementation of disease control and prevention measures, such as vaccine/pharmaceutical administration for prophylactic or treatment purposes.
2. Communication of information regarding prevention and control measures and the local effects of a disease to students, staff and faculty.
3. Maintenance of health care and essential community functions during periods of high absenteeism.

VI. ORGANIZATION AND RESPONSIBILITIES

The University will perform the following functions:

- 1) Establish provisions for notification;
- 2) Develop and maintain this plan in collaboration with other agencies;
- 3) Identify resources (personnel, supplies, reference materials) to carry out an emergency vaccination or medication dispensing/administration (“triaging”) clinic;
- 4) Obtain information from neighboring jurisdictions, as needed to develop and maintain this plan;
- 5) Coordinate emergency exercises as needed;
- 6) Conduct or otherwise arrange to provide emergency related training as need.

Programs and offices with responsibilities under this plan will develop and maintain procedures for implementing this plan. JCPH and the State of Iowa will provide assistance to the University as provided for in state statute and the Iowa Emergency Response Plan.

VII. PLAN REVIEW AND MAINTENANCE

This plan will be reviewed and updated as necessary, such as after an exercise or an actual outbreak, but not less than annually. The University Public Health Official will provide each proposed update to the President or designee to review and approve prior to including it in the plan.

Those items that should be reviewed include, but are not limited to:

1. Community notification and alerting lists, including 24/7 contact information for appropriate personnel.
2. Inventories and/or identified sources of critical equipment, supplies and other resources.
3. Facility and community-specific functions and procedures.

The following policies apply to the review and maintenance of this plan.

1. It is the responsibility of the University Public Health Official to coordinate the review and maintenance of this plan. Those other University officials, departments, facilities, and others who have a role in emergency response under the plan will provide support.
2. The plan must be reviewed on an annual basis or as necessary.
3. Departments, agencies and facilities that maintain sections and/or procedures that are a part of this plan should review the portions of the plan pertaining to their function on an annual basis.
4. The University Public Health Official is responsible for maintaining a list of plan holders and ensuring that plan changes are disseminated in a timely manner.

SECTION A - PLAN STRUCTURE, DEVELOPMENT, COORDINATION AND EVALUATION

I. PURPOSE

Provide effective leadership, coordination and unified response during a public health emergency.

II. SITUATION

All Iowa counties are required by Chapter 29C of Iowa Code to develop and maintain multi-hazard emergency response plans to cope with major disasters such as tornadoes, floods, airplane crashes, and dangerous hazardous materials releases. These plans address many aspects of planning, including command and control functions, descriptions and operation of emergency communication systems, public health and medical care resources, and other key response elements that are relevant to bioemergencies. However, public health emergency planning requires the consideration of factors not normally addressed in the jurisdiction's multi-hazard emergency response plan.

One of the main differences between most public health emergencies and other natural disasters is the potential for widespread adverse effects on human health, along with disruption of critical human infrastructure brought about because of these health effects. Another noteworthy difference is that a public health emergency is not typically focused on a geographically discrete "incident scene," but is understood gradually as a result of the expertise and efforts of trained epidemiologists. Unlike many categories of emergencies, the response to a public health emergency will not usually be initiated through a call to 911.

Adding to the possible complication in emergency response, the University of Iowa, while operating within a county jurisdiction, is established both as an entity within state government with reporting responsibilities to the Board of Regents and, through the University of Iowa Hospitals and Clinics, as one of the state's primary providers of health services. This plan is intended to identify the cross jurisdictional responsibilities the legal structure may present.

III. RESPONSE PARTNERS NEEDED TO IMPLEMENT THIS PLAN

In order to effectively implement the University’s Public Health Emergency Response Plan, partners from both the University and community are essential in providing expertise to assist in addressing the types of response required for each situation. These partners include:

- 1) University offices and/or individuals
- 2) Community officials
- 3) Community health care providers

IV. ROLES AND RESPONSIBILITIES

a. Role of the President

The chief executive officer of the University is responsible for protecting the health and safety of the University’s staff, faculty, students and visitors during an emergency. Specific responsibilities include:

1. Being prepared to answer the following questions during an emergency:
 - a. Who is the University Public Health Official?
 - b. Who is the Public Information Officer?
 - c. What is the overall situation (e.g., areas affected, number of people affected, and number of fatalities)?
 - d. Does the University have enough resources to deal with the problem? If not, who has these resources? How will they be obtained?
2. Considering the need for a local emergency declaration in consultation with the County Public Health Director and the County Emergency Management Coordinator.
3. Obtaining copies of all press releases and summaries of all statements provided to the media in live or taped broadcasts.
4. Scheduling time with the University Public Health Official or a designee, to receive regular situation updates.
5. Participating in press conferences, in collaboration with state or local officials.

b. Internal and External Initial Notifications

The threat or actual occurrence of an emergency requires prompt notification of those individuals and agencies that may play a role in effecting a response.

c. Use of the Unified Command/Management System

During a public health emergency of any size and scope, direction, control, and coordination of all aspects of the response is a major determinant of success, and becomes absolutely essential when the response includes multiple jurisdictions and/or agencies. “Unified Command/Management” is a widely used and well-accepted incident management framework that is appropriate for use during an emergency. A basic premise of Unified

Command/Management, which is a variation of the Incident Management System, is that those agencies with jurisdictional responsibilities and authority at an incident will contribute to the process of:

1. Determining overall response strategies;
2. Selecting response objectives;
3. Jointly planning tactical activities and their application;
4. Ensuring integrated planning and application of operational requirements, including emergency measures and vaccine management/pharmaceutical dispensing;
5. Ensuring that span of control remains within acceptable limits (in general this means 5-7 people under direct management of the next level in the organizational structure);
6. Maximizing effectiveness of available resources and tracking their use throughout the incident period; and
7. Ensuring dissemination of accurate and consistent information.

d. Responsible University Authority

The Office of the President of the University (President) is the lead authority for the University's preparation, response and recovery from a public health emergency. The President will be supported in this function by the University Pandemic Influenza Task Force and the President will designate a University Public Health Official to chair this Task Force. The University Public Health Official will serve as Lead Incident Commander and, with the Task Force, will be responsible for the ongoing development, implementation and review of this plan.

e. Responsible Local Agency

Johnson County Public Health is the lead local agency for responding to a public health emergency. The director of that agency, or a designee, is responsible for the development and implementation of the county plan.

f. Responsible State Agency

The Iowa Department of Public Health (IDPH) is the lead state agency for response to a public health emergency. IDPH will disseminate information concerning an emergency to county public health departments, including information on prevention and control.

g. Activities by Response Level

(Based on IDPH delineation of the World Health Organization (WHO) threat model)

Alert: An influenza virus with pandemic potential is identified anywhere in the world (WHO Phases 1-3; Federal Government Response Stages 0-2/3)

1. Meet with appropriate partners and stakeholders to review major elements of the plan.
2. Modify the plan as needed to address significant changes in the nature of magnitude of the threat.
3. Assess training levels and remedy deficiencies.

Limited Services: Effective human to human transmission of a virus with pandemic potential anywhere in the world

(CDC Standby; WHO Phases 4-5; Federal Government Response Stages 3/4-5)

1. Activate the jurisdiction's communications plan (see SECTION E).
2. Initiate and manage the jurisdiction's epidemiologic response (see SECTION B).
3. Begin vaccine administration/pharmaceutical dispensing, if selected as a control and prevention measure. If vaccine, pharmaceuticals or other medical supplies are to be obtained through the Strategic National Stockpile program, coordinate with IDPH.
4. Notify key government officials and legislators of the need for additional monetary resources.
5. Begin heightened surveillance through SHS and UIHC.
6. Coordinate activities with neighboring jurisdictions.
7. Interface with appropriate counterparts at the state level.
8. Track all emergency-related expenses throughout the incident period. These records are important for future planning and for obtaining reimbursement.

Full Services: Pandemic virus identified in Iowa

(CDC Activate; WHO Phases 5-6; Federal Government Response Stage 4-5+)

1. Suspend University classes, events, gatherings.
2. Implement full social distancing measures as identified by the CDC February 2007 publication, <http://www.pandemicflu.gov/plan/community/commitigation.html>.
3. Mass absences due to illness, worried well, caring for ill family members, caring for dependent children and family members due to school/elder care closures.

Recovery/Post-Pandemic

(Federal Government Response Stage 6)

1. Evaluate response during pandemic.
2. Return to normal (pre-pandemic) business/academic/research activities.
3. Assess losses, both in terms of loss of lives and financial losses.

4. In the event that an effective vaccine is not developed during the initial pandemic wave, prepare for subsequent waves.
5. Identify any aspects of this plan that could not be executed, or that were inadequate in responding to the emergency, and amend the plan to reflect response lessons learned. If due to inadequate training, equipment, or personnel, seek authority and funding to remedy the situation.

ATTACHMENT A-I: UNIVERSITY AND COMMUNITY CONTACT LIST

UNIVERSITY OF IOWA PRESIDENTIAL PUBLIC HEALTH REPRESENTATIVE

James Merchant
Phone: 319-384-5452
Email: james-merchant@uiowa.edu

UNIVERSITY OF IOWA PUBLIC HEALTH OFFICIAL

Christopher Atchison
Phone (College of Public Health): 319-384-5487
Fax (College of Public Health): 319-384-5455
Phone (University Hygienic Laboratory): 319-335-4259
Email: chris-atchison@uiowa.edu

UNIVERSITY OF IOWA UNIVERSITY RELATIONS

Steve Parrott, University Relations Director
Phone: 319-335-0552
Email: steven-parrott@uiowa.edu
Charlie Drum, University Relations Editor
Phone: 319-384-0048
Email: charles-drum@uiowa.edu

UNIVERSITY OF IOWA HYGIENIC LABORATORY (UHL)

Michael Pentella, Assistant Director
Phone: 319-335-4765
Email: michael-pentella@uiowa.edu

Patricia Blake, Editor
Phone: 319-335-4177
Email: patricia-blake@uiowa.edu

UNIVERSITY OF IOWA PRESIDENT AND PROVOST'S OFFICE

Gary Fethke, Interim President
Phone: 319-335-3549
Email: gary-fethke@uiowa.edu

Michael Hogan, Executive Vice President and Provost
Phone: 319-335-3565
Email: michael-hogan@uiowa.edu

JOHNSON COUNTY PUBLIC HEALTH AGENCY CONTACTS

First contact: Ralph Wilmoth, Director, JCPH 319-356-6040 extension 104

Second Contact: Kot Flora, JCPH 319-356-6040 extension 110

Third contact: Becky Mills, JCPH 319-356-6040 extension 103

If no response, contact in this order:

Ralph Wilmoth home phone: 319-629-4361

Kot Flora home phone: 319-351-6891

Becky Mills home phone: 319-627-2600

JCPH pager: 319-341-1130

Ralph Wilmoth cell phone: 319-530-8575

IOWA DEPARTMENT OF PUBLIC HEALTH

Patricia Quinlisk, State Epidemiologist

Phone: 515-281-4941

Email: pquinlis@idph.state.ia.us

John Satre, Iowa Disease Surveillance System (IDSS) Coordinator

Phone: 515-242-5090

Email: jsatre@idph.state.ia.us

Kevin Teale, Communications Director

Phone: 515-281-6692

Email: kteale@idph.state.ia.us

IOWA DEPARTMENT OF HOMELAND SECURITY

David Miller, Administrator, 515-725-3231

Bret Voorhees, Communications and Technology Bureau Chief, 515-725-3207

Kara Berg, Communications and Technology Public Affairs, 515-725-3271

Lucinda Robertson, Communications Manager, 515-725-3239

Dave Hempen, Chief Training Officer, 515-725-3281

HEALTH CARE FACILITIES

UNIVERSITY OF IOWA HOSPITALS AND CLINICS (UIHC)

UI Health Access (24 hour source for health information)

Phone: 319-384-8442

General/Patient Information

Phone: 319-356-1616

UNIVERSITY OF IOWA STUDENT HEALTH SERVICES

General Phone: 319-335-8370

Nurseline: 319-335-9704

Fax: 319-335-7247

MERCY HOSPITAL

Tim Ahlers, Director of Marketing and Community Relations

Phone: 319-688-7340

Email: tim.ahlers@mercyic.org

Pete Wallace, Vice President of Medical Staff Affairs

Phone: 319-339-3673

Mercy On-Call, Healthcare Hotline operating 7 a.m. – 12 midnight, 7 days a week

Phone: 319-358-2767

Toll free: 800-358-2767

Mercy Community Relations

Phone: 319-339-3658

VETERANS AFFAIRS MEDICAL CENTER (VAMC)

General Information: 319-338-0581

Fax: 319-339-7171

LAW ENFORCEMENT

UNIVERSITY OF IOWA DEPARTMENT OF PUBLIC SAFETY

Phone: 319-335-5022

Fax: 319-335-5800

Email: police@uiowa.edu

IOWA CITY POLICE DEPARTMENT

Non-emergency phone: 319-356-5275

Fax: 319-356-5449

Sergeant Troy Kelsay, Public Information Officer, 319-356-5293

JOHNSON COUNTY SHERIFF

Lonnie Pulkrab, County Sheriff

Email: lpulkrab@co.johnson.ia.us

Routine Business Phone: 319-356-6020

Civil Department: 319-356-6030

Fax: 319-339-6122

IOWA DEPARTMENT OF PUBLIC SAFETY

Phone: 515-281-5261

Email: dpsinfo@dps.state.ia.us

FBI

All Iowa counties are covered by the Omaha, Nebraska field office:

Phone: 402-493-8688

Email: omaha@ic.fbi.gov

EXTERNAL NOTIFICATIONS

BOARD OF REGENTS

Gary Steinke, Executive Director

Phone: 515-281-6426

Fax: 515-281-6420

Email: gwstein@iastate.edu

Susan Anderson, Policy and Operations Officer/Associate Counsel

Phone: 515-281-6422

Fax: 515-281-6420

Email: seander@iastate.edu

Thomas A. Evans, General Counsel

Phone: 515-281-6527

Fax: 515-281-6420

Email: taevans@iastate.edu

Keith Saunders, State Relations Officer

Phone: 319-273-6144

Fax: 319-273-6494

Email: Keith.Saunders@uni.edu

HEALTH ALERT NETWORK

HAN Messages Archive: <http://www2a.cdc.gov/HAN/ArchiveSys/>

JOHNSON COUNTY EMERGENCY MANAGEMENT

Tom Hansen, Coordinator

Phone: 319-356-6028

Email: jocoema@co.johnson.ia.us

MEDIA ALERT SYSTEM

COUNTY BOARD OF SUPERVISORS AND OTHER LOCAL ELECTED OFFICIALS
PARENTS/STUDENT FAMILY MEMBERS, GENERAL COMMUNITY

SECTION B - PUBLIC HEALTH: SURVEILLANCE, EPIDEMIOLOGY AND DISEASE CONTROL

PUBLIC HEALTH RESPONSE

I. Alert/Standby Period

The University community has established practices related to public health events. These established practices will continue in the event of pandemic influenza.

A. Surveillance and Epidemiology

Surveillance and disease reporting responsibilities of the medical community within the University continue as required by Iowa Code (Chapter 139A). The University medical community increases surveillance activities in response to requests from the Iowa Department of Public Health (IDPH), either directly or through Johnson County Public Health (JCPH). Heightened surveillance includes increased attention to symptoms indicative of influenza like illness and disease in persons who have engaged in travel to the affected area(s). Johnson County Public Health (utilizing the existing Public Information Officer function at the department and the existing communication system for the medical community) issues medical alerts to the greater community and the messages are reinforced to the University medical services through internal communication mechanisms. Epidemiologic follow up activities follows the established model (IDPH Epi Manual) and may expand by direction of the state health department or federal government. The medical community continues to provide follow up for their employees and JCPH provides follow up for patients and non-medical staff, faculty, and students. Student Health Service (SHS) is an active participant in gathering epidemiologic information from students seen in their clinical setting.

1. Notifications e.g. Health Alert Network (HAN)

University of Iowa (Christopher Atchison and James Merchant) and UIHC (Eric Dickson, Loreen Herwaldt, John Kemp, Chuck Kupka, John Staley) staff who participate in Iowa Health Alert Network (HAN) immediately provide information to University Public Health Official regarding human to human transmission and the implications for the University.

2. Disease Tracking

a. Laboratory

The University of Iowa Hygienic Laboratory (UHL) is included in University medical community communication. UHL prepares for the provision of public health laboratory services consistent with and in consultation with IDPH. UHL disseminates messages for the medical community regarding the collection and submission of influenza specimens. UIHC and SHS provide specimens to UHL from persons with symptoms indicative of influenza as indicated for clinical care, disease identification and outbreak response.

b. Contact tracing

Review policies and procedures (IDPH Epi Manual and UIHC internal policies and procedures) regarding contact tracing for pandemic influenza response with IDPH and JCPH. Conduct contact tracing consistent with the guidelines provided by IDPH and federal agencies. UIHC Epidemiology staff prepares to conduct contact tracing for medical facility staff and JCPH prepares to conduct contact tracing for persons who are not part of the medical community. SHS gathers information from students seen in clinical settings as appropriate.

B. Vaccine Distribution

Vaccine will be acquired through the IDPH by a joint request of the community hospitals and JCPH. Vaccine acquired through the state health department will be distributed consistent with guidance from the state health department. The vaccine distribution within UIHC will utilize the existing employee health system. UHL will identify high risk clinical staff for inclusion in vaccine distribution to health care providers within the University hospital employee health system. Student vaccination distribution will be provided by the SHS. University related persons (such as volunteers) who are neither UIHC employees nor students will be provided vaccine through the JCPH community vaccination distribution plan.

C. Antiviral Pharmaceutical Distribution and Use

Antiviral pharmaceuticals will be acquired through the IDPH by a joint request of the community hospitals and JCPH. Pharmaceuticals acquired through the state health department will be distributed consistent with guidance from the state health department. The pharmaceutical distribution within UIHC will utilize the existing employee health system. UHL will identify high risk clinical staff for inclusion in pharmaceutical distribution to health care providers within the University hospital employee health system. Student pharmaceutical distribution will be provided by the SHS. University related persons (such as volunteers) who are neither UIHC employees nor students will be provided pharmaceuticals through the JCPH community pharmaceutical distribution plan.

D. Psycho-Social

UIHC, SHS, University Counseling Service (UCS), UI Faculty and Staff Services (FSS), and JCPH contacts psycho-social health providers on campus and within Johnson County to alert them regarding the status of the pandemic. Information is passed along to the provider community as it becomes available. SHS, UCS and FSS identify and collect appropriate patient education materials pertaining to expected psycho-social issues and prepare for dissemination through clinic and electronic venues. SHS and UCS convene a meeting of psycho-social health providers to discuss and plan for assistance throughout the development of a pandemic situation. All information and announcements will be coordinated with the Continuity of Operations Subcommittee and distributed through the Communications Subcommittee.

E. Disease Control

1. Clinical Guidelines

UIHC, SHS, and JCPH incorporate evolving variations on the existing guidelines (IDPH Epi Manual) and/or new guidelines from CDC and IDPH as they become available.

2. Personal Protective Equipment (PPE)

UIHC, SHS and JCPH follow CDC and IDPH guidelines (IDPH Epi Manual) regarding respiratory protection. Alert provider community to the need for respiratory protection for patients with an index of suspicion for influenza.

3. Social Distancing

Provide public service announcements to the University community regarding the future implementation of social distancing guidance. Guidance includes planning for reduction of in-person meetings and encouragement of the utilization of communication technology to reduce exposure. All announcements will be coordinated with the Continuity of Operations Subcommittee and distributed through the Communications Subcommittee.

4. Travel

Travel to areas with influenza activity is discouraged. Provide guidance in accordance with CDC and IDPH recommendations for necessary travel.

II. Limited Service Period

A. Surveillance and Epidemiology

Provide information to University communications contacts for distribution to all media outlets informing the public of the presence and risk of influenza with messages regarding how to respond if symptoms occur. Surveillance and disease reporting responsibilities of the medical community within the University continue as required by Iowa Code (139A). The University medical community increases surveillance activities in response to requests from IDPH, either directly or through JCPH. Heightened surveillance includes increased attention to symptoms indicative of influenza like illness and disease in persons who have engaged in travel to the affected area(s). JCPH issues medical alerts to the greater community and this message is reinforced to the University medical services through internal communication mechanisms. Epidemiologic follow up activities follows the established model (IDPH Epi Manual) and may expand by direction of the state health department or federal government. The medical community continues to provide follow up for their employees and JCPH provides follow up for patients and non-medical staff, faculty, and students. SHS is an active participant in gathering epidemiologic information from students seen in their clinical setting.

1. Notifications e.g. HAN

University of Iowa (Christopher Atchison and James Merchant) and UIHC (Eric Dickson, Loreen Herwaldt, John Kemp, Chuck Kupka, John Staley) staff who participate in Iowa HAN immediately provide information to University PHO regarding human to human transmission and the implications for the University.

2. Disease Tracking

a. Laboratory

UHL is included in University medical community communication. UHL prepares for the provision of public health laboratory services consistent with and in consultation with IDPH. UHL disseminates messages for the provider community regarding the collection and submission of influenza specimens. UIHC and SHS provides specimens to UHL from persons with symptoms indicative of influenza as indicated for clinical care, disease identification and outbreak response.

b. Contact tracing

Review policies and procedures (IDPH Epi Manual and UIHC internal policies and procedures) regarding contact tracing for pandemic influenza response with IDPH and JCPH. Conduct contact tracing consistent with the guidelines provided by IDPH and federal agencies. UIHC Epidemiology staff prepares to conduct contact tracing for medical facility staff and JCPH prepares to conduct contact tracing for persons who are not part of the medical community. SHS gathers information from students seen in clinical settings as appropriate.

B. Vaccine Distribution

Vaccine will be acquired through IDPH by a joint request of the community hospitals and JCPH. Vaccine acquired through the state health department will be distributed consistent with guidance from the state health department. The vaccine distribution within UIHC will utilize the existing employee health system. UHL will identify high risk clinical staff for inclusion in vaccine distribution to health care providers within the University hospital employee health system. Student vaccination distribution will be provided by the SHS. University related persons (such as volunteers) who are neither UIHC employees nor students will be provided vaccine through the JCPH community vaccination distribution plan.

C. Antiviral Pharmaceutical Distribution and Use

Antiviral pharmaceuticals will be acquired through IDPH by a joint request of the community hospitals and JCPH. Pharmaceuticals acquired through the state health department will be distributed consistent with guidance from the state health department. The pharmaceutical distribution within UIHC will utilize the existing employee health system. UHL will identify high risk clinical staff for inclusion in pharmaceutical distribution to health care providers within the University hospital employee health system. Student pharmaceutical distribution will be provided by the SHS. University related persons (such as volunteers) who are neither UIHC employees nor students will be provided pharmaceuticals through the JCPH community pharmaceutical distribution plan.

D. Psycho-Social

UIHC, SHS, UCS, FSS, and JCPH contacts psycho-social health service providers to alert them regarding the status of the pandemic. Information regarding expected psychological reactions to pandemic, coping resources, and services available are made available to all psycho-social service providers on campus and within Johnson County. Patient information regarding psychological reactions to pandemic, coping strategies, and resources for support are made available through clinical and electronic venues. UIHC and SHS providers are given information

regarding screening and referral of individuals who are seen for vaccine and anti-viral distribution who might also exhibit need for psycho-social evaluation and/or support. Providers on campus are informed regarding likely increased demand for psycho-social screenings, referrals, and treatment. All information and announcements will be coordinated with the Continuity of Operations Subcommittee and distributed through the Communications Subcommittee.

E. Disease Control

1. Clinical Guidelines

UIHC, SHS, and JCPH incorporate evolving variations on the existing guidelines (IDPH Epi Manual) and/or new guidelines from the CDC and IDPH as they become available.

2. Personal Protective Equipment (PPE)

UIHC, SHS and JCPH follow CDC and IDPH guidelines (IDPH Epi Manual) regarding respiratory protection. Alert provider community to the need for respiratory protection for patients with an index of suspicion for influenza.

3. Social Distancing

Provide public service announcements to the University community regarding the initiation of social distancing guidance. Guidance includes planning for reduction of in-person meetings and encouragement of the utilization of communication technology to reduce exposure. All announcements will be coordinated with the Continuity of Operations Subcommittee and distributed through the Communications Subcommittee.

4. Travel

Travel to areas with influenza activity is discouraged. Provide guidance in accordance with CDC and IDPH recommendations for necessary travel. The University will consult with JCPH regarding the need to implement isolation and quarantine utilizing voluntary and/or mandatory isolation and quarantine. Mandatory isolation and quarantine can be implemented under county, state, or federal rule contingent on the geographical distribution of the epidemic.

III. Full Services Period

A. Surveillance and Epidemiology

Provide information to University communications contacts for distribution to all media outlets informing the public of the presence and risk of influenza with messages regarding how to respond if symptoms occur. Surveillance and disease reporting responsibilities of the medical community within the University continue as required by Iowa Code (Chapter 139A). The University medical community increases surveillance activities in response to requests from the IDPH, either directly or through JCPH. Heightened surveillance includes increased attention to symptoms indicative of influenza like illness and disease in persons who have engaged in travel to the affected area(s). JCPH issues medical alerts to the greater community and this message is reinforced to the University medical services through internal communication mechanisms. Epidemiologic follow up activities adjust as directed by the state health department or federal

government. The medical community continues to provide follow up for their employees and JCPH provides follow up for patients and non-medical staff, faculty, and students. SHS is an active participant in gathering epidemiologic information from students seen in their clinical setting. Daily and weekly reports of cases are distributed to the community including descriptive details as appropriate to each audience.

1. Notifications e.g. HAN

University of Iowa (Christopher Atchison and James Merchant) and UIHC (Eric Dickson, Loreen Herwaldt, John Kemp, Chuck Kupka, John Staley) staff who participate in Iowa HAN immediately provide information to University PHO regarding human to human transmission and the implications for the University.

2. Disease Tracking

a. Laboratory

UHL is included in University medical community communication. UHL provides public health laboratory services consistent with and in consultation with IDPH. UHL disseminates messages for the provider community regarding the collection and submission of influenza specimens. UIHC and SHS provides specimens to UHL from persons with symptoms indicative of influenza as indicated for clinical care, disease identification and outbreak response as directed.

b. Contact tracing

Conduct contact tracing consistent with the guidelines provided by IDPH and federal agencies. UIHC Epidemiology staff conducts contact tracing for medical facility staff and JCPH conducts contact tracing for persons who are not part of the medical community. SHS gathers information from students seen in clinical settings and assists with contact tracing activities as appropriate.

B. Vaccine Distribution

Vaccine will be acquired through IDPH by a joint request of the community hospitals and JCPH. Vaccine acquired through the state health department will be distributed consistent with guidance from the state health department. The vaccine distribution within UIHC will utilize the existing employee health system. UHL will identify high risk clinical staff for inclusion in vaccine distribution to health care providers within the University hospital employee health system. Student vaccination distribution will be provided by the SHS. University related persons who are neither UIHC employees nor students (such as volunteers) will be provided vaccine through the JCPH community vaccination distribution plan.

C. Antiviral Pharmaceutical Distribution and Use

Antiviral pharmaceuticals will be acquired through IDPH by a joint request of the community hospitals and JCPH. Pharmaceuticals acquired through the state health department will be distributed consistent with guidance from the state health department. The pharmaceutical distribution within UIHC will utilize the existing employee health system. UHL will identify high risk clinical staff for inclusion in pharmaceutical distribution to health care providers within

the University hospital employee health system. Student pharmaceutical distribution will be provided by SHS. University related persons (such as volunteers) who are neither UIHC employees nor students will be provided pharmaceuticals through the JCPH community pharmaceutical distribution plan.

D. Psycho-Social

UIHC, SHS, UCS, FSS, and JCPH contacts psycho-social health service providers to alert them regarding the status of the pandemic. Information regarding expected psychological reactions to pandemic, coping resources, and services available are made available to all psycho-social service providers on campus and within Johnson County. Patient information regarding psychological reactions to pandemic, coping strategies, and resources for support are made available, as appropriate, through clinical and electronic venues. Psycho-social providers provide screenings and triage of individuals who request support and respond to referrals from UIHC, SHS and other health care personnel who are providing medical care to affected persons. Psycho-social providers assist health care personnel at vaccination and anti-viral distribution settings with group patient education sessions and triage and referral services. All information and announcements will be coordinated with the Continuity of Operations Subcommittee and distributed through the Communications Subcommittee.

E. Disease Control

1. Clinical Guidelines

UIHC, SHS, and JCPH incorporate evolving variations on the existing guidelines (IDPH Epi Manual) and/or new guidelines from CDC and IDPH as they become available.

2. Personal Protective Equipment (PPE)

UIHC, SHS and JCPH follow CDC and IDPH guidelines (IDPH Epi Manual) regarding respiratory protection. Alert provider community to the need for respiratory protection for patients with an index of suspicion for influenza. Provide public service announcements to the public regarding creation of respiratory protective devices from available materials.

3. Social Distancing

Provide public service announcements to the University community regarding the implementation of social distancing. Implement plan for reduction of in-person meetings and utilization of communication technology to reduce exposure. All announcements will be coordinated with the Continuity of Operations Subcommittee and distributed through the Communications Subcommittee.

4. Travel

Travel to areas with influenza activity is discouraged. Provide guidance in accordance with CDC and IDPH recommendations for necessary travel. The University will consult with JCPH regarding the need to implement isolation and quarantine utilizing voluntary and/or mandatory isolation and quarantine. Mandatory isolation and quarantine can be implemented under county, state, or federal rule contingent on the geographical distribution of the epidemic.

IV. Recovery Period

A. Surveillance and Epidemiology

Surveillance and disease reporting responsibilities of the medical community within the University continue as required by Iowa Code (Chapter 139A). The University medical community will return surveillance activities to normal levels in response to direction by IDPH, either directly or through JCPH. JCPH (utilizing the existing Public Information Officer function at the department and the existing communication system for the medical community) issues medical updates to the greater community and the messages are reinforced to the University medical services through internal communication mechanisms. Epidemiologic follow up activities return to normal levels. The medical community return to normal disease response patterns for their employees and JCPH returns to normal follow up for patients and non-medical staff, faculty, and students. SHS returns to normal response regarding students seen in their clinical setting.

1. Notifications e.g. HAN

University of Iowa (Christopher Atchison and James Merchant) and UIHC (Eric Dickson, Loreen Herwaldt, John Kemp, Chuck Kupka, John Staley) staff who participate in Iowa HAN relay stand down messages to University PHO.

2. Disease Tracking

a. Laboratory

UHL is included in University medical community communication. UHL scales back public health laboratory services consistent with routine monitoring. UHL disseminates messages for the provider community regarding the collection and submission of influenza specimens. UIHC and SHS continue to provide specimens to UHL from persons with symptoms indicative of influenza as indicated for clinical care, disease identification and outbreak response.

b. Contact tracing

Review policies and procedures (IDPH Epi Manual and UIHC internal policies and procedures) regarding contact tracing for pandemic influenza response with IDPH and JCPH and revise as indicated. Assure completion of all required documentation related to contact tracing.

B. Vaccine Distribution

Vaccine distribution will continue through normal health care facility systems consistent with recommendations from IDPH.

C. Antiviral Pharmaceutical Distribution and Use

Antiviral pharmaceuticals distribution will continue through normal health care facility systems consistent with recommendations from IDPH.

D. Psycho-Social

UIHC, SHS, UCS, FSS, and JCPH contacts psycho-social health providers on campus and within Johnson County to update them regarding the status of the pandemic. Information is passed along to the provider community as it becomes available. SHS, UCS and FSS continue to identify and collect appropriate patient education materials pertaining to expected psycho-social issues and prepare for dissemination through clinic and electronic venues. Depending upon the magnitude of mortality as a result of pandemic, UCS and FSS coordinate responses to need for grief counseling for individuals and assist in coordinating any community responses to losses as a result of pandemic. All information and announcements will be coordinated with the Continuity of Operations Subcommittee and distributed through the Communications Subcommittee.

E. Disease Control

1. Clinical Guidelines

UIHC, SHS, and JCPH will incorporate evolving variations on the existing guidelines (IDPH Epi Manual) and/or new guidelines from CDC and IDPH into the response plan as they become available.

2. Personal Protective Equipment (PPE)

UIHC, SHS and JCPH will incorporate CDC and IDPH guidelines (IDPH Epi Manual) regarding respiratory protection into existing plans. The provider community will be reminded of the ongoing need for respiratory protection for patients with an index of suspicion for influenza.

3. Social Distancing

Provide public service announcements to the University community regarding the discontinuance of recommendations regarding social distancing. All announcements will be coordinated with the Continuity of Operations Subcommittee and distributed through the Communications Subcommittee.

4. Travel

Travel recommendations will be consistent with CDC and IDPH. The University will consult with JCPH regarding the need to implement isolation and quarantine utilizing voluntary and/or mandatory isolation and quarantine. Mandatory isolation and quarantine can be implemented under county, state, or federal rule contingent on the geographical distribution of the epidemic.

ATTACHMENT B-I: ISSUES TO BE ADDRESSED

The subsets of the University community and plans to address the public health needs of these subsets must be clearly identified (students, student family members, health care providers, health care staff, non-health care faculty and staff).

Basic Plan Committee issue

Because some members of the University community identify with multiple societal roles, they may not respond as University community members.

JCPH Plan includes community members with adequate site locations to meet needs of all persons in Johnson County (this plan includes one Student Health Service site at the IMU).

Community based public health activities will not include sick care clinics (public health nursing services will continue as appropriate).

Healthcare Subcommittee addressing this issue through sick care clinic sites.

Effective communication between the state, county and University is critical.

Johnson County Emergency Operations Center will be open to facilitate communication between all parties. A Joint Information Center operation will assure consistent messaging.

Disease control measures must be consistent and in conjunction with county, state, and national policy.

Established disease control measures will be followed until appropriate adjustments occur to address the evolving pandemic. The new measures will be implemented as identified by federal, state, and county policy develops.

Johnson County Public Health maintains a listing of licensed health care professionals with a mailing address in Johnson County. There is no mechanism to determine if these licensed professionals are available or capable to assist.

One mail survey of the licensed nurses has been done to identify those available and willing to participate.

SECTION C - HEALTH CARE SERVICES

INTRODUCTION AND ASSUMPTIONS

The “Health Care Services subcommittee section” of the Plan has been structured to ensure that the University will be able to effectively screen, triage, quarantine and refer ill and worried students, staff, faculty and potentially members of the community, to definitive care sites during an influenza pandemic. It is based on the assumptions presented in the Basic Plan and, in particular, those that are listed below:

1. The University would be responsible for the health care services needed by its faculty, staff and students during a pandemic.
2. Some University students might elect to leave campus before the full force of the pandemic occurs. However, unless the Board of Regents closes the University, the majority of students will stay on campus or at least in the Iowa City area, along with faculty and staff. It is also possible that the student population could be quarantined and prohibited from leaving the campus.
3. Based on the Flu-Surge Program developed by the CDC, hospitals within the UIHC’s Primary, Secondary and Tertiary Service areas will likely need to admit:
4,200 patients in a six-week period (“Best Case”)
9,800 patients in a 12-week period (“Worst Case”)

The level of admissions to various hospitals cannot be precisely projected. However, it is likely that the UIHC would receive many of the most severely ill patients who would require intensive care. The CDC estimates that of the pandemic influenza patients requiring admission, 15% will need Intensive Care Unit (ICU) care. Given the above expectations on hospital admissions, ICU admissions could range from approximately 850 to 1,500 in the six and twelve week periods respectively. The UIHC has almost half the reported ICU/critical care bed capacity in the service area. And it would be reasonable to project that half of the patients requiring ICU care, or from 325 to 750 in the six and 12 week periods respectively, would be referred here.

4. Funding will be available to procure supplies, equipment, furniture, pharmaceuticals and other resources specified in this Plan.

PHASES OF IMPLEMENTATION

The “University of Iowa Pandemic Response Plan,” including the plan for “Health Care Services” will be implemented in four phases: a “Standby Phase,” which covers the pre-pandemic period, a “Limited Services Phase,” a “Full Services Phase” and a “Recovery Phase.” Actions that would be taken in each of these phases are discussed in the following section.

(a) Standby Phase – Prepandemic Phase (WHO Phases 1-3)

The “Pre-Pandemic Phase” encompasses active planning for pandemic influenza through confirmation of sustained human to human transmission of a potential pandemic strain of influenza. It includes:

- Work underway through the Pandemic Influenza Preparedness Task Force;
- Work underway within the UIHC, Mercy and the VAMC to amend/develop bio-emergency plans that include preparations for an influenza pandemic;
- “Collaborative Hospital Planning for an Influenza Pandemic” that involves all three hospitals, including the development of a “Mutual Aid Memorandum of Understanding;”
- Addressing issues that are identified in all planning forums;
- Developing operational policies and procedures for implementing plans;
- Identifying the need for and securing required consumable supplies, equipment and pharmaceuticals;
- Developing needed informational materials and any information systems enhancements to incorporate forms and reports that will be needed during an influenza pandemic;
- Developing staffing assignments and identifying/recruiting volunteers to supplement assigned staff; and
- Confirmation of sustained human-to-human transmission of a potential pandemic strain of influenza (e.g. pandemic influenza) in any part of the world.

(b) Limited Services – Phase A (WHO Phases 4 & 5)

The “Limited Services – Phase A” of the “Health Care Services” plan will be implemented upon issuance of a directive by the University President or Incident Commander. Possible factors that could prompt issuance of the directive include:

- Confirmation of the first human-to-human transmission case of a potential pandemic strain of Influenza (e.g. pandemic influenza) in the United States;
- Results of Public Health surveillance within the State of Iowa suggesting the possible presence of pandemic influenza cases;
- Request from IDPH to initiate pandemic influenza plans across the state; or
- “Small cluster(s) [of pandemic influenza patients] with limited human-to-human transmission [have been identified] but spread is highly localized, suggesting that the virus is not well adapted to humans” (WHO Phase 4 indicator).

1. Services Provided

The “Limited Services – Phase A” will involve commencement of patient screening, triage and referral of ill or worried students, staff, faculty and members of the community for follow-up tests and/or supportive care; when necessary, referral through normal channels for care at the UIHC, Mercy Hospital or, if appropriate, the VAMC; and

confirming the availability of supplies and pharmaceuticals that may be needed if additional influenza cases are detected and it is determined the other phases of this plan need to be implemented. The screening and triage functions would be conducted, using standard criteria, through the following mechanisms:

i. Phone- and Web-based screening/triage, which will provide information on symptoms associated with a pandemic influenza and guidance on whether to seek professional assistance. The expertise for preparing this information will be drawn from physicians in Epidemiology and Infectious Disease. Specific phone numbers and websites will be established for students and staff and faculty members; and they will be administered by the SHS and the Employee Health Clinic respectively. The UIHC, Mercy, the VAMC and community physicians may establish similar screening/triage mechanisms.

ii. Screening/triage conducted at the Student Health Service and the University Employee Health Clinic for students and staff/faculty respectively. Screening and triage may also be conducted at other sites where University students, staff and faculty and members of the community routinely receive health care, including ambulatory clinics at the UIHC, Mercy Hospital, the VAMC and physician's offices within the community.

iii. Pandemic Influenza Data Collection and Reporting will be initiated as presented in **Attachment C-I**.

2. Provisions for Meeting Consumable Supply, Equipment and Pharmaceutical Needs

Based on information supplied by the Directors of SHS and the Employee Health Clinic or their designees, the Director of Material Services at the UIHC will assess inventory levels of supply items that may be needed if future phases of this Plan are implemented and order items through UIHC Procurement Services and the UI Purchasing Department, if necessary, as identified in **Attachment C-II**. These items will include:

- i. Personal protective equipment
- ii. Medical instruments and supplies required for screening functions and care of quarantined individuals
- iii. Equipment to support emergency fit-testing capability
- iv. Infection control supplies (e.g. liquid hand sanitizer)
- v. Other items (e.g. facial tissue)

Directors will also request that equipment/furniture specified in **Attachment C-III** for each screening site be delivered to the respective sites. [Responsibility for obtaining, storing and delivering the noted equipment remains to be determined.]

The Director of Pharmaceutical Care at the UIHC, in consultation with the Directors of the SHS and the Employee Health Service and others that may be indicated, will verify the availability of needed medications and procure or assure the availability of additional quantities as identified in **Attachment C-IV** if necessary.

3. Communications/Reports

- Information on signs and symptoms (i.e. fever, muscle and joint aches, shortness of breath) and circumstances (e.g. contact with and/or exposure to someone diagnosed with a pandemic flu strain) that should prompt students, staff and faculty to seek screening and the options for doing so will be provided to University Relations, Health Science Relations, and UIHC Marketing and Communications.
- Each day, SHS and the Employee Health Clinic will report on persons screened and the disposition of those screened to the University President, Incident Commander or designee.

(c) Limited Services - Phase B (WHO Phase 5)

The “Limited Services – Phase B” will be implemented upon issuance of a directive by the University President or Incident Commander. Possible factors that would prompt issuance of the directive would include:

- Detection of the first case of a pandemic flu strain among the University of Iowa student, staff or faculty populations, or within the greater Iowa City area community;
- Detection of several cases of a pandemic flu strain in other parts of Iowa and/or bordering states; or
- “Larger cluster(s) [of influenza patients have been identified] but human-to-human spread, including cases in the Midwest, are still localized, suggesting that the virus is becoming increasingly better adapted to humans but may not yet be fully transmissible” (WHO Phase 5 indicator).

1. Services Provided

When the directive is issued to commence the “Limited Services – Phase B” of this plan, the following steps will be taken:

- Screening, triage and referral would continue as specified in the “Limited Services – Phase A” section.
- Predetermined sites for mass screening, triaging and vaccination at the Iowa Memorial Union on the East Campus and the Recreation Building and Indoor Practice Facility on the West Campus will be readied for use under the direction of the SHS and Employee Health Clinic Directors respectively. Each site would be prepared for screening and triaging up to 500 persons per day.
- Predetermined sites for isolating and quarantining exposed and/or ill students at the Halsey Gymnasium and the UI Tennis Center on the Hawkeye Campus would be readied for temporary occupancy under the joint direction of the SHS and University Housing Directors. A notice will also be sent to residents of the Mayflower Hall that it may be necessary for them to vacate their rooms so that the entire facility could be used for isolation and quarantining other students.
- Operational plans prepared under the direction of the Directors of the SHS, the Employee Health Clinic and University Housing, including staffing assignments for

the screening/triage and vaccination sites, facility layout and set-up details and requirements for consumable supplies, equipment and pharmaceuticals are presented in **Attachment C-V**. Prior to their distribution during the “Limited Services - Phase B” period, they will be reviewed by the Directors of the Employee Health Clinic, the SHS and University Housing and if necessary revised; and then distributed to University staff and volunteers who will serve at these sites.

- Plans to monitor and provide outpatient health care for students and others housed on campus under isolation and/or quarantine conditions have been prepared under the direction of the Directors of the SHS and the Employee Health Clinic and are presented as **Attachment C-VI**. Prior to distribution during “Limited Services – Phase B,” they will be reviewed by the Directors of these two units and revised if necessary. They will then be distributed to staff and volunteers assigned duties for monitoring and providing care to isolated/quarantined individuals on campus.

2. Provisions for Meeting Consumable Supply, Equipment and Pharmaceutical Needs

- Needed supplies for operating the screening, triage and vaccination sites sponsored by the University of Iowa and the isolation and quarantine sites over a seven-day period will be delivered to those locations by the UIHC’s Hospital Stores so they will be available for use upon activation of the sites.
- Needed pharmaceuticals will be identified and made ready for movement to screening, triage and vaccination sites by the UIHC Department of Pharmaceutical Care.
- Lists of consumable supplies, equipment and pharmaceuticals that will be needed at these sites during the initial week of operation have been prepared by staff from the SHS, Employee Health Clinic, UIHC Materials Services, Procurement Services and Pharmaceutical Services and are presented in **Attachments C-II, C-III and C-IV** respectively. Lists of consumable supplies, equipment and pharmaceuticals that will be required in subsequent weeks will be submitted by the Director of Procurement Services at the UIHC as requests for supplies, equipment and pharmaceuticals from the Strategic National Stockpile to the Johnson County Emergency Management office so they may be amalgamated with other requests and then submitted to the IDPH when and if needed.

3. Communications/Reports

- The communications and reports initiated during “Limited Services - Phase A” will be continued.
- In addition, the Directors of the SHS, Employee Health Clinic and University Housing will submit daily reports to the University President, Incident Commander or designee on the status of readying screening, triage, mass care and quarantine sites.

4. Other Arrangements

An orientation program will be provided by University and Hospital Human Resources for volunteer faculty, staff and students in the Colleges of Medicine, Nursing, Dentistry, Public Health and Pharmacy who will perform duties at or in support of:

- Mass screening, triage and vaccination sites
- Isolation/quarantine/care site at Mayflower Hall
- University students and others who are isolated/quarantined in their own residences

(d) Full Services Phase (WHO Phase 6)

The “Full Services Phase” will be implemented upon issuance of a directive by the University President or Incident Commander. Possible factors that could prompt issuance of the directive include:

- The daily requirements for screening/triage exceed the capacities of the SHS, the Employee Health Clinic and other clinics; and/or
- The capacity to care for new patients exceeds the operating bed capacities of the UIHC, Mercy Hospital and the VAMC;
- “Pandemic increased and sustained transmission [of influenza] in general population [has been identified]” (WHO Phase 6 indicator).

1. Services Provided

At such time as the directive for the “Full Services Phase” is issued, the following steps will be taken to initiate and operate services established for University students, staff and faculty:

- Any items listed for the “Limited Services – Phase B” that have not been implemented will be completed as soon as possible.
- The sites at the IMU and the Recreation Building/Indoor Practice Facility that have been readied for mass screening and triaging will be activated under the direction of the SHS and the Employee Health Clinic respectively. Staff and volunteers assigned to these sites will be contacted and asked to report to their assigned work locations at a time that will be specified by the Directors of the SHS and Employee Health Clinic.
- Isolation and quarantine sites that have been readied for use at the Halsey Gymnasium and UI Tennis Center will be activated and the residents at Mayflower Hall will be asked to store their possessions (at a site to be determined) and to vacate the Residence Hall within 48 hours. If they are unable to return home, they will be provided with temporary housing at Burge Residence Hall. Staff and volunteers assigned to these units will be contacted and asked to report to their duty site at a time specified by the Directors of the SHS and University Housing.

2. Provisions for Meeting Consumable Supply, Equipment and Pharmaceutical Needs

The Director of Procurement Services at the UIHC will contact the Johnson County Emergency Management office and ask that the University’s lists of needed supplies and pharmaceuticals for operation of the mass screening/triage and quarantine sites be

submitted to the IDPH for immediate acquisition and distribution from the Strategic National Stockpile.

3. Communications/Reports

The communications and reports initiated during “Limited Services – Phases A and B” will be continued. In addition, the Directors of the SHS, Employee Health Clinic and University Housing will submit daily reports on the operation of the mass screening, triage and vaccination facilities, mass care sites and isolation-quarantine sites to the University President or Incident Commander/designee.

4. Other Arrangements

- UIHC, Mercy Hospital and the VAMC will implement their own bio-emergency plans for addressing the needs of large numbers of patients afflicted with the virus. For reference purposes, the UIHC’s “Bio-Emergency Preparedness Plan” is included as **Attachment C-VII**.
- The performance of the mass screening, triage and vaccination sites and isolation and quarantine services at Mayflower Hall will be monitored by the Directors of SHS, Employee Health Clinic and University Housing. They will submit daily reports on the operation of these units as well as requests and recommendations for actions, other than those related to facility, supply and staffing issues, to the University President.
- Hospitals will provide information on admissions, discharges and deaths of University students, staff or faculty on a daily basis through their respective liaison officers within their own Incident Command structures to the University President or Incident Commander. Reports on hospitalized influenza patients will also be provided to designated family members and significant others by the individual hospitals in accord with the Memorandum of Understanding between Mercy, UIHC and the VAMC (under development).

(e) Recovery Phase

The “Recovery Phase” will be implemented upon issuance of a directive by the University President or Incident Commander. Possible factors that could prompt issuance of the directive include:

- The number of individuals coming to screening, triage and vaccination sites has declined to a level that can be accommodated at SHS, Employee Health Clinic and other health care sites within the community.
- The number of individuals referred from screening, triage and vaccination sites to hospitals and to the residential/outpatient care isolation and quarantine units has declined to a level experienced during “Limited Services – Phase B.”
- Pandemic influenza patients are being discharged in large numbers on a daily basis from hospitals and care sites and surge capacity arrangements for serving exceedingly large numbers of patients are no longer needed.

- Students and staff are asking when classes will resume and when work on what had been deemed non-essential functions can begin.
- Vaccines are now available for preventing the spread of the pandemic influenza strain that has afflicted large numbers of individuals within the University of Iowa and greater Iowa City communities and it is possible to administer those to individuals who have not been afflicted through customary sites for providing health care services.

1. Curtailment of Pandemic Influenza Services

When the directive is issued to commence the “Recovery Phase” of this plan, the following steps will be taken:

- Screening, triage and vaccination sites will be reduced to no more than one and then closed when volumes have decreased to a level that can be accommodated within customary care sites
- Space within the Mayflower Hall used to accommodate isolation patients and to quarantine exposed individuals will be reduced to a single floor and then ultimately closed for use as isolation and quarantine facilities following the discharge of all students in those units. All facilities will then be cleaned and prepared for return of former residents

2. Other Actions

- All equipment that had been used at the screening, triage and vaccination sites and moved to the Mayflower Hall and any other care, isolation and/or quarantine sites will be returned to the units within or outside the University that provided them. If any items have been damaged, they will be repaired prior to return and, if not salvageable, arrangements will be made to seek compensation for these losses through the FEMA claims process, if funding through this source is available.
- All unused PPE, medical and other supplies that are still usable will be returned to UIHC Material Services. Records on the usage of these items will be completed for submission through the FEMA claims process, if funding through this source is available.
- All pharmaceutical supplies that are in usable condition will be returned to the UIHC Department of Pharmaceutical Care and records will be finalized on the use of these items for submission as part of a FEMA claim if such funds are available.
- After-Action Reports will be prepared by all operating units within the Health Care Services Section where indicated, the “Health Care Services” Plan will be revised for use during the next wave of the pandemic.
- Letters of thanks to all staff and volunteers who served at screening, triage and vaccination sites and in care sites and the isolation and quarantine sites will be distributed.

II. ORGANIZATIONAL STRUCTURE

The Health Care Services Plan will be implemented with other components of the University of Iowa's Pandemic Influenza Plan through an all hazards incident command structure that is based on the National Incident Management System (NIMS). The Health Care Services component of this organizational structure is depicted in **Attachment C-VIII**; and preliminary Job Action Sheets for each of the Health Care Services positions are presented in **Attachment C-IX**

ATTACHMENT C-I: PANDEMIC INFLUENZA DATA COLLECTION AND REPORTING

GOAL: Creation of tool(s) that will:

- Provide means for screening individuals in the community for illness
- Provide education to individuals based on responses to screening questions (prevention, home care, symptom monitoring, when to seek care)
- Direct individuals to appropriate level of healthcare if treatment is needed (Emergency Treatment Center, any lower-level treatment centers that may be set up)
- Allow for surveillance capabilities (report of how many individuals have specific symptoms, are symptomatic and still at home, are seeking care/hospitalized, etc)
- Track vaccinations and antivirals distributed, with ability to download/interface with EMRs

DESCRIPTION: Screening tool should be electronic, and accessible off the UI Pandemic Influenza website, the websites of the SHS, UEHC, JCPH. For individuals and families in the community without computer access, would need dedicated phone lines to utilize this tool with callers (data entered in database). For those without phone or computers, would have to utilize local media (TV, radio) but would lose electronic capture of these individuals (IDPH could utilize the Educational Channel and provide continuous education, briefings, screening tool). Triage sites could use the same screening tool. UEHC would need to use the tool for screening hospital employees for clearance to come to work.

Ideally could function similar to the Integrated Call Center (UIHC) system- algorithm is built into questions. Once individual has answered questions and clicked “submit”, the system produces information based on the responses:

- Individual has no symptoms: would receive “prevention” infection control information (handwashing, social distancing, symptom monitoring, etc.

- Individual is only mildly ill: would receive home care/symptom management information AND infection control information to limit spread to others in family and community (handwashing, masks, etc)
- Individual is very ill and needs some level of treatment but not hospitalization: would receive instructions on what to do, where closest treatment center is located based on address given, AND infection control information to limit spread to others in family and community (handwashing, masks, etc)
- Individual is critically ill: advice and directions to the nearest ETC or designated hospital access area, AND infection control information to limit spread to others in family and community (handwashing, masks, etc)

Possible reports that could be generated from responses:

- Population assessment- UI staff, faculty, student or community member
- Other limited demographics- age, gender (prevalence in age groups)
- Location of community “pockets” of illness
- How severe symptoms are in those still at home
- How many individuals need to seek low-level treatment
- How many directed to area hospitals
- Patients treated with antivirals (inventory management)
- Individuals vaccinated (inventory management)

This information would assist in reporting status of current situation to local, state and federal health officials and for media briefings. It would be utilized to assist with monitoring and implementing changes in the “plan”- could identify the need for more triage sites, more treatment centers, more staff, etc.

WHO CAN DO THIS WORK: Will need strong ITS leadership in working with designated clinicians to create the format for this programming. Will need to consider potential interfaces/ability to download to various EMRs or other central database (especially antiviral administration and vaccination documentation). Should be able to pull reports / view aggregate data on user-end.

SAMPLE SCREENING TOOL

Name:

Date of birth (identifier and age):

Address:

Status: **UI student**

College program:

UI student, also staff

College program:

Area of employment:

UI staff

Area of employment:

UI faculty

College or department:

Other (member of community, not UI student or staff)

Symptoms: **None**

Temperature above 38 degrees C. or 100.4 F.

Cough

Shortness of breath

Respiratory distress (can't breathe)

Sore throat

How long symptoms have been present: (? May be important if antivirals available)

Less than 12 hours

12-24 hours

2-3 days

Longer than 3 days

SUBMIT

ATTACHMENT C-II. CONSUMABLE SUPPLIES

Influenza Pandemic PPE and Medical Supplies (for two sites, eight stations at each site, seeing 180 walk-ins per site = 7560 patients)

PPE	Stores #	Description	Manufacturer	Vendor	Ship Unit/ Issue Unit	Ship Unit Price	Comments	3 Week Pandemic Need by Ship Unit	Total Cost
Masks	MH05445	MASK FILTER ISO DISP (Standard) (Masks we used for Mumps)	KIMBERLY CLARK 47117	CARDINAL HEALTH	CA10>BX50	\$30.15720	Since we used this for the mumps outbreak can we use this instead of a surgical mask? Don't know for how long or if the N95 will be worn. My numbers give the healthcare worker a new mask to don for every new patient they see. Can Employee health provide the hoods and solutions for fit testing?	16	\$482.51520
	MH08455	MASK FLTR ISO WILLSON SM (Respiratory-N95)	WILLSON 14110320	CONTINENTAL SAFETY	BX>BX50	\$31.50000	1% of N95 usage	2	\$63.00000
	MH08456	MASK FLTR ISO WILLSON MED (Respiratory-N95)	WILLSON 14110321	CONTINENTAL SAFETY	BX>BX50	\$31.50000	1% of N95 usage	2	\$63.00000
	MH08457	MASK FLTR ISO WILLSON LG (Respiratory-N95)	WILLSON 14110322	CONTINENTAL SAFETY	BX>BX50	\$31.50000	1% of N95 usage	2	\$63.00000
	MH08437	MASK FLTR ISO IMUNO 3M SM (Respiratory-N95)	3M 1860S	DEKROYFT METZ AND CO	BX>BX20	\$9.82000	27% of N95 usage	103	\$1,011.46000
	MH06698	MASK FLTR ISO IMUNO 3MREG (Respiratory-N95)	3M 1860	DEKROYFT METZ AND CO	BX>BX20	\$9.82000	29% of N95 usage	110	\$1,080.20000
	MH08398	MASK FLTR ISO IMUNO KC SM (Respiratory-N95)	KIMBERLY CLARK 46827	CARDINAL HEALTH	CA6>BX35	\$99.02815	9% of N95 usage	4	\$396.11260
	MH08399	MASK FLTR ISO IMUNO KCREG (Respiratory-N95)	KIMBERLY CLARK 46727	CARDINAL HEALTH	CA6>BX35	\$99.02815	31% of N95 usage	12	\$1,188.33780

		Respiratory-N95) MASK ISO IMUNO GERSON UNI (Respiratory-N95)	GERSON FM2735	AIRGAS SAFETY	BX>BX20	\$10.50000	1% of N95 usage	4	\$42.00000
PAPR Unit			3M 231-01-30	3M	EA	\$230.44000	These accessory amounts are a mere approximation.	4	\$921.76000
PAPR Air Hose			3M 008-00-14R01	3M	EA	\$17.53000		10	\$175.30000
PAPR Hepa Air Filter			3M 451-02-01R01	3M	EA	\$17.30000		10	\$173.00000
PAPR Battery Pack PAPR 5 Unit Battery Charger			3M 007-00-15R01	3M	EA	\$66.86000		10	\$668.60000
PAPR Air Flow Indicator			3M 520-03-72	3M	EA	\$551.45000		2	\$1,102.90000
PAPR External Battery Charger			3M 520-04-24	3M	EA	\$6.51000		10	\$502.60000
PAPR Head Covers		HEAD COVER REPLACE REG	3M 021-14-00R01	3M	EA	\$50.26000		10	\$502.60000
	MH09601	REPLACE LG	3M BE123	FISHER SCIENTIFIC CO	PK3>EA	\$57.99000		40	\$2,319.60000
	MH09442		3M 522-02-03R03	FISHER SCIENTIFIC CO	EA>EA	\$20.07000		20	\$401.40000
Gloves	MH08096	GLOVE EXAM NLTX/PF NS XS	ANSELL NP V4000	CARDINAL HEALTH	BX>BX100	\$4.07000	XS is 1% of exam glove usage S is 23% of exam glove usage M is 45% of exam glove usage L is 24% of exam glove usage XL is 7% of exam glove usage	2	\$8.14000
	MH08097	GLOVE EXAM NLTX/PF NS S	ANSELL NP V4002	CARDINAL HEALTH	CA10>BX100	\$40.69700		2	\$81.39400
	MH08098	GLOVE EXAM NLTX/PF NS M	ANSELL NP V4004	CARDINAL HEALTH	CA10>BX100	\$40.69700		4	\$162.78800
	MH08099	GLOVE EXAM NLTX/PF NS L	ANSELL NP V4006	CARDINAL HEALTH	CA10>BX100	\$40.69700		2	\$81.39400
	MH08100	GLOVE EXAM NLTX/PF NS XL	ANSELL NP V4008	CARDINAL HEALTH	BX>BX100	\$4.07000		6	\$24.42000
Hygiene									
Germicidal Wipes	MH09240	GERMICIDAL WIPE 6X7 TUB	PDI Q55172	CARDINAL HEALTH	CA12>TB160	\$51.88300	16 stations, a new tub at each station for 21 days 16 stations, a new bottle at each station for 21 days, How many entrances/exits to each building? I am going to guess 8 per building.	28	\$1,452.72400
Hand Sanitizer	MH08885	SCRUB HAND WATERLESS LRG	3M 9222	CARDINAL HEALTH	CA12>BT16.9OZ	\$82.72900		56	\$4,632.82400

**Diagnostic/
Resuscitation**

Blood Pressure	Reg	BLOOD PRESSURE CUFF FROM HEARTLAND MEDICAL	040902	Heartland Medical	EA>EA	\$21.00000		12	\$252.00
	XL	BLOOD PRESSURE CUFF FROM HEARTLAND MEDICAL	040974	Heartland Medical	EA>EA	\$23.00000		4	\$92.00
Defibrillator		<i>Will be provided by Bioengineering</i>						2	
	MH08447	ELECT DEFIB HEARTSTREAM VALVE 1 WAY/	HP HEARTSTREAM M3713A	PHILIPS MEDICAL SYS	CA10>EA	\$213.00000		2	\$426.00000
Pocket Masks	MS10236	POCKET MASK BAG RESUSCITATOR	LAERDAL 820410 PURITAN BENN 6-	TRI ANIM HEALTH	EA>EA	\$4.50000	5 at each station?	80	\$360.00000
Oxygen Bag	MY00029	PMR2 AD MASK RESUSCITATION	153011-00	NELLCOR PURITAN BENN	EA>EA	\$111.39450	2 at each site?	4	\$445.57800
Oxygen Mask	MH06723	ADLT 5 CANNULA NASAL	MEDLINE INDUSTRIES	MEDLINE DYNJAAMASK5	CA20>EA	\$26.80000		2	\$53.60000
Oxygen Tubing Oxygen Tank (will get from Hospital Stock, Resp Care will get dollies to haul them to sites)	MH02917	OXYGEN AD	HUDSON 1110	CARDINAL HEALTH	CA50>EA	\$25.15900		2	\$50.31800
							52 staff per day. Thinking stethoscope will last at least 3 weeks of use.		
Stethoscope Thermometer (Epi will not approve the use of the Oral Digital)	MH00192	STETHOSCOPE BOWLES TYPE	ABCO 058040	KREISERS INC	EA>EA	\$3.22000		52	\$167.44000
		TYMPANIC THERMOMETER PROBE COVER	EXERGEN 13383OF	EXERGEN CORP	EA>EA	\$377.00000	Put one at each station	16	\$6,032.00000
	MH08361	EXERGEN INFRA <i>Resp Care provide will provide 2 monitors and the adult reusable sensors</i>	PCT 2500	EXERGEN CORP	CT10>BX250	\$75.00000		4	\$300.00000
Pulse Ox									
Tongue Blades	MH01144	TONGUE BLADES N- S ADULT <i>We will need handle (25020) \$94.10 and chargeable stand (71000C) \$112.00 =\$206.10</i>	SOLON 320	LABORATORY SUPPLY CO	BX>BX500	\$3.68000		16	\$58.88000
Otoscope							Put one at each station		
	MH05360	TIP OTOSCOPE 4MM	WELCH ALLYN WELCH ALLYN 52434-U	HEARTLAND MEDICAL CARDINAL HEALTH	EA>EA BG850>EA	\$206.10000 \$18.14100		16 9	\$3,297.60 \$163.26900

Vaccination

Band-aids	MH03914	BANDAID 3/4" X 3" BALL ABST PREP	KENDALL 6947LFWC	TYCO HEALTHCARE	CA3600>EA	\$64.50000	3	\$193.50000
Cotton Balls	MH07685	MED NDL PLAS 20X1 (KENDALL 2600	TYCO HEALTHCARE	CA8>BG500	\$9.26000	2	\$18.52000
Needles	MH04121	Draw up vaccine) NDL PLAS 23X 1	BD 305175	CARDINAL HEALTH	BX100>EA	\$2.85000	76	\$216.60000
	MH08704	SAF NDL PLAS 22X1-1/2	BD 305902	CARDINAL HEALTH	CA500>EA	\$109.82800	14	\$1,537.59200
	MH08702	SAF SWAB SEPPS CHG	BD 305900	CARDINAL HEALTH	CA500>EA	\$114.28400	2	\$228.56800
Prep Pads	MH09291	.67ML	MEDI-FLEX 260449	CARDINAL HEALTH	CT200>EA	\$91.82800	38	\$3,489.46400
Sharp Containers	MH07312	SHARPS CONTAINER 8 GAL	KENDALL 8536SA	CARDINAL HEALTH	CA10>EA	\$49.46200	34	\$1,681.70800
Syringes	MH08725	SYR 03CC LL DISP	BD 309585	CARDINAL HEALTH	CA800>EA	\$29.76100	10	\$297.61000
							Total	\$36,963.31660

Let's plan for a fresh container at each station each day. Went with larger size so we can set on floor and don't have to mess with setting it on the table.

ATTACHMENT C-III: EQUIPMENT FOR SCREENING, TRIAGE AND VACCINATION SITES

Tables, computers (8 per site; 16 total)

Chairs (2-3 per station; 24 per site; 48 total)

Medical equipment (thermometers, stethoscopes, pulse oximeters, BP cuffs, tongue blades, otoscopes?)

Cots (five per site)

Extra chairs

Resuscitation equipment – defibrillator, pocket masks, emergency kit with drugs? (one set per site)

Phone and/or walkie-talkies

Vehicles for transporting to hospital (ambulance?)

ATTACHMENT C-IV: PHARMACEUTICALS

PHARMACEUTICALS -- ESTIMATES

Drugs for Screening/Triage Areas*

Vaccine (if available): 21,000 doses

Antivirals (oseltamivir/Tamiflu and other agents based on resistance patterns)

Oseltamivir [10 capsules (75 mg) per person or 2 bottles (12 mg/ml, 25ml) for persons < 40 kg would provide treatment for 5 days or prophylaxis for 10 days if dosed according to the current recommendations for seasonal influenza]

157,500 capsules (75% adults)

10,500 bottles (25% pediatrics)

Rimantadine [100 mg twice daily for 7 days for treatment of adults]

73,000 capsules (25% adults requiring treatment)

Acetaminophen tablets and liquid

400 bottles x 100 tablets/capsules of 325 mg or 500 mg strength

400 bottles oral liquid x 120 ml, 160 mg/5 ml

(~ one dose per person)

Drugs for Isolation/Quarantine Areas**

Acetaminophen tablets and liquid

75 bottles x 100 tablets/capsules of 325 or 500 mg strength

15 bottles oral liquid x 120 ml, 160 mg/5 ml

Ibuprofen: 75 bottles x 100 of 200 mg strength

Cepacol (or similar) lozenges: 75 boxes

Cough suppressant with dextromethorphan: 150 bottles, 240 ml

Antacid liquid: 25 bottles

OTC acid suppressant (cimetidine, ranitidine, or famotidine): 20 bottles x 100 tablets

Loperamide (Imodium): 20 bottles x 100 tablets

Artificial tears: 20 bottles

Diphenhydramine 25 mg capsules: 1 bottle x 100 capsules

Milk of magnesia: 5 bottles

Oral rehydrating solution: 1000 x 1 liter bottles

Epi-Pen: 5

Antivirals

Oseltamivir/Tamiflu): 7500 capsules

Rimantadine: 2625 capsules (25% requiring treatment)

Individuals should be instructed to bring his/her own prescription medications. If this is not possible, prescription medications would be obtained from a pharmacy.

Drugs for Housing Areas[#]

Acetaminophen tablets: 20 bottles x 100 tablets/capsules of 325 or 500 mg strength

Ibuprofen: 20 bottles x 100 of 200 mg strength

Cepacol (or similar) lozenges: 10 boxes

Cough suppressant with dextromethorphan: 10 bottles, 240 ml

Antacid liquid: 10 bottles

OTC acid suppressant (cimetidine, ranitidine, or famotidine): 10 bottles x 100 tablets

Loperamide (Imodium): 5 bottles x 100 tablets

Artificial tears: 5 bottles

Diphenhydramine capsules: 1 bottle x 100 capsules

Milk of magnesia: 2 bottles

Oral rehydrating solution: 50 x 1 liter bottles

Epi-Pen: 2

Antivirals (oseltamivir/Tamiflu): 4000 capsules

Individuals should be instructed to bring his/her own prescription medications. If this is not possible, prescription medications would be obtained from a pharmacy.

* Based on 2 sites screening 500 patients per day, seven days per week for 3 weeks.

** Assumes 750 ill or potentially ill adults

Assumes 400 well adults

ATTACHMENT C-V: PANDEMIC INFLUENZA RESPONSE PLAN
MASS SCREENING AND TRIAGE PROTOCOL

DRAFT

Assumptions: 35% of UI community will be ill
(approximately 15,000 faculty, students, staff)
15% will require treatment
(approximately 6,500 faculty, students, staff)

Time frame for pandemic “wave” where mass triage may be needed – 6 weeks duration

Triage Sites: East campus: IMU Ballroom
West Campus: Recreation Building

Sites will open when triage capacity overwhelms staff and/or space at SHS (see SHS “Policy and Procedures” IC, Part A) or UEHC and upon issuance of a directive by the University President to implement the “Full Scale Services Phase” of the UI “Pandemic Influenza Preparedness Plan.” Triage sites will be for UI students, faculty and staff only; no multi-specialty capacity for triaging families, children or infants.

May want to separate students, faculty and staff so they remain fairly segregated within the facility.

Need skeleton staff to remain at SHS and UEHC to keep clinics open, unless all routine care is cancelled.

Need to consider whether low-level treatment will be provided at the facility or if it will only be screening. Will distribute antivirals if available.

**Logistics
and staffing:**

Estimate 2,500 people/week will visit sites; divided among the two sites – 180 people per day/site. If sites are open 12 hrs/day (8 AM-8 PM), need approximately 8 clinician stations (seeing at least 25 people, probably more) to handle volume.

Plan for 8 clinician stations per site, staffed with RN or MA (?) and two support (clerical) staff per station. Two MDs per site.

A site director (SHS and UEHC leadership) will coordinate communication with area hospitals, etc.

Need a coordinator (? more than one) outside or inside as the lines are forming, to direct people to correct path based on their status (student, faculty, staff) and presence of symptoms. Will try to separate the sick from the well. Consider use of social distancing “cues” such as tape markers along the line to keep people separated.

Need educator(s) to provide information on self-care, symptom management, care of ill family members, reinforce need for quarantine/isolation.

Need security staff.

Need pharmacy area, staffed with pharmacists, to dispense antivirals if available and indicated.

Need runner(s) for supplies both on-site and off-site.

Need storage area for supplies in both sites.

Need at least two computers at each station.

Sites open 12 hrs/day; staff work 6 hr shifts (8-2, 2-8)

Per 6 hr shift need:
two MDs;

8 RNs/MAs

16 support staff (clerical, health science students, faculty, staff volunteers)

Need 26 staff per site per day for triage stations-52 staff per day needed to provide coverage for both sites, plus coordinators directing traffic, educators, security, pharmacy, etc.

(More staff needed if antiviral distribution is planned; volunteers for directing people to stations, communicating with those in line, etc.)

Will need to provide at least 1-2 10 minute breaks per worker per shift.

Will need food and drink for workers.

Supplies needed: N95s and mechanism for quick fit-testing (hoods, solutions)
PPE: gowns, gloves, face shields (?? volume)
Surgical masks for triage patients
Hand sanitizer – for each station and entrance/exits
Tables, computers (8 per site; 16 total)
Chairs (2-3 per station; 24 per site; 48 total)
Medical equipment (thermometers, stethoscopes, pulse oximeters, BP cuffs, tongue blades, otoscopes?)
Germicidal wipes
Trash cans/bags (one per station; 16 total)
Cots (fiver per site)
Extra chairs
Resuscitation equipment – defibrillator, pocket masks, emergency kit with drugs? (one set per site)
Phone and/or walkie-talkies
Lists of critical phone numbers
Vehicles for transporting to hospital (ambulance?)
Educational materials

ATTACHMENT C-VI: PANDEMIC INFLUENZA PROCEDURES FOR RESIDENCE HALLS, UNIVERSITY HOUSING, UNIVERSITY OF IOWA

DRAFT

Plans, Required Resources and Other Considerations for Providing Outpatient Care to Students in University Residence Halls

I. Caring for Students at Onset of Outbreak

In the event that University of Iowa classes are canceled due to the threat of pandemic flu and/or a case of pandemic flu is diagnosed in a student who lives in the residence halls, the following steps will be taken for various levels of exposure:

- A. Students who have not been exposed, but who are unable to return home or return home quickly
 - 1. Students who live in residence halls and have not been exposed will be housed in Burge Hall, which is conveniently located near food services and has the capacity to house 400 students in private rooms
 - 2. students who live off-campus or in a sorority/fraternity will be isolated at their residence in the community

- B. Students who have been exposed to the flu and must be quarantined
 - 1. a list of close contacts and class lists will be obtained to determine other students who have been exposed
 - 2. students on these lists will be notified via e-mail to report to one of the triage sites for symptom screening, and students who do not report to a triage site will be contacted by a volunteer
 - 3. students who are symptomatic will be taken to the isolation facility
 - 4. asymptomatic students will be given prophylactic antivirals (if available) and vaccination (if indicated) and will then be detained in quarantine until the period of incubation has passed
(Note: There are many unanswered questions about the incubation period of pandemic influenza and the appropriate exposure criteria, and the onset of illness following exposure could vary by as much as 1-15 days. Therefore, the appropriate length of stay in quarantine is yet to be determined.)
 - 5. students in quarantine will be aggressively screened in order to prevent further exposure
 - 6. students who develop symptoms while in quarantine will be immediately isolated

- C. Students who are exhibiting flu-like symptoms and must be isolated
 - 1. students diagnosed with pandemic influenza will be taken promptly to an isolation facility
 - 2. students will be masked at all times when out of their rooms
 - 3. students in off-campus housing will be isolated in their residence

II. Temporary Accommodations for Quarantine and Isolation

Should the residence halls be closed, students will be given 24-48 hours notice to vacate their rooms. During this period and prior to the establishment of facilities for quarantined and isolated students, interim facilities will be established to accommodate students.

A. Interim Quarantine Facility

Interim quarantine accommodations will be established at the Hawkeye Tennis and Recreation Complex (west campus, off Prairie Meadow Drive). (Harry Ostrander of the UI Athletic Department has approved this request.)

B. Interim Isolation Facility

Interim isolation accommodations will be established in Halsey Gym, Halsey Hall (east campus, corner of Madison and Jefferson, across from IMU). (Lisa Troyer of the Provost Office is communicating this request and will respond with a decision on the use of this space.)

III. Permanent Accommodations for Quarantine and Isolation

Once the residence halls have been vacated, permanent accommodations will be arranged in Mayflower Hall. Due to facility's semi-private restrooms and ventilation system, this venue will help to minimize the spread of pandemic flu.

A. Permanent Quarantine Facility

250 students may be housed Mayflower Hall A/B in private rooms

B. Permanent Isolation Facility

250 students may be housed in private rooms with shared restrooms and kitchenettes (provided that students with pandemic influenza may be cohorted)

IV. Resources Needed in Quarantine and Isolation Facilities

A. Staffing Guidelines

University Housing will be working with Student Services Human Resources to determine effective staffing patterns and cross training of staff in case of a significant increase in staff absenteeism. The Association of College and University Housing Officers International (ACUHO-I) Pandemic Flu guidelines recommend three staff members who can perform each essential function.

Isolation and quarantine facilities need to identify essential staff and positions that could work effectively from a remote location, provide a succession plan and determine responsibilities based on anticipated 40% absenteeism for each of the following areas:

- administrative
- residence life
- custodial

- maintenance
- food service

A housing/dining command center will be established to which essential personnel report.

B. Staff Needs

1. Quarantine Facility

Medical, nursing or other qualified health care staff will be needed to provide:

- Daily vital sign check
- Symptom assessment clinic in a central area
- Review of symptom sheets that students will be asked to complete every eight hours (temperature, etc). Staff will respond to this information with personal assessment, as needed.
- Bed checks every eight hours

Other Staff Needs:

- Housekeeping services
- Security staff to prevent students from leaving or parents from coming to pick up students

2. Isolation Facility

Medical, nursing or other qualified health care staff will be needed to provide:

- Vital sign check at least every eight hours
- Assessment of fluid intake
- Monitoring for worsening of symptoms that might require transportation to the hospital

Other Staff Needs:

- Housekeeping services
- Security

C. Supplies

1. Personal Protective Equipment

SHS, with support from Procurement and Medical supplies officers, will the following protective gear to minimize risk of infection:

- Surgical masks
- N95 masks
- Gowns
- Gloves
- Face shields
- Hand sanitizer

2. Medical instruments, equipment and supplies will be provided by Procurement Services and Medical Supplies officers:
 - Routine medications students may already be taking
 - Blood pressure cuffs
 - Thermometers (tympanic with disposable probes)
 - Pulse oximeters
 - AED
 - Oxygen
3. Communications equipment will be provided by the Logistics section within ICS:
 - Cell phones
 - Computers (ideally, one in each room and a computer bank in central area). In Mayflower Hall, the lobby is wireless and the rooms are wired.
4. Personal Items for Students
 - Toiletries
 - Scrub shirts/pants for students to wear in quarantine/isolation
 - Masks, gloves
 - Stockpile and provide antiseptic soap, alcohol based/waterless hand hygiene products, tissues, and disinfectants.

(Note: In most buildings, student belongings will not be moved. Students vacating residence halls should primarily be concerned with moving themselves out and not with removing belongings. Residents will be provided with pre-printed tags so that any major items left in the residence halls will be connected to an owner. In Burge and Mayflower Halls, student room belongings will need to be accounted for and relocated or secured to minimize possible loss through theft or misplacement.)

C. Food

Sack lunches will be delivered to central locations or picked up by students who are in isolation or quarantine. The cost of such a service remains to be determined. The UI should look to stockpile food and water (non-perishable items) and prepackaged utensils (Ohio State University is currently stockpiling Meals Ready to Eat (MREs) and cycles them to ensure they don't expire before use).

V. **Other Considerations**

- A. Students arriving at triage, quarantine and isolation sites should receive materials regarding the length of time required for the processes they will be asked to complete, the length of time they need to remain in quarantine, principles of infection control, etc.
- B. A web site will need to be created to keep track of students who are isolated, quarantined, or otherwise must remain on campus. However, due to the fact that not all students may have access to a computer, there will need to be other options for reporting status of remaining students.

- C. The isolation and quarantine facilities require a mechanism for tracking who is being “admitted” or “discharged” from the facility in order to maintain an accurate census and bed count.

ATTACHMENT C-VII: BIO-EMERGENCY PREPAREDNESS PLAN

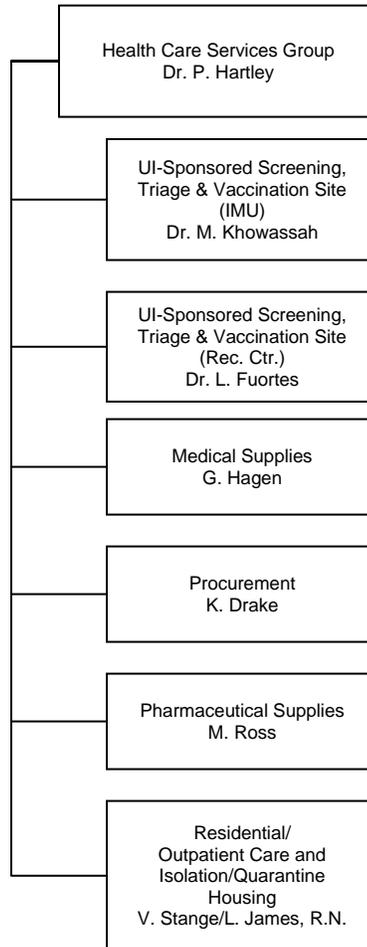
Draft Plan available on the UI Pandemic Influenza SharePoint site, under “Current Health Care Services Materials.”

<http://sharepoint.public-health.uiowa.edu/sites/cph/iphp/influenza/healthservices/default.aspx>



INCIDENT COMMAND SYSTEM

Organizational Chart



ATTACHMENT C-IX: Incident Command Job Action Sheets

UNIVERSITY OF IOWA INCIDENT COMMAND SYSTEM
Job Action Sheet

OPERATIONS SECTION
HEALTH CARE SERVICES DIRECTOR

Health Care Services Director

Position Assigned To: <u>Patrick Hartley M.D.</u>
You Report To: <u>Operations Section Chief</u>
Command Center: _____ Telephone: _____

Mission: Organize, prioritize and assign clinical staff and volunteers to areas where medical care is being delivered. Advise the operations section chief on issues related to healthcare services

Time Completed

Immediate

- ___ Upon receipt of call from the Incident Commander announcing that the Pandemic Influenza Preparedness Plan is being implemented, contact the Operations Section Chief to confirm availability to assume position.
- ___ Read this entire Job Action Sheet and review organizational chart on back.
- ___ Meet with Operations Section Chief and Medical Officer after initial command section briefing to assist with development of an initial action plan.
- ___ Assist and oversee the commencement of patient screening triage.
- ___ Document all clinical staff assignments; facilitate rotation of clinical staff. Where necessary, assist with staff orientation to triage and treatment areas.
- ___ Meet with Operations Chief and Medical Officer to plan and project triage and screening needs.
- ___ Develop and maintain communication with the UIHC Mercy, and the VAMC to confirm availability of supplies and referrals per the mutual aid agreement.

Intermediate

- ___ Meet with Operations Section Chief for appraisal of the situation regarding clinical staff and projected needs. Establish meeting schedule with Operations Chief if necessary.
- ___ Maintain communication with the Operations Section Chief to co-monitor the triage and screening of patients.

Extended

- ___ Ensure maintenance of clinical staff time sheet; obtain clerical support if necessary.
- ___ Meet with the Operations Section Chief to keep him/her apprised of current conditions.
- ___ Regularly meet with the directors of triage/screening sites, medical supplies, procurement, pharmaceutical supplies and residential outpatient care to keep apprised of current conditions
- ___ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.
- ___ Other concerns:



Medical Supply Officer

Position Assigned To: <u>Gary Hagen</u>
You Report To: <u>Patrick Hartley M.D. (Health Care Services Director)</u>
Command Center: _____ Telephone: _____

Mission: Organize and supply medical care equipment and supplies.

- | | <u>Time Completed</u> |
|----------------------------|--|
| <u>Immediate</u> | <ul style="list-style-type: none">___ Receive appointment from Health Care Services Director.___ Read this entire Job Action Sheet and review organizational chart on back.___ Receive briefing from Health Care Services Director.___ Meet with and brief medical supply personnel.___ Establish and communicate the operational status of the medical supply pool to the Health Care Services Director, and Procurement Unit Leader.___ Dispatch the pre-designated supply carts to triage and screening sites once these areas have been established. Enlist the assistance of the transportation officer___ Collect and coordinate essential medical equipment and supplies.___ Develop medical equipment inventory to include those items listed in attachment C-V in the University of Iowa Pandemic Influenza Response Plan.___ Identify additional equipment and supply needs. Make requests/needs known through Health Care Services Director. Gain the assistance of the Procurement Unit Leader when indicated. |
| <u>Intermediate</u> | <ul style="list-style-type: none">___ Determine the anticipated pharmaceuticals needed with the assistance of the Health Care Services Director and Pharmaceutical Officer and determine if assistance is needed in procuring or delivery of the needed items.___ Coordinate with Security Officer and Public Safety to protect resources. |
| <u>Extended</u> | <ul style="list-style-type: none">___ Observe and assist staff who exhibit signs of stress or fatigue. Report concerns to Psychological Support Unit Leader.___ Other concerns: |

Outpatient Health Care Manager



Position Assigned To: <u>Lisa James R.N.</u>
You Report To: <u>Patrick Hartley M.D. (Health Care Services Director)</u>
Command Center: _____ Telephone: _____

Mission: Ensure the provision of outpatient health care services to students housed in quarantine and isolation sites.

Time Completed

Immediate

- ___ Receive appointment for the Health Care Services Director
- ___ Read this entire Job Action Sheet and review organizational chart on back.
- ___ Receive briefing from the Health Care Services Director
- ___ Meet with Residential Housing Manager to discuss establishment of quarantine and isolation sites.
- ___ Determine supply needs and communicate those needs to the Medical Supplies Officer and Pharmaceutical officer.
- ___ Determine numbers of clinical and non-clinical staff and volunteers needed for outpatient care delivery

Intermediate

- ___ Ensure continued appropriate staffing at quarantine and isolation sites
- ___ Keep in communication with the Residential Housing Manager to ensure optimal delivery of care to students housed in these sites.
- ___ Assist with orientation program for those who will perform outpatient care in quarantine and isolation sites.
- ___ Monitor medical and non-medical supplies and inform the appropriate officer if further supplies are needed.

Extended

- ___ Meet with the Health Care Services Director to keep him/her apprised of current conditions.
- ___ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.
- ___ Other concerns:



Pharmaceutical Supplies Officer

Position Assigned To: <u>Mary Ross R.Ph., MBA</u>
You Report To: <u>Patrick Hartley M.D. (Health Care Services Director)</u>
Command Center: _____ Telephone: _____

Mission: Ensure the availability of emergency, incident specific, pharmaceutical and pharmacy services.

Time Completed

- | | |
|----------------------------|---|
| <u>Immediate</u> | <ul style="list-style-type: none">___ Receive appointment from Health Care Services Director.___ Read this entire Job Action Sheet and review the organizational chart on back.___ Receive briefing from Health Care Services Director with other subsection unit leaders; develop a subsection action plan.___ Assign Pharmacy personnel and assess medication supplies.___ Inventory most commonly utilized pharmaceutical items and provide for the continual update of this inventory.___ Identify any inventories which might be transferred upon request to another facility and communicate list to the Health Care Services Director. |
| <u>Intermediate</u> | <ul style="list-style-type: none">___ Communicate with the Department of Pharmaceutical Care Purchasing staff to assure a smooth method of requisitioning and delivery of pharmaceutical inventories throughout the triage and housing sites.___ Take inventory and secure residential outpatient drug supplies.___ Communicate with UIHC, Mercy, and VAMC regarding possible transfers of pharmaceuticals where needed.___ Consult with the directors of student health service and employee health service to verify the availability of needed medications and procure or assure the availabilities of additional quantities if necessary.___ Consult and communicate with the Outpatient Health Care Manager regarding pharmaceuticals needed for individuals in both quarantine and isolation. |
| <u>Extended</u> | <ul style="list-style-type: none">___ Provide for routine meetings with Health Care Services Director.___ Observe and assist staff who exhibit signs of stress and fatigue. Report any concerns to Ancillary Services Director. Provide for staff rest periods and relief.___ Offer available support to Public Health in coordinating efforts to prepare and dispense medications/vaccines.___ Other concerns: |



Procurement Officer

Position Assigned To: <u>Kelly Drake</u>
You Report To: <u>Patrick Hartley M.D. (Health Care Service Director)</u>
Command Center: _____ Telephone: _____

Mission: Responsible for administering accounts receivable and payable to contract and non-contract vendors.

Time Completed

Immediate

- ___ Receive appointment from Health Care Services Director.
- ___ Read this entire Job Action Sheet and review organizational chart on back.
- ___ Obtain briefing from Health Care Services Director; assist in the development of the section action plan.
- ___ Ensure the separate accounting of all contracts specifically related to the emergency incident; and all purchases within the enactment of the emergency incident response plan.
- ___ Establish a line of communication with the Medical Supplies Officer.
- ___ Obtain authorization to initiate purchases from the Health Care Services Director, or authorized representative.
- ___ Obtain information for Rx buyers to purchase/order IV fluids.

Intermediate

- ___ Forward a summary accounting of purchases to the Cost Unit Leader every eight hours.

Extended

- ___ Prepare a Procurement Summary Report identifying all contracts initiated during the declared emergency incident.
- ___ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.
- ___ Other concerns:



Residential Housing Manager

Position Assigned To: Von Stange

You Report To: Patrick Hartley M.D. (Health Care Services Director)

Command Center: _____ Telephone: _____

Mission: Establish, organize and maintain housing on campus for students in quarantine and isolation.

**Time
Completed**

Immediate

- ___ Receive appointment for the Health Care Services Director
- ___ Read this entire Job Action Sheet and review organizational chart on back.
- ___ Receive briefing from the Health Care Services Director
- ___ Meet with Health Care Services Director and Screening Site Medical Director to discuss the need to close dormitories and to establish quarantine and isolation sites.
- ___ If appropriate, establish predetermined sites for quarantine and isolation.
- ___ Ensure that students vacate dormitories to be used for these sites in the predetermined timeframe.

Intermediate

- ___ Ensure appropriate staffing at quarantine and isolation sites for delivery of outpatient services.
- ___ Provide food service delivery to students housed in isolation and quarantine.
- ___ Keep in communication with the outpatient health care manager to ensure optimal delivery of care to students housed in these sites.
- ___ Communicate with public safety regarding procedures and policies for students isolated or quarantined.
- ___ Assist with orientation program for those who will perform duties in support of quarantine and isolation sites.

Extended

- ___ Meet with the Health Care Services Director to keep him/her apprised of current conditions.
- ___ Observe all staff, volunteers and patients for signs of stress and inappropriate behavior. Report concerns to Psychological Support Unit Leader. Provide for staff rest periods and relief.
- ___ Other concerns:

Screening Site Medical Director

Position Assigned To: Laurence Fuortes M.D. & Mary Khowassah M.D.

You Report To: Patrick Hartley M.D. (Health Care Services Director)

Command Center: _____ Telephone: _____

Mission: Sort casualties according to severity of illness, and assure their disposition to the proper treatment area.

**Time
Completed**

Immediate

- ___ Receive appointment from Health Care Services Director.
- ___ Read this entire Job Action Sheet and review organizational chart on back.
- ___ Receive briefing from Health Care Services Director with other Health Care Services unit leaders.
- ___ Establish the university patient screening and triage Areas. Consult with the directors of student health services and employee health clinic regarding responsibility and staffing of those triage areas.
- ___ Ensure sufficient transport equipment and personnel for triage and screening sites.
- ___ Determine resource needs based on severity of pandemic
- ___ Contact the Medical Supplies Officer and Pharmaceutical supplies officer to request needed resources
- ___ Assign clinical staff and volunteers to run the triage and screening sites.

Intermediate

- ___ Contact Safety and Security Officer of security and traffic flow needs in the Triage Area. Inform Health Care Services Director of action.
- ___ Keep in communication with UIHC, Mercy and the VAMC regarding patient referrals
- ___ Ensure daily reporting from the student health service and employee health clinic on persons screened and the disposition of those screened to the Health Care Service Director.
- ___ Monitor performance of the triage and screening sites and submit daily reports on the operation of these units as well as requests and recommendations for actions.

Extended

- ___ Report emergency care equipment needs to Materials Supply Unit Leader. Inform Treatment Areas Supervisor of action
- ___ Keep Health Care Services Director apprised of status, number and severity of illness in the triage area or expected to arrive there.
- ___ Observe and assist staff who exhibit signs of stress and fatigue. Report concerns to Health Care Services Director. Provide for staff rest periods and relief.
- ___ Review and approve the area documenter's recordings of actions/decisions in the Triage Area. Send copy to the Treatment Areas Supervisor.
- ___ Other concerns:

SECTION D - CONTINUITY OF OPERATIONS: EDUCATION, HEALTH SERVICES AND RESEARCH

I. INTRODUCTION

The Continuity of Operations subcommittee agreed that contingency plans need to be developed now. The administrative, academic, and research units of the University of Iowa are highly interdependent. Because of this interdependence, the development of plans will be dynamic and iterative as the assumptions and strategies that different units are compared to one another. Additionally, as changes emerge at the University of Iowa (e.g., changes in available technologies and other resources, shifts in the organization of administrative units), the plans will require re-evaluation and adjustment. These adjustments are expected and necessary to ensure that the plans are aligned.

II. GENERAL ASSUMPTIONS

- a. There will be a critical incident management team to deal with pandemic influenza concerns. This team will include persons with medical knowledge and experience, as well as the President, Provost, Sr. Vice President for Finance & Operations, Vice President for Research, and Vice President for Student Services.
- b. At WHO phase 4, the critical incident management team will be activated in order to plan how best to educate the University community and provide available resources to mitigate the impact on the University. It is assumed that at this stage, we will know more about how the virus is spread.
- c. If a confirmed case is reported in the U.S., it is assumed that federal and state officials will respond quickly to isolate and control; this plan assumes those attempts will fail and the State and the University will be affected.
- d. UIHC and SHS will experience increased demand for medical treatment and advice from faculty, staff, and students. (Note: some assume that faculty and staff will turn to their local providers and that students will do the same. For many students, however, the provider is a doctor in the home town, not in Iowa City. The need for immediate attention and fear of the pandemic will likely increase student demand locally. Also, many faculty and staff, especially those in CHP plans, may turn to UIHC assuming there will be more expertise there.)
- e. The majority of faculty and staff will remain on campus and available for work, unless authorities close the Regents' Universities or mandate quarantine.
- f. The majority of undergraduate students will leave campus as soon as they and their families learn of incidences of influenza at the University of Iowa, although international students are likely to remain.
- g. Assumption "f" will lead to a need for a decision from the University's critical incident management team regarding the suspension classes, public events (e.g., performances, athletic events), and other non-essential functions.
- h. Communication is an essential function for every unit in the University (see definition of "essential function," below).

- i. The majority of professional and graduate students will remain on campus or in Iowa City and will be interested in continuing to work toward their degree.
- j. Faculty and staff will wish to remain in pay status during any time away from the workplace.
- k. The University will be considered a “community asset” and a “state asset” in responding to a pandemic.

III. ESSENTIAL FUNCTIONS AND LINES OF SUCCESSION

Because of the potential for high absenteeism in the event of a pandemic influenza, continuity of operations requires identifying essential functions throughout the University, a line of succession detailing who is responsible for the functions and who will carry them out if the responsible individual is absent, and the resources required to carry out those functions. "Essential functions" are those functions that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property.

Throughout the University, essential functions rely heavily on public safety, information technology, human resources, facilities management, residence halls, and decisions by the central administration. (The healthcare system is also an essential function and is given separate sections in the Plan.) Consequently, Public Safety, Information Technology Services (ITS), Human Resources (HR), Facilities Management, University Housing, and the Office of the Provost are units that are critical to the University's continuity of operations under a suspension of non-essential functions. To facilitate University-wide planning related to continuity of operations planning, these units have provided:

- (a) Public Safety: Identified Key Issues and Response Grid (Attachment D I)
- (b) ITS: Completed Essential Functions Planning (Attachment D II)
- (c) HR: Developed draft policies regarding absenteeism and pay (Attachment D III); Completed Essential Functions Planning (Attachment D IV - XI)
- (d) Facilities Management: Completed Essential Functions Planning (Attachment D XII)
- (e) University Housing: Completed Pandemic University Housing Procedures (Attachment D XIII)
- (f) Finance and Operations: Completed Essential Functions Planning (Attachment DXIV-DXVIII)
- (g) Office of the Provost: Completed Essential Functions Planning (Attachment D XIX)

To develop their own plans for continuity of operations in the event that non-essential functions are suspended, units throughout the University will rely heavily on the plans and policies developed by these six units and the Healthcare Services section of the plan. Administrative and academic units across the University have been charged with developing their own plans using the template in Attachment D XX). These plans will identify decision-making and communication lines, methods of communication, essential functions, succession lines for carrying out essential functions, resources required for essential functions, and job action sheets for essential functions (which will be internal documents for most units). The plans will be reviewed annually by the units and the Office of the Provost and updated as required.

III. PLANNING & POLICY RELATED TO THE ACADEMIC MISSION

The Office of the Provost will consult with the Deans, and faculty groups during the pre-pandemic and pandemic alert periods to develop policies about the suspension of classes, grading of students, and the closing of academic-related venues and events as needed to minimize possible transmission of the virus. The Office of the Provost will also consult with Vice President for Research and Research Deans to develop policies for maintaining research activities in the event parts of the campus are closed down in response to the pandemic. Finally, as noted above, the Office of the Provost will oversee the development of plans by colleges and other units reporting to the Office of the Provost. These plans will be developed in accord with the template in Attachment D XX.

A. Principles Related to Academic Mission

- a. Classes will continue unless they are officially suspended University-wide by the Provost. A dean, in consultation and with the approval of the Provost, may decide to suspend classes before a University-wide decision has been made.
- b. Class absences: Classes will almost certainly be suspended if a pandemic occurs on campus or in the Iowa City area. Under current University Policy, individual classes can be postponed by an individual professor in the event of the professor's illness or unavailability.
- c. Line of Succession Related to Academic Decision-Making: Provost, Senior Associate Provost, Associate Provost for Faculty, Associate Provost for Academic Administration.

The Pandemic Plan for the Office of the Provost is in Attachment XIX.

IV. PLANNING & POLICY RELATED TO STUDENT HEALTH SERVICES

Student Health Service Issues

- a. Disseminate infection control information and provide campaign on self-care.
- b. Initiate a surveillance program for early identification of cases, i.e. resident assistants in University housing, faculty, e-mail, etc.
- c. Adjust operation of clinic to meet the needs of acute care patients, including transitioning to triage clinic only.
- d. Work with public health to decide issues such as isolation, contact tracing, quarantine, etc. Also provide recommendations for students wishing to leave the University.
- e. Work with public health to provide mass immunization clinics and/or mass antiviral dispensing clinics for students.
- f. Identify critical supplies - for clinic and campus.
- g. Plan for decreased staffing and arrange for alternative decision makers.
- h. Provide for dedicated counseling/psychiatric care for family/friends of the deceased.

ATTACHMENT D-I: PUBLIC SAFETY

A. Public Safety Issues in WHO Stages

To facilitate the continuity of operations planning for units across the University, the Department of Public Safety has outlined the following issues it must consider during the four WHO stages:

Public Safety Issues (Alert)

- a. UIDPS personnel (Administration, Crime Prevention Officer) would be utilized to assist in communicating the University Pandemic Influenza Response Plan (UIPIRP) to the University community to be led by the Director of University Relations.
- b. DPS Administration would contact/meet with appropriate Federal and State representatives as well as area law enforcement and emergency management officials to inform them of UIPIRP/subsequent actions; review related plans and ascertain when joint plans will be activated if applicable.
- c. Establish multi contact lists (federal, state, local, University).

Public Safety Issues (Limited Services)

- a. UIDPS would be part of the CIMP Team to discuss next steps upon confirmed U.S. case utilizing the University Pandemic Influenza Response Plan (UIPIRP).
- b. DPS personnel would assist in national and state tracking and reporting efforts to continually provide updates to selected University personnel.
- c. Communicate with federal and state officials to ascertain DPS' role in the fed/state response plans.
- d. Relocation of University Police officers to address joint state efforts.
- e. PPE and other equipment needs.
- f. Contingency plans to address reduced DPS staffing levels.
- g. Limiting exposure to DPS staff.

Public Safety Issues (Full Services)

- a. Ascertain role if statewide quarantine becomes necessary and martial law is declared.
- b. Riot control response.
- c. Addressing personnel who have been infected.
- d. Assist in providing security for vaccination stations and storage areas.
 1. Possible vaccinations for emergency responders
 2. Appropriate PPE for emergency responders
- e. Assist in enforcing county/campus quarantine efforts.
 1. How to address violators
 2. Modified Johnson County jail intake procedures
 3. Patrol/security issues for selected facilities housing the sick
- f. Assist in addressing students who are determined to leave and arriving parents.
- g. Patrol and assist in monitoring and securing University properties/buildings which may require restricted access or complete lockdown.
- h. Staff shortages.
- i. Modify walking and driving tours for DPS Guards and Police Officers.
- j. Campus-wide communications.
- k. Partnerships with county, local police and emergency responders to address response.
- l. Meet with General Counsel and County Attorney's office to address violations of law.

B. Public Safety Issues Response Grid

Alert	Limited Services	Full Services
<p>UIDPS personnel (Administration, Crime Prevention Officer) would be utilized to assist in communicating the UIPIRP to the University community to be led by the Director of University Relations</p>	<p>UIDPS would be part of the CIMP Team to discuss next steps upon confirmed U.S. case utilizing the University of Iowa Pandemic Influenza Response Plan (UIPIRP)</p>	<p>Ascertain role if statewide quarantine becomes necessary and martial law is declared</p>
<p>DPS Administration would contact/meet with appropriate Federal and State representatives as well as area law enforcement and emergency management officials to inform them of UIPIRP/subsequent actions; review related plans and ascertain when joint plans will be activated if applicable</p>	<p>DPS personnel would assist in national and state tracking and reporting efforts to continually provide updates to selected University personnel</p>	<p>Assist in providing security for vaccination stations and storage areas --Possible vaccinations for emergency responders --Appropriate PPE for emergency responders</p>
<p>Establish multi contact lists (federal, state, local, University)</p>	<p>Communicate with federal and state officials to ascertain DPS' role in the fed/state response plans.</p>	<p>Riot control response</p>
<p>Relocation of University Police to address joint state efforts</p>		<p>Assist in enforcing county/campus quarantine efforts How to address violators Modified Johnson County jail intake procedures</p>

<p>Patrol/security issues for selected facilities housing the sick</p>
--

PPE and other equipment needs	Assist in addressing students who are determined to leave and arriving parents
Contingency plans to address reduced DPS staffing levels	Addressing personnel who have been infected
Limiting exposure to DPS staff	Patrol and assist in monitoring and securing University properties/ buildings which may require restricted access or complete lockdown
Staff shortages	
Modify walking and driving tours for DPS Guards and Police Officers	
Campus wide communications	
Partnerships with county, local police and emergency responders to address response	
Meet with General Counsel and County Attorney's office to address violations of law.	

ATTACHMENT D-II: DRAFT INFORMATION TECHNOLOGY SERVICES PANDEMIC INFLUENZA PLAN

Introduction

Information Technology Services (ITS) provides key technology infrastructure such as data and voice network service, computer application systems such as business/financial, human resources, student, instructional, research, directory, and authentication services to the entire University community, as well as to the wider Iowa City area community through UITV and Broadcasting Services. Should a long term adverse event such as pandemic influenza affect the University, ITS must have adequate plans and resources in place to sustain critical operations. In addition, it is vital that ITS plan for and understand our role in support of the University's Health Care Enterprises.

Assumptions:

- All essential ITS personnel will be asked to work from home, if possible, to limit exposure to pathogens once a University State of Emergency has been called.
- Essential ITS personnel who cannot perform their duties from home will be expected to report to work only as necessary.
- Non-essential ITS personnel will be asked to stay at home and not work, unless called upon to assume the duties of essential personnel once a University State of Emergency has been called, or are specifically approved to work from home by their Director.
- ITS will be responsible for facilitating communication facilities for working from home to all essential University personnel.
- ITS personnel may be called upon to perform work outside of their normal classifications or responsibilities to the extent they are qualified and their service is needed to perform essential functions.

I. Decision-Making and Communication

A. Chain-of-Command: Top Decision Makers

List the chain-of-command for the top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, 2 = second in command, and so on:

Name	Campus Office Address	Telephone	E-Mail
1. Steve Fleagle	2800 UCC	384-0595	steve-fleagle@uiowa.edu
2. Molly Langstaff	2800 UCC	335-5461	molly-langstaff@uiowa.edu
3. Rex Pruess	15 LC	335-5452	rex-pruess@uiowa.edu
4. Mike Noel	2800 UCC	335-6114	mike-noel@uiowa.edu
5. Mark Katsouros	400C NH	335-1893	mark-katsouros@uiowa.edu

In the event of a pandemic, the most senior decision-maker who is available from among the people listed above or that person's designee will be the point-of-contact for:

- Communications from ITS to the Provost and VP for Finance & Operations regarding threats to ITS's ability to carry out its essential and non-essential functions;
- Communications to ITS from the central administration regarding policies and planning occurring at higher/central levels;
- Communications within ITS to employees regarding changes in University operations, procedures, or policies;
- Communication to other campus IT providers who are dependent on ITS essential services
- Communications from employees and students in ITS regarding their ability to meet their commitments to your unit.

B. Department Chains of Command: Second-Level Decision Makers

Administrative Information Systems				
Mike Noel	Sue Nickels	Ed Hill	Bill Knight	
Neil Bennett	Ken Nickels	Mark Smellie		
Ed Hill	Jay Paulsen	Bill Evanson	Rob Rew	Dave Martin
Bill Knight	John Kane	Brenda Ulin		
Lati Modarressi	Roshi Ahmadi			
Ken Nickels	Neil Bennett	Mark Smellie	Bob Manders	
Sue Nickels	Merrie Yates	Cheryl Shaull		
John Osborn	Kay Barron	Kay Barron	Dale Spencer	
Dennis Preslicka	Cindy Dayton	Steve Jaeger	Diana Lynch	
Dan Roach	Rita Minchk	Nancy Steffen	Sue Nickels	

Campus Technology Services				
Molly Langstaff	Boyd Knosp	Maggie Jesse	Lance Bolton	Tracy Scott
Boyd Knosp	Maggie Jesse	Lance Bolton	Tracy Scott	Jim Fluck
Maggie Jesse	Boyd Knosp	Les Finken	Romy Bolton	Lance Bolton
Lance Bolton	Tracy Scott	Mark Ahrens		
Tracy Scott	Scott Leeman	Virginia Drake	Ben Arnold	
Chris Clark	Marianne Holton	Les Neu	Ryan Lenger	
Mary Grabe	Tracy Scott			
CIO Office				
Jane Drews	Steve Fleagle	Rex Pruess	Mark Katsouros	Mike Noel
Karen Shemanski	Kim K Yordi	Steve Fleagle	Tim Evans	Nancy Fick
Systems and Platforms Administration				
Rex Pruess	Steve Fleagle	Mark Katsouros	Mike Noel	Molly Langstaff
Chris Pruess	Rex Pruess	Mike Noel	Greg Nims	
Guy Falsetti	Rex Pruess	Kevin Keyser	Tom Neese	Matt Kaufman
Pete Brokaw	Rex Pruess	Doug Brenner	Dave Bronder	Dave Shafer
Dave Shafer	Rex Pruess	Pete Brokaw	Kevin Keyser	Dave Bronder
Mark Sadewasser	Rich France	Rex Pruess	Pete Brokaw	Guy Falsetti
Rich France	Rex Pruess	Mark Sadewasser	Dave Dougherty	
Telecommunications and Network Services				
Mark Katsouros	Steve Fleagle	Brad O'Meara	George Stumpf	Terry Edmonds
Brad O'Meara	Mark Katsouros	Tim Evans	George Stumpf	Vicki Donovan
George Stumpf	Mark Katsouros	Brad O'Meara	Woodrow Gray	Chris Hatland
Terry Edmonds/Mike McBride	Mark Katsouros	Brad O'Meara	George Stumpf	Jon Bullers
Vicki Donovan	Brad O'Meara	Mark Katsouros	George Stumpf	Wendy Wortman
Jay Ford/Robert Davis	Mark Katsouros	A. J. Klopp	Charlie McGuire	Jason Mueller
Andy Millson	Brad O'Meara	Mark Katsouros	Tim Evans	Jo Josephson

Thayne Lowman/Garry Willcox	Brad O'Meara	Mark Katsouros	Tim Evans	
Woodrow Gray/Chris Hatland/Jerry Lamb	George Stumpf	Mark Katsouros	Brad O'Meara	
Jon Bullers/John Schmidt	Terry Edmonds	Mike McBride	Mark Katsouros	Brad O'Meara
Denny Dunlap	Brad O'Meara	Mark Katsouros	Tim Evans	

See Appendix B for ITS Pandemic Influenza Critical and Important Services.

II. Description of Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

1. Communications from unit to administrative reporting line regarding essential and non-essential functioning:

Exchange E-Mail;

2. Communications within your unit to employees and students regarding changes in operations, procedures or policies:

ITS website <http://www.its.uiowa.edu>;
Exchange E-Mail;

3. Communications from employees and students in your unit regarding their ability to meet commitments to your unit:

Exchange E-mail;

III. Essential Functions

1. Provide critical electronic communication services, including
 - telephones
 - e-mail
 - networks
 - websites
2. Maintain critical IT core services and infrastructure
3. Deliver key applications, such as
 - PeopleSoft Financials
 - PeopleSoft Human Resources
 - ePro

- Enterprise Directory and Authentication systems
- ICON

A. Job Action Sheets for Essential Functions

For each of ITS's essential functions, a Job Action Sheet is attached in Appendix C, which details the following information:

- Short title for the function and indication that it is essential
- Brief description of the function
- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function
- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks)
- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

B. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual(s) responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.
- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the

administrative unit with oversight over the unit will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

IV. Non-Essential Functions

A. Job Action Sheets for Non-Essential Functions

B. Monitoring & Reporting Regarding Non-Essential Functions

Unless otherwise indicated, the individual responsible for carrying out a function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. The individuals responsible for carrying out non-essential functions should familiarize themselves with the following procedures for monitoring and reporting:

- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences for failing to carry out the function.
- In the event of such a threat, the unit's senior decision-maker and individual responsible for the function will determine optimal procedures for mitigating loss/damage due to failure to meet the function and if/when those procedures should be implemented.
- In the event that the threat is realized and the function is curtailed, the unit's senior decision-maker will notify the senior decision-maker of the administrative unit with oversight over the unit of its curtailment and consequences likely to result from the curtailment.
- Other units/individuals relying on the function will be notified of the curtailment of the function by the senior decision-maker of the administrative unit with oversight over the unit confronting the threat.

V. Resources and Timetable for Stockpiling

In the event of a pandemic influenza outbreak, it is likely that certain critical resources may become unavailable that are critical to the support of core infrastructure and other essential functions of the University, which are provided by or supported by ITS.

In accord with the phases for pandemic planning as described in Appendix A, and the Job Action Sheets for essential functions which are attached in Appendix C, the following resources need to be stockpiled during the following timetable:

Phase 1: Standby

Phase 2: Limited Services

Phase 3: Full Services

Phase 4: Recovery and Preparation for Subsequent Waves

Appendix A: PHASES for UNIT PANDEMIC PREPAREDNESS PLAN

The University of Iowa Pandemic Preparedness Task Force has determined that actions related to preparation and response to a pandemic will be guided by "phases," which correspond to the state of a pandemic outbreak in the world, US, and local Eastern Iowa region. The phases and a brief description of their implications for pandemic planning and implementation of pandemic plans are below.

Phase 1: Standby

A virus with pandemic potential is identified somewhere in the world. Pandemic planning should proceed, focusing on what needs to be accomplished before a human outbreak is confirmed overseas, including establishing the unit's decision-making chain-of-command to all employees of the unit and communicating it to them; establishing a plan for communicating information related to the pandemic to employees and students (including the pandemic phase; changes in operations, policies, and procedures in the event that a different phase is activated); identifying and describing essential and non-essential functions; determining who will be responsible for monitoring the unit's ability to meet essential and non-essential functions.

Phase 2: Limited Services

A pandemic virus, transmittable among humans, has arrived in the United States and/or Eastern Iowa. Units should closely monitor levels of absenteeism among employees and students; ensure that personnel in the decision-making chain-of-command are in close communication with one another; communicate any disruptions to their ability to carry-out essential and non-essential functions to the administrative units to which they report (e.g., colleges, central administration offices); closely monitor the supply of resources needed to carry out essential functions and notify the administrative units to which they report of any threats to those supplies; remind faculty, staff, and students of how information regarding any necessary changes in operations or phases will be communicated.

Phase 3: Full Services

There are mass absences due to illness, worried well employees/students who are afraid to come to the University, those caring for ill family members or those caring for children due to daycare/school closures. Units should continue to the actions above (under Phase 2), noting that changes in operations may involve curtailment of non-essential functions.

Phase 4: Recovery and Preparation for Subsequent Waves

Absences have declined; students and employees are inquiring about whether/when work pertaining to non-essential functions that might have been curtailed in Phase 3 may be resumed. Units should develop a report documenting loss of lives and financial losses as well as an estimate regarding when non-essential functions can be resumed and the resources needed to resume those functions; if vaccines are available units should encourage employees and students to obtain them; if vaccines are not available, units should activate Phase 2 activities, unless directed otherwise by the central administration.

Appendix B: ITS Pandemic Influenza Critical and Important Services

The attached resources identify the critical and important services provided by ITS. For each service, the primary and secondary service contact person(s), the primary operational support person(s), additional support staff, and dependencies are listed. In addition, planning information for critical services is included, as well as an assessment of critical physical spaces for ITS, which house infrastructure and services that must be maintained.

ITS Critical and Important Services:

<http://myteam.uiowa.edu/sites/cio/pandemic/Shared%20Documents/ITS%20Pandemic%20Flu%20Critical%20and%20Important%20Services.xls>

Planning for Critical Services:

<http://myteam.uiowa.edu/sites/cio/pandemic/Shared%20Documents/Pandemic%20Planning%20for%20Critical%20Services.doc>

Critical ITS Spaces:

<http://myteam.uiowa.edu/sites/cio/pandemic/Shared%20Documents/Critical%20ITS%20Spaces.doc>

Appendix C: Job Action Sheets for Essential Functions

1. Communications Services

<http://myteam.uiowa.edu/sites/cio/pandemic/Shared%20Documents/JOBACTIONSHEETE-CommunicationV1-1.doc>

2. Core Infrastructure

<http://myteam.uiowa.edu/sites/cio/pandemic/Shared%20Documents/JOBACTIONSHEETInfrastructureV1-1.doc>

3. Key applications

<http://myteam.uiowa.edu/sites/cio/pandemic/Shared%20Documents/JOBACTIONSHEETKeyServicesV1-1.doc>

The Job Action Sheets are included below for illustrative purposes; however the original documents are maintained at the website links above.

Communication Services

Function/Title:

Provide critical electronic communications services, including telephone, e-mail, networks, and websites

Description:

Hardware, software, and network needed to support electronic communication for the campus

Consequences for Failing to Meet Function:

1. Unable to communicate electronically via telephone, e-mail, and websites
2. Essential and non-essential University applications negatively impacted and may fail

Individual Responsible:

Molly Langstaff, Mark Katsouros, Rex Pruess

Decision-Maker to Whom Individual Responsible Reports:

Steve Fleagle

Resources Required:

1. Power and cooling to all Critical ITS Spaces (See “Critical ITS Spaces” document, <http://myteam.uiowa.edu/sites/cio/pandemic/Shared%20Documents/Critical%20ITS%20Spaces%20.doc>)
2. Network access to applications and support tools on University infrastructure
3. Outside vendor support
4. Cell phones
5. Technical staff

Resource Suppliers:

1. ITS-Systems & Platform Administration
2. ITS-Telecommunications & Network Services
3. Hardware and software vendors (Microsoft, IBM, HP, EMC, Dell, Cisco)

4. ISPs
5. Cell phone service providers
6. BOREAS-Net

Procedures:

1. Hardware maintenance
2. Software maintenance (patch management)
3. Management of data centers, servers, application scheduler, routers, switches

Units/Individuals Communicated with as Function is Carried Out:

1. Sister/partner IT units
2. Campus IT Community (CITL, OUAdmins, ...)
3. Faculty, staff, students
4. Assume that service owners communicate with their users.
5. Simplify communication target? Send to all users, instead of filtering for departments that like to send their own version of the message.

Other Units, Processes, or Individuals Relying on Function:

1. All campus
2. Anyone who relies on ITS services
3. Anyone who touches a computer or IT –based service

Alternative Procedures:

1. Keep environment from changing
2. No unnecessary enhancements
3. No unnecessary changes
4. No unnecessary new versions
5. Freeze new service deployment
6. Put projects on hold
7. Use “quick start” for provisioning new accounts (i.e., activate pre-created guest accounts)
8. Emergency web site (www.emergency.uiowa.edu)
9. Emergency email routing address information (non-UI mailboxes)
10. Rely on cell phones and external/home phones if UI phone system out
11. Cached Hawk ID (AD) credentials to gain access to PC/laptop not currently in the domain

See “Pandemic Planning for Critical Services” document

(<http://myteam.uiowa.edu/sites/cio/pandemic/Shared%20Documents/Pandemic%20Planning%20for%20Critical%20Services.doc>)

Core Infrastructure

Function/Title:

Maintain critical IT core services and infrastructure, including enterprise directory and authentication systems.

Description:

Hardware, software, and network needed to run computer systems that support institutional applications.

Consequences for Failing to Meet Function:

1. Unable to provide critical electronic communication services including telephones, e-mail, networks, and websites;
2. Unable to deliver key applications such as PeopleSoft financial and human resources systems, ePro, and ICON.
3. Essential and non-essential University applications negatively impacted and may fail.

Individual Responsible:

Rex Pruess, Mark Katsouros

Decision-Maker to Whom Individual Responsible Reports:

Steve Fleagle

Resources Required:

1. Power and cooling to JH Data Center
2. Power and cooling to LC Data Center
3. Power and cooling to all Critical ITS Spaces (See “Critical ITS Spaces” document, <http://myteam.uiowa.edu/sites/cio/pandemic/Shared%20Documents/Critical%20ITS%20Spaces%20.doc>)
4. Internet/networking access
5. Outside vendor support
6. Cell phones
7. Technical staff

Resource Suppliers:

1. Facilities Management
2. ITS-Systems & Platform Administration
3. ITS-Telecommunications & Network Services
4. Hardware and software vendors (Microsoft, IBM, HP, EMC, Dell, Cisco)
5. Cell phone service providers

Procedures:

1. Hardware maintenance
2. Software maintenance (patch management)
3. Management of data centers, servers, application scheduler, routers, switches

Units/Individuals Communicated with as Function is Carried Out:

1. Sister/partner IT units
2. Campus IT Community (CITL, OUAdmins, ...)
3. Faculty, staff, students
4. Assume that service owners communicate with their users.
5. Simplify communication target? Send to all users, instead of filtering for departments that like to send their own version of the message.

Other Units, Processes, or Individuals Relying on Function:

1. All campus
2. Anyone who relies on ITS services
3. Anyone who touches a computer or IT –based service

Alternative Procedures:

1. Keep environment from changing
2. No unnecessary enhancements
3. No unnecessary changes
4. No unnecessary new versions
5. Freeze new service deployment
6. Put projects on hold
7. Use “quick start” for provisioning new accounts (i.e., activate pre-created guest accounts)
8. Emergency web site (www.emergency.uiowa.edu)
9. Emergency email routing address information (non-UI mailboxes)
10. Rely on cell phones and external/home phones if UI phone system out
11. Cached Hawk ID (AD) credentials to gain access to PC/laptop not currently in the domain
12. See “Pandemic Planning for Critical Services” document (<http://myteam.uiowa.edu/sites/cio/pandemic/Shared%20Documents/Pandemic%20Planning%20for%20Critical%20Services.doc>)

Key Applications

Function/Title:

Deliver key essential enterprise applications such as PeopleSoft Financial and Human Resource systems, ePro, and ICON

Description:

Enterprise software applications that support the essential business of the University

Consequences for Failing to Meet Function:

Unable to conduct essential University business functions such as processing payroll, purchasing, delivering instruction via the Web

Individual Responsible:

Mike Noel, Molly Langstaff

Decision-Maker to Whom Individual Responsible Reports:

Steve Fleagle

Resources Required:

1. Network access to applications and support tools on University infrastructure
2. Application and database server hardware and software
3. Electronic communication among technical & support staff
4. Outside vendor support
5. Cell phones
6. Technical & support staff

Resource Suppliers:

1. ITS-Systems & Platform Administration Unix and Windows Server Workgroups
2. ITS-Telecommunications & Network Services
3. ITS-Administrative Information Systems Oracle and MS SQL Server support groups
4. ITS-Instructional Services ICON Team
5. Software vendors (PeopleSoft, Desire2Learn)
6. Cell phone service providers

Procedures:

1. Software maintenance
2. Consulting and support for users

Units/Individuals Communicated with as Function is Carried Out:

1. Sister/partner IT units
2. Core Business Units
 - a. Accounting Services
 - b. Purchasing
 - c. Human Resources
 - d. Cashier's Office
 - e. Information Management Finance and Operations
3. Campus IT Community (CITL, OUAdmins, ...)
4. Faculty, staff, students

Other Units, Processes, or Individuals Relying on Function:

1. All campus
2. Users of key ITS software applications
3. Core Business Units
 - a. Accounting Services
 - b. Purchasing
 - c. Human Resources
 - d. Cashier's Office
 - e. Information Management Finance and Operations
4. Instructors using ICON to deliver instruction

Alternative Procedures:

1. Maintain static application environment(no unnecessary changes, enhancements or upgrades)
2. Freeze new service deployment
3. Put projects on hold
4. Revert to manual processing
5. Emergency web site (www.emergency.uiowa.edu)
6. Rely on cell phones and external/home phones if UI phone system out
7. See "Pandemic Planning for Critical Services" document

ATTACHMENT D-III: HUMAN RESOURCES DISASTER PREPAREDNESS AND UNIVERSITY STATE OF EMERGENCY POLICY

This document has been endorsed by the President and Vice Presidents of The University of Iowa. We consider it a working document based upon current policies and expect that it may be revised as new information becomes available related to operations during a disaster or pandemic, or based on further direction we may receive from University leadership, the Board of Regents, the State of Iowa, and/or other civil authorities. We urge you to familiarize yourself with this and other disaster-related materials in order to be optimally prepared in the event of a disaster or pandemic.

The University of Iowa Human Resources May 17, 2007

Disaster Preparedness and University State of Emergency Policy

The University recognizes the need to prepare for unexpected catastrophic events such as natural or human made disasters or the outbreak of pandemic illnesses, as well as the need to return the University as quickly as possible to its normal operations should such events occur. Our preparation, response, and recovery will draw upon local, state, and federal agencies and experts. To prepare and support leaders, managers, and employees, this policy provides information related to human resource practices in the event of a University State of Emergency. All University community members should familiarize themselves with their department and college/division plans, as well as the University Critical Incident Management Plan, and the Pandemic Influenza Response Plan.

POLICY GUIDELINES

I. Definitions

Emergency Closing – The Disrupted Workplace Policy addresses circumstances where University facilities become unavailable due to weather-related emergencies, or short-term facility or utility failure. An emergency closing has neither the catastrophic affect nor the duration or impact on the University that a University State of Emergency has. Emergency closings and University state of emergencies are identified as such when they are declared.

Employee – Employee refers to faculty, staff, graduate assistants and student employees.

Essential Function – One that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property.¹

University State of Emergency – A University State of Emergency is in effect when the University President or designee acts to declare such a state under the guidelines set forth in the University’s Critical Incident Management Plan. The University State of Emergency may be specific to Iowa

¹ Under this definition, teaching is not considered an essential function.

City or any other university location, restricted to particular areas or populations of the campus, or may be university-wide, depending on circumstances at the time.

Work – Refers to time spent engaging in approved university work activities from any approved location.

II. When this Policy is in Effect

This policy will become active and remain in effect when a University State of Emergency is declared, as defined in this policy. If a University State of Emergency is not declared, regular university policies remain in effect.

Portions of this policy may be activated by the President, in consultation with the Associate Vice President for Human Resources and the Vice President (VP) Group, should a catastrophic event be anticipated. Portions of this policy may remain in effect during a recovery period following a University State of Emergency, as designated by the President in consultation with the Associate Vice President for Human Resources and VP Group.

III. Guiding Principles

- A. The University will make every effort to provide necessary information to the University community throughout any University State of Emergency.
- B. Departments should be as flexible as possible to enable all faculty, staff, graduate assistants, and student employees to continue to work and maintain operations to the extent possible, including facilitating working from home and other remote locations; allowing full-time employees to work part-time; using flexible work schedules or alternate work assignments; and other appropriate solutions during the emergency period.
- C. Unless directed otherwise, individuals who are able to work are expected to report for work given their capabilities, and support the department or university in whatever capability is needed. Faculty, staff, graduate assistants, and student employees can be required to work outside their usual classifications/responsibilities to the extent they are qualified and can safely perform the work.
- D. In the event of a pandemic, to minimize the spread of the disease, employees may be directed not to report to the workplace. Normal leave policies will be applied until and unless a decision to change them for the emergency event is made by the proper authority and communicated to campus.
- E. The University will be considered a “community asset” and a “state asset” in responding to a pandemic. University Hospitals and Clinics (UIHC) and Student Health Service (SHS) will experience increased demand for medical treatment and advice from faculty, staff, students, and the community. For this reason, employees of these facilities are considered essential and required to report to work as scheduled, or may be called to report to work if not scheduled.

Staff from throughout the University may be asked to provide support to the extent they are qualified and available.

IV. Essential, Back-Up, and Non-Essential Positions

Positions not designated as essential or back-up to essential positions are considered to be non-essential during a University State of Emergency. Depending upon the type of emergency or disaster, position designations may change during the emergency. Any position may be designated as essential at any point during a University State of Emergency, even if not designated essential or back-up to an essential position prior to the University State of Emergency.

Designations of essential and back-up to essential positions are made by director or DEO level appointments or higher.

A. Essential Positions

Departments must designate positions which are essential, and which positions serve as back-up to positions designated as essential, and communicate these designations to employees.

Employees in essential positions are expected to report to campus for work during university states of emergency unless specifically directed by their department not to report, or if directed by civil emergency or medical authorities not to report for health and safety reasons.

Employees in essential positions may be expected to work from remote locations as directed by the proper authority.

B. Back-Up Positions

Employees in positions designated as back-up to essential positions whose designations are changed to essential during a University State of Emergency must report to campus to work upon notification of their changed designation. Back-up employees must contact their departments for instructions during a University State of Emergency.

C. Non-Essential Positions

Employees in non-essential positions should not report to campus during a University State of Emergency. Employees who can work from home or another location may do so only with prior approval from the supervisor/department.

Individuals in positions not designated as essential may expect their department to attempt to contact them. Individuals are expected to contact their department to report the development of influenza symptoms as part of the Pandemic Influenza Response plan. Individuals also are expected to access communication resources as designated during a University State of Emergency in order to stay informed regarding their University employment and related responsibilities.

Departments will determine if there is meaningful work for particular employees to do, determine acceptable alternative work arrangements, and must give prior approval to those who wish to work from home or another location during a University State of Emergency. To the extent possible, such arrangements should be agreed upon in advance of any University State of Emergency.

Any position may be designated as essential at any point during a University State of Emergency, even if not designated essential or back-up to an essential position prior to the University State of Emergency.

- D. Employees and departments must follow the directions in the matrix below. Departments and individuals must remember that communication during a University State of Emergency will be challenging. Departments need to be reasonable and flexible in responding to employee requests and understand that there may be delays in both communications and in adherence to established call-in procedures.

Position Designation	What to Do	Compensation and Leave Time
Essential (able to work; any location)	<ul style="list-style-type: none"> • Contact department to ensure where to work (campus location, home, other designated location) • Report for work as directed by the department • If contact with the department cannot be made, report to work 	<ul style="list-style-type: none"> • Will receive regular base pay and overtime compensation as applicable
Essential (not able to work at any location)	<ul style="list-style-type: none"> • Contact department to communicate specific reasons for inability to work and seek approval for absence • Do not report to work if specifically directed not to report by <ul style="list-style-type: none"> - Department - Civil emergency or medical authorities for health and safety reasons 	<ul style="list-style-type: none"> • Will be granted paid or unpaid leave provided that established departmental call-off rules and procedures are followed and consistent with absence policies and collective bargaining agreements
Back-Up (to essential position)	<ul style="list-style-type: none"> • Contact department to inquire as to whether you are needed and if so, where to report for work (campus location, home, or other) 	<ul style="list-style-type: none"> • If designated as essential, see essential employee information • If not designated as essential, see non-essential employee information

	designated location)	
Non-Essential (able to work)	<ul style="list-style-type: none"> • Contact department to determine if you are needed to work • If you cannot make contact with your department, do not come into work • Work from home or another location if: <ul style="list-style-type: none"> - approved to do so in advance, or - upon approval during the University State of Emergency 	<ul style="list-style-type: none"> • If approved to work by the department, will be paid according to usual practice for time worked • If not approved to work by the department, or if approved to work fewer than regularly scheduled hours, will be granted paid or unpaid leave consistent with absence policies and collective bargaining agreements • If working outside the classification, will receive no less than their regular base pay for original appointment
Non-essential (able to work but not approved by department to work)	<ul style="list-style-type: none"> • Contact department to determine if you are needed to work 	<ul style="list-style-type: none"> • Will be granted paid or unpaid leave consistent with absence policies and collective bargaining agreements
Non Essential (not able to work)	<ul style="list-style-type: none"> • Contact department to communicate your status 	<ul style="list-style-type: none"> • Will be granted paid or unpaid leave consistent with absence policies and collective bargaining agreements

V. Paid and Unpaid Leave During a University State of Emergency

- A. Employees may request approval for use of sick leave, vacation leave or compensatory time, consistent with policies and/or collective bargaining agreements for the respective employee group.
- B. Eligible employees may access the Catastrophic Leave Program for their own or a family member’s illness per the terms of the program. See <http://www.uiowa.edu/hr/benefits/catastrophic/index.html>
- C. Unpaid leave may be requested consistent with policies and/or collective bargaining agreements for the respective employee group.
- D. Any changes to normal paid leave practices made by the proper authorities during an emergency event will be communicated to faculty, staff, and students by the University.

VI. Other Human Resource Issues During a University State of Emergency

A. Working Outside of Classification and Home College/Division

Employees may be required to work outside of classification as deemed necessary by the department or University. This includes employees with the necessary skills that are needed to work outside their colleges/divisions. In these cases, the University will notify these employees that they are designated as essential and when and where they must report to work. The college/division for which the work is performed typically is responsible for compensation at no less than the individual's regular base pay for their original appointment regardless of the work performed.

B. Grant-Funded Employees

Employees funded by external grants must be paid according to the specific requirements and limitations of the grant. Employing units and principal investigators are encouraged to work with funding agencies to determine how grant-funded employees will be paid in advance of any University State of Emergency.

C. Bargaining Unit Staff

Staff represented by unions will be compensated in accordance with the terms of their collective bargaining agreements for time worked and may be required to work out of classification as deemed necessary by the department or University.

D. Graduate Assistants and Student Employees

Graduate assistants and student employees should make reasonable efforts to contact their departments during a University State of Emergency, and are to report to work as needed. Student employees are not eligible for paid leave and will be paid only for hours worked. Graduate assistants covered by the collective bargaining agreement with UE Local 896/COGS may request approval for leave consistent with the collective bargaining agreement.

E. Compensatory Time Off

The University reserves the right to award compensatory time off in lieu of overtime to eligible staff during a University State of Emergency.

F. Staff Probationary Periods

Staff probationary periods are suspended for the duration of the University State of Emergency, or up to 50 work days.

G. Recruitment and Selection

The Office of Human Resources and/or the Office of Equal Opportunity and Diversity may implement expedited recruitment and selection processes during a University State of Emergency as needed.

PROCEDURE

I. President and VP Group Responsibilities

- A. Consult and collaborate with the Board of Regents, government and emergency relief agencies.
- B. Communicate regularly and repetitively to the campus and broader campus community.
- C. Communicate changes to standard processes and procedures.
- D. Ensure that disaster planning and preparedness is a priority within the University community, and that departments are prepared to implement their disaster plans and this policy.
- E. Ensure, to the extent possible, that departments have the resources needed to carry out essential functions.
- F. Declare a University State of Emergency as appropriate.

II. University Human Resources Responsibilities

- A. Provide guidelines and consultation on human resource issues such as compensation, work assignments, flexible scheduling, benefits, job sharing, and application of collective bargaining agreements and University policies.
- B. Maintain emergency contact information to the extent allowed by law and honor confidentiality requirements for that information.
- C. Provide an emergency worker placement service to match up employees able to work with units that have a need for their skills.
- D. Communicate changes to standard processes and procedures.

III. College/Division Responsibilities

- A. Maintain emergency contact information to the extent allowed by law and honor confidentiality requirements for that information.
- B. Provide workforce with regular, repetitive information regarding the emergency, work continuance measures, and the status of the college/division and its departments.

- C. Facilitate advance planning for emergencies; communicate such plans to employees and students.
- D. Ensure that employees are trained and well-informed regarding emergency procedures.

IV. Department Responsibilities

- I. Determine essential functions and their back-ups. Discuss designations with impacted employees and communicate to employees at least annually.
- II. Maintain emergency contact information to the extent allowed by law and honor confidentiality requirements for that information.
- III. Provide employees, supervisors and leaders with regular, repetitive updates during an emergency using a variety of communication mechanisms.
- IV. Make serious efforts to be as flexible as appropriate so as to enable all essential employees to work, including facilitating working from home or other remote locations, flexible work schedules, alternate work assignments that provide benefit to the University, and other solutions as appropriate.
- V. Communicate your work expectations to faculty, staff, graduate assistants, and student employees regularly and repetitively.
- VI. Facilitate employing unit support networks to the extent possible and as appropriate (e.g., care for property, family or pets; sharing rides; sharing jobs, etc).
- VII. Refer employees to the Employee Assistance Program (Faculty and Staff Services) or other support resources as needed and appropriate.
- VIII. Implement directives.
- IX. If a staff member is directed to report to work, is otherwise able to report to work, and refuses the directive of a proper authority to report to work, follow normal corrective action procedures as appropriate once the emergent situation has stabilized, and upon consultation with the Senior HR Leadership Representative for the respective college/division.

V. Employee Responsibilities

- I. Provide department with current emergency contact information, and update it on an ongoing basis.
- II. If identified as a person performing or potentially performing essential functions, make personal arrangements to make it possible to report to work as needed. (Add URL here if web information becomes available re: personal preparations.)

- III. Discuss alternative work arrangements such as working from home or another location in case of a University State of Emergency with your supervisor.
- IV. Contact your department to determine need to report for work.
- V. If approved by the department, report for work as scheduled, or when called in to report to work if not scheduled, whether on campus, at home, or at another location.
- VI. If unable to report to work, update department of your condition and/or whereabouts as soon as possible.
- VII. Communicate specific requests and needs to your department.

RESOURCES

For Consultation:

- Human Resources - 319-335-3558
- Hospital Human Resources – 319-356-2008

For more information:

- Operations Manual
- AFSCME contract
- COGS contract
- SEIU contract
- Regents Merit Rules
- Faculty and Staff Services

ATTACHMENT D IV: HUMAN RESOURCES - ADMINISTRATIVE SERVICES

THE UNIVERSITY OF IOWA HUMAN RESOURCES – Administrative Services PANDEMIC PREPAREDNESS PLAN

The University of Iowa Pandemic Preparedness Task Force is currently engaging in University-wide planning regarding continuity of operations in the event of a widespread pandemic that could result in substantial absenteeism and/or loss of life. The goals of the planning include ensuring the safety and well-being of members of our community, alongside delivering resources and services related to essential functions (i.e., resources and services that must be delivered to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property). Developing plans in advance of such a pandemic event is critical to these goals. As more information regarding a possible pandemic (including state and federal planning and research) is forthcoming, further planning may be needed. Consequently, these plans should be viewed as both iterative and dynamic.

The following pages outline four planning areas that this unit has addressed at this time:

- Decision-Making:** Designation of the chain-of-command for unit-level decisions.
- Communication:** Specification of points-of-contact in the unit for information coming from within the unit and outside, as well as modes for communication.
- Essential Functions:** Identification of essential functions, who is responsible for them, guidelines for back-ups in the event that the person designated as responsible for them is unable to carry them out.
- Recovery:** Outline of the major challenges the unit would confront in coming back to full functionality following a pandemic that results in limited University operations.

The following outlines the phased approach to pandemic planning that is guiding the Task Force's work.

I. Background: Pandemic Phases

The University of Iowa Pandemic Preparedness Task Force has determined that actions related to preparation and response to a pandemic will be guided by "phases," which correspond to the state of a pandemic outbreak in the world, US, and local Eastern Iowa region. The phases and a brief description of their implications for pandemic planning and implementation of pandemic plans are below.

Phase 1: Standby

A virus with pandemic potential is identified somewhere in the world. Pandemic planning should proceed, focusing on what needs to be accomplished before a human outbreak is confirmed overseas, including establishing the unit's decision-making chain-of-command to all employees of the unit and communicating it to them; establishing a plan for communicating information related to the pandemic to employees and students (including the pandemic phase; changes in operations, policies, and procedures in the event that a different phase is activated); identifying and describing

essential and non-essential functions; determining who will be responsible for monitoring the unit's ability to meet essential and non-essential functions.

Phase 2: Limited Services

A pandemic virus, transmittable among humans, has arrived in the United States and/or Eastern Iowa. Units should closely monitor levels of absenteeism among employees and students; ensure that personnel in the decision-making chain-of-command are in close communication with one another; communicate any disruptions to their ability to carry-out essential and non-essential functions to the administrative units to which they report (e.g., colleges, central administration offices); closely monitor the supply of resources needed to carry out essential functions and notify the administrative units to which they report of any threats to those supplies; remind faculty, staff, and students of how information regarding any necessary changes in operations or phases will be communicated.

Phase 3: Full Services

There are mass absences due to illness, worried well employees/students who are afraid to come to the University, those caring for ill family members or those caring for children due to daycare/school closures. Units should continue to the actions above (under Phase 2), noting that changes in operations may involve curtailment of non-essential functions.

Phase 4: Recovery and Preparation for Subsequent Waves

Absences have declined; students and employees are inquiring about whether/when work pertaining to non-essential functions that might have been curtailed in Phase 3 may be resumed. Units should develop a report documenting loss of lives and financial losses as well as an estimate regarding when non-essential functions can be resumed and the resources needed to resume those functions; if vaccines are available units should encourage employees and students to obtain them; if vaccines are not available, units should activate Phase 2 activities, unless directed otherwise by the central administration.

Unit Name: Administrative Services

II. Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

- Establish human resources strategy, direction, and communication of same to the campus.
- Establish and oversee implementation of human resource policies and practices and for the campus.
- Oversee campus human resource needs at the unit, department, college, and division level to enable the achievement of a more productive work environment.
- Create and maintain human resources structure for the campus and ensure its continued vitality.

III. Decision-Making

A. Decision-Making: Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

The following persons comprise the “umbrella” chain of command for University Human Resources (UHR) as a whole, including all units. Units within UHR have separate pandemic preparedness plans that indicate this chain of command, as well as one for that respective unit.

Name	Campus Office Address	Telephone	E-Mail
1. Sue Buckley	121 USB	335.1849	sue-buckley@uiowa.edu
2. Kevin Ward	121 USB	335.0095	kevin-ward@uiowa.edu
3. Laura Reed	121 USB	353.2312	laura-reed@uiowa.edu
4. Richard Saunders	120 USB	335.2673	richard-saunders@uiowa.edu
5. Judie Hermsen	121 USB	335.3553	judie-hermsen@uiowa.edu

IV. Communications

In the event of a pandemic the University must have a point-of contact within your unit for:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;
- Communications within your unit to employees and students regarding changes in unit, collegiate, or University operations, procedures, or policies;
- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

A. Communication Contacts

For bullets 1, 2, and 4 above, communications contact and back ups are the same as indicated above for decision-making.

For bullet 3, communications contact and back-up list is per the primary individual and back-up individuals below for the respective essential function.

B. Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

Communications from unit up to administrative reporting line regarding operations, procedures, or policies:

Email, telephone

Communications within your unit to employees and students regarding changes in operations, procedures, or policies:

In-person conversation or meetings, email, telephone.

Communications from employees and students in your unit regarding their ability to meet commitments to your unit:

In-person conversation or meetings, email, telephone.

V. Essential Functions

Each unit of UHR (Benefits, Compensation and Classification, Employee and Labor Relations, Employment Services, Information Management, Organizational Effectiveness, and Payroll) has its own unit pandemic preparedness plan. Refer to those plans for other essential functions within UHR..

A. Essential Functions for Administrative Services

Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property.

Communication is an essential function for every unit.

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Communication to the campus of current policies or revisions to same regarding leave, pay, attendance, and work assignments.	Sue Buckley, Associate Vice President and Director, Human Resources 121 USB 335.1849 susan-buckley@uiowa.edu	Yes	Workforce is not properly deployed to meet essential functions throughout the UI; inconsistent application of policies; confusion among employees, supervisors, and managers; inaccurate expectations regarding practices related to these topics.
2. Criminal background check policy administration and consultation with hiring departments regarding reported convictions and effect on hire	Judie Hermsen, Senior Assistant Director 121 USB 335.3553 judie-hermsen@uiowa.edu	Yes	Hires for security-sensitive positions would proceed without compliance with the University policy, without knowledge of possible convictions having a nexus to the position.

B. Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> • Name & Position • Campus Office Address • Telephone • E-Mail 	Second Back-Up <ul style="list-style-type: none"> • Name & Position • Campus Office Address • Telephone • E-Mail 	Third Back-Up <ul style="list-style-type: none"> • Name & Position • Campus Office Address • Telephone • E-Mail
1. Communication to the campus of current policies or revisions to same regarding leave, pay, attendance, and work assignments.	Kevin Ward, Executive Associate Director 121 USB 335.0095 kevin-ward@uiowa.edu	Judie Hermsen, Senior Assistant Director 121 USB 335.3553 judie-hermsen@uiowa.edu	Laura Reed, Senior Associate Director 121 USB 353.2312 laura-reed@uiowa.edu
2. Criminal background check policy administration and consultation with hiring departments	Josey Bathke, Associate Counsel 120 JH 335.0605 josephine-bathke@uiowa.edu	Kevin Ward, Executive Associate Director 121 USB 335.0095 kevin-ward@uiowa.edu	Marc Mills, General Counsel 120 JH 335.0054 marcus-mills@uiowa.edu

C. Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:			
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Communication to the campus of current policies or revisions to same regarding leave, pay, attendance, and work assignments.	Access to available communication resources: e.g., email, web site	NA	NA	NA	NA
2. Criminal background check policy administration and consultation with hiring departments	Access to web-based vendor services; ability to communicate via phone or email with hiring department	NA	NA	NA	NA

D. Job Action Sheets for Essential Functions

(These are for internal use only and are not forwarded to University Administration.)

For each of the unit's essential functions, attach a job action sheet, which should provide guidelines that can be followed by the designated back-ups to perform the function. The job action sheets should include:

- Short title for the function
- Brief description of the function
- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function
- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks); this may refer to readily accessible internal documents (e.g., print or on-line operations manuals, job descriptions)
- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

E. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.
- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the administrative unit with oversight over the unit will determine optimal procedures for mitigating

loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

VI. Recovery

Briefly outline what you see as the major challenges that your unit would confront at the point that the University begins to scale back up to supporting full operations (i.e., essential *and* non-essential functions) after having scaled-down to Phase 3, in which only essential functions are being supported. (At this point, it is not necessary to address how you would address these challenges, but the Task Force will use this to develop preliminary plans for a recovery phase).

Sue Buckley, Associate Vice President and Director of Human Resources, provides overall leadership for University Human Resources (UHR). As such, and as a member of Administrative Services, she will lead recovery. We anticipate utilizing a daily triage meeting in UHR at the beginning of each day for a period of time, once some or all staff have returned to the workplace and we attempt to return to normal operations. The purpose of this daily meeting would be to provide an opportunity for employees to debrief regarding the effects of the pandemic, primarily in relation to the workplace, but with room for some personal debrief as well; to provide updates, and to note our progress in recovery. In addition, it will create an opportunity for us to determine which tasks need to take priority, and whether our staff should be reassigned within UHR in order to accomplish those tasks. We expect that payroll and benefits issues will take top priority; while they will be maintained to a certain degree as essential functions, accounting backup issues and aligning leave balances will be important, for example. Related to the latter, if we have not received rulings from the Board of Regents and/or the State of Iowa regarding possible unresolved questions, we will need to attempt to resolve those issues as quickly as possible.

ATTACHMENT D-V: HUMAN RESOURCES - BENEFITS

THE UNIVERSITY OF IOWA HUMAN RESOURCES – University Benefits PANDEMIC PREPAREDNESS PLAN

The University of Iowa Pandemic Preparedness Task Force is currently engaging in University-wide planning regarding how continuity of operations in the event of a widespread pandemic that could result in substantial absenteeism and/or loss of life. The goals of the planning include ensuring the safety and well-being of members of our community, alongside delivering resources and services related to essential functions (i.e., resources and services that must be delivered to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property). Developing plans in advance of such a pandemic event is critical to these goals. As more information regarding a possible pandemic (including state and federal planning and research) is forthcoming, further planning may be needed. Consequently, these plans should be viewed as both iterative and dynamic.

The following pages outline four planning areas that this unit should address at this time:

- Decision-Making:** Designation of the chain-of-command for unit-level decisions.
- Communication:** Specification of points-of-contact in the unit for information coming from within the unit and outside, as well as modes for communication.
- Essential Functions:** Identification of essential functions, who is responsible for them, guidelines for back-ups in the event that the person designated as responsible for them is unable to carry them out.
- Recovery:** Outline of the major challenges the unit would confront in coming back to full functionality following a pandemic that results in limited University operations.

The following outlines the phased approach to pandemic planning that is guiding the Task Force's work.

I. Background: Pandemic Phases

The University of Iowa Pandemic Preparedness Task Force has determined that actions related to preparation and response to a pandemic will be guided by "phases," which correspond to the state of a pandemic outbreak in the world, US, and local Eastern Iowa region. The phases and a brief description of their implications for pandemic planning and implementation of pandemic plans are below.

Phase 1: Standby

A virus with pandemic potential is identified somewhere in the world. Pandemic planning should proceed, focusing on what needs to be accomplished before a human outbreak is confirmed overseas, including establishing the unit's decision-making chain-of-command to all employees of the unit and communicating it to them; establishing a plan for communicating information related to the pandemic to employees and students (including the pandemic phase; changes in operations, policies, and procedures in the event that a different phase is activated); identifying and describing essential and non-essential functions; determining who will be responsible for monitoring the unit's ability to meet essential and non-essential functions.

Phase 2: Limited Services

A pandemic virus, transmittable among humans, has arrived in the United States and/or Eastern Iowa. Units should closely monitor levels of absenteeism among employees and students; ensure that personnel in the decision-making chain-of-command are in close communication with one another; communicate any disruptions to their ability to carry-out essential and non-essential functions to the administrative units to which they report (e.g., colleges, central administration offices); closely monitor the supply of resources needed to carry out essential functions and notify the administrative units to which they report of any threats to those supplies; remind faculty, staff, and students of how information regarding any necessary changes in operations or phases will be communicated.

Phase 3: Full Services

There are mass absences due to illness, worried well employees/students who are afraid to come to the University, those caring for ill family members or those caring for children due to daycare/school closures. Units should continue to the actions above (under Phase 2), noting that changes in operations may involve curtailment of non-essential functions.

Phase 4: Recovery and Preparation for Subsequent Waves

Absences have declined; students and employees are inquiring about whether/when work pertaining to non-essential functions that might have been curtailed in Phase 3 may be resumed. Units should develop a report documenting loss of lives and financial losses as well as an estimate regarding when non-essential functions can be resumed and the resources needed to resume those functions; if vaccines are available units should encourage employees and students to obtain them; if vaccines are not available, units should activate Phase 2 activities, unless directed otherwise by the central administration.

Unit Name: University Benefits

II. Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

Establish benefit strategy, direction, and communication of same to employees, students, and dependents.

Establish and oversee implementation of benefit policies and practices for the University.

Contract with vendors to supply insurance and pension services to the University.

Administer all benefit functions for the University.

III. Decision-Making

A. Decision-Making: Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

*The following persons comprise the “umbrella” chain of command for **University Human Resources (UHR)** as a whole, including all units. Units within UHR have separate pandemic preparedness plans that indicate this chain of command, as well as one for that respective unit.*

Name	Campus Office Address	Telephone	E-Mail
1. Sue Buckley	121 USB	335.1849	sue-buckley@uiowa.edu
2. Kevin Ward	121 USB	335.0095	kevin-ward@uiowa.edu
3. Laura Reed	121 USB	353.2312	laura-reed@uiowa.edu
4. Richard Saunders	120 190	335.2673	richard-saunders@uiowa.edu
5. Judie Hermsen	121 USB	335.3553	judie-hermsen@uiowa.edu

*The following persons comprise the chain of command for **University Benefits**, a unit within University Human Resources, for which the “umbrella” chain of command is listed immediately above.*

Name	Campus Office Address	Telephone	E-Mail
1. Richard Saunders	120 USB	335.2673	richard-saunders@uiowa.edu
2. Debra Hughes	120 USB	335.5826	debra-hughes@uiowa.edu
3. Barbara Bennett	120 USB	335.2675	barbara-bennett@uiowa.edu
4. Mary Eggenburg	120 USB	335-2674	mary-eggenburg@uiowa.edu
5. Angelique Johnson	120 USB	335.2623	Angelique-johnson@uiowa.edu

IV. Communications

In the event of a pandemic the University must have a point-of contact within your unit for:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;
- Communications within your unit to employees and students regarding changes in unit, collegiate, or University operations, procedures, or policies;

- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

A. Communication Contacts

Communications contact and back ups are the same as indicated above for decision-making with University Benefits.

B. Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

Communications from unit up to administrative reporting line regarding operations, procedures, or policies:

E-mail, automated phone service, campus and US mail, and verbal.

Communications within your unit to employees and students regarding changes in operations, procedures, or policies:

E-mail, automated phone service, web site, and verbal.

Communications from employees and students in your unit regarding their ability to meet commitments to your unit:

E-mail, phone, or verbal.

V. Essential Functions

Each unit of UHR (Benefits, Compensation and Classification, Employee and Labor Relations, Employment Services, Information Management, Organizational Effectiveness, and Payroll) has its own unit pandemic preparedness plan. Refer to those plans for other essential functions within UHR.

A. Essential Functions of the Unit

Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property.

Communication is an essential function for every unit.

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Communication	Jim Schafer HR Specialist I 120 USB 335.5978 James-schafer@uiowa.edu	Yes	Confusion concerning who is working and what is occurring in Benefits
2. Vendor and employee payments	Lynn Weyer Admin Accountant 120 USB 335.2732 Lynn-weyer@uiowa.edu	Partially	Vendors would cancel insurance products
3. Spending accounts	Sonatina Fernandes Clerk IV 120 USB 335.2668 Sonatina-fernandes@uiowa.edu	Partially	Employees would not receive payments for medical care
4. Workers Compensation	Joni Troester HR Specialist III 120 USB 335.2692 Joni-troester@uiowa.edu	Partially	Employees would not receive payments for workplace injuries, illness, and lost time.
5. System Data Entry	Stephanie Von Lienen Clerk IV 120 USB 335.2691 Stephanie-vonlienen@uiowa.edu	Partially	New hires and people with family changes would not get correct insurance coverage

B. Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Second Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Third Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail
1. Communication	Barbara Bennett HR Specialist II 120 USB 335.2675 Barbara-bennett@uiowa.edu	Debra Hughes HR Specialist III 120 USB 335.5826 Debra-hughes@uiowa.edu	Mary Eggenburg Benefit Specialist 120 USB 335.2674 Mary-eggenburg@uiowa.edu
2. Vendor and employee payments	Stacey Halverson Accountant 120 USB 335.2170 Stacey-halverson@uiowa.edu	Joshua Anderson Accountant 120 USB 335.5522 Joshua-anderson@uiowa.edu	Richard Saunders Senior Associate Director, HR 120 USB 335.2673 Richard-saunders@uiowa.edu
3. Spending accounts	Deborah Olson Clerk III 120 USB 335.5553 Deborah-olson@uiowa.edu	Angelique Ojeda Clerk IV 120 USB 335.2678 Angelique-ojeda@uiowa.edu	Debra Hughes HR Specialist III 120 USB 335.5826 Debra-hughes@uiowa.edu
4. Workers Compensation	Amy Edeker HR Specialist I 120 USB 335.2375 Amy-edeker@uiowa.edu	Bethany Kaplan HR Specialist I 120 USB 335.2679 Bethany-kaplan@uiowa.edu	Richard Saunders Senior Associate Director, HR 120 USB 335.2673 Richard-saunders@uiowa.edu
5. System Data Entry	Karen Robertson Clerk IV 120 USB 335.2677 Karen-robertson@uiowa.edu	Barbara Bennett HR Specialist II 120 USB 335.2675 Barbara-bennett@uiowa.edu	Angelique Johnson Benefit Specialist 120 USB 335.2623 Angelique-johnson@uiowa.edu

C. Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Communication	e-mail, automated voice mail, campus and US mail, and Benefit web site	NA	NA	NA	NA
2. Vendor and employee payments	E-mail, web site, PeopleSoft and accounting systems, banking systems	NA	NA	NA	NA
3. Spending accounts	E-mail, web site, PeopleSoft, self service, and fax access.	NA	NA	NA	NA
4. Workers Compensation	E-mail, web site, PeopleSoft, self service, Sedgwick and OSHA systems	NA	NA	NA	NA
5. System Data Entry	E-mail, web site, PeopleSoft, self service	NA	NA	NA	NA

E. Job Action Sheets for Essential Functions

(These are for internal use only and are not forwarded to University Administration.)

For each of the unit's essential functions, attach a job action sheet, which should provide guidelines that can be followed by the designated back-ups to perform the function. The job action sheets should include:

- Short title for the function
- Brief description of the function
- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function
- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks); this may refer to readily accessible internal documents (e.g., print or on-line operations manuals, job descriptions)
- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

E. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.
- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the administrative unit with oversight over the unit will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

VI. Recovery

Briefly outline what you see as the major challenges that your unit would confront at the point that the University begins to scale back up to supporting full operations (i.e., essential *and* non-essential functions) after having scaled-down to Phase 3, in which only essential functions are being supported. (At this point, it is not necessary to address how you would address these challenges, but the Task Force will use this to develop preliminary plans for a recovery phase).

Benefit office staffing to include coverage and training for replacements

Communication to campus about operations, payments, systems, and timelines

Internal systems availability

Vendors systems

Banking system

Retroactive processing of claims, enrollments, data entry for employees and families, along with staffing for the accounting backlog

Resumption of new employee orientation for the replacement workers

ATTACHMENT D-VI: HUMAN RESOURCES COMPENSATION AND CLASSIFICATION

THE UNIVERSITY OF IOWA HUMAN RESOURCES – Compensation and Classification PANDEMIC PREPAREDNESS PLAN

The University of Iowa Pandemic Preparedness Task Force is currently engaging in University-wide planning regarding how continuity of operations in the event of a widespread pandemic that could result in substantial absenteeism and/or loss of life. The goals of the planning include ensuring the safety and well-being of members of our community, alongside delivering resources and services related to essential functions (i.e., resources and services that must be delivered to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property). Developing plans in advance of such a pandemic event is critical to these goals. As more information regarding a possible pandemic (including state and federal planning and research) is forthcoming, further planning may be needed. Consequently, these plans should be viewed as both iterative and dynamic.

The following pages outline four planning areas that this unit should address at this time:

- Decision-Making:** Designation of the chain-of-command for unit-level decisions.
- Communication:** Specification of points-of-contact in the unit for information coming from within the unit and outside, as well as modes for communication.
- Essential Functions:** Identification of essential functions, who is responsible for them, guidelines for back-ups in the event that the person designated as responsible for them is unable to carry them out.
- Recovery:** Outline of the major challenges the unit would confront in coming back to full functionality following a pandemic that results in limited University operations.

The following outlines the phased approach to pandemic planning that is guiding the Task Force's work.

I. Background: Pandemic Phases

The University of Iowa Pandemic Preparedness Task Force has determined that actions related to preparation and response to a pandemic will be guided by "phases," which correspond to the state of a pandemic outbreak in the world, US, and local Eastern Iowa region. The phases and a brief description of their implications for pandemic planning and implementation of pandemic plans are below.

Phase 1: Standby

A virus with pandemic potential is identified somewhere in the world. Pandemic planning should proceed, focusing on what needs to be accomplished before a human outbreak is confirmed overseas, including establishing the unit's decision-making chain-of-command to all employees of the unit and communicating it to them; establishing a plan for communicating information related to the pandemic to employees and students (including the pandemic phase; changes in operations, policies, and procedures in the event that a different phase is activated); identifying and describing

essential and non-essential functions; determining who will be responsible for monitoring the unit's ability to meet essential and non-essential functions.

Phase 2: Limited Services

A pandemic virus, transmittable among humans, has arrived in the United States and/or Eastern Iowa. Units should closely monitor levels of absenteeism among employees and students; ensure that personnel in the decision-making chain-of-command are in close communication with one another; communicate any disruptions to their ability to carry-out essential and non-essential functions to the administrative units to which they report (e.g., colleges, central administration offices); closely monitor the supply of resources needed to carry out essential functions and notify the administrative units to which they report of any threats to those supplies; remind faculty, staff, and students of how information regarding any necessary changes in operations or phases will be communicated.

Phase 3: Full Services

There are mass absences due to illness, worried well employees/students who are afraid to come to the University, those caring for ill family members or those caring for children due to daycare/school closures. Units should continue to the actions above (under Phase 2), noting that changes in operations may involve curtailment of non-essential functions.

Phase 4: Recovery and Preparation for Subsequent Waves

Absences have declined; students and employees are inquiring about whether/when work pertaining to non-essential functions that might have been curtailed in Phase 3 may be resumed. Units should develop a report documenting loss of lives and financial losses as well as an estimate regarding when non-essential functions can be resumed and the resources needed to resume those functions; if vaccines are available units should encourage employees and students to obtain them; if vaccines are not available, units should activate Phase 2 activities, unless directed otherwise by the central administration.

Unit Name: Compensation and Classification

II. Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, and the delivery of support services for other units. Briefly describe the core activities of your unit:

Develop and maintain compensation systems. Conduct external surveys to provide relevant market data. Administer Professional and Scientific and Merit compensation systems. Conduct job audits and analysis and establish new positions. Approve all employee status changes. Develop and maintain classification descriptions. Perform salary equity analysis calculations. Interpret and apply the Fair Labor Standards Act. Administer the Jobs@uiowa employment web site. Coordinate the furloughed employee program.

III. Decision-Making

A. Decision-Making: Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

*The following persons comprise the “umbrella” chain of command for **University Human Resources (UHR)** as a whole, including all units. Units within UHR have separate pandemic preparedness plans that indicate this chain of command, as well as one for that respective unit.*

Name	Campus Office Address	Telephone	E-Mail
1. Sue Buckley	121 USB	335.1849	sue-buckley@uiowa.edu
2. Kevin Ward	121 USB	335.0095	kevin-ward@uiowa.edu
3. Laura Reed	121 USB	353.2312	laura-reed@uiowa.edu
4. Richard Saunders	120 USB	335.2673	richard-saunders@uiowa.edu
5. Judie Hermsen	121 USB	335.3553	judie-hermsen@uiowa.edu

*The following persons comprise the chain of command for **Compensation and Classification**, a unit within University Human Resources, for which the “umbrella” chain of command is listed immediately above.*

Name	Campus Office Address	Telephone	E-Mail
Robert Millsap	121 USB	335.2854	robert-millsap@uiowa.edu
Kevin Ward	121 USB	335.0095	kevin-ward@uiowa.edu
Trevor Glanz	121 USB	335.1848	trevor-glanz@uiowa.edu
Consuelo Garcia	121 USB	335.0055	consuelo-garcia@uiowa.edu
Sue Buckley	121 USB	335.1849	sue-buckley@uiowa.edu

IV. Communications

In the event of a pandemic the University must have a point-of contact within your unit for:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;
- Communications within your unit to employees and students regarding changes in unit, collegiate, or university operations, procedures, or policies;
- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

A. Communication Contacts

Communications contact and back ups are the same as indicated above for decision-making.

B. Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

Communications from unit up to administrative reporting line regarding operations, procedures, or policies: e-mail, telephone

Communications within your unit to employees and students regarding changes in operations, procedures, or policies: e-mail, telephone, in-person conversations or meetings.

Communications from employees and students in your unit regarding their ability to meet commitments to your unit: e-mail, telephone, in-person conversations or meetings.

V. Essential Functions

Each unit of UHR (Benefits, Compensation and Classification, Employee and Labor Relations, Employment Services, Information Management, Organizational Effectiveness, and Payroll) has its own unit pandemic preparedness plan. Refer to those plans for other essential functions within UHR.

A. Essential Functions of Compensation and Classification

Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property.

Communication is an essential function for every unit.

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Communication to campus on compensation policies, work assignments, hiring of temporary employees.	Robert Millsap Senior Assistant Director 121 USB 335-2854 robert-millsap@uiowa.edu	Yes	Inconsistent application of Compensation and Classification policies, confusion among employees, supervisors, managers and directors.
2. Hiring of temporary P&S employees	Consuelo Garcia Human Resource Spec. I 121 USB 335-0055 consuelo-garcia@uiowa.edu	Yes	In the event of mass absences the University of Iowa may need to hire temporary employees to conduct essential functions. If temporary employees are not able to be

			hired essential functions will not be performed.
3. Approval of interim appointments	Consuelo Garcia Human Resource Spec. I 121 USB 335-0055 consuelo-garcia@uiowa.edu	Yes	In the event of extended absences of employees the University of Iowa may need to move employees to a higher level classification in order to perform essential functions.
4. Questions regarding approval of overtime for employees	Robert Millsap Senior Assistant Director 121 USB 335-2854 robert-millsap@uiowa.edu	Yes	Misinterpretation of policy may cause confusion on whether employees are eligible for overtime.
5. Review requests to furlough employees	Robert Millsap Senior Assistant Director 121 USB 335-2854 robert-millsap@uiowa.edu	Yes	All requests to furlough employees must be approved prior to notification. If requests are not reviewed employees may be furloughed inappropriately.
6. Review and approval of special compensation	Consuelo Garcia Human Resource Spec. I 121 USB 335-0055 consuelo-garcia@uiowa.edu	Yes	Employee may believe they are to receive special compensation for work performed. If request for special compensation is not reviewed or approved by Compensation and Classification employee will not receive special compensation.

B. Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up • Name & Position • Campus Office Address • Telephone • E-Mail	Second Back-Up • Name & Position • Campus Office Address • Telephone • E-Mail	Third Back-Up • Name & Position • Campus Office Address • Telephone • E-Mail
1. Communication	Trevor Glanz Human Resource Spec. II 121 USB 335-1848 trevor-glanz@uiowa.edu	Consuelo Garcia Human Resource Spec. I 121 USB 335-0055 consuelo-garcia@uiowa.edu	Shelly O Neal Clerk IV 121 USB 335-5298 shelly-oneal@uiowa.edu
2. Hiring of temporary P&S employees	Trevor Glanz Human Resource Spec. II 121 USB	Robert Millsap Senior Assistant Director 121 USB	Shelly O'Neal Clerk IV 121 USB

	335-1848 trevor-glanz@uiowa.edu	335-2854 robert-millsap@uiowa.edu	335-5298 shelly-oneal@uiowa.edu
3. Approval of interim appointments	Trevor Glanz Human Resource Spec. II 121 USB 335-1848 trevor-glanz@uiowa.edu	Robert Millsap Senior Assistant Director 121 USB 335-2854 robert-millsap@uiowa.edu	Shelly O’Neal Clerk IV 121 USB 335-5298 shelly-oneal@uiowa.edu
4. Questions regarding approval of overtime for employees	Trevor Glanz Human Resource Spec. II 121 USB 335-1848 trevor-glanz@uiowa.edu	Consuelo Garcia Human Resource Spec. I 121 USB 335-0055 consuelo-garcia@uiowa.edu	Shelly O’Neal Clerk IV 121 USB 335-5298 shelly-oneal@uiowa.edu
5. Review requests to furlough employees	Kevin Ward Exec. Ass. Director 121 USB 335-0095 kevin-ward@uiowa.edu	Trevor Glanz Human Resource Spec. II 121 USB 335-1848 trevor-glanz@uiowa.edu	Consuelo Garcia Human Resource Spec. I 121 USB 335-0055 consuelo-garcia@uiowa.edu
6. Review and approval of special compensation	Robert Millsap Senior Assistant Director 121 USB 335-2854 robert-millsap@uiowa.edu	Trevor Glanz Human Resource Spec. II 121 USB 335-1848 trevor-glanz@uiowa.edu	Shelly O’Neal Clerk IV 121 USB 335-5298 shelly-oneal@uiowa.edu

C. Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Communication	Internet access, e-mail access, telephone access.	N/A	N/A	N/A	N/A
2. Hiring of temporary P&S employees	Internet access, e-mail access, telephone access.	N/A	N/A	N/A	N/A
3. Approval of interim appointments	Internet access, Workflow access, e-mail access,	N/A	N/A	N/A	N/A

	telephone access.				
4. Questions regarding approval of overtime for employees	Internet access, e-mail access, telephone access.	N/A	N/A	N/A	N/A
5. Review requests to furlough employees	Internet access, Workflow access, e-mail access, telephone access.	N/A	N/A	N/A	N/A
6. Review and approval of special compensation	Internet access, Workflow access, e-mail access, telephone access.	N/A	N/A	N/A	N/A

F. Job Action Sheets for Essential Functions (for internal use only)

(These are for internal use only and are not forwarded to University Administration.)

For each of the unit's essential functions, attach a job action sheet, which should provide guidelines that can be followed by the designated back-ups to perform the function. The job action sheets should include:

- Short title for the function
- Brief description of the function
- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function
- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks); this may refer to readily accessible internal documents (e.g., print or on-line operations manuals, job descriptions)
- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

E. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.

- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the administrative unit with oversight over the unit will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

VI. Recovery

Briefly outline what you see as the major challenges that your unit would confront at the point that the University begins to scale back up to supporting full operations (i.e., essential *and* non-essential functions) after having scaled-down to Phase 3, in which only essential functions are being supported. (At this point, you do not need to necessarily address how you would address these challenges, but the Task Force will use this to develop preliminary plans for a recovery phase).

During the recovery phase, it would be important to review and audit the employment actions and salary adjustments that were made during the time limited services were provided. This would include a complete review of transactions that occurred to make sure the actions were correct and appropriate. Any action that may take place when there may have been no access to workflow would have to be input into the system. We would need to review the pandemic plan for the unit to determine if modifications would need to be made because of unexpected situations.

ATTACHMENT D-VII: HUMAN RESOURCES EMPLOYMENT SERVICES

THE UNIVERSITY OF IOWA HUMAN RESOURCES – Employment Services PANDEMIC PREPAREDNESS PLAN

The University of Iowa Pandemic Preparedness Task Force is currently engaging in University-wide planning regarding how continuity of operations in the event of a widespread pandemic that could result in substantial absenteeism and/or loss of life. The goals of the planning include ensuring the safety and well-being of members of our community, alongside delivering resources and services related to essential functions (i.e., resources and services that must be delivered to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property). Developing plans in advance of such a pandemic event is critical to these goals. As more information regarding a possible pandemic (including state and federal planning and research) is forthcoming, further planning may be needed. Consequently, these plans should be viewed as both iterative and dynamic.

The following pages outline four planning areas that this unit should address at this time:

Decision-Making: Designation of the chain-of-command for unit-level decisions.

Communication: Specification of points-of-contact in the unit for information coming from within the unit and outside, as well as modes for communication.

Essential Functions: Identification of essential functions, who is responsible for them, guidelines for back-ups in the event that the person designated as responsible for them is unable to carry them out.

Recovery: Outline of the major challenges the unit would confront in coming back to full functionality following a pandemic that results in limited University operations.

The following outlines the phased approach to pandemic planning that is guiding the Task Force's work.

I. Background: Pandemic Phases

The University of Iowa Pandemic Preparedness Task Force has determined that actions related to preparation and response to a pandemic will be guided by "phases," which correspond to the state of a pandemic outbreak in the world, US, and local Eastern Iowa region. The phases and a brief description of their implications for pandemic planning and implementation of pandemic plans are below.

Phase 1: Standby

A virus with pandemic potential is identified somewhere in the world. Pandemic planning should proceed, focusing on what needs to be accomplished before a human outbreak is confirmed overseas, including establishing the unit's decision-making chain-of-command to all employees of the unit and communicating it to them; establishing a plan for communicating information related to the pandemic to employees and students (including the pandemic phase; changes in operations, policies, and procedures in the event that a different phase is activated); identifying and describing essential and non-essential functions; determining who will be responsible for monitoring the unit's ability to meet essential and non-essential functions.

Phase 2: Limited Services

A pandemic virus, transmittable among humans, has arrived in the United States and/or Eastern Iowa. Units should closely monitor levels of absenteeism among employees and students; ensure that personnel in the decision-making chain-of-command are in close communication with one another; communicate any disruptions to their ability to carry-out essential and non-essential functions to the administrative units to which they report (e.g., colleges, central administration offices); closely monitor the supply of resources needed to carry out essential functions and notify the administrative units to which they report of any threats to those supplies; remind faculty, staff, and students of how information regarding any necessary changes in operations or phases will be communicated.

Phase 3: Full Services

There are mass absences due to illness, worried well employees/students who are afraid to come to the University, those caring for ill family members or those caring for children due to daycare/school closures. Units should continue to the actions above (under Phase 2), noting that changes in operations may involve curtailment of non-essential functions.

Phase 4: Recovery and Preparation for Subsequent Waves

Absences have declined; students and employees are inquiring about whether/when work pertaining to non-essential functions that might have been curtailed in Phase 3 may be resumed. Units should develop a report documenting loss of lives and financial losses as well as an estimate regarding when non-essential functions can be resumed and the resources needed to resume those functions; if vaccines are available units should encourage employees and students to obtain them; if vaccines are not available, units should activate Phase 2 activities, unless directed otherwise by the central administration.

Unit Name: Employment Services

II. Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

Employment Services is charged with qualifying, referring and appointing individuals to regents merit positions at The University in accordance with the provisions of the regents merit rules, classification and salary system and the AFSCME collective bargaining agreement.

III. Decision-Making

A. Decision-Making: Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

*The following persons comprise the “umbrella” chain of command for **University Human Resources (UHR)** as a whole, including all units. Units within UHR have separate pandemic preparedness plans that indicate this chain of command, as well as one for that respective unit.*

Name	Campus Office Address	Telephone	E-Mail
1. Sue Buckley	121 USB	335.1849	sue-buckley@uiowa.edu
2. Kevin Ward	121 USB	335.0095	kevin-ward@uiowa.edu
3. Laura Reed	121 USB	353.2312	laura-reed@uiowa.edu
4. Richard Saunders	120 USB	335.2673	richard-saunders@uiowa.edu
5. Judie Hermsen	121 USB	335.3553	judie-hermsen@uiowa.edu

*The following persons comprise the chain of command for **Employment Services**), a unit within University Human Resources, for which the “umbrella” chain of command is listed immediately above.*

Name	Campus Office Address	Telephone	E-Mail
1. Lyra Dickerson	102 USB	335-2721	lyra-dickerson@uiowa.edu
2. Jane Monserud	102 USB	335-2652	jane-monserud@uiowa.edu
3. Kevin Ward	121 USB	335-0095	kevin-ward@uiowa.edu
4. Trevor Glanz	121 USB	335-1848	trevor-glanz@uiowa.edu
5. Keith Becker	102 USB	335-2664	keith-becker@uiowa.edu

IV. Communications

In the event of a pandemic the University must have a point-of contact within your unit for:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;
- Communications within your unit to employees and students regarding changes in unit, collegiate, or University operations, procedures, or policies;
- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

A. Communication Contacts

Communications contact and back ups are the same as indicated above for decision-making.

B. Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

Communications from unit up to administrative reporting line regarding operations, procedures, or policies: Telephone, email

Communications within your unit to employees and students regarding changes in operations, procedures, or policies: Telephone, e-mail

Communications from employees and students in your unit regarding their ability to meet commitments to your unit: Telephone, e-mail

V. Essential Functions

Each unit of UHR (Benefits, Compensation and Classification, Employee and Labor Relations, Employment Services, Information Management, Organizational Effectiveness, and Payroll) has its own unit pandemic preparedness plan. Refer to those plans for other essential functions within UHR.

A. Essential Functions of the Unit

Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property.

Communication is an essential function for every unit.

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Communication to the campus and applicants of proper application of the regents merit rules and AFSCME contract in regard to posting vacancies, referral of applicants and appointment to fill merit positions.	Lyra W. Dickerson, Dir. Employment Services 102 USB 335-2721 lyra-dickerson@uiowa.edu	Yes	Inconsistent application of policies, regents merit rules and AFSCME contract; confusion among employees, supervisors and applicants; inaccurate expectations regarding practices related to these topics.
2. Advertise merit positions – review and clarify information on merit requisitions; release to post to the job@uiowa website	Patrick Gilpin, clerk IV 102 USB 335-2657 patrick-gilpin@uiowa.edu	Yes	Incorrect information would cause a delay in the posting of positions and referral of eligible applicants.
3. Qualify applicants for merit positions,	Employment Representatives	Yes	Applicants would not be permitted to apply for appropriate

determine appropriate referral status	<p>Jane Monserud, HR Specialist I 102 USB 335-2652 Jane-monserud@uiowa.edu</p> <p>Keith Becker, Employment Representative I 102 USB 335-2664 Keith-becker@uiowa.edu</p> <p>All Young, Employment Representative I 102 USB 335-2415 allan-young@uiowa.edu</p> <p>Dixie Saur Hinman, Employment Representative I 102 USB 335-2662 dixie-saur@uiowa.edu</p>		vacancies which could result in the following: 1. insufficient qualified applicant pool for the hiring department, and 2. the filing of grievances under the AFSCME contract or regents merit rules for violation of the contract.
4. Refer qualified applicants to merit positions	<p>Beverly Mason, clerk IV 102 USB 335-2659 beverly-mason@uiowa.edu</p>	Yes	Departments would not be able to maintain adequate staffing levels.
5. Appoint individuals to merit positions	<p>Leslie Ungs, clerk IV 102 USB 335-2658 Leslie-ungs@uiowa.edu</p>	Yes	Departments would not be able to maintain adequate staffing levels. Salaries would not be approved for payment. Benefits would not be setup in a timely manner. Access to systems would be delayed.
6. Provide temporary staffing service for departments via reassignment of current UI staff and referral of non-UI staff	<p>Dixie Saur Hinman, Employment Representative I 102 USB 335-2662 dixie-saur@uiowa.edu,</p>	Yes	Departments would not be staffed adequately.

	and Beverly Mason, clerk IV 102 USB 335-2659 beverly-mason@uiowa.edu		
7. Determine the appropriate application of the regents merit rules and ASFCME contract	Lyra W. Dickerson, Dir. Employment Services 102 USB 335-2721 lyra-dickerson@uiowa.edu	Yes	Inappropriate appointments could result in grievances and possible termination of staff.
8. Participate in RIF activities/planning for merit staff	Lyra W. Dickerson, Dir. Employment Services 102 USB 335-2721 lyra-dickerson@uiowa.edu	Yes	Incorrect staff could be identified for notice. Affected staff would experience additional stress for an extended period of time.

B. Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Second Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Third Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail
1. Communication to the campus and applicants of proper application of the regents merit rules and AFSCME contract in regard to posting vacancies, referral of applicants and appointment to fill merit positions.	Jane Monserud, HR Specialist I 102 USB 335-2652 Jane-monserud@uiowa.edu	Beverly Mason, clerk IV 102 USB 335-2659 beverly-mason@uiowa.edu	Leslie Ungs, clerk IV 102 USB 335-2658 Leslie-ungs@uiowa.edu
2. Advertise merit positions	Marlo Laing, clerk IV 102 USB	Beverly Mason, clerk IV	Leslie Ungs, clerk IV 102 USB

	335-2947 marlo-laing@uiowa.edu	102 USB 335-2659 beverly-mason@uiowa.edu	335-2658 Leslie-ungs@uiowa.edu
3. Qualify applicants for merit positions, determine appropriate referral status	<p>Employment Representatives Employment Representatives Jane Monserud, HR Specialist I 102 USB 335-2652 Jane-monserud@uiowa.edu</p> <p>Keith Becker, Employment Representative I 102 USB 335-2664 Keith-becker@uiowa.edu</p> <p>Al Young , Employment Representative I 102 USB 335-2415 allan-young@uiowa.edu</p> <p>Dixie Saur Hinman, Employment Representative I 102 USB 335-2662 dixie-saur@uiowa.edu</p>	Lyra W. Dickerson, Dir. Employment Services 102 USB 335-2721 lyra-dickerson@uiowa.edu	Leslie Unga, clerk IV 102 USB 335-2658 Leslie-ungs@uiowa.edu
4. Refer qualified applicants to merit positions	Leslie Unga, clerk IV 102 USB 335-2658 Leslie-ungs@uiowa.edu	Marlo Laing, clerk IV 102 USB 335-2947 marlo-laing@uiowa.edu	Patrick Gilpin, clerk IV 102 USB 335-2657 patrick-gilpin@uiowa.edu
5. Appoint individuals to merit positions	Beverly Mason, clerk IV 102 USB 335-2659 beverly-mason@uiowa.edu	Patrick Gilpin, clerk IV 102 USB 335-2657 patrick-gilpin@uiowa.edu	Jane Monserud, HR Specialist I 102 USB 335-2652 Jane-

			monserud@uiowa.edu
6. Provide temporary staffing service for departments via reassignment of current UI staff and referral of non-UI staff	Keith Becker, Employment Representative I 102 USB 335-2664 Keith-becker@uiowa.edu Leslie Ungs, clerk IV 102 USB 335-2658 Leslie-ungs@uiowa.edu	Jane Monserud, HR Specialist I 102 USB 335-2652 Jane-monserud@uiowa.edu Marlo Laing, clerk IV 102 USB 335-2947 marlo-laing@uiowa.edu	Al Young , Employment Representative I 102 USB 335-2415 allan-young@uiowa.edu Patrick Gilpin, clerk IV 102 USB 335-2657 patrick-gilpin@uiowa.edu
7. Determine the appropriate application of the regents merit rules and ASFCME contract	Jane Monserud, HR Specialist I 102 USB 335-2652 Jane-monserud@uiowa.edu	Kevin Ward, Executive Assoc. Dir. 121 USB 335-0095 kevin-ward@uiowa.edu	David Bergeon HR Specialist II 121 USB 335-2498 david-bergeon@uiowa.edu
8. Participate in RIF activities/planning for merit staff	Jane Monserud, HR Specialist I 102 USB 335-2652 Jane-monserud@uiowa.edu		Kevin Ward, Executive Assoc. Dir. 121 USB 335-0095 kevin-ward@uiowa.edu

C. Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:		If Stockpiling is Possible:	
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Communication Communication to the campus and applicants of proper application of the regents merit rules and AFSCME contract in regard to posting vacancies, referral of applicants and appointment to fill merit positions.	Computer, telephone	N			
2. Advertise merit positions	Computer, telephone	N			
3. Qualify applicants for merit positions, determine appropriate referral status	Computer, telephone	N			
4. Refer qualified applicants to merit positions	Computer, telephone	N			
5. Appoint individuals to merit positions	Computer, telephone	N			
6. Provide temporary staffing service for departments via reassignment of current UI staff and referral of non-UI staff	Computer, telephone	N			
7. Determine the appropriate application of the regents merit rules and ASFCME contract	Computer, telephone	N			
8. Participate in RIF activities/planning for merit staff	Computer, telephone	N			

G. Job Action Sheets for Essential Functions

(These are for internal use only and are not forwarded to University Administration.)

For each of the unit's essential functions, attach a job action sheet, which should provide guidelines that can be followed by the designated back-ups to perform the function. The job action sheets should include:

- Short title for the function
- Brief description of the function
- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function

- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks); this may refer to readily accessible internal documents (e.g., print or on-line operations manuals, job descriptions)
- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

E. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.
- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the administrative unit with oversight over the unit will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

VI. Recovery

Briefly outline what you see as the major challenges that your unit would confront at the point that the University begins to scale back up to supporting full operations (i.e., essential *and* non-essential functions) after having scaled-down to Phase 3, in which only essential functions are being supported. (At this point, you do not need to necessarily address how you would address these challenges, but the Task Force will use this to develop preliminary plans for a recovery phase).

ATTACHMENT D-VIII: HUMAN RESOURCES – INFORMATION MANAGEMENT, FINANCE & OPERATIONS (IMFO)

THE UNIVERSITY OF IOWA HUMAN RESOURCES – Information Management, Finance and Operations PANDEMIC PREPAREDNESS PLAN

The University of Iowa Pandemic Preparedness Task Force is currently engaging in University-wide planning regarding how continuity of operations in the event of a widespread pandemic that could result in substantial absenteeism and/or loss of life. The goals of the planning include ensuring the safety and well-being of members of our community, alongside delivering resources and services related to essential functions (i.e., resources and services that must be delivered to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property). Developing plans in advance of such a pandemic event is critical to these goals. As more information regarding a possible pandemic (including state and federal planning and research) is forthcoming, further planning may be needed. Consequently, these plans should be viewed as both iterative and dynamic.

The following pages outline four planning areas that this unit should address at this time:

- Decision-Making:** Designation of the chain-of-command for unit-level decisions.
- Communication:** Specification of points-of-contact in the unit for information coming from within the unit and outside, as well as modes for communication.
- Essential Functions:** Identification of essential functions, who is responsible for them, guidelines for back-ups in the event that the person designated as responsible for them is unable to carry them out.
- Recovery:** Outline of the major challenges the unit would confront in coming back to full functionality following a pandemic that results in limited University operations.

The following outlines the phased approach to pandemic planning that is guiding the Task Force's work.

I. Background: Pandemic Phases

The University of Iowa Pandemic Preparedness Task Force has determined that actions related to preparation and response to a pandemic will be guided by "phases," which correspond to the state of a pandemic outbreak in the world, US, and local Eastern Iowa region. The phases and a brief description of their implications for pandemic planning and implementation of pandemic plans are below.

Phase 1: Standby

A virus with pandemic potential is identified somewhere in the world. Pandemic planning should proceed, focusing on what needs to be accomplished before a human outbreak is confirmed overseas, including establishing the unit's decision-making chain-of-command to all employees of the unit and communicating it to them; establishing a plan for communicating information related to the pandemic to employees and students (including the pandemic phase; changes in operations, policies, and procedures in the event that a different phase is activated); identifying and describing essential and

non-essential functions; determining who will be responsible for monitoring the unit's ability to meet essential and non-essential functions.

Phase 2: Limited Services

A pandemic virus, transmittable among humans, has arrived in the United States and/or Eastern Iowa. Units should closely monitor levels of absenteeism among employees and students; ensure that personnel in the decision-making chain-of-command are in close communication with one another; communicate any disruptions to their ability to carry-out essential and non-essential functions to the administrative units to which they report (e.g., colleges, central administration offices); closely monitor the supply of resources needed to carry out essential functions and notify the administrative units to which they report of any threats to those supplies; remind faculty, staff, and students of how information regarding any necessary changes in operations or phases will be communicated.

Phase 3: Full Services

There are mass absences due to illness, worried well employees/students who are afraid to come to the University, those caring for ill family members or those caring for children due to daycare/school closures. Units should continue to the actions above (under Phase 2), noting that changes in operations may involve curtailment of non-essential functions.

Phase 4: Recovery and Preparation for Subsequent Waves

Absences have declined; students and employees are inquiring about whether/when work pertaining to non-essential functions that might have been curtailed in Phase 3 may be resumed. Units should develop a report documenting loss of lives and financial losses as well as an estimate regarding when non-essential functions can be resumed and the resources needed to resume those functions; if vaccines are available units should encourage employees and students to obtain them; if vaccines are not available, units should activate Phase 2 activities, unless directed otherwise by the central administration.

Unit Name: Information Management, Finance and Operations

II. Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

Information Management - Finance and Operations is dedicated to the advancement of the University's commitment to building a technically proficient workforce through such user-oriented means as web development and adaptable reporting. Our goal is to improve workflow and data administration through improvement and implementation of technical resources

III. Decision-Making

A. Decision-Making: Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

*The following persons comprise the “umbrella” chain of command for **University Human Resources (UHR)** as a whole, including all units. Units within UHR have separate pandemic preparedness plans that indicate this chain of command, as well as one for that respective unit.*

Name	Campus Office Address	Telephone	E-Mail
1. Sue Buckley	121 USB	335.1849	sue-buckley@uiowa.edu
2. Kevin Ward	121 USB	335.0095	kevin-ward@uiowa.edu
3. Laura Reed	121 USB	353.2312	laura-reed@uiowa.edu
4. Richard Saunders	120 USB	335.2673	richard-saunders@uiowa.edu
5. Judie Hermsen	121 USB	335.3553	judie-hermsen@uiowa.edu

*The following persons comprise the chain of command for **Information Management, Finance and Operations**, a unit within University Human Resources, for which the “umbrella” chain of command is listed immediately above.*

Name	Campus Office Address	Telephone	E-Mail
1. Larry Meyer	121 USB	335-0566	larry-meyer@uiowa.edu
2. Elaine Haddy	121 USB	335-2373	elaine-haddy@uiowa.edu
3. Mike Kaplan	121 USB	335-0166	michael-kaplan@uiowa.edu
4. Michael Alberhasky	121 USB	335-1009	michael-alberhasky@uiowa.edu

IV. Communications

See above

In the event of a pandemic the University must have a point-of contact within your unit for:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;
- Communications within your unit to employees and students regarding changes in unit, collegiate, or University operations, procedures, or policies;
- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

A. Communication Contacts

Communications contact and back ups are the same as indicated above for decision-making.

B. Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

Communications from unit up to administrative reporting line regarding operations, procedures, or policies:

1. E-Mail
2. Telephone

Communications within your unit to employees and students regarding changes in operations, procedures, or policies:

1. E-mail
2. Telephone

Communications from employees and students in your unit regarding their ability to meet commitments to your unit:

1. E-mail
2. Telephone

V. Essential Functions

Each unit of UHR (Benefits, Compensation and Classification, Employee and Labor Relations, Employment Services, Information Management, Organizational Effectiveness, and Payroll) has its own unit pandemic preparedness plan. Refer to those plans for other essential functions within UHR.

A. Essential Functions of the Unit

*Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the **University**; or (2) irreparable damage to University property.*

Communication is an essential function for every unit.

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Communication	Larry Meyer/Elaine Haddy	Yes	People won't be notified
2. HR Transaction Special Comp prior approval and payments	Matt Mason	Yes	Application won't work
3. Workers Compensation	Matt Mason	YES	Application won't work
4. Immigration tracking system	Matt Mason	Yes	Application won't work
5. Merit and P&S jobs system	Adam Pyatt	Yes	Application won't work
6. P&S and merit requisitions	Adam Pyatt	Yes	Application won't work
7. Workflow attachments	Adam Pyatt	Yes	Application won't work
8. Workflow	Mike Kaplan	Yes	Application won't work
9. Self service employee functions	Mike Kaplan	Yes	Application won't work
10. HR transaction system	Mike Kaplan	Yes	Application won't work
11. PeopleSoft system payroll/benefits processing support	Mike Kaplan	Yes	Application won't work
12. PeopleSoft system security and maintenance	Carol Drum	Yes	Application won't work
13. PeopleSoft tax updates (only needed for new year tax tables, which occur in December or January of each year)	Carol Drum	Yes	Application won't work
14. Effort reporting during August and Sept when annual PARs are required for federal analysis and reporting	Cheryl Hoch	Yes	Application won't work
15. Budget management during the annual budget	Cheryl Hoch	Yes	Application won't work

planning process			
16. Reporting of newly hired employees to the central registry. (Required by state and federal law for child support tracking)	Patricia Cowles	Yes	Application won't work
17. Pro Trav	Michael Alberhasky	Yes	Application won't work
18. Windows server report	Michael Alberhasky	Yes	Application won't work
19. Financial aid – JobNet	Michael Alberhasky	Yes	Application won't work
20. FSDS application	Hans Hoerschelman	Yes	Application won't work
21. E-deposit	Jacob Feuerbach	Yes	Application won't work

B. Essential Function Back-Ups

See Attached for communication information

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Second Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Third Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail
1. Communication			
2. HR Transaction Special Comp prior approval and payments	Mike Kaplan	Adam Pyatt	
3. Workers Compensation	Mike Kaplan	Adam Pyatt	
4. Immigration tracking system	Mike Kaplan	Adam Pyatt	
5. Merit and P&S jobs system	Mike Kaplan	Matt Mason	
6. P&S and merit requisitions	Mike Kaplan	Matt Mason	
7. Workflow attachments	Michael Alberhasky	Mike Kaplan	
8. Workflow	Adam Pyatt	Matt Mason	Hans Hoerschelman
9. Self service	Matt Mason	Adam Pyatt	Hans Hoerschelman

employee functions			
10. HR transaction system	Adam Pyatt	Matt Mason	Hans Hoerschelman
11. PeopleSoft system payroll/benefits processing support	Carol Drum	Adam Pyatt	
12. PeopleSoft system security and maintenance	Mike Kaplan	Adam Pyatt	
13. PeopleSoft tax updates (only needed for new year tax tables, which occur in December or January of each year)	Adam Pyatt	Mike Kaplan	
14. Effort reporting during August and Sept when annual PARs are required for federal analysis and reporting	Michael Alberhasky	Hans Hoerschelman	
15. Budget management during the annual budget planning process	Michael Alberhasky	Hans Hoerschelman	
16. Reporting of newly hired employees to the central registry. (Required by state and federal law for child support tracking)	Gert Nath	Mike Kaplan	
17. Pro Trav	Jacob Feuerbach	Cheryl Hoch	
18. Windows server report	Jacob Feuerbach	Cheryl Hoch	
19. Financial aid – JobNet	Cheryl Hoch	Jacob Feuerbach	
20. FSIDS application	Matt Mason	Adam Pyatt	
21. E-deposit	Michael Alberhasky	Cheryl Hoch	

C. Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as

pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Communication	Computer and Internet Provider				
2. HR Transaction Special Comp prior approval and payments	Computer and Internet Provider				
3. Workers Compensation	Computer and Internet Provider				
4. Immigration tracking system	Computer and Internet Provider				
5. Merit and P&S jobs system	Computer and Internet Provider				
6. P&S and merit requisitions	Computer and Internet Provider				
7. Workflow attachments	Computer and Internet Provider				
8. Workflow	Computer and Internet Provider				
9. Self service employee functions	Computer and Internet Provider				
10. HR transaction system	Computer and Internet Provider				
11. PeopleSoft system payroll/benefits processing support	Computer and Internet Provider				
12. PeopleSoft system security and	Computer and Internet				

maintenance	Provider				
13. PeopleSoft tax updates (only needed for new year tax tables, which occur in December or January of each year	Computer and Internet Provider				
14. Effort reporting during August and Sept when annual PARs are required for federal analysis and reporting	Computer and Internet Provider				
15. Budget management during the annual budget planning process	Computer and Internet Provider				
16. Reporting of newly hired employees to the central registry. (Required by state and federal law for child support tracking)	Computer and Internet Provider				
17. Pro Trav	Computer and Internet Provider				
18. Windows server report	Computer and Internet Provider				
19. Financial aid – JobNet	Computer and Internet Provider				
20. FSDS application	Computer and Internet Provider				
21. E-deposit	Computer and Internet Provider				

H. Job Action Sheets for Essential Functions
(These are for internal use only and are not forwarded to University Administration.)

For each of the unit's essential functions, attach a job action sheet, which should provide guidelines that can be followed by the designated back-ups to perform the function. The job action sheets should include:

- Short title for the function
- Brief description of the function
- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function
- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks); this may refer to readily accessible internal documents (e.g., print or on-line operations manuals, job descriptions)
- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

E. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.
- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the administrative unit with oversight over the unit will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

VI. Recovery

Briefly outline what you see as the major challenges that your unit would confront at the point that the University begins to scale back up to supporting full operations (i.e., essential *and* non-essential functions) after having scaled-down to Phase 3, in which only essential functions are being supported. (At this point, you do not need to necessarily address how you would address these challenges, but the Task Force will use this to develop preliminary plans for a recovery phase).

Team meeting daily to determine critical functions or issues and assign available resources.

ATTACHMENT D-IX: HUMAN RESOURCES - IMFO CONTACT INFORMATION

**The University of Iowa
Information Management Contact Information
Jun-07**

Name	Email Address	Position	Room	Building	Campus Ph
Alberhasky, Michael	michael-alberhasky@uiowa.edu	Application Developer	121	USB	335-1009
Beeler Diane	diane-beeler@uiowa.edu	Clerk IV	121	USB	335-5402
Bell Angela	angela-bell@uiowa.edu	Assistant Director	121	USB	384-2090
Burden, Adam	adam-burden@uiowa.edu	Info Tech Support Services II	614	JB	335-2595
Cowles, Patricia	patricia-cowles@uiowa.edu	Info Tech Support Services II	121	USB	335-2666
Drum, Carol	carol-drum@uiowa.edu	Application Developer	121	USB	335-6321
Eubanks, Bob	bob-eubanks@uiowa.edu	Info Tech Support Services III	614	JB	353-2350
Feuerbach, Jacob	jacob-feuerbach@uiowa.edu	Application Developer	121	USB	335-5142
Haddy, Elaine	elaine-haddy@uiowa.edu	Associate Director	121	USB	335-2373
Hoerschelman, Hans	hans-hoerschelman@uiowa.edu	Application Developer	121	USB	335-0132
Kaplan, Michael	michael-kaplan@uiowa.edu	Application Developer & Support III	121	USB	335-0166
Krantz, Carla	carla-krantz@uiowa.edu	Clerk IV	121	USB	335-5337
Mason, Matt	matt-mason@uiowa.edu	Application Developer	121	USB	335-5645
Meyer, Larry	larry-meyer@uiowa.edu	Associate Director	121	USB	335-0566
Nath, Gert	gertrude-nath@uiowa.edu	Info Tech Support Services II	121	USB	335-0014
Pyatt, Adam	adam-pyatt@uiowa.edu	Application Developer	121	USB	335-6202
Schnedler, Penny	penny-schnedler@uiowa.edu	Clerk IV	121	USB	335-2943

ATTACHMENT D-X: HUMAN RESOURCES - ORGANIZATIONAL EFFECTIVENESS

THE UNIVERSITY OF IOWA HUMAN RESOURCES – Organizational Effectiveness PANDEMIC PREPAREDNESS PLAN

The University of Iowa Pandemic Preparedness Task Force is currently engaging in University-wide planning regarding how continuity of operations in the event of a widespread pandemic that could result in substantial absenteeism and/or loss of life. The goals of the planning include ensuring the safety and well-being of members of our community, alongside delivering resources and services related to essential functions (i.e., resources and services that must be delivered to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property). Developing plans in advance of such a pandemic event is critical to these goals. As more information regarding a possible pandemic (including state and federal planning and research) is forthcoming, further planning may be needed. Consequently, these plans should be viewed as both iterative and dynamic.

The following pages outline four planning areas that this unit should address at this time:

- Decision-Making:** Designation of the chain-of-command for unit-level decisions.
- Communication:** Specification of points-of-contact in the unit for information coming from within the unit and outside, as well as modes for communication.
- Essential Functions:** Identification of essential functions, who is responsible for them, guidelines for back-ups in the event that the person designated as responsible for them is unable to carry them out.
- Recovery:** Outline of the major challenges the unit would confront in coming back to full functionality following a pandemic that results in limited University operations.

The following outlines the phased approach to pandemic planning that is guiding the Task Force's work.

I. Background: Pandemic Phases

The University of Iowa Pandemic Preparedness Task Force has determined that actions related to preparation and response to a pandemic will be guided by "phases," which correspond to the state of a pandemic outbreak in the world, US, and local Eastern Iowa region. The phases and a brief description of their implications for pandemic planning and implementation of pandemic plans are below.

Phase 1: Standby

A virus with pandemic potential is identified somewhere in the world. Pandemic planning should proceed, focusing on what needs to be accomplished before a human outbreak is confirmed overseas, including establishing the unit's decision-making chain-of-command to all employees of the unit and communicating it to them; establishing a plan for communicating information related to the pandemic to employees and students (including the pandemic phase; changes in operations, policies, and procedures in the event that a different phase is activated); identifying and describing

essential and non-essential functions; determining who will be responsible for monitoring the unit's ability to meet essential and non-essential functions.

Phase 2: Limited Services

A pandemic virus, transmittable among humans, has arrived in the United States and/or Eastern Iowa. Units should closely monitor levels of absenteeism among employees and students; ensure that personnel in the decision-making chain-of-command are in close communication with one another; communicate any disruptions to their ability to carry-out essential and non-essential functions to the administrative units to which they report (e.g., colleges, central administration offices); closely monitor the supply of resources needed to carry out essential functions and notify the administrative units to which they report of any threats to those supplies; remind faculty, staff, and students of how information regarding any necessary changes in operations or phases will be communicated.

Phase 3: Full Services

There are mass absences due to illness, worried well employees/students who are afraid to come to the University, those caring for ill family members or those caring for children due to daycare/school closures. Units should continue to the actions above (under Phase 2), noting that changes in operations may involve curtailment of non-essential functions.

Phase 4: Recovery and Preparation for Subsequent Waves

Absences have declined; students and employees are inquiring about whether/when work pertaining to non-essential functions that might have been curtailed in Phase 3 may be resumed. Units should develop a report documenting loss of lives and financial losses as well as an estimate regarding when non-essential functions can be resumed and the resources needed to resume those functions; if vaccines are available units should encourage employees and students to obtain them; if vaccines are not available, units should activate Phase 2 activities, unless directed otherwise by the central administration.

Unit Name: Organizational Effectiveness

II. Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

OE will assist to strengthen individual and organizational learning and performance. OE will advocate for a University community that builds upon a humane, healthy, effective and competent culture. Specifically, essential services such as Employee Assistance Program, Critical incident facilitation, dependent care assistance, wellness experts, work redesign and facilitation of discussions and crisis management as requested by units.

III. Decision-Making

A. Decision-Making: Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

*The following persons comprise the “umbrella” chain of command for **University Human Resources (UHR)** as a whole, including all units. Units within UHR have separate pandemic preparedness plans that indicate this chain of command, as well as one for that respective unit.*

Name	Campus Office Address	Telephone	E-Mail
1. Sue Buckley	121 USB	335.1849	sue-buckley@uiowa.edu
2. Kevin Ward	121 USB	335.0095	kevin-ward@uiowa.edu
3. Laura Reed	121 USB	353.3553	laura-reed@uiowa.edu
4. Richard Saunders	120 USB	335.2673	richard-saunders@uiowa.edu
5. Judie Hermsen	121 USB	335.3553	judie-hermsen@uiowa.edu

*The following persons comprise the chain of command for **Organizational Effectiveness**, a unit within University Human Resources, for which the “umbrella” chain of command is listed immediately above.*

Name	Campus Office Address	Telephone	E-Mail
Laura Reed	121 USB	353.2312	laura-reed@uiowa.edu
Kevin Ward	121 USB	335.0095	kevin-ward@uiowa.edu
Judie Hermsen	121 USB	335.3553	judie-hermsen@uiowa.edu
Teresa Kulper	121 USB	335.2085	teresa-kulper@uiowa.edu
Joni Troester	121 USB	335.2692	joni-troester@uiowa.edu

IV. Communications

In the event of a pandemic the University must have a point-of contact within your unit for:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;
- Communications within your unit to employees and students regarding changes in unit, collegiate, or University operations, procedures, or policies;
- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

A. Communication Contacts

Communications contact and back ups are the same as indicated above for decision-making.

B. Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

Communications from unit up to administrative reporting line regarding operations, procedures, or policies: could occur via our telephone tree in OE or within email lists that we have internal to the unit we also have a listing with all home and cell phone numbers.

Communications within your unit to employees and students regarding changes in operations, procedures, or policies:

We have list servs for our major client or customer groups.

Communications from employees and students in your unit regarding their ability to meet commitments to your unit: again if email is functioning that will be a first choice, but all persons within OE have access to home numbers, work numbers and cell numbers when available

V. Essential Functions

Each unit of UHR (Benefits, Compensation and Classification, Employee and Labor Relations, Employment Services, Information Management, Organizational Effectiveness, and Payroll) has its own unit pandemic preparedness plan. Refer to those plans for other essential functions within UHR.

A. Essential Functions of the Unit

Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property.

Communication is an essential function for every unit.

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Communication	Laura Reed will serve as triage for all OE communications 121-50 USB 319-353-2312 laura-reed@uiowa.edu	Yes	Unit will not know what is happening organizationally or expectations related to showing up at work and demands from campus units
2. Employee Assistant Program, counseling for	Teresa Kulper 121-50 USB	Via phone if necessary	Mass confusion and anxiety.

individuals or families	319-335-2085 teresa-kulper@uiowa.edu		
3. BRM/Critical Incident Debrief, including grief counseling for groups	Teresa Kulper 121-50 USB 319-335-2085 teresa-kulper@uiowa.edu	Via phone if necessary	Mass confusion and anxiety.
4. UEHC/Employee Health	Joni Troester 121-50 USB 319-335-2692 joni-troester@uiowa.edu	Yes	No just-in-time healthcare.
5. Flexible work arrangements	Jane Holland 121-50 USB 319-335-1371 jane-holland@uiowa.edu	Yes	Concern over dependent care.
6. Workers Compensation	Joni Troester 121-50 USB 319-335-2692 joni-troester@uiowa.edu	Yes	Loss of payment.
7. Student Subsidy Program (only if class is in session)	Jane Holland 121-50 USB 319-335-1371 jane-holland@uiowa.edu	Yes	Loss of payment.
8. Tuition Assistance	Maureen McCormick 121-51 USB 319-335-2672 maureen-mccormick@uiowa.edu	Yes	Loss of payment.
9. E-learning, SkillSoft port	Leann Hotchkiss 121-51 USB 319-335-2901 leann-hotchkiss@uiowa.edu	Yes	None

B. Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Second Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Third Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail
1. Communication	Laura Reed 121-50 USB 319-353-2312	Teresa Kulper 121-50 USB 319-335-2085	Joni Troester 121-50 USB 319-335-2692

	laura-reed@uiowa.edu	teresa-kulper@uiowa.edu	joni-troester@uiowa.edu
2. Employee Assistant Program, counseling for individuals or families	Joan Rinner 121-50 USB 319-335-2052 joan-rinner@uiowa.edu	Carol Wozniak-Rebhuhn 121-50 USB 319-335-2052 carol-wozniak-rebhuhn@uiowa.edu	Sandra Gannon 5551 WL 319-335-9352 sandra-gannon@uiowa.edu OR Marvin Sims 5149 WL 319-335-9336 marvin-sims@uiowa.edu
3. BRM/Critical Incident Debrief, including grief counseling for groups	Joan Rinner 121-50 USB 319-335-2052 joan-rinner@uiowa.edu	Carol Wozniak-Rebhuhn 121-50 USB 319-335-2052 carol-wozniak-rebhuhn@uiowa.edu	Sandra Gannon 5551 WL 319-335-9352 sandra-gannon@uiowa.edu OR Marvin Sims 5149 WL 319-335-9336 marvin-sims@uiowa.edu 319 335 9336
4. UEHC/Employee Health	Laura Reed 121-50 USB 319-353-2312 laura-reed@uiowa.edu	Megan Moeller 111 CC 319-335-5424 megan-moeller@uiowa.edu	
5. Flexible work arrangements	Joni Troester 121-50 USB 319-335-2692 joni-troester@uiowa.edu	Nancy Noyer 121-50 USB 319-335-0560 nancy-noyer@uiowa.edu	Judie Hermsen 121 USB 319-335-3553 judie-hermsen@uiowa.edu
6. Workers Compensation	Amy Edeker 120-28 USB 319-353-2375 amy-edeker@uiowa.edu	Richard Saunders 120-40 USB 319-335-2676 richard-saunders@uiowa.edu	Bethany Kaplan 120-40 USB 319-335-2679 bethany-kaplay@uiowa.edu
7. Student Subsidy Program (only if class is in session)	Ruth Hurlburt 121-50 USB 319-353-2314 ruth-hurlburt@uiowa.edu	TBD, vacancy	
8. Tuition Assistance	Maureen McCormick 121-51 USB 319-335-2672	Barb Simon 121-51 USB 319-335-5464	Dorian Walker 121-51 USB 319-335-2687

	maureen-mccormick@uiowa.edu	barbara-simon@uiowa.edu	dorian-walker@uiowa.edu
9. E-learning, SkillSoft port	Maureen McCormick 121-51 USB 319-335-2672 maureen-mccormick@uiowa.edu	Dorian Walker 121-51 USB 319-335-2687 dorian-walker@uiowa.edu	

C. Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Communication	Phone, land line and cell	No			
2. Employee Assistant Program, counseling for individuals or families	Phone line and cell, web would be ideal	No			
3. BRM/Critical Incident Debrief, including grief counseling for groups	Same as above	No			
4. UEHC/Employee Health	Space at clinic, phone, and access to computer	This would need to be determined by UEHC			
5. Flexible work arrangements	Phone, land line and cell	No			
6. Workers Compensation	Phone land line, cell line and access to computer	No			
7. Student Subsidy Program (only if class is in session)	Same as above	No			
8. Tuition Assistance	Same as above	No			
9. E-learning, SkillSoft port	Same as above	No			

I. Job Action Sheets for Essential Functions

(These are for internal use only and are not forwarded to University Administration.)

For each of the unit's essential functions, attach a job action sheet, which should provide guidelines that can be followed by the designated back-ups to perform the function. The job action sheets should include:

- Short title for the function
- Brief description of the function
- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function
- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks); this may refer to readily accessible internal documents (e.g., print or on-line operations manuals, job descriptions)
- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

E. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.
- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the administrative unit with oversight over the unit will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

VI. Recovery

Briefly outline what you see as the major challenges that your unit would confront at the point that the University begins to scale back up to supporting full operations (i.e., essential *and* non-essential

functions) after having scaled-down to Phase 3, in which only essential functions are being supported. (At this point, you do not need to necessarily address how you would address these challenges, but the Task Force will use this to develop preliminary plans for a recovery phase).

Specifically we believe it would be important for all units within the UI to identify a point of contact for reentry issues. Units will want to be prepared to deal with fear and anxiety about returning to work, grieving over the loss of co-workers or family members, redesigning work if a number of people are not returning, and anger and/or financial problems related to some employees having exhausted their benefits. So, if a unit is experiencing these issues, OE could work with those designated individuals and educate them on how to handle critical incident debriefing and having access to EAP resource professionals. This will assist in smooth transitions if individuals are aware of support resources and to normalize the feelings that they may be experiencing, thus improving productivity overall.

We also believe it may be useful to consider an all staff communication each morning and possibly prior to going home within units to share organizational updates and specific unit considerations or needs, thus planning for recovery throughout the weeks of getting back to full operation.

ATTACHMENT D-XI: HUMAN RESOURCES - PAYROLL

THE UNIVERSITY OF IOWA HUMAN RESOURCES – Payroll PANDEMIC PREPAREDNESS PLAN

The University of Iowa Pandemic Preparedness Task Force is currently engaging in University-wide planning regarding how continuity of operations in the event of a widespread pandemic that could result in substantial absenteeism and/or loss of life. The goals of the planning include ensuring the safety and well-being of members of our community, alongside delivering resources and services related to essential functions (i.e., resources and services that must be delivered to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property). Developing plans in advance of such a pandemic event is critical to these goals. As more information regarding a possible pandemic (including state and federal planning and research) is forthcoming, further planning may be needed. Consequently, these plans should be viewed as both iterative and dynamic.

The following pages outline four planning areas that this unit should address at this time:

- Decision-Making:** Designation of the chain-of-command for unit-level decisions.
- Communication:** Specification of points-of-contact in the unit for information coming from within the unit and outside, as well as modes for communication.
- Essential Functions:** Identification of essential functions, who is responsible for them, guidelines for back-ups in the event that the person designated as responsible for them is unable to carry them out.
- Recovery:** Outline of the major challenges the unit would confront in coming back to full functionality following a pandemic that results in limited University operations.

The following outlines the phased approach to pandemic planning that is guiding the Task Force's work.

I. Background: Pandemic Phases

The University of Iowa Pandemic Preparedness Task Force has determined that actions related to preparation and response to a pandemic will be guided by "phases," which correspond to the state of a pandemic outbreak in the world, US, and local Eastern Iowa region. The phases and a brief description of their implications for pandemic planning and implementation of pandemic plans are below.

Phase 1: Standby

A virus with pandemic potential is identified somewhere in the world. Pandemic planning should proceed, focusing on what needs to be accomplished before a human outbreak is confirmed overseas, including establishing the unit's decision-making chain-of-command to all employees of the unit and communicating it to them; establishing a plan for communicating information related to the pandemic to employees and students (including the pandemic phase; changes in operations, policies, and procedures in the event that a different phase is activated); identifying and describing essential and non-essential functions; determining who will be responsible for monitoring the unit's ability to meet essential and non-essential functions.

Phase 2: Limited Services

A pandemic virus, transmittable among humans, has arrived in the United States and/or Eastern Iowa. Units should closely monitor levels of absenteeism among employees and students; ensure that personnel in the decision-making chain-of-command are in close communication with one another; communicate any disruptions to their ability to carry-out essential and non-essential functions to the administrative units to which they report (e.g., colleges, central administration offices); closely monitor the supply of resources needed to carry out essential functions and notify the administrative units to which they report of any threats to those supplies; remind faculty, staff, and students of how information regarding any necessary changes in operations or phases will be communicated.

Phase 3: Full Services

There are mass absences due to illness, worried well employees/students who are afraid to come to the University, those caring for ill family members or those caring for children due to daycare/school closures. Units should continue to the actions above (under Phase 2), noting that changes in operations may involve curtailment of non-essential functions.

Phase 4: Recovery and Preparation for Subsequent Waves

Absences have declined; students and employees are inquiring about whether/when work pertaining to non-essential functions that might have been curtailed in Phase 3 may be resumed. Units should develop a report documenting loss of lives and financial losses as well as an estimate regarding when non-essential functions can be resumed and the resources needed to resume those functions; if vaccines are available units should encourage employees and students to obtain them; if vaccines are not available, units should activate Phase 2 activities, unless directed otherwise by the central administration.

Unit Name: Payroll

II. Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, and the delivery of support services for other units.

Briefly describe the core activities of your unit:

The University of Iowa Payroll Office is dedicated to providing reliable, comprehensive payroll-related services.

- Paying employees accurately and timely for both biweekly and monthly payrolls
- Providing annual tax information for US Citizens and nonresident aliens
- Handling Federal and State tax reporting and deposits
- Payroll-related accounting data
- Maintaining vacation/sick leave balance information for staff
- Auditing of independent contractor payments

III. Decision-Making

A. Decision-Making: Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

The following persons comprise the “umbrella” chain of command for University Human Resources (UHR) as a whole, including all units. Units within UHR have separate pandemic preparedness plans that indicate this chain of command, as well as one for that respective unit.

Name	Campus Office Address	Telephone	E-Mail
1. Sue Buckley	121 USB	335.1849	sue-buckley@uiowa.edu
2. Kevin Ward	121 USB	335.0095	kevin-ward@uiowa.edu
3. Laura Reed	121 USB	353.2312	laura-reed@uiowa.edu
4. Richard Saunders	120 USB	335.2673	richard-saunders@uiowa.edu
5. Judie Hermsen	121 USB	335.3553	judie-hermsen@uiowa.edu

The following persons comprise the chain of command for Payroll, a unit within University Human Resources, for which the “umbrella” chain of command is listed immediately above.

Name	Campus Office Address	Telephone	E-Mail
Terri Hein and Dan Schropp	120-30 USB	335-2374 335-2382	terri-hein@uiowa.edu daniel-schropp@uiowa.edu
Richard Saunders	120 USB	335.2673	richard-saunders@uiowa.edu
Sue Engler	120-30 USB	335-3829	sue-engler@uiowa.edu
Rachel Quinlan	120-30 USB	353-2097	rachel-quinlan@uiowa.edu

IV. Communications

In the event of a pandemic the University must have a point-of contact within your unit for:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;
- Communications within your unit to employees and students regarding changes in unit, collegiate, or University operations, procedures, or policies;
- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

A. Communication Contacts

Communications contact and back ups are the same as indicated above for decision-making.

B. Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

Communications from unit up to administrative reporting line regarding operations, procedures, or policies: Email, Telephone

Communications within your unit to employees and students regarding changes in operations, procedures, or policies: In-person conversation or meetings, HR pandemic web site, email, telephone

Communications from employees and students in your unit regarding their ability to meet commitments to your unit: In-person conversation or meetings, email, telephone

V. Essential Functions

Each unit of UHR (Benefits, Compensation and Classification, Employee and Labor Relations, Employment Services, Information Management, Organizational Effectiveness, and Payroll) has its own unit pandemic preparedness plan. Refer to those plans for other essential functions within UHR.

A. Essential Functions of the Unit

Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property.

Communication is an essential function for every unit.

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> • Name & Position • Campus Office Address • Telephone • E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Communication	Terri Hein or Dan Schropp Assistant Director 120-30 USB 335-2374 - Terri 335-2382 - Dan terri-hein@uiowa.edu daniel-schropp@uiowa.edu	Yes	University of Iowa employees are unaware of how they will be paid or if they will be paid in a timely manner - stress and anxiety for staff.
2. Payroll processing –	Dan Schropp	Yes for the	Biweekly or Monthly employees

transaction system	Assistant Director 120-30 USB 335-2382 daniel-schropp@uiowa.edu	most critical part of the operation.	will not get paid limiting staff with access to funds to meet day to day expenses - increases stress and anxiety in staff. One of the biggest obstacles will be printing of reports and checks as we are unable to print from a remote site.
3. Payroll accounting, income tax processing and remittance, vendor remittance	Terri Hein Assistant Director 120-30 USB 335-2374 terri-hein@uiowa.edu	Yes	Taxes will not be submitted to Federal and State Agencies in a timely manner (potential penalties and interest) as well as child support will not be sent which reduces the ability for individual to meet day to day needs. Accounting - general ledger information as well as accounting for grants related to Federal and State funding would not be accurate.
4. Nonresident alien taxation	Pat Meskimen HR Specialist II 120-30 USB 335-2383 patricia-meskimen@uiowa.edu	Yes	Nonresident alien taxation would not be correct - staff member could be taxed incorrectly, or could run into potential issues related to visa violations.
5. Payroll vouchers and special compensation	Marianne Stratton Clerk IV 120-30 USB 335-2420 marianne-stratton@uiowa.edu	No	Payments to independent contractors and University of Iowa staff would be delayed.
6. Garnishment processing	De Benoit Clerk IV 120-30 USB 335-3426 diane-benoit@uiowa.edu	Yes	Payment to Federal/State agencies as well as creditors would be delayed.
7. Child support processing	Marianne Stratton Clerk IV 120-30 USB 335-2420 marianne-stratton@uiowa.edu	Yes	Child support payments would be delayed limiting the individual's ability to meet day to day obligations.
8. Vacation/sick leave – time reporting	Rus Schomers Clerk IV 120-30 USB 335-2378	Yes - would be able to load time records to	Pay Adjustments (overtime, shift etc...) and updating of leave balance information would be delayed for paper copy regular or

	russell-schomers@uiowa.edu	pay but would not be able to receive paper copy corrections.	corrected time records.
9. Biweekly payroll processing	Denise Fuller Clerk IV 120-30 USB 335-2387 denise-fuller@uiowa.edu	Yes - would be able to load time records but would not be able to make corrections.	Without the ability to print the error edit at home, some payments would be processed incorrectly and some staff would not get paid at all. Also, would not be able to receive any paper copy regular or corrected biweekly time records for processing.
10. Daily off cycle processing	Rus Schomers Clerk IV 120-30 USB 335-2378 russell-schomers@uiowa.edu	Yes for direct deposit payments only, not checks.	Payments that would need to be made on an ad hoc basis could be delayed, if a paper check is required.
11. 1042-S tax processing	Pat Meskimen HR Specialist II 120-30 USB 335-2383 patricia-meskimen@uiowa.edu	Yes	Ensure accurate reporting of tax information to Federal and State Government

B. Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Second Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Third Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail
1. Communication	Richard Saunders Sr Associate Director 120-40 USB 335-2673 richard-saunders@uiowa.edu	Sue Engler HR Specialist II 120-30 USB 335-3829 sue-engler@uiowa.edu	Rachel Quinlan Administrative Accountant 120-30 USB 353-2097 rachel-quinlan@uiowa.edu

			quinlan@uiowa.edu
2. Payroll processing – transaction system	Rachel Quinlan Administrative Accountant 120-30 USB 353-2097 rachel-quinlan@uiowa.edu	Katie Villhauer HR Specialist I 120-30 USB 335-2380 katie-villhauer@uiowa.edu	Terri Hein Assistant Director 120-30 USB 335-2374 terri-hein@uiowa.edu
3. Payroll accounting, income tax processing and remittance, vendor remittance	Rachel Quinlan Administrative Accountant 120-30 USB 353-2097 rachel-quinlan@uiowa.edu	Katie Villhauer HR Specialist I 120-30 USB 335-2380 katie-villhauer@uiowa.edu	Xuefen Zhen Accountant 120-30 USB 353-2460 xuefen-zhen@uiowa.edu
4. Nonresident alien taxation	Xuefen Zhen Accountant 120-30 USB 353-2460 xuefen-zhen@uiowa.edu	Katie Villhauer HR Specialist I 120-30 USB 335-2380 katie-villhauer@uiowa.edu	Terri Hein Assistant Director 120-30 USB 335-2374 terri-hein@uiowa.edu
5. Payroll vouchers and special compensation	Katie Villhauer HR Specialist I 120-30 USB 335-2380 katie-villhauer@uiowa.edu	Dan Schropp Assistant Director 120-30 USB 335-2382 daniel-schropp@uiowa.edu	Sue Engler HR Specialist II 120-30 USB 335-3829 sue-engler@uiowa.edu
6. Garnishment processing	Terri Hein Assistant Director 120-30 USB 335-2374 terri-hein@uiowa.edu	Rachel Quinlan Administrative Accountant 120-30 USB 353-2097 rachel-quinlan@uiowa.edu	
7. Child support processing	Denise Fuller Clerk IV 120-30 USB 335-2387 denise-fuller@uiowa.edu	Terri Hein Assistant Director 120-30 USB 335-2374 terri-hein@uiowa.edu	
8. Vacation/sick leave – time reporting	Dan Schropp Assistant Director 120-30 USB 335-2382 daniel-schropp@uiowa.edu	Rachel Quinlan Administrative Accountant 120-30 USB 353-2097 rachel-quinlan@uiowa.edu	
9. Biweekly payroll	Xuefen Zhen	Dan Schropp	De Benoit

processing	Accountant 120-30 USB 353-2460 xuefen-zhen@uiowa.edu	Assistant Director 120-30 USB 335-2382 daniel-schropp@uiowa.edu	Clerk IV 120-30 USB 335-3426 diane-benoit@uiowa.edu
10. Daily off cycle processing	Denise Fuller Clerk IV 120-30 USB 335-2387 denise-fuller@uiowa.edu	Marianne Stratton Clerk IV 120-30 USB 335-2420 Marianne-stratton@uiowa.edu	De Benoit Clerk IV 120-30 USB 335-3426 diane-benoit@uiowa.edu
11. 1042-S tax processing	Rachel Quinlan Administrative Accountant 120-30 USB 353-2097 rachel-quinlan@uiowa.edu	Terri Hein Assistant Director 120-30 USB 335-2374 terri-hein@uiowa.edu	

C. Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Communication	N/A	N/A	N/A	N/A	N/A
2. Payroll processing – transaction system	Check Stock White Paper	Y Y	? ?	? ?	? ?
3. Payroll accounting, income tax processing and remittance, vendor remittance	W-2 Forms #7 envelopes	Y	?	?	?
4. Nonresident alien taxation	N/A	N/A	N/A	N/A	N/A
5. Payroll vouchers and special compensation	N/A	N/A	N/A	N/A	N/A

6. Garnishment processing	N/A	N/A	N/A	N/A	N/A
7. Child support processing	N/A	N/A	N/A	N/A	N/A
8. Vacation/sick leave – time reporting	N/A	N/A	N/A	N/A	N/A
9. Biweekly payroll processing	N/A	N/A	N/A	N/A	N/A
10. Daily off cycle processing	Check Stock	Y	?	?	?
11. 1042-S tax processing	Forms	Y	?	?	?

In General - Masks for staff that need to come to the building to work - feasible to stock pile.

In General - Gas for staff to drive to work - not feasible for Payroll to stock pile.

J. Job Action Sheets for Essential Functions

(These are for internal use only and are not forwarded to University Administration.)

For each of the unit's essential functions, attach a job action sheet, which should provide guidelines that can be followed by the designated back-ups to perform the function. The job action sheets should include:

- Short title for the function
- Brief description of the function
- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function
- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks); this may refer to readily accessible internal documents (e.g., print or on-line operations manuals, job descriptions)
- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

E. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.

- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the administrative unit with oversight over the unit will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

VI. Recovery

Briefly outline what you see as the major challenges that your unit would confront at the point that the University begins to scale back up to supporting full operations (i.e., essential *and* non-essential functions) after having scaled-down to Phase 3, in which only essential functions are being supported. (At this point, you do not need to necessarily address how you would address these challenges, but the Task Force will use this to develop preliminary plans for a recovery phase).

ATTACHMENT D-XII: FACILITIES MANAGEMENT - UTILITIES & ENERGY MANAGEMENT

PURPOSE

A pandemic outbreak in any part of the world could dramatically reduce available labor pools, cripple supply chains and greatly diminish businesses' ability to meet scheduled obligations. The likelihood of significant disruptions in daily routine – for families, companies and society as a whole - is a very real possibility. In the case of a health emergency pandemic, it will be people rather than buildings or information technology that may be unavailable. Organizations that provide critical infrastructure services, such as utilities, transportation, and telecommunication, have a special responsibility to plan for continued operation in such a crisis. Having a continuity of business plan is essential in order to protect employees' health and safety, as well as, limiting impact on the economy and health care systems.

The purpose of this *Utilities and Energy Management (U&EM) Continuity of Business Plan: Health Emergency Pandemic* is to manage the impact of a health related pandemic. Risk levels need to be identified and appropriate control measures implemented to prevent illness in the workplace. This plan includes ensuring:

- Decision-making
Chain of command with designated back-ups for unit level decisions is outlined. Additionally, decision making processes are put in place to handle disruptions, as well as, ensuring processes are in place to meet the wellness needs of employees and minimize their exposure to morbidity and mortality associated with a pandemic. This includes establishing an ethic of infection control in the workplace (e.g., systems to reduce infection transmission, options for working offsite while ill, providing services from home and/or worker education).
- Communication
Points of contact are specified that will process information from within the unit, as well as, communicating with the University Incident Command Center and external sources. Modes of communication are also discussed in this plan.
- Essential Functions
Essential functions and resources are identified, as well as, individuals responsible for ensuring essential functions are maintained. Production and delivery of essential products and services to the University and potentially to nearby communities must continue. Vital supplies and services need to remain available during times of significant and sustained worker absenteeism. This could include establishing partnerships to provide mutual support and maintenance of essential services during a pandemic. This plan also contains guidance on succession of designated roles and responsibilities for Utilities and Energy Management in order to maintain continuity of business.
- Recovery
Specific recovery actions will be dependent on the impact of the pandemic and likelihood of future waves typically associated with a pandemic. Major challenges to returning to full functionality will need to be identified and a plan to implement long term actions put in place.

SCOPE

It is necessary to determine the priority of business functions, interdependencies among them, essential people required to support these functions and what resources are needed to accomplish activities during a health emergency pandemic. The University of Iowa *Utilities and Energy Management (U&EM) Continuity of Business Plan: Health Emergency Pandemic* is designed to complement the following documents:

- University of Iowa Critical Incident Management Plan (CIMP) Annex: *Public Health Emergency – Pandemic Influenza Response Plan*
- Facilities Management emergency procedures and/or policies
- *Johnson County Pandemic Influenza Response Plan, Appendix 8*

Guidance contained in this U&EM document is for planning purposes and supports the goal of maintaining continuity of business during a health emergency pandemic.

PLAN OBJECTIVES

1. Identify business essential positions and employees required to sustain necessary functions and operations. Be prepared to cross train or develop ways to function in the absence of these positions.
2. Prepare and plan for operating with a reduced workforce.

Sick employees need to be encouraged to stay home so they don't infect other employees. U&EM managers and supervisors need to understand and be able to explain sick leave, compensation and other human resource policies that are implemented in preparation for and during a health emergency pandemic. (Sick leave policies that include mandatory sick leave for employees exposed, suspected to be ill or become ill, should be written if not already in existence.)

3. Identify operating risks such as problems with ordering and receiving critical supplies and maintaining inventories. Identify essential critical inputs (e.g., raw materials, suppliers, sub-contractor services / products and logistics). Contact suppliers and make plans to ensure services can be provided.
4. Plan for potential scenarios that may require a decrease and/or increase in services provided by U&EM (e.g., definition of "closing" the University and what that entails or campus buildings being converted to quarantine centers or shelters).
5. Identify possible exposure and health risks to the employees (e.g., exposure while servicing campus buildings and the University of Iowa Hospital and Clinics, potential exposures to multiple people during meetings or group assemblies and/or contact during deliveries of supplies).

Response may include planning for sequestering of essential personnel, implementing engineering and administrative controls and/or changing work practices. Possible examples include:

- Creating drive through service and drop offs of supplies and materials
- Installing physical barriers such as clear plastic guards
- Modifying ventilation
- Environmentally controlling areas in the work place to inhibit/minimize spread of virus
- Re-arranging office layouts to avoid face-to-face contacts
- Scheduling work task in ways that minimize exposure levels including implementing flexible work hours and flexible worksites

6. Implement appropriate exposure and/or infection control measures.

- **Actions taken by individuals are perhaps the most important element of pandemic preparedness and response.** Exposure and/or infection control measures may include good hygiene, cough etiquette, maintaining three to six feet of separation among employees (i.e., avoiding face-to-face contact), seasonal vaccinations, staying home from work when ill, avoiding crowded settings (e.g., meetings), using appropriate personal protective equipment (PPE) and social distancing.
 - Social distancing includes closing schools, canceling public gatherings, developing tele-working strategies and voluntary isolation or quarantine of households. Restrictions on travel and sequestering employees should also be considered. Develop policies and practices that distance employees from each other, customers and general public.
- Consider stockpiling hand soap, hand sanitizer, tissues, disposable towels, cleaning supplies and recommended PPE (e.g., N95 or better face masks, eye goggles, reusable face shields and/or respirators). Determine designated location(s) and how to maintain appropriate amount of inventory.
- Train personnel in personal exposure control measures (e.g., good hygiene practices, getting plenty of rest, eating right, exercising and getting a seasonal flu vaccination). Review practices with staff on some periodicity.

7. Evaluate employee access to and availability of healthcare services during a pandemic and improve services, as needed.

This includes access to mental health and social services. Provide assistance in managing stressors such as distress due to family illnesses, grief counseling for loss of a family member, co-worker or friend and loss of routine support systems. This may include providing opportunities for counseling, mental health assessments and possible referral, if deemed appropriate.

8. Establish a focal point to serve as a communication center (i.e., U&EM emergency operations center) so accurate information is communicated in a timely manner and emergency response activities are well-coordinated. Assume during a pandemic there will be widespread circulation of information, misinformation and rumors. A U&EM Pandemic Coordinator should be named and is responsible for the U&EM emergency operations center (e.g., establish location, setting up the facility and determining manning needs).
9. Disseminate information to employees about pandemic preparedness and this U&EM continuity of business plan.

Phases of Response

The University of Iowa Critical Incident Management Plan (CIMP) utilizes a phased approach based on the World Health Organization (WHO) model for disease emergence. Phases used in the CIMP include: interpandemic (WHO Phases 1 and 2), sustained human-to-human transmission in the world (WHO Phase 4), sustained human-to-human transmission in the United States (WHO Phase 5) and efficient and sustained human transmission (WHO Phase 6). Each CIMP phase is implemented on directive of the University President.

Interpandemic (Standby)

Condition

A virus with pandemic potential is identified somewhere in the world. This phase contains information gathering and pre-pandemic planning activities.

Response

Pre-pandemic planning should focus on what needs to be accomplished before a human outbreak is confirmed overseas.

Continuity of business plan is maintained so strategies for the following are kept up-to-date:

- Establishing decision-making chain-of-command
- Communicating pandemic-related information to employees
- Identifying non-essential and essential functions
- Determining who is responsible for monitoring Utilities and Energy Management's ability to meet non-essential and essential functions.

This plan should be reviewed annually at a minimum or modified on a more frequent basis as more pandemic information is gathered and changes in response activities are identified.

Employees should be educated and periodically refreshed on this plan, as well as, infection prevention and control practices.

Pandemic Alert

Condition

There is confirmation of human-to-human transmission of a potential pandemic virus strain in the United States, but not yet in Iowa.

Response

1. Screening and/or referral for ill or worried employees may be initiated.
2. Share phone numbers and / or websites that are established by the University to help individuals determine if they need to seek professional assistance.
3. Steps should be taken to confirm availability and delivery of essential supplies.

Pandemic (Limited and Essential Services)

Pandemic: Limited Services

Condition

A case of pandemic strain has been detected among Eastern Iowa population and / or within the greater Iowa City community.

Response

1. Review the U&EM delegation of authority (see Attachment A) and assign a U&EM Pandemic Coordinator. The U&EM Pandemic Coordinator serves as the U&EM point of contact during the pandemic response.

The U&EM Pandemic Coordinator coordinates response activities with assigned Facilities Management decision makers and ensures up-to-date information and activities are communicated to U&EM management and staff. Any disruptions in abilities to carry-out non-essential and essential functions need to be communicated. Staff should be refreshed on ways information regarding changes in operations and / or phases will be communicated

The U&EM Pandemic Coordinator shall determine if a U&EM Emergency Operations Center is to be activated. Activation activities include determining physical location of a U&EM emergency operations center, installing network infrastructure (e.g., computers, printers with fax capability and telephones) and establishing manning, as necessary.

2. Closely monitor levels of U&EM employee absenteeism. Develop plans for supplementing number of required essential personnel in order to remain operational.
3. Screen for virus symptoms and establish process for referring ill or worried employees for follow up tests and / or care. (The University should be setting up predetermined sites for mass screening and triage, as well as, readying predetermined sites for quarantining exposed and / or ill students.)
4. Implement exposure control practices such as engineering and administrative controls, minimizing group activities, and / or changing work practices which could include:
 - Establishing flexible work hours and flexible worksites.
 - Determining how to maintain number of predetermined essential personnel and the need for sequestering.
 - Making stockpiled supplies such as hand sanitizers, cleaning supplies and personal protective equipment available to employees.
 - Limiting travel.
5. Closely monitor supply of resources and supplies needed to carry out essential functions, and notify appropriate personnel if levels of supplies are being threatened.
6. Review need for non-essential functions and personnel.

Pandemic – Essential Services

Condition

Mass absences are experienced due to employees who are ill; worried employees who are afraid to report to the workplace; those caring for family members or caring for children who are at home due to daycare / school closures; or those affected by local quarantines. Supplies and deliveries may be limited and / or unavailable.

Response

1. U&EM Pandemic Coordinator shall activate the U&EM Emergency Operations Center and man, as necessary. Monitor number of essential personnel reporting to work on a daily basis and access resources of supplemental personnel, as needed.
2. Restrict access to U&EM facilities to essential staff.
3. Curtail any non-essential functions. This may include shutting down unnecessary systems / processes, assisting the University with “closing” campus buildings or supplying service to building(s) that are converted into pandemic-related centers / shelters. The appropriate University Senior Executives with the assistance of the FM Pandemic Coordinator will define “closing” campus buildings on a case-by-case basis (determined by specifics of the pandemic and time of year considerations). Closing could include locking doors and windows to isolating water, steam, condensate, chilled water, air and electricity.
4. Continually review if essential personnel needs (e.g., PPE, food provided at the workplace, secured sleeping areas and / or personal hygiene supplies) are being met.
5. Maintain and control delivery of essential supplies and materials. This may include following emergency purchasing procedures.
6. Continue implementing actions initiated during *Pandemic - Limited Services*.

Recovery / Preparation for Subsequent Waves

Condition

First wave is over; amount and type of recovery activities initiated will be based on predicted future waves associated with the pandemic, short-term needs and long-term business strategies. Absences have momentarily declined with staff inquiring about if and / or when work pertaining to non-essential functions curtailed in Phase 3 may be resumed.

Response

U&EM recovery response will be dependent on the specifics of the pandemic. However, the U&EM Emergency Operations Center will be deactivated when deemed it is no longer needed. Return to Phase 3, *Pandemic – Limited Services* response activities until it is determined U&EM can downgrade to Phase 2 or Phase 1. Other recovery activities may include:

- Re-establish routine delivery of supplies and materials.

- Review financial and personnel losses due to the pandemic and document results in a report. Determine an estimate for resuming non-essential functions and resources needed. Develop and implement a plan to initiate long-term recovery activities.
- Continue to provide mental health services for employees and monitor staff for potential referrals to counseling and health care providers, as needed.
- Identify continuity of business plan inadequacies and implement needed improvements to pandemic response.
- Review response to the emergency; identify and document lessons learned.

APPENDIX A: UTILITIES & ENERGY MANAGEMENT (U&EM) ESSENTIAL FUNCTIONS AND DELEGATION OF AUTHORITY TABLE

This table lists the core activity / essential function of each U&EM facility and the person assigned primary responsibility on a day-to-day basis. Decision making chain of–command is accomplished by listing the designated succession of responsible individuals in the event that a person assigned primary responsibility becomes temporarily incapacitated, is out of communication with the University, or is otherwise unavailable and unable to perform the essential duties. In the event of a pandemic, personnel availability will be continually assessed and the following delegation of authority will be implemented. Assigned individuals will make decisions and / or act on behalf of the facility or unit on any matter for which time is of the essence and may consult with others if time permits and other appropriate individuals are available.

ESSENTIAL FUNCTION	Designated Succession
Director Utilities & Energy Management (U&EM Pandemic Response Coordination)	
Primary person responsible: Glen Mowery	Ferman Milster
	Ken Lloyd
	Robert Walton
ESSENTIAL FUNCTION	Designated Succession
Power Plant Operations	
Primary person responsible: Ferman Milster	Tom Vine
	Ben Fish
	Joe Schwarzhoff
ESSENTIAL FUNCTION	Designated Succession
Water Treatment Plant Operations	
Primary person responsible: Scott Slee	Dave McClain
	Ken Lloyd
	Tim Metz
ESSENTIAL FUNCTION	Designated Succession
Water Treatment Field Operations	
Primary person responsible: David McClain	Scott Slee
	Ken Lloyd
	Dennis Lampe
ESSENTIAL FUNCTION	Designated Succession
Chilled Water Plant Operation	
Primary person responsible: Ed Stroud	Roger Mullinnix
	Dave Hahn
	Chuck Weno
ESSENTIAL FUNCTION	Designated Succession
Electrical Distribution	
Primary person responsible: Rick Helwig	Barry Lockridge
	Brent Kotteman
	Robert Walton
ESSENTIAL FUNCTION	Designated Succession
Mechanical Distribution	
Primary person responsible: Garry Creed	Roy Rios
	Robert Walton
	Ken Lloyd
ESSENTIAL FUNCTION	Designated Succession
Meters & Controls	
Primary person responsible: Steve Hoffman	Dean March
	Robert Walton
	Ken Lloyd

ESSENTIAL FUNCTION	Designated Succession
Utility Finance Operation	
Primary person responsible: Mike Donnelly	George Paterson
	Bob Lane
	Business & Financial Services

APPENDIX B: FACILITIES MANAGEMENT BUSINESS AND FINANCIAL SERVICES PANDEMIC PREPAREDNESS PLAN

Unit Name: FACILITIES MANAGEMENT –BUSINESS & FINANCIAL SERVICES (BFS)

I. Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

Facilities Management - Business and Financial Services provides support services in the areas of Accounting, Budget, Capital Accounting, Finance, Human Resources, Information Technology and Stores operations.

II. Decision-Making

A. Decision-Making: Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

Name	Campus Office Address	Telephone	E-Mail
1. Tim Donahue	USB 220	335-1705	Tim-Donahue@uiowa.edu
2. Erin Herting	USB 220	335-1249	Erin-Herting @uiowa.edu
3. Suzanne Hilleman	USB 220	335-5078	Suzanne-Hilleman@uiowa.edu
4. Shelley Squier	USB 220	335-5082	Shelley-Squier@uiowa.edu
5. Information Technology Manager	USB 220	335-6178	TBD

III. Communications

In the event of a pandemic the University must have a point-of contact within your unit for:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;
- Communications within your unit to employees and students regarding changes in unit, collegiate, or university operations, procedures, or policies;
- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

A. Communication Contacts

Please indicate one of the following

- Communications contact and back ups are the same as indicated above for decision-making.
- An alternative communications contact and back-up list is attached.

B. Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

Communications from unit up to administrative reporting line regarding operations, procedures, or policies:

- e-mail
- listservs
- Facilities Managements Intranet
- Telephone trees
- Campus Mail
- US Postal Mail
- University's Pandemic Preparedness Web site

Communications within your unit to employees and students regarding changes in operations, procedures, or policies:

- e-mail
- listservs
- Facilities Managements Intranet
- Telephone trees
- Campus Mail
- US Postal Mail
- University's Pandemic Preparedness Web site

Communications from employees and students in your unit regarding their ability to meet commitments to your unit:

- e-mail
- listservs
- Facilities Managements Intranet
- Telephone trees
- US Postal Mail

IV. Essential Functions

A. Essential Functions of the Unit

Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property.

Communication is an essential function for every unit.

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Communication	Tim Donahue, Director Business & Financial Services 220 USB 335-1705 Tim-donahue@uiowa.edu	Y	<ul style="list-style-type: none"> Threats to others' lives Well being Safety
2. Information Technology	Information Technology Manager, Information Technolgoy 220 USB 335-6178	Y & N	<ul style="list-style-type: none"> Threats to others' lives Well being Safety
3. Human Resources	Suzanne Hilleman, Manager Human Resource Services 220 USB 335-5078 Suzanne- Hilleman@uiowa.edu	Y & N	<ul style="list-style-type: none"> Payroll/paychecks is/are not delivered to FM employees. Sacrifices to employee's livelihood and well being
4. Accounting Services	Shelley Squier, Manager Accounting Services 220 USB 335-5082 Shelley-squier@uiowa.edu	Y & N	<ul style="list-style-type: none"> Threats to others' lives Well being Safety
5. Capital Accounting	Erin Herting, Associate Director, BFS Capital Accounting 220 USB 335-1249	Y & N	<ul style="list-style-type: none"> Threats to others' lives Well being Safety
6. Stores – Maintenance	Pat Mellecker, Manager Maintenance Stores 175 CSSB 335-5164 Pat-mellecker@uiowa.edu	N	<ul style="list-style-type: none"> Threats to others' lives Well being Safety

B. Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Second Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail 	Third Back-Up <ul style="list-style-type: none"> Name & Position Campus Office Address Telephone E-Mail
1. Communication	Erin Herting – Associate Director 220 USB 335-1249 Erin-herting@uiowa.edu	Suzanne Hilleman, Manager Human Resource Services 220 USB 335-5078 Suzanne-Hilleman@uiowa.edu	Information Technology Manager, TBD 220 USB 335-6178
2. Information Technology	Jerry Gehling Information Technology 220 USB 335-5080 gerald-gehling@uiowa.edu	Jon Gralapp Information Technology 220 USB 335-5123 Jon-gralapp@uiowa.edu	Hao Geng Information Technology 220 USB 335-6380 Hao-geng@uiowa.edu
3. Human Resources	Mona Dowiat Human Resources 220 USB 335-5070 Mona-Dowiat@uiowa.edu	Brenda Countryman Human Resources 220 USB 335-6496 Brenda-Countryman@uiowa.edu	Darlene Clausen Human Resources 220 USB 335-5115 Darlene-clausen@uiowa.edu
4. Accounting Services	Heather Stark Accounting Services 220 USB 335-5650 Heather-stark@uiowa.edu	Jennifer Partida Accounting Services 220 USB 335-5127 Jennifer-Partida@uiowa.edu	Ceil Pickering Accounting Services 220 USB 335-0512 Ceilia-pickering@uiowa.edu
5. Capital Accounting	Dean Lundberg Capital Accounting 220 USB 335-3174 Dean-Lundberg@uiowa.edu	Heather Stark Capital Accounting 220 USB 335-5650 Heather-Stark@uiowa.edu	Cindy Anderson Capital Accounting 220 USB 335-1885 Cindy-Anderson@uiowa.edu
6. Maintenance Stores	Scott Riggan Maintenance Stores 175 CSSB 335-5164 Scott-riggan@uiowa.edu	Terry Knottnerus Maintenance Stores 175 CSSB 335- 5268 Terry-knottnerus@uiowa.edu	Delbert-Lentz Maintenance Stores 175 CSSB 335-5089 Delbert-Lentz@uiowa.edu

C. Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:		If Stockpiling is Possible:	
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Communication	Telephones PCs Network Access Electrical power	N			
2. Information Tech	PC's Network Access Servers All Systems supported by IT Electrical Power	N			
3. Human Resources	PC's Network Access HRIS Systems Electrical Power	N			
4. Accounting Services	PC's Network Access Financial Systems Electrical Power	N			
5. Capital Accounting	PC's Network Access Financial Systems Electrical Power	N			
6. Maintenance Stores	PC's Network Access Financial Systems Electrical Power	Y	Indefinite unless it is a perishable item	Maintenance Stores warehouse	Space Requirements – Specific commodities and quantities with lead times

D. Job Action Sheets for Essential Functions

For each of the unit's essential functions, attach a job action sheet, which should provide guidelines that can be followed by the designated back-ups to perform the function. The job action sheets should include:

- Short title for the function
- Brief description of the function
- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function
- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks); this may refer to readily accessible internal documents (e.g., print or on-line operations manuals, job descriptions)

- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

Essential Functions Action Sheets

Area	Function Title	Description	Consequences	Primary	Succession	Resources	Other Units
ALL	Communications	Communicate with Superiors, BFS Staff and FM Employees via telephone, email, listservs, intranet, postal mail, campus mail	Inability to communicate will impede ability to provide essential services to support FM and its support and service to the University Community	Tim Donahue	Erin Herting Suzanne Hilleman Information Technology Manager Shelley Squier	Telephones, PC's, Networks, Mail Services	Campus Community Facilities Management Staff and Employees
IT	Marlok/Software House	Electronic Access to University buildings	Employees accessibility to facilities impacted or ability to lock buildings down	Jon Gralapp	Jerry Gehling Information Technology Manager	Computer Access to Server Application Knowledge of software	Campus Community Safety
IT	FM Payroll System etr	System captures payroll information inhouse and is electronically sent to University Payroll.	Employees not being paid for work performed, sick leave would not be tracked, FMLA leave or annual leave. Hours of work for Merit staff would not be tracked.	Margaret Ruddy	Hao Geng Information Technology Manager	Computer Access to Server Application Knowledge of software	Campus Community Central University Payroll

Essential Functions Action Sheets (continued)

IT	Computer Servers	FM Servers store data and applications for Marlok, FM Web pages, ICES data, HVAC data for Johnson Controls, Facility Focus, BuildUI	Critical Facility Support Functions would be impacted	Jerry Gehling	Jon Gralapp Information Technology Manager	Computer Access to Server Application Knowledge of software	Campus Community Safety
IT	Facilities Focus Work Orders	Facilities Management work order, human resources and inventory information system.	Inability to track work orders (labor, materials and contracts) for FM units except DCs. Houses all departmental HR information, building and vendor information, stores inventory and O&M serialized equipment for PM.	Jon Gralapp	Margaret Ruddy Viki Mueller Information Technology Manager	Computer Access to Server Application Knowledge of software	Campus Community

Essential Functions Action Sheets (continued)

Area	Function Title	Description	Consequences	Primary	Succession	Resources	Other Units
IT	BuildUI	System Capital Project Tracking System	Inability of system which tracks all project information (labor, material and contracts) for FM DCS. It also tracks project budgets, contracts, dates, purchase orders and other pertinent project information.	Hao Geng	Information Technology Manager	Computer Access to Server Application Knowledge of software	Campus Community
IT	FM Utility Network	Network has all Utilities WP, PP, CW and substations connected on a controls networks	Inability to control utilities as needed during emergency as there is very limited access form the campus network to the utilities network.	Jerry Gehling	Greg Saunders Information Technology Manager	Computer Access to Network Application Knowledge of software	Campus Community
IT	Facility Focus and BuildUI Systems billing	Systems proved information on labor, material andcontract charges	Inability to provide end of month billing processes and bill to the appropriate MFKs. Monthly transactions with General Ledger would be impacted.	Hao Geng	Information Technology Manager	Computer Access to Network Application Knowledge of software	Campus Community
IT	PC Support and Network Functions	PC, Printer, Network equipment	Inability to support employees that are working during Pandemic	Jerry Gehling	Jon Galapp Greg Saunders Viki Mueller	Computer Access to Network Application Knowledge of software	Campus Community

Essential Functions Action Sheets (continued)

Area	Function Title	Description	Consequences	Primary	Succession	Resources	Other Units
HR	Payroll Processing	Monthly Payroll Processing for Employees	Inability to pay employees during Pandemic will cause financial hardships	Mona Dowiat	Suzanne Hilleman Brenda Countryman Darlene Clausen	Access to computer network and systems to process payroll	FM Community Central Payroll
HR	Payroll Processing	Bi-weekly Payroll Processing for Employees	Inability to pay employees during Pandemic will cause financial hardships	Mona Dowiat	Suzanne Hilleman Brenda Countryman Darlene Clausen	Access to computer network and systems to process payroll	FM Community Central Payroll
HR	Recruitments	Processing New Hire Appointments in UI HRIS	Inability to staff appropriately and to pay employees.	Mona Dowiat	Suzanne Hilleman Brenda Countryman Darlene Clausen	Access to computer network and systems to process payroll	FM Community Central Payroll
HR	Recruitments	Processing Requisitions to hire new staff in event staff are not able to return to work	Inability to staff appropriately and to pay employees.	Mona Dowiat	Suzanne Hilleman Brenda Countryman Darlene Clausen	Access to computer network and systems to process payroll	FM Community Central Payroll

Essential Functions Action Sheets (continued)

Area	Function Title	Description	Consequences	Primary	Succession	Resources	Other Units
ACCT	Emergency Purchase Orders	Provide Support Services for Emergency Purchase Orders to Support FM Services	Inability to provide materials and contract services would impede ability to cope with Pandemic Outbreak	Ceil Pickering	Jennifer Partida Jon Marchetta Heather Stark Shelley Squier	PC and network access to Financial and Purchasing Systems – Vendor Contact	Campus Community FM
ACCT	PCARD	Provide Support Services for Purchases on the Pro-Card	Inability to provide materials and contract services would impede ability to cope with Pandemic Outbreak	Ceil Pickering	Jennifer Partida Jon Marchetta Heather Stark Shelley Squier	PC and network access to Financial and Purchasing Systems – Vendor Contact	Campus Community FM
ACCT	Blanket Orders	Provide Support Services for Purchase on Blanket Orders	Inability to provide materials and contract services would impede ability to cope with Pandemic Outbreak	Jennifer Partida	Ceil Pickering Jon Marchetta Heather Stark Shelley Squier	PC and network access to Financial and Purchasing Systems – Vendor Contact	Campus Community FM
ACCT	Accounts Payable	Provide Payments and Reimbursements in transactions with vendors in order to support FM	Inability to pay vendors will impact FM's ability to service the campus at a time of emergency	Jennifer Partida	Ceil Pickering Jon Marchetta Heather Stark Shelley Squier	PC and network access to Financial and Purchasing Systems – Vendor Contact	Campus Community FM
ACCT	General Accounting & Reports	Provide financial information to support FM services and campus community	Inability to track financial expenditures and budgets in order to make management decisions in support of FM efforts	Jon Marchetta	Heather Stark Shelley Squier	PC and network access to Financial Systems	FM

Essential Functions Action Sheets (continued)

Area	Function Title	Description	Consequences	Primary	Succession	Resources	Other Units
CAP	Office Support	Answering phones, staffing front desk, distributing mail	Inability to route phone calls, staffing front desk and mail will impede FM's efforts to support the campus during a Pandemic Outbreak.	Mark Nidey	Diane Stephenson Kari White	Telephone System, Campus Mail	Campus Community FM
CAP	Capital Project Support	Approve Capital Project related expenditures and Purchase Orders	In ability to complete transactions would impact ability to complete capital projects on time and within funds allocated. Task could be done remotely.	Erin Herting	Dean Lundberg Heather Stark	PC and network access to Financial and Purchasing Systems – BuildUI Vendor Contact	Campus Community FM
CAP	Capital Project Payments	Approving capital project invoices submitted for payment	In ability to complete transactions would impact ability to complete capital projects on time and within funds allocated. Task could be done remotely.	Erin Herting	Dean Lundberg Heather Stark	PC and network access to Financial and Purchasing Systems – BuildUI Vendor Contact	Campus Community FM
CAP	Contract Payments	Processing contract payments and contract change orders	In ability to complete transactions would impact ability to complete capital projects on time and within funds allocated. Task could be done remotely.	Cindy Anderson	Kari White Erin Herting	PC and network access to Financial and Purchasing Systems – BuildUI Vendor Contact	Campus Community FM

Area	Function Title	Description	Consequences	Primary	Succession	Resources	Other Units
CAP	Maintaining and updating BuildUI Capital System	Posting daily financial transactions to BuildUI	In ability to complete transactions would impact ability to complete capital projects on time and within funds allocated. Task could be done remotely.	Erin Herting	Dean Lundberg Heather Stark	PC and network access to Financial and Purchasing Systems – BuildUI Vendor Contact	Campus Community FM
Maintenance Stores	Acquisition of Maintenance Supplies and Materials	Provide support services to FM in maintaining adequate supplies and materials for maintenance of the campus facilities	Inability to provide materials and contract services would impede ability to cope with Pandemic Outbreak	Patrick Mellecker	Scott Riggan Terry Knottnerus Delbert Lenz	PC and network access to Financial and Purchasing Systems – Vendor Contact	Campus Community FM

E. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.
- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the administrative unit with oversight over the unit will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

VII. Recovery

Briefly outline what you see as the major challenges that your unit would confront at the point that the University begins to scale back up to supporting full operations (i.e., essential *and* non-essential functions) after having scaled-down to Phase 3, in which only essential functions are being supported. (At this point, you do not need to necessarily address how you would address these challenges, but the Task Force will use this to develop preliminary plans for a recovery phase).

Condition

First wave is over; amount and type of recovery activities initiated will be based on predicted future waves associated with the pandemic, short-term needs and long-term business strategies.

Response

Facilities Management's Business & Financial Services would ramp back up to full support as soon as employees were able to return to work. Other post-pandemic activities may include:

- Review response to the emergency; identify and document lessons learned.

- Identify plan inadequacies and implement needed improvements to pandemic response.

- Re-establish routine support and service efforts..

- Review financial and personnel losses due to the pandemic and initiate long-term recovery activities.

- Continue to provide mental health services for employees and monitor staff for potential referrals to counseling and health care providers, as needed.

BFS MANAGEMENT ALTERNATIVE COMMUNICATIONS CONTACT AND BACK-UP LIST

Name	Facility	Campus Address	Phone (319)	E-Mail
Abboud, Sue	USB	220 USB	384-0682 (work)	susan-abboud@uiowa.edu
Anderson, Cynthia	USB	220 USB	335-1885 (work)	Cynthia-anderson@uiowa.edu
Clausen, Darlene	USB	220 USB	335-5115 (work)	Darlene-clausen@uiowa.edu
Countryman, Brenda	USB	220 USB	335-6496 (work)	Brenda-countryman@uiowa.edu
Donahue, Tim	USB	220 USB	335-1705 (work)	Tim-donahue@uiowa.edu
Dowiat, Mona	USB	220 USB	335-5070 (work)	Mona-dowiat@uiowa.edu
Gehling, Jerry	USB	220 USB	335-5080 (work)	Gerald-gehling@uiowa.edu
Geng, Hao	USB	220 USB	335-6380 (work)	Hao-geng@uiowa.edu
Gralapp, Jon	USB	220 USB	335-5123 (work)	Jon-gralapp@uiowa.edu
Herting, Erin	USB	220 USB	335-1249 (work)	Erin-herting@uiowa.edu
Hilleman, Suzanne	USB	220 USB	335-5078 (work)	Suzanne-hilleman@uiowa.edu
IT Manager	USB	220 USB	335-6178 (work)	
Knottnerus, Terry	USB-Shops	175 CSSB	335-5268 (work)	Terry-knottnerus@uiowa.edu
Lundberg, Dean	USB	175 SSB	335-3174 (work)	Dean-lundberg@uiowa.edu
Lenz, Delbert	USB-Shops	175 CSSB	(335-5089 (work)	Delbert-lenz@uiowa.edu
Marchetta, Jon	USB	220 USB	335-5951 (work)	Jon-marchetta@uiowa.edu
Mellecker, Pat	USB-Shops	175 CSSB	335-5164 (work)	Patrick-mellecker@uiowa.edu
Mueller, Vicki	USB	220 USB	335-0968 (work)	Viki-mueller@uiowa.edu
Nidey, Mark	USB	220 USB	335-5529 (work)	Mark-nidey@uiowa.edu
Partida, Jennifer	USB	220 USB	335-5127 (work)	Jennifer-partida@uiowa.edu
Pickering, Ceil	USB	220 USB	384-0512 (work)	Cellia-pickering@uiowa.edu
Riggan, Scott	USB-Shops	175 CSSB	335-5164 (work)	Scott-riggan@uiowa.edu
Ruddy, Margaret	USB	220 USB	335-6430 (work)	Margaret-ruddy@uiowa.edu
Saunders, Greg	USB	220 USB	335-5079 (work)	Gregory-saunders@uiowa.edu
Stark, Heather	USB	220 USB	335-5650 (work)	heather-stark@uiowa.edu
Stevenson, Diane	USB	220 USB	335-1885 (work)	Diane-m-stephenson@uiowa.edu
Squier, Shelley	USB	220 USB	335-5082 (work)	Shelley-squier@uiowa.edu
White, Kari	USB	220 USB	335-3619 (work)	Kari-white@uiowa.edu

APPENDIX C: UTILITIES & ENERGY MANAGEMENT CONTACT INFORMATION TABLE

Communications: Utilities & Energy Management (U&EM) Contact Information

In the event of a pandemic, the University requires a point of contact within U&EM for the following:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions.
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher / central levels.
- Communications within your unit to employees and students regarding changes in unit, collegiate, or university operations, procedures, or policies.
- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

1. Communication Contacts

Please indicate one of the following:

- Primary contact and designated back-ups for communications are the same as indicated for decision-making (see Attachment A). A table containing names, facility, campus address, phone numbers (office and cell) and email address for all individuals listed in the succession of delegation has been included as part of this communications attachment.
- An alternative communications contact and back-up list is attached.

2. Communication Methods

Refer to Attachments D through H for information on planned communication methods for each U&EM facility.

Name	Facility	Campus Address	Phone (319)	E-Mail
Creed, Garry	Mech Distribution	145 SCSB	Office: 335-5156 Cell: 631-1408	garry-e-creed@uiowa.edu
Donnelly, Mike	Business Finance	210 USB	Office: 335-5241 Cell: 631-1493	michael-donnelly@uiowa.edu
Fish, Ben	Power Plant	PP	Office: 384-0528 Cell: 631-4175	ben-fish@uiowa.edu
Hahn, Dave	Chilled Water Plant	CWP	Office: 335-8625 Cell: 631-1944	david-c-hahn@uiowa.edu
Hellwig, Rick	Elect Distribution	125 SCSB	Office: 335-5294	richard-hellwig@uiowa.edu

			Cell: 631-1952	
Hoffman, Stephen	Meters & Controls	301 CC	Office: 335-6400 Cell: 631-1948	stephen-hoffman@uiowa.edu
Kotteman, Brent	Elect Distribution	125 SCSB	Office: 335-5294 Cell: 631-1920	brent-kottemann@uiowa.edu
Lampe, Dennis	Meters & Controls	301 CC	Office: 335-6245 Cell: 631-2337	dennis-lampe@uiowa.edu
Lane, Bob	Power Plant	PP	Office: 335-6266 Cell: 631-5199	robert-l-lane@uiowa.edu
Lloyd, Ken	Utilities	WP	Office: 335-5168 Cell: 631-4976	kenneth-lloyd@uiowa.edu
Lockridge, Barry	Elect Distribution	125 SCSB	Office: 335-5294 Cell: 631-1918	barry-lockridge@uiowa.edu
March, Dean	Meters & Controls	301 CC	Office: 335-5156 Cell: 631-2020	dean-march@uiowa.edu
McClain, Dave	Water Plant	WP	Office: 335-5990 Cell: 631-2331	david-mcclain@uiowa.edu
Metz, Tim	Water Plant	WP	Office: 335-5168 Cell: 631-2340	timothy-metz@uiowa.edu
Milster, Ferman	Power Plant	PP	Office: 335-5132 Cell: 331-5132	ferman-milster@uiowa.edu
Mowery, Glen	U&EM	210 USB	Office: 335-1884 Cell: 321-2193	glen-mowery@uiowa.edu
Mullinnix, Roger	Chilled Water Plant	CWP	Office: 353-5309 Cell: 631-1954	roger-mullinnix@uiowa.edu
Paterson, George	Power Plant	PP	Office: 335-5139 Cell: 631-5506	george-r-paterson@uiowa.edu
Rios, Roy	Mech Distribution	145 SCSB	Office: 335-5156 Cell: 631-1412	roy-rios@uiowa.edu
Schwarzhoff, Joe	Power Plant	PP	Office: 335-6392 Cell: 631-5645	joseph-schwarzhoff@uiowa.edu
Slee, Scott	Water Plant	WP	Office: 335-5168 Cell: 631-2338	scott-slee@uiowa.edu
Stroud, Ed	Chilled Water Plant	CWP	Office: 335-8625 Cell: 631-1946	edward-stroud@uiowa.edu
Vine, Tom	Power Plant	PP	Office: 335-5444 Cell: 631-2839	thomas-vine@uiowa.edu
Walton, Bob	Mech Distribution	145 SCSB	Office: 335-5146 Cell: 631-1407	robert-walton@uiowa.edu
Weno, Chuck	Chilled Water Plant	CWP	Office: 335-6414 Cell: 631-6019	charles-weno@uiowa.edu

APPENDIX D: GUIDANCE FOR MONITORING AND REPORTING ESSENTIAL AND NON-ESSENTIAL FUNCTIONS

1. **Monitoring and Reporting Essential Functions**

Unless otherwise indicated, the primary individual responsible for carrying out each essential function will also be responsible for monitoring the capacity to carry out that function and for reporting to the unit decision maker any threats to the unit's capacity to carry out that function. All primary and back-up individuals responsible for carrying out each essential function should familiarize themselves with the following guidance for monitoring and reporting:

- If the primary individual is unavailable, the designated back-ups become successively responsible for monitoring and reporting.
- In the event the individual responsible for an essential function determines there is a threat to the unit's capacity to carry out that function, this information is immediately conveyed to the unit's senior decision maker, along with the anticipated consequences of failing to carry out that function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision maker and individual responsible for the essential function, in consultation with the senior decision maker in the administrative unit with oversight over the unit, will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

APPENDIX E: CHILLED WATER PLANT ESSENTIALS FOR OPERATIONS CONTINUITY

1. Essential Functions

Essential Function Description	Primary Responsible Individual Name Campus Office Address Telephone E-mail	Performed Remotely? (Y/N)	Potential Effect(s) of Failure to Perform Essential Function
1. Provide central chilled water to UIHC and Campus buildings	Ed Stroud CWP 631-1946 Edward-stroud@uiowa.edu	N	Loss of central chilled water could cause shutdown of critical facilities at UIHC and other University locations.

2. Essential Function Resources

Essential Function (# from above)	Required Resources (Staffing needs are not addressed in this chart.)	Consumables:	If Stockpiling:		Contingencies
		Stockpiling Possible? (Y/N)	Duration	How/Where Maintained	
1	Process Chemicals:				
	Hypochlorite (3,500 lbs)	Y	7 days		
	Hydrogen Peroxide (2,000 lbs)	Y	15 days		
	Open Loop Inhibitor: Enviroplus 2540 (30,000 lbs)	Y	30 days		
	Closed Loop Inhibitor: Enviromax CS (15,000 lbs)	Y	60 days		
	Dispersant (Drewperse 739) (12,000 lbs)	Y	6 months		
	Sodium Bisulfite (1,800 lbs)	Y	15 days		
	Various Laboratory Chemicals	Y	30 days		
	Lubrication Products	Y	30 days		
	Spare parts and systems	Y	>30 days		Chilled water production systems are in parallel so all operational equipment is available to serve central system. Spare parts are kept on hand for critical systems.
	Vehicles and gas (needed for servicing buildings)	N			
	Personal Protection Equipment				
	Meals Ready to Eat (MRE)				

3. Communications

The following will be communication systems used to transmit pandemic related information within U&EM facilities, University Services Building and the University:

- Nextel and Verizon cellular phone communication system
- Commercial cell phone and land lines
- Fax: (319) 335-XXXX
- WebEx for meetings and briefings
- Microsoft Outlook (email)
- Campus mail
- US Postal mail

Information will also be communicated internally within the Chilled Water Plant. Internal communication methods may include:

- Safety Bulletin Boards
- Tailgate meetings (until group assemblies are discouraged)
- “All call” groups using Nextel cell phones

4. Staffing

A minimum of one staff person available per shift is required; maintenance support, as needed.

5. Miscellaneous Needs/Issues

6. Recovery Challenges

- a. Re-establish routine delivery of supplies and materials.
- b. Review financial and personnel losses and document results in a report.
- c. Determine an estimate for resuming non-essential functions and resources needed.
- d. Develop and implement a plan to initiate long-term recovery activities (e.g., replacement of loss personnel, plan for purchasing any additional needed equipment or establishing any contracts with vendors / suppliers that were identified during the pandemic response, and / or modify this Continuity of Business Plan based on lessons learned).

APPENDIX F: ELECTRICAL DISTRIBUTION ESSENTIALS FOR OPERATIONS CONTINUITY

1. Essential Functions

Essential Function Description	Primary Responsible Individual Name Campus Office Address Telephone E-mail	Performed Remotely? (Y/N)	Potential Effect(s) of Failure to Perform Essential Function
1. Support the 4160 and 13800 volt distribution systems and substations for University Campuses.	Rick Helwig 125 SCSB 631-1952 Richard-hellwig@uiowa.edu	N	Loss of power would shutdown UIHC and University campuses.
2. Supply maintenance support for FM Utilities and electrical maintenance support for O&M.	Rick Helwig 125 SCSB 631-1952 Richard-hellwig@uiowa.edu	N	
3. Maintain exterior campus lighting for roadways, parkways and walkways	Rick Helwig 125 SCSB 631-1952 Richard-hellwig@uiowa.edu	N	

2. Essential Function Resources

Essential Function (# from above)	Required Resources (Staffing needs are not addressed in this chart.)	Consumables:		If Stockpiling:		Contingencies
		Stockpiling Possible? (Y/N)	Duration	How/Where Maintained		
1	Transformers	Y	>30 days	Broad spectrum of spare transformers are in storage		
	Cable	Y	>30 days	Reasonable supply in stock.		
	Parts for splicing and terminating cables	Y	>30 days	Reasonable supply in stock.		

3. Communications

The following will be communication systems used to transmit pandemic-related information within U&EM facilities, University Services Building and the University:

- Nextel cellular phone communication system
- Commercial cell phone and land lines

- Fax: (319) 335-XXXX
- WebEx for meetings and briefings
- Microsoft Outlook (email)
- Campus mail
- US Postal mail

Information will also be communicated internally within Electrical Distribution. Internal communication methods may include:

- Safety Bulletin Boards
- Tailgate meetings (until group assemblies are discouraged)
- “All call” groups using Nextel cell phones

4. Staffing

5. Miscellaneous Needs/Issues

6. Recovery Challenges

- a. Re-establish routine delivery of supplies and materials.
- b. Review financial and personnel losses due to the pandemic and document results in a report.
- c. Determine an estimate for resuming non-essential functions and resources needed.
- d. Develop and implement a plan to initiate long-term recovery activities (e.g., replacement of loss personnel, plan for purchasing any additional needed equipment or establishing any contracts with vendors / suppliers that were identified during the pandemic response, and / or modify this Continuity of Business Plan based on lessons learned).

APPENDIX G: MECHANICAL DISTRIBUTION ESSENTIALS FOR OPERATIONS CONTINUITY

1. Essential Functions

Essential Function Description	Primary Responsible Individual Name Campus Office Address Telephone E-mail	Performed Remotely? (Y/N)	Potential Effect(s) of Failure to Perform Essential Function
1. Utility distribution operations for Main Campus and Oakdale Campus buildings; UIHC basement/sub basements and upper level equipment rooms.	Garry Creed 145 SCSB 631-1408 Garry-e-creed@uiowa.edu		

2. Essential Function Resources

Essential Function (# from above)	Required Resources (Staffing needs are not addressed in this chart.)	Consumables:	If Stockpiling:		
		Stockpiling Possible? (Y/N)	Duration	How/Where Maintained	Contingencies
1			>30 days	Inventory is well-stocked with very small amount of dependency on suppliers.	

3. Communications

The following will be communication systems used to transmit pandemic-related information within U&EM facilities, University Services Building and the University:

- Nextel cellular phone communication system
- Commercial cell phone and land lines
- Fax: (319) 335-XXXX
- WebEx for meetings and briefings
- Microsoft Outlook (email)
- Campus mail
- US Postal mail

Information will also be communicated internally within Mechanical Distribution. Internal communication methods may include:

- Safety Bulletin Boards
- Tailgate meetings (until group assemblies are discouraged)
- “All call” groups using Nextel cell phones

Mechanical Distribution Manager Garry Creed has access to a home computer with copy of all utilities on a CD. CD is kept current through monthly updates, or as needed.

4. Staffing

Employees are scheduled for on-call rotation. All personnel are responsible for utility operations of both Main Campus (226 buildings) and Oakdale Campus Utilities (46 buildings).

5. Miscellaneous Needs/Issues

6. Recovery Challenges

- a. Re-establish routine delivery of supplies and materials.
- b. Review financial and personnel losses due to the pandemic and document results in a report.
- c. Determine an estimate for resuming non-essential functions and resources needed.
- d. Develop and implement a plan to initiate long-term recovery activities (e.g., replacement of loss personnel, plan for purchasing any additional needed equipment or establishing any contracts with vendors / suppliers that were identified during the pandemic response, and / or modify this Continuity of Business Plan based on lessons learned).

APPENDIX H: POWER PLANT ESSENTIALS FOR OPERATIONS CONTINUITY

1. Essential Functions

Essential Function Description	Primary Responsible Individual Name Campus Office Address Telephone E-mail	Performed Remotely? (Y/N)	Potential Effect(s) of Failure to Perform Essential Function
1. Provide steam to main University Main Campus and UIHC.	Ferman Milster PP 100A 331-5132 ferman-milster@uiowa.edu	N	Loss of steam would shutdown UIHC and University Main Campus.
2. Provide steam to Oakdale Campus.	Ferman Milster PP 100A 331-5132 ferman-milster@uiowa.edu		Monitor Oakdale operations from Main Power Plant; however, still requires operators making rounds and maintaining equipment and water chemistry. Loss of steam would shutdown multiple facilities at Oakdale Campus.
3. Provide steam to Jefferson Building.	Ferman Milster PP 100A 331-5132 ferman-milster@uiowa.edu		Loss of steam would shutdown Jefferson Building. Jefferson Building may be considered an essential building.

2. Essential Function Resources

Essential Function (# from above)	Required Resources (Staffing needs are not addressed in this chart.)	Consumables:		If Stockpiling:		Contingencies
		Stockpiling Possible? (Y/N)	Duration	How/Where Maintained		
1	Fuel					
	Coal	N	3 to 10 days			When silos and bunkers are full and no additional deliveries received, Boiler 11 will operate three days with fluid bed type coal (seven days with constant feed of oat hulls); Boiler 10 ten days. At this point, no storage on the ground is approved for onsite.
	Natural Gas	N	Dependent on MidAmerican supply.			UIHC – back-up boiler for emergency use
	Water (boiler make-up)	N	Dependent on water plant operation			
	Water treatment chemicals					
	Sulfuric Acid (1000 gals)	N	14 days			
	Sodium	Y	42 days			Maximum storage in onsite tank is 6000

	Hydroxide (4000 gals)				gals.
	Nalco 1700 (300 gals)	Y	60 days		Maximum storage in onsite tank is 400 gals.
	Nalco 1720 (100 gals)	Y	30 days		Maximum storage in onsite tank is 200 gals.
	Nalco 7205T (600 gals)	Y	90 days		Maximum storage in onsite tank is 1000 gals.
	Nalco 2813 (200 gals)	Y	60 days		Maximum storage in onsite tank is 400 gals.
	Nalco 156 pulv (500 lbs)	Y	180 days		
	Chem Treat CL-16 (300 gals)	Y	180 days		Maximum storage in onsite tank is 500 gals.
	Salt for polisher regeneration (1200 lbs)	Y	120 days		
	Sodium Bisulfite if on potable water source (180 gals)		12 days		
	Limestone	N			
	Lubrication oils				
	Removal of ash	N			
	Personal Protection Equipment	Y			
	Meals Ready to Eat (MRE)	Y			
	Vehicles for servicing buildings and gas	N			
	Materials supporting office infrastructure (e.g., computers, printers, and/or plotters)				
	Replacement parts for critical equipment/systems				
	Supplies to support infection control techniques (includes sequestering needs beds, bedding, clothing, supplies for personal hygiene, cleaning supplies, etc.)				

2.	Fuel – natural gas		Dependent on MidAmerican supply.		
	Water treatment chemicals				
3.	Fuel – natural gas	N	Dependent on MidAmerican supply.		
	Water treatment chemicals				

3. Communications

The following will be communication systems used to transmit pandemic-related information within U&EM facilities, UNIVERSITY SERVICES BUILDING and the University:

- Nextel cellular phone communication system
- Commercial cell phone and land lines
- Satellite phone
- Satellite television
- Satellite cable
- Fax: (319) 335-6082
- WebEx for meetings and briefings
- Microsoft Outlook (email)
- Campus mail
- US Postal mail

Information will also be communicated internally within the Power Plant. Internal communication methods may include:

- Safety Bulletin Boards
- Tailgate meetings (until group assemblies are discouraged)
- “All call” groups using Nextel cell phones

4. Staffing

Operations personnel will attempt to cover 24/7 operation – minimum of three per 12-hour shift. Shift schedules may be revised dependent on absenteeism and specific pandemic conditions (e.g., change number of consecutive days worked). Operators are being cross-trained in all operations duties and responsibilities to ensure continuity of operations. Mechanics previously qualified as Power Plant Operators may assist with filling operations staffing requirements. Consider contacting Iowa State University and/or University of Northern Iowa to arrange for supplementing numbers of essential personnel.

A minimum of one coal handler will be required if coal deliveries are being received.

The need for mechanics and electrical and instrumentation technicians (EI) will be determined on a case-by-case basis. Mechanics and EI technicians may be asked to support other

departments during a pandemic. There may be a need for multiple options to be considered that are dependent on maintaining U&EM facilities operations.

One administrative staff will be considered essential. Primary role will be to assist in ensuring deliveries of essential goods and services. Depending on the pandemic specifics, performing responsibilities using remote capabilities should be considered.

Sequestering of on-shift staff may be implemented with a screening process to ensure oncoming operators are not in an incubation stage of the pandemic virus.

5. Miscellaneous Needs/Issues

6. Recovery Challenges

- a. Re-establish routine delivery of supplies and materials.
- b. Review financial and personnel losses due to the pandemic and document results in a report.
- c. Determine an estimate for resuming non-essential functions and resources needed.
- d. Develop and implement a plan to initiate long-term recovery activities (e.g., replacement of loss personnel, plan for purchasing any additional needed equipment or establishing any contracts with vendors / suppliers that were identified during the pandemic response, and / or modify this Continuity of Business Plan based on lessons learned).

APPENDIX I: WATER PLANT AND FIELD ESSENTIALS FOR OPERATIONS CONTINUITY

1. Essential Functions

Essential Function Description	Primary Responsible Individual Name Campus Office Address Telephone E-mail	Performed Remotely? (Y/N)	Potential Effect(s) of Failure to Perform Essential Function
1. Provide potable water to essential buildings.	Scott Slee WP 631-2338 scott-slee@uiowa.edu	N	Loss of water would shutdown UIHC and University campuses.
2. Mutual operations assistance opportunities between University and City (water system cross-ties)	Dave McClain WP 631-2331 david-mcclain@uiowa.edu		

2. Essential Function Resources

Essential Function (# from above)	Required Resources (Staffing needs are not addressed in this chart.)	Consumables:	If Stockpiling:		Contingencies
		Stockpiling Possible? (Y/N)	Duration	How/Where Maintained	
1	Process chemicals:				
	Chlorine (4,000 lbs)	Y	60 days		
	Calcium oxide – lime (44,000 lbs)	Y	30 days		
	Carbon dioxide (12,000 lbs)	Y	60 days		
	Ferric sulfate (25,000 lbs)	Y	30 days		
	Phosphates (1,000 lbs)	Y	60 days		
	Potassium permanganate (300 lbs)	Y	30 days		
	Critical laboratory chemicals	Y	30 days		
	Lubricant products	Y	180 days		
	Generator and sludge truck diesel fuel (2,000 gals)	N	24 hours		Arrangements for a one-week reserve through Linn Coop and further access to local depot reserves
	Spare systems and parts	Y	30 days	Spare parts on hand for all critical systems.	Process systems are redundant and process trains back each other up allowing failure of any unit without stopping production.
	Personal Protection Equipment				
	Meals Ready to Eat (MRE)				
	Vehicles for servicing buildings and gas	N			
	Materials supporting office infrastructure (e.g., computers, printers, and/or plotters)				
	Replacement parts for critical equipment/systems				

	Supplies to support infection control techniques				
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3. Communications

The following will be communication systems used to transmit pandemic-related information within U&EM facilities, UNIVERSITY SERVICES BUILDING and the University:

- Nextel and Verizon cellular phone communication system
- Commercial cell phone and land lines
- Fax: (319) 335-XXXX
- WebEx for meetings and briefings
- Microsoft Outlook (email)
- Campus mail
- US Postal mail

Information will also be communicated internally within Water Plant and Field Operations. Internal communication methods may include:

- Safety Bulletin Boards
- Tailgate meetings (until group assemblies are discouraged)
- “All call” groups using Nextel cell phones

4. Staffing

Minimum of one staff person available per shift, with maintenance support as required. Provide refresher operations training for staff not currently assigned to Water Plant operations.

5. Miscellaneous Needs/Issues

Fluoride (1,500 lbs) is not essential but may become a need. Stockpiling is possible for 15-day duration.

6. Recovery Challenges

- a. Re-establish routine delivery of supplies and materials.
- b. Review financial and personnel losses due to the pandemic and document results in a report.
- c. Determine an estimate for resuming non-essential functions and resources needed.
- d. Develop and implement a plan to initiate long-term recovery activities (e.g., replacement of loss personnel, plan for purchasing any additional needed equipment or establishing any contracts with vendors / suppliers that were identified during the pandemic response, and / or modify this Continuity of Business Plan based on lessons learned).

ATTACHMENT D-XIII: UNIVERSITY HOUSING

PANDEMIC INFLUENZA PROCEDURES FOR RESIDENCE HALLS UNIVERSITY HOUSING, UNIVERSITY OF IOWA

In the case of a confirmed human-to-human transmission of pandemic influenza in the Midwest, the University of Iowa must make a decision on whether or not to close the University. Based on the decision to cancel or not cancel classes, different procedures must be followed on how to handle the significant daily change in resident population.

If classes are canceled due to the threat of pandemic influenza, there will need to be housing located for three different groups:

- those who are unable to go home or go home quickly;
- those who may have been exposed to pandemic influenza and must be quarantined
- those who have flu-like symptoms and must be isolated

It is the expectation that University Housing will not only provide housing, but some type of food service. This food service should not be traditional in nature, but sack lunches that will be delivered to student locations to be delivered or picked up by students who are isolated or in quarantine. Determinations will need to be made whether a cost will be associated and/or what the cost of this service will be.

Those students who must stay because of long distances or international flights have been suspended will live in Burge Hall (due to proximity to food services). This would allow over 400 students to stay on campus in single rooms. This is based on the assumption that these students need not be in isolation nor quarantine.

If the residence halls are closed, students will have a prescribed time to vacate the residence halls. This timeframe should be 48 hours. Students should be most concerned with moving themselves out and be less concerned about their belongings. We will provide residents with pre-printed tags so that any major items left in the residence halls will be connected to an owner. In some buildings, student belongings will not be moved. In Burge and Mayflower Halls, student room belongings will need to be accounted for and relocated or secured to minimize possible loss through theft or misplacement.

Resident students who are may have been in contact with pandemic influenza will need to be isolated outside the residence halls. Halsey Hall and the Campus Tennis Center until the residence halls can be emptied and cleaned. Mattresses and/or cots will need to be utilized for bed space. University Housing will be able to provide 100 mattresses from residence hall temporary housing for the venues in Halsey Hall and the Campus Tennis Center. Since no dining will be available at these temporary venues, meal preparations will need to be considered.

Those students who must be isolated do to contact with pandemic influenza will live in the A/B sections of Mayflower Hall. Due to the semi-private restrooms and ventilation systems, this

venue will help to minimize the spread of pandemic influenza. We would look to keep them in a suite by themselves, making space available to 125 residents.

Other students who must be isolated will live in the C/D sections of Mayflower Hall. Due to the semi-private restrooms and ventilation systems, this venue will help to minimize the spread of pandemic influenza. We would consider keeping them in a suite by themselves, making space available to 125 residents. Based on the fact that the students are symptomatic with the flu, one student per room may be considered, whereby two students would share a restroom and kitchenette. This would allow for nearly 250 students to reside in that building. According to the doctors in the Health Care Services Subcommittee, the pandemic flu strain will likely be similar so that residents sharing a suite will not make each other more ill.

Parklawn Hall is also set with private restrooms but only provides 40 apartments. These apartments could be used if the need dictates. There are rooms with private bathrooms in other residence halls, but based on limited staff, these rooms will not be used unless in case of dire need.

Assuming Residence Hall Assistants (RAs) will likely go home, it will be up to the other live-in staff to be on duty and respond to issues. University Housing will be working with Student Services Human Resources to determine effective staffing patterns and cross training of staff in case of a significant increase in staff absenteeism. The Association of College and University Housing Officers – International (ACUHO-I) Pandemic Flu guidelines recommend three staff members who can perform each essential function.

Student Health Services has stated that they will help our organization provide our staff protective gear and information to do their jobs that will minimize risk of infection.

A web site will be created to track students who are isolated, quarantined, or otherwise must remain on campus. However, due to the fact that not all students may have access to a computer, there must be other options for reporting status of remaining students.

Assumptions:

- University and residence halls would close based on first case reported in the state of Iowa.
- Residence halls would give students 48 hours to check out of the halls.
- Residents would leave their rooms in disarray and with many of their belongings still in the room.
- Not all residence hall students would officially check out of the halls.
- Between 400 and 450 students would be required to remain in the residence halls due to long distances from home and/or airline flight cancellations.
- University power plant will remain functional during the pandemic period.
- City utilities will remain functional during the pandemic period (Mayflower Hall).
- Food supplies from the vendor will continue during the pandemic period.
- Custodial staff will be strained during the initial days of the action plan.

- With a worst case scenario of 12 weeks of flu waves, there will still be anticipation that Mayflower Hall will be empty of students by the end of week 8.

ATTACHMENT D-XIV: FINANCE & OPERATIONS: PURCHASING, ACCOUNTS PAYABLE, TRAVEL

Unit Pandemic Planning Template Purchasing, Accounts Payable & Travel

Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

The Accounts Payable department is responsible for the auditing and processing of invoices and payments for The University of Iowa. Invoices, credits, vouchers, and payments are processed on line through the Accounts Payable/Purchase Order (AP/PO) System.

The Purchasing Department mission is to obtain quality goods and services at the lowest reasonable cost, while operating at the highest standards of ethical conduct. This is accomplished through cooperative team interaction and continuous quality improvement in support of the overall goals of Finance and Operations. Purchasing's authority is delegated from the Board of Regents through the President of the University in accordance with the statutes and administrative rules of the State of Iowa and the procedures of the Board of Regents.

The Travel office is responsible for auditing and processing all payments related to University of Iowa Business Travel. They are also available as a resource for information regarding Travel Policy and Processes.

Unit Decision Tree

List the name, position, e-mail, campus office address, and telephone number of the four top decision-makers in the unit, where 1 = person with the top level of decision-making authority for your unit, 2 = second-in-command, 3 = third-in-command, 4 = fourth-in-command.

Name	Campus Office Address	Telephone	E-Mail
1. Debby Zumbach , Director of Purchasing	202 PCO	335-3815	deborah-zumbach@uiowa.edu
2. Denise Hyche , Associate Director Accounts Payable	202 PCO	335-3816	denise-hyche@uiowa.edu
3. Karen Housel , Associate Director Accounts Payable	202 PCO	335-0409	karen-housel@uiowa.edu
4. Jen Jark , Purchasing Agent IV	202 PCO	335-0668	jennifer-jark@uiowa.edu

Essential Functions of the Unit

*Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the **University**; or (2) irreparable damage to University property.*

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Pay Cycle -People Soft process that produces checks and ACH payments	<p>Primary: Sue Hershberger 202 PCO 335-1211 sue-hershberger@uiowa.edu</p> <p>Decision Maker: Denise Hyche 202 PCO 335-3816 denise-hyche@uiowa.edu</p>	Process can be done remotely via Web, Check printing will need to be done at second check location (MBSB)	Failing to process UI payments may result in lost vendor discounts, and financial hardships to faculty/staff due to inability to process feeder system payment (e.g. Dependent/Health Care and Travel
2. EDI -process to load payments into People Soft from other systems	<p>Primary: Sherry Moffit 202 PCO 335-0408 sherry-moffit@uiowa.edu</p> <p>Decision Maker: Denise Hyche 202 PCO 335-3816 denise-hyche@uiowa.edu</p>	Process can be run remotely, internet connection needed	Unable to process Travel reimbursements and cash advances/travel could be prohibited Unable to process payments from other systems (e.g. cashier's office, flex benefits, residence services refunds, payroll)

<p>3. PO and Payroll Voucher Process-enter invoices that are associated with a purchase orders and payroll vouchers into People Soft for payment</p>	<p>Primary: Invoice Processing Team Vicki Stein 335-2192 vicki-stein@uiowa.edu Doralee Davis 335-3651 doralee-davis@uiowa.edu Kathy Burns 335-3606 kathleen-burns@uiowa.edu Laurie Bush 335-0332 laurie-bush@uiowa.edu Melanie Watt 335-2076 melanie-watt@uiowa.edu Rita Gerot 335-0413 rita-gerot@uiowa.edu Jo Marshall 335-1208 jo-marshall@uiowa.edu Amy Salisbury 353-2643 amy-salisbury@uiowa.edu Decision Maker: Rob Kautz 202 PCO 335-0411 robert-kautz@uiowa.edu</p>	<p>Process can be done remotely, could override match exceptions and eliminate voucher groups</p>	<p>Unable to make needed payments to vendors and individuals that do not accept the Procurement Card</p>
<p>4.E Voucher and Procurement Card Process-auditing and approving e-vouchers for payment and auditing Procurement Card Vouchers</p>	<p>Primary: Auditing Team Angie Smith 335-2202 angie-smith@uiowa.edu Jeffrey Humpleby 353-2580 jeffrey-humpleby@uiowa.edu Karen LeVelle 335-0489 karen-levelle@uiowa.edu Katherine Kile 335-1047 katherine-kile@uiowa.edu Faye Schillig 335-1816 faye-schillig@uowa.edu Craig Stout 335-3375 craig-stout@uiowa.edu Brenda Bell 384-3324 brenda-bell@uiowa.edu Maura Venzon 335-1440 maura-venzon@uiowa.edu Tracey Snyder 335-1908 tracey-snyder@uiowa.edu Ben Barreras 335-3256 benjamin-barreras@uiowa.edu Decision Maker:</p>	<p>Process can be done remotely through Employee Self Service portal</p>	<p>Unable to make needed payments to vendors and individuals that do not accept the Procurement Card Could prohibit campus from purchasing low dollar items on the Procurement Card</p>

	<p>Tim Orris 202 PCO 353-2915 timothy-orris@uiowa.edu</p>		
<p>5. Match Exceptions- report is generated to show vouchers that will not pay until the exception is cleared</p>	<p>Primary: Sherry Moffit 202 PCO 335-0408 sherry-moffit@uiowa.edu Decision maker: Karen Housel 202 PCO 335-0409 karen-housel@uiowa.edu</p>	<p>Process can be run remotely, need to be connected to NT Server</p>	<p>Vouchers will not be processed for payment/services from vendors could be interrupted. Exceptions can be disabled to allow payment.</p>
<p>6. Nightly People Soft Process-nightly accounting jobs that are run by ITS</p>	<p>Primary: ITS nightly operators 335-5044 Decision maker: Karen Housel 202 PCO 335-0409 karen-housel@uiowa.edu</p>	<p>Process can be run remotely, need to be connected to NT/PSNIX server</p>	<p>Unable to make needed payments to vendors and individuals that do not accept The Procurement Card</p>
<p>7. Control Groups- verifying totals for voucher groups</p>	<p>Primary: Dani Meyer 202 PCO 353-2503 danielle-meyer@uiowa.edu Decision maker: Denise Hyche 202 PCO 335-3816 denise-hyche@uiowa.edu</p>	<p>Process can be run remotely, internet connection needed</p>	<p>Vouchers that are not verified will not pay/services for the U of I could be interrupted</p>
<p>8. Communication- informing all staff of emergencies, communication with outside vendors and campus</p>	<p>Primary: Debby Zumbach 202 PCO 335-3815 deborah-zumbach@uiowa.edu Mary Jane Stumpf 202 PCO maryjane-stumpf@uiowa.edu 335-0406 Decision Maker:</p>	<p>Communication with staff can be done remotely via e-mail and phone</p>	<p>Key people would not be informed that the pandemic plan needs to be carried out</p>

	<p>Debby Zumbach 202 PCO 335-3815 deborah-zumbach@uiowa.edu</p>		
<p>9. Purchase Order Issuance: Reviewing and approving Purchase Orders to Vendors</p>	<p>Primary: Purchasing Agents: Mark Long 356-4846 mark-long@uiowa.edu John Klopp 335-0382 john-klopp@uiowa.edu Anne Sopher 335-0378 anne-sopher@uiowa.edu John Schiltz 356-4824 john-schiltz@uiowa.edu Brenda Bang 335-0376 brenda-bang@uiowa.edu Jayne Keiser 335-0305 Jayne-keiser@uiowa.edu Jim Jetter 335-0383 james-jetter@uiowa.edu Sherri Dusenbery 335-1207 sherri-dusenbery@uiowa.edu Jennifer Wilkins 335-3914 jennifer-wilkins@uiowa.edu Scott Anderson 335-0387 scott-a-anderson@uiowa.edu Betty Moey 335-1719 betty-moey@uiowa.edu Becky Schaffner 335-0113 rebecca-schaffner@uiowa.edu</p> <p>Decision Maker: Jennifer Jark 202 PCO 335-0668 jennifer-jark@uiowa.edu</p>	<p>Process can be run remotely, internet connection needed</p>	<p>Campus will need to make purchases, paper purchase orders or emergency Procurement Cards can be used</p>
<p>10. Pro Trav Nightly Jobs Processes to load ProTrav vouchers for payments and loads information to general ledger</p>	<p>Primary: Automated Systems Decision Maker: Michael Alberhasky 121-15 USB 335-1009</p>	<p>Process can be run remotely, internet, NT and PSNIX server connection needed</p>	<p>Payments for Travel would be suspended/Travel could be delayed</p>
<p>11. Vendor File Processes</p>	<p>Primary: Vendor File Team</p>	<p>Process can be run remotely,</p>	<p>Payments to vendors could be suspended,</p>

<p>Creating and updating vendor information in PS for payment</p>	<p>Nancy Nygaard 335-0390 nancy-nygaard@uiowa.edu Colleen Bauer 335-0380 colleen-bauer@uiowa.edu Chris Frank 335-1861 christine-frank@uiowa.edu</p> <p>Decision Maker: Julie Bergeon 202 PCO 335-1726 julie-bergeon@uiowa.edu</p>	<p>internet connection needed</p>	<p>vendor information could not be updated</p>
<p>12. Import Utility Procurement Card Importing daily charges from the bank into ProTrav</p>	<p>Primary: Jennie Portwood 202 PCO 335-2762 jennifer-portwood@uiowa.edu</p> <p>Decision Maker: Sherry Reynolds-Miller 202 PCO 335-0656 sherry-reynolds@uiowa.edu</p>	<p>Process can be run remotely, internet connection needed</p>	<p>Card holders would not be able to verify charges or identify fraudulent charges, unable to reconcile charges that posted to Procurement card</p>

Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail 	Second Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail 	Third Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail
1. Pay Cycle	Dani Meyer 202 PCO 353-2503 danielle-meyer@uiowa.edu	Denise Hyche 202 PCO 335-3816 denise-hyche@uiowa.edu	Debby Zumbach 202 PCO 335-3815 Deborah-zumbach@uiowa.edu
2.EDI Process	Sherri Dusenbery 202 PCO 335-1207 sherry-dusenbery@uiowa.edu	Tim Orris 202 PCO 353-2915 timothy-orris@uiowa.edu	Becky Schaffner 202 PCO 335-0113 rebecca-schaffner@uiowa.edu
3. PO and Payroll Voucher Process	Rob Kautz 202 PCO 335-0411 robert-kautz@uiowa.edu	Karen Housel 202 PCO 335-0409 karen-housel@uiowa.edu	Mary Jane Stumpf 202 PCO 335-0406 maryjane-stumpf@uiowa.edu
4. E-Voucher Process	Tim Orris 202 PCO 353-2915 timothy-orris@uiowa.edu	Rob Kautz 202 PCO 335-0411 robert-kautz@uiowa.edu	Karen Housel 202 PCO 335-0409 karen-housel@uiowa.edu
5. Match Exceptions	Barb Fortune-Welsh 202 PCO 335-1513 Barbara-fortune@uiowa.edu	Mary Jane Stumpf 202 PCO 335-0406 maryjane-stumpf@uiowa.edu	Karen Housel 202 PCO 335-0409 karen-housel@uiowa.edu
6.Nightly People Soft Processes	Gopal Borde 2950-63 UCC 384-0802 Gopal-borde@uiowa.edu	Roshi Ahmadi 2800 UCC 335-5044 roshi-ahmadi@uiowa.edu	Lati Modarressi 2958 UCCS-5399 lati-modarressi@uiowa.edu
7.Control Groups	Rob Kautz 202 PCO 335-0411 robert-kautz@uiowa.edu	Karen Housel 202 PCO 335-0409 karen-housel@uiowa.edu	Sherry Moffit 202 PCO 335-0408 sherry-moffit@uiowa.edu
8. Communication	Karen Housel 202 PCO 335-0409	Denise Hyche 202 PCO 335-3816	Jennifer Jark 202 PCO

	karen-houseel@uiowa.edu	denise-hyche@uiowa.edu	335-0668 jennifer-jark@uiowa.edu
8. Payroll Voucher Process	Rob Kautz 202 PCO 335-0411 robert-kautz@uiowa.edu	Karen Houseel 202 PCO 335-0409 karen-houseel@uiowa.edu	Mary Jane Stumpf 202 PCO 335-0406 maryjane-stumpf@uiowa.edu
9. Purchase order Issuance	Jennifer Jark 202 PCO 335-0668 jennifer-jark@uiowa.edu	Debby Zumbach 202 PCO 335-3815 Deborah-zumbach@uiowa.edu	Mary Jane Stumpf 202 PCO 335-0406 maryjane-stumpf@uiowa.edu
11. Vendor File Processes	Denise Hyche 202 PCO 335-3816 denise-hyche@uiowa.edu	Jennifer Jark 202 PCO 335-0668 jennifer-jark@uiowa.edu	Karen Houseel 202 PCO 335-0409 karen-houseel@uiowa.edu
12. Import Utility Pro Trav	Larry Meyer 121-15 USB 335-0566 Larry-meyer@uiowa.edu	Jacob Feuerbach 121-15 USB 335-5142 jacob-feuerbach@uiowa.edu	Sherry Reynolds-Miller 202 PCO 335-0656 sherry-reynolds@uiowa.edu

Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Pay Cycle	Computer connected to NT/PSUNX server, check stock, printer (must have signature chip installed), Micr Toner	Y (check stock)	A few months	Second check location (MBSB)	Check stock and toners needs to be rotated due to moisture

2. EDI	Computer connected to NT/PSUNX server	Any computer will work.			
3. PO and Payroll Voucher Process	Computer connected to PSUNX server	Any computer will work.			
4. E-Voucher AND Procurement Card Process	Computer with internet connection	Any computer will work.			
5. Match Exceptions	Computer connected to NT/PSUNX server	Any computer will work.			
6. Nightly People Soft Processes	Computer connected to PSUNX server	Any computer will work.			
7. Control Groups	Computer with internet connection	Any computer will work.			
8. Communication	N/A				
9. Purchase Order Issuance	Computer with internet connection	Any computer will work. 100 pre numbered paper purchase orders will be stored. 50 in separate locations			
10. Pro Trav Nightly Jobs	Computer connected to NT/PSUNX server	Any computer will work.			

11. Vendor File Process	Computer with internet connection	Any computer will work.			
12. Import Utility Pro Trav	Computer connected to NT/PSUNIX server	Any computer will work.			

Major Non-Essential Functions of the Unit

Major non-essential functions are those, which support core activities of the unit, but are not essential to the lives, safety, or well-being of people or animals relying on the University. Also, the failure to carry-out non-essential functions would not cause irreparable damage to University property.

For each major non-essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether the function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., financial, operational, reputational) of failing to carry out the function.

Major Non-Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Non-Essential Function
1. Scanning Documents: Vouchers/Invoices are sent to be scanned for departments to view and approve	Primary: Violet Wardeh 202 PCO 335-2208 violet-wardeh@uiowa.edu Decision Maker: Denise Hyche 202 PCO 335-3816 denise-hyche@uiowa.edu	No	Images not available for campus to review. Payments made in error.
2. Training Classes : Classes to provide training for U of I departments	Primary: Mary Jane Stumpf 202 PCO 335-0406 maryjane-stumpf@uiowa.edu Decision Maker: Debby Zumbach 202 PCO 335-3815 Deborah-	Process can be run remotely, internet connection needed	On-line classes are being created. Faculty/ staff might not receive additional training if needed.

	zumbach@uiowa.edu		
3.RFP/RFQ's, BOR and COI Vendors	<p>Primary: Purchasing Agents: Mark Long 356-4846 mark-long@uiowa.edu John Klopp 335-0382 john-klopp@uiowa.edu Anne Sopher 335-0378 anne-sopher@uiowa.edu John Schiltz 356-4824 john-schiltz@uiowa.edu Brenda Bang 335-0376 brenda-bang@uiowa.edu Jayne Keiser 335-0305 Jayne-keiser@uiowa.edu Jim Jetter 335-0383 james-jetter@uiowa.edu Sherri Dusenbery 335-1207 sherri-dusenbery@uiowa.edu Jennifer Wilkins 335-3914 jennifer-wilkins@uiowa.edu Scott Anderson 335-0387 scott-a-anderson@uiowa.edu Betty Moey 335-1719 betty-moey@uiowa.edu Becky Schaffner 335-0113 rebecca-schaffner@uiowa.edu</p> <p>Decision Maker: Debby Zumbach 202 PCO 335-3815 deborah-zumbach@uiowa.edu</p>	Process can be run remotely, internet connection needed	Vendors would have to wait for Conflict of Interest approvals. BOR approvals for high dollar purchases would be put on hold. RFP's and RFQ's would not be necessary in an emergency situation.
4.Credit Memo/Past due invoices	<p>Primary: Credit Statement Team Nancy Nygaard nancy-nygaard@uiowa.edu Colleen Bauer colleen-bauer@uiowa.edu Chris Frank</p>	Process can be run remotely, internet connection needed	Possible overpayments if credits are not applied, past due invoices might not be paid

	christine-frank@uiowa.edu Decision Maker: Rob Kautz 202 PCO 335-0411 robert-kautz@uiowa.edu		
5. Check Cancels/Reissuing checks	Primary: Danni Weber 202 PCO Danielle-weber@uiowa.edu 353-2503 Decision Maker: Rob Kautz 202 PCO 335-0411 robert-kautz@uiowa.edu	Process can be run remotely, internet connection needed	Reissuing payments to vendors and individuals might be put on hold
6. PO Database items/ship to codes	Primary: JoAnn Dolezal 202 PCO joann-dolezal@uiowa.edu 335-0491 Bob Bruns bob-bruns@uiowa.edu Decision maker: Jennifer Jark 202 PCO 335-0668 jennifer-jark@uiowa.edu	Process can be run remotely, internet connection needed	Wait to issue ship to codes and items, can use generic shipping code to manually enter a ship to address
7. Freight/Stale Dated checks	Primary: Stale Date: Barb Fortune-Welsh 202 PCO 335-1513 barbara-fortune@uiowa.edu Decision Maker: Rob Kautz 202 PCO 335-0411 robert-kautz@uiowa.edu	Process can be run remotely, internet connection needed	Freight errors and files possibly would not be loaded to GL, Stale dated checks would have to wait to be reissued
8. Card Holder Maintenance: ordering cards, changing card holder information, limit increases	Primary: Gina Pottorff 202 PCO 335-0389 gina-pottorff@uiowa.edu	Process can be preformed remotely	Changing card holder information and issuing new cards could be put on hold, would be able to raise card limits

	Decision Maker: Sherry Reynolds-Miller 202 PCO 335-0656 sherry-reynolds@uiowa.edu		
9.1099 Process: Reporting payments to the IRS	Primary: Sherry Moffit 202 PCO Sherry-moffit@uiowa.edu 335-0408 Decision Maker: Denise Hyche 202 PCO 335-3816 denise-hyche@uiowa.edu		Would be able to file for an extension with the IRS if needed
10.Reconciling Totals in PS and ProTrav: People Soft: Daily reports to verify New PO encumbrances and monthly reports to verify open liability totals in GL ProTrav: Verifying ACH totals with the bank flat file, GL totals with ProTrav tables and verifying US Bank Import Utility with US bank access on-line	Primary: <i>ProTrav</i> Jamy Schumacher 202 PCO 384-3342 jamy-shumacher@uiowa.edu Decision Maker: Becky Schaffner 202 PCO 335-0113 Rebecca-schaffner@uiowa.edu Primary: <i>PeopleSoft</i> Rob Kautz 202 PCO 335-0411 robert-kautz@uiowa.edu Decision Maker: Karen Housel 202 PCO 335-0409 karen-housel@uiowa.edu	Process can be run remotely, internet connection needed	General Ledger totals might not be accurate, ProTrav totals
11.Wire Transfers/Foreign Drafts: Process to transfer funds to foreign vendor	Primary: Sue Hershberger 202 PCO sue-hershberger@uiowa.edu 335-1211 Decision Maker: Denise Hyche	Process can be run remotely, internet connection needed	Payments to foreign vendors could be interrupted

	202 PCO 335-3816 denise-hyche@uiowa.edu		
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Non-Essential Function Resources

For each of the above non-essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; space; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1.N/A					
2.N/A					
3.N/A					

ATTACHMENT D-XV: FINANCE & OPERATIONS: CENTRAL MAIL, GENERAL STORES, PRINTING

Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

Materials Management fulfills much of the University's need for supplies and for the movement of freight. This includes a variety of provisions: office supplies and paper, hardware, custodial, and printer supplies; cylinder gases and dry ice; safety shoes and safety glasses; hauling and trucking services; equipment rental; and central receiving and shipping.

The Printing Department's mission is to provide complete graphic support by developing cost-effective, graphically aesthetic, and timely printed material for the University community.

Central Mail Services conducts the mailing operations for The University of Iowa. Its charge is to provide collection and distribution of interdepartmental mail; coordinate or deliver all incoming U.S. Postal Service mail; and process outgoing USPS mail and United Parcel Service parcels.

I. Decision-Making and Communication

A. Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

Name	Campus Office Address	Telephone	E-Mail
1. GARY ANDERSON	118 A MBSB	384-3917	gary-anderson@uiowa.edu
2. CHRIS KULA	178 MBSB	384-3809	chris-kula@uiowa.edu
3. CAROL ILES	130 MBSB	384-3701	carolyn-iles@uiowa.edu
4. RHONDA WEAVER	118 MBSB	384-3711	rhonda-weaver@uiowa.edu

In the event of a pandemic, the most senior decision-maker who is available from among the four people listed above or that person's designee will be the point-of-contact for:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;

- Communications within your unit to employees and students regarding changes in unit, collegiate, or University operations, procedures, or policies;
- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

B. Description of Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

Communications from unit to administrative reporting line regarding essential and non-essential functioning:

Email, telephone, including cellular phone, word of mouth, Web site. Equipment Rental Department stocks laptop computers that may be available for use during an emergency.

Communications within your unit to employees and students regarding changes in operations, procedures or policies:

Email, telephone, including cellular phone, word of mouth, Web site

Communications from employees and students in your unit regarding their ability to meet commitments to your unit:

Email, telephone, including cellular phone, word of mouth, Web site

Essential Functions of the Unit

*Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the **University**; or (2) irreparable damage to University property.*

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> • Name • Campus Office Address • Telephone • E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1.GAS CYLINDER DISTRIBUTION	STEVE POGGENPOHL 100 GSB 353-2916 steve-poggenpohl@uiowa.edu	NO	THREAT TO LIVES, WELL BEING, THREAT TO RESEARCH
2.DRY ICE	JOEL TRESSLAR	NO	THREAT TO RESEARCH

DISTRIBUTION	183 MBSB 384-3905 joel-tresslar@uiowa.edu		
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Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail 	Second Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail 	Third Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail
1.GAS CYLINDER DISTRIBUTION	RANDY YEDLICK 100 GSB 353-2916 randy-yedlick@uiowa.edu	JOEL TRESSLAR 183 MBSB 384-3905 joel-tresslar@uiowa.edu	BRIAN MEAD 183 MBSB 384-3906 brian-mead@uiowa.edu
2.DRY ICE DISTRIBUTION	BRIAN MEAD 183 MBSB 384-3906 brian-mead@uiowa.edu	BILL BURCH 178 MBSB 384-3975 bill-burch@uiowa.edu	GARY ANDERSON 118A MBSB 384-3917 gary-anderson@uiowa.edu

Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling). Equipment Rental Department stocks laptop computers that may be available for use during an emergency.

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1.GAS CYLINDER DISTRIBUTION	GAS CYLINDERS VEHICLE FUEL	Y	DEPENDS UPON DEMAND	GAS CYLINDER SHED	GAS CYLINDER VENDOR

	PERSONNEL				
2.DRY ICE DISTRIBUTION	DRY ICE VEHICLE FUEL PERSONNEL	Y	DEPENDS UPON DEMAND	GENERAL STORES	DRY ICE VENDOR

Major Non-Essential Functions of the Unit

Major non-essential functions are those, which support core activities of the unit, but are not essential to the lives, safety, or well-being of people or animals relying on the University. Also, the failure to carry-out non-essential functions would not cause irreparable damage to University property.

For each major non-essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether the function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., financial, operational, reputational) of failing to carry out the function. Equipment Rental Department stocks laptop computers that may be available for use during an emergency.

Major Non-Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Non-Essential Function
1. MAIL DISTRIBUTION	CHRIS KULA 178 MBSB 319-384-3809 chris-kula@uiowa.edu	NO	NO MAIL DELIVERY, OPERATIONAL
2.LISTSERV COMMUNICATIONS	CHRIS KULA 178 MBSB 319-384-3809 chris-kula@uiowa.edu	YES Web	NO EMAIL, OPERATIONAL
3. MAIL PROCESSING	CHRIS KULA 178 MBSB 319-384-3809 chris-kula@uiowa.edu	NO	NO MAIL PROCESSING, OPERATIONAL
4.PRINTING	GARY ANDERSON 118A MBSB 319-384-3917 gary- anderson@uiowa.edu	SOME Web	LOSS OF SOME PRINTED MATERIALS

5. CAMPUS DELIVERIES	GARY ANDERSON 118A MBSB 319-384-3917 gary-anderson@uiowa.edu	NO	LOSS OF DELIVERIES, COULD BE CRITICAL PRODUCTS
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Non-Essential Function Resources

For each of the above non-essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; space; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling). Equipment Rental Department stocks laptop computers that may be available for use during an emergency.

Essential Function # (from above)	Resources Required for Function	Consumables	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1.MAIL DISTRIBUTION	VEHICLES GAS PERSONNEL	N Could cut number of deliveries.			
2.LISTSERV COMMUNICATIONS	COMPUTERS ELECTRICITY PERSONNEL	N			
3.MAIL PROCESSING	MACHINERY ELECTRICITY PERSONNEL	N			
4.PRINTING	ELECTRICITY, EQUIPMENT PERSONNEL	N			
5. CAMPUS DELIVERIES	VEHICLES PERSONNEL	N Could cut number of deliveries.			

**EXEMPLARY JOB ACTION SHEET FOR DRY ICE
ESSENTIAL FUNCTION**

Function

Delivery of Dry Ice by General Stores (essential)

Description

Deliver Dry Ice to various university locations by General Stores delivery staff.

Consequences for Failing to Meet Function

Lab experiments could be ruined.

Individual Responsible

Joel Tresslar, 183 MBSB, 319-384-3905, 319-631-4057, joel-tresslar@uiowa.edu

Decision-Maker to Whom Individual Responsible Reports

Gary Anderson, 118A MBSB, 319-384-3917, 319-331-0777, gary-anderson@uiowa.edu

Resources Required

Dry ice, vehicle, gloves and tongs, knowledge of buildings.

Resource Suppliers

General Stores, Iowa Carbonic is contracted supplier.

Procedures

Call (319-384-3905 or 319-384-3906, or Fax orders (319-384-3918) to General Stores

Units/Individuals Communicated with as Function is Carried Out

Dry ice customers

Other Units, Processes, or Individuals Relying on Function

Alternative Procedures

See below.

Details of Plan:

General Stores stocks dry ice in its warehouse in the Mossman Business Services Building, 2222 Hwy 218 South. The dry ice contract is held by Iowa Carbonic Incorporated, Muscatine, IA. Deliveries are received on Tuesdays and Fridays. Currently the maximum amount of dry ice stocked is 6480 lbs. Since dry ice evaporates quickly, it is not possible to realistically maintain a larger inventory.

Iowa Carbonic has indicated that they can supply additional dry ice within four regular business hours in the event of a local emergency or power outage. If an emergency happens at night or on the weekend, General Stores would transfer its inventory to dock locations at ML, MEB, and BSB, and then replenish their stock the next business day. This plan should handle any local power outages or emergencies that might arise. However, in the case of a regional or more wide-spread disaster, dry ice would be very difficult to obtain. This is due to the significantly increased demand for the product during a disaster, the limited number of vendors providing the product, and the evaporation characteristics of the ice itself.

Due to the nature of dry ice and the probability that it would be unavailable in the event of a regional disaster, we recommend that all critical cooling be done in buildings with backup generators.

Contacts:

Joel Tresslar, Supervisor
Office: 319-384-3905
Cell: 319-631-4057
joel-tresslar@uiowa.edu

Brian Mead, Storekeeper
183 MBSB
384-3906

Bill Burch, Supervisor
178 MBSB
Office: 384-3975
Cell: 631-4072
bill-burch@uiowa.edu

Gary Anderson, Assoc Director Business Services
Office: 319-384-3917
Cell: 319-331-0777
Home: 319-351-4598
gary-anderson@uiowa.edu

Dan Wyjack, Clerk
183 MBSB
319-384-3914
daniel-wyjack@uiowa.edu

Judy Rockafellow, Office Manager
183 MBSB
319-384-3906
judy-rockafellow@uiowa.edu

Iowa Carbonic:
Office: 563-263-1645
Dean VanAcker, Iowa Carbonic deliveries: cell; 563-299-5558

**EXEMPLARY JOB ACTION SHEET FOR GAS CYLINDERS
ESSENTIAL FUNCTION**

Function

Delivery of Gas Cylinders by General Stores (essential)

Description

Deliver Gas Cylinders to various University locations by General Stores delivery staff.

Consequences for Failing to Meet Function

Could be life sustaining, lab experiments could be ruined.

Individual Responsible

Steve Poggenpohl, 100 GSB, 319-353-2916, 319-631-4062 steve-poggenpohl@uiowa.edu

Decision-Maker to Whom Individual Responsible Reports

Gary Anderson, 118A MBSB, 319-384-3917, 319-331-0777, gary-anderson@uiowa.edu

Resources Required

Vehicle, Gas Cylinders, Cart, gloves, knowledge of buildings.

Resource Suppliers

General Stores, Gas Cylinder Supplier

Procedures

Call (319-353-2916 or 319-631-4062, or Fax orders (319-335-6100) to Gas Cylinder Operation. Equipment Rental Department stocks laptop computers that may be available for use during an emergency.

Units/Individuals Communicated with as Function is Carried Out

Gas Cylinder Customers

Other Units, Processes, or Individuals Relying on Function

Alternative Procedures: Normal delivery is two trucks per week.

Contact Vendor:

Airgas North Central Incorporated
4919 Tremont Ave, Davenport, IA 52807
Jeffrey Preston (jeff.preston@airgas.com)
Office: 563-386-6142; Cell:563-528-1824
Sherry Hanson (sherry.hanson@airgas.com)
Office: 563-386-6142; Cell: 563-271-8383

General Stores Contacts:

Steve Poggenpohl, Supervisor
Office: 319-353-2916; Cell: 319-631-4062
steve-poggempohl@uiowa.edu

Randy Yedlick, Storekeeper
Office: 319-353-2916; Cell: 319-631-4060
randy-yedlick@uiowa.edu

Joel Tresslar, Supervisor
Office: 319-384-3905; Cell: 319-631-4057
joel-tresslar@uiowa.edu

Brian Mead, Storekeeper
Office: 319-384-3906

Bill Burch, Supervisor
178 MBSB
Office: 384-3975; Cell: 631-4072
bill-burch@uiowa.edu

**EXEMPLARY JOB ACTION SHEET FOR MAIL DISTRIBUTION
NON-ESSENTIAL FUNCTION**

Function

Delivery of Mail (non-essential)

Description

Deliver mail to University locations by Central Mail delivery staff.

Consequences for Failing to Meet Function

Loss of some communications

Individual Responsible

Chris Kula, 178 MBSB, 319-384-3809, chris-kula@uiowa.edu

Decision-Maker to Whom Individual Responsible Reports

Gary Anderson, 118A MBSB, 319-384-3917, 319-331-0777, gary-anderson@uiowa.edu

Resources Required

Vehicles, knowledge of buildings

Resource Suppliers

Central Mail

Procedures

Units/Individuals Communicated with as Function is Carried Out

All Campus Customers

Other Units, Processes, or Individuals Relying on Function

Alternative Procedures

See below.

Details of Plan:

Delivery of mail requires staff and vehicles. In the event of a personnel shortage, staff could be moved from other areas of Business Services to assist. Deliveries could be reduced and prioritized. A large scale and long-term reduction of University staff would most like reduce the quantity of mail to be delivered.

Contacts:

Chris Kula, Manager

178 MBSB

Office: 319-384-3809; Cell: 319-631-4034

chris-kula@uiowa.edu

Bill Burch, Supervisor

178 MBSB

Office: 319-384-3975; Cell: 319-631-4052

bill-burch@uiowa.edu

David Larsen, Clerk

178MBSB

384-3800

david-larsen@uiowa.edu

Gary Anderson, Assoc Director Business Services
118A MBSB
Office: 319-384-3917; Cell: 319-331-0777
Home: 319-351-4598
gary-anderson@uiowa.edu

**EXEMPLARY JOB ACTION SHEET FOR LISTSERV COMMUNICATIONS
NON-ESSENTIAL FUNCTION**

Function

Sending out listserv communications (non-essential)

Description

Delivery of email listserv communications to University departments and employees.

Consequences for Failing to Meet Function

Loss of some communications

Individual Responsible

Chris Kula, 178 MBSB, 319-384-3809, chris-kula@uiowa.edu

Decision-Maker to Whom Individual Responsible Reports

Gary Anderson, 118A MBSB, 319-384-3917, gary-anderson@uiowa.edu

Resources Required

Computer and ITS server access, knowledge of process

Resource Suppliers

Central Mail

Procedures

Requests for listserv communications arrive via email. Equipment Rental Department stocks laptop computers that may be available for use during an emergency.

Units/Individuals Communicated with as Function is Carried Out

All Campus Customers

Other Units, Processes, or Individuals Relying on Function

Alternative Procedures

See below.

Details of Plan:

Requires staff, computer, and access to University email system. Could be done remotely.

Contacts:

Chris Kula, Manager

178 MBSB

Office: 319-384-3809

Cell: 319-631-4034

chris-kula@uiowa.edu

Rhonda Weaver, Personnel Administrator

118 MBSB

319-394-3711

rhonda-weaver@uiowa.edu

Deb Harland, Clerk

183C MBSB

319-384-3808
deb-harland@uiowa.edu

Mary Jane Beach, Assistant VP and Director of Business Services
105 JH
319-335-0060
maryjane-beach@uiowa.edu

**EXEMPLARY JOB ACTION SHEET FOR MAIL PROCESSING
NON-ESSENTIAL FUNCTION**

Function

Processing outgoing US Postal Service mail (non-essential)

Description

Receipt of mail, addressing mail, processing mail.

Consequences for Failing to Meet Function

Loss of some communications

Individual Responsible

Chris Kula, 178 MBSB, 319-384-3809, chris-kula@uiowa.edu

Decision-Maker to Whom Individual Responsible Reports

Gary Anderson, 118A MBSB, 319-384-3917, gary-anderson@uiowa.edu

Resources Required

Equipment, vehicles, personnel, knowledge of process

Resource Suppliers

Central Mail

Procedures

Process outgoing USPS mail.

Units/Individuals Communicated with as Function is Carried Out

All Campus Customers

Other Units, Processes, or Individuals Relying on Function

Alternative Procedures

See below.

Details of Plan:

Requires staff, vehicles, machinery. Process could be done within each department. Departments could independently purchase stamps and mail parcels with US Postal Service using Pcard. Process could be outsourced to a local vendor. Services offered could be prioritized. In the event of a personnel shortage, staff could be moved from other areas of Business Services to assist. A large scale and long-term reduction of University staff would most like reduce the quantity of mail received and to be delivered.

Contacts:

Chris Kula, Manager

178 MBSB

Office: 319-384-3809; Cell: 319-631-4034

chris-kula@uiowa.edu

Bill Burch, Supervisor

178 MBSB

Office: 319-384-3975; Cell: 319-631-4052

bill-burch@uiowa.edu

Patrick McDonald, Clerk

178 MBSB
384-3804
patrick-mcdonald@uiowa.edu

Gary Anderson, Assoc Director Business Services
118A MBSB
Office: 319-384-3917; Cell: 319-331-0777; Home: 319-351-4598
gary-anderson@uiowa.edu

**EXEMPLARY JOB ACTION SHEET FOR PRINTING
NON-ESSENTIAL FUNCTION**

Function

Printing (non-essential)

Description

Printing for University departments.

Consequences for Failing to Meet Function

Loss of some communications

Individual Responsible

Gary Anderson, 118A MBSB, 319-384-3917

Decision-Maker to Whom Individual Responsible Reports

Mary Jane Beach, 105 JH, 319-335-0060

Resources Required

Equipment, computers, vehicles, personnel, knowledge of process

Resource Suppliers

Printing Department

Procedures: Equipment Rental Department stocks laptop computers that may be available for use during an emergency.

Units/Individuals Communicated with as Function is Carried Out

All Campus Customers

Other Units, Processes, or Individuals Relying on Function

Alternative Procedures

See below.

Details of Plan:

Requires staff, vehicles, machinery. Process could be outsourced to local printers, University of Northern Iowa, or Iowa State University. In the event of a personnel shortage, staff could be moved from other areas of Business Services to assist. A large scale and long-term reduction of University staff would most like reduce the quantity of printing jobs.

Contacts:

Gary Anderson, Assoc Director Business Services

118A MBSB

Office: 319-384-3917; Cell: 319-331-0777; Home: 319-351-4598

gary-anderson@uiowa.edu

Chris Kula, Manager

178 MBSB

Office: 319-384-3809; Cell: 319-631-4034

chris-kula@uiowa.edu

Steve Wilson, Manager

104 MBSB

319-384-3705
steve-wilson@uiowa.edu

Carol Iles, Manager
130 MBSB
319-384-3701
carolyn-iles@uiowa.edu

**EXEMPLARY JOB ACTION SHEET FOR CAMPUS DELIVERIES
NON-ESSENTIAL FUNCTION**

Function

Deliveries (non-essential)

Description

Delivery of goods to University departments.

Consequences for Failing to Meet Function

Failure to get goods to destination

Individual Responsible

Gary Anderson, 118A MBSB, 319-384-3917

Decision-Maker to Whom Individual Responsible Reports

Mary Jane Beach, 105 JH, 319-335-0060

Resources Required

Vehicles, personnel, cell phones, knowledge of campus

Resource Suppliers

General Stores

Procedures

Deliver goods to campus destinations

Units/Individuals Communicated with as Function is Carried Out

All Campus Customers

Other Units, Processes, or Individuals Relying on Function

Alternative Procedures: See below.

Details of Plan:

Requires staff, and vehicles. In the event of a personnel shortage, staff could be moved from other areas of Business Services or campus to assist. A large scale and long-term reduction of University staff would most like reduce the quantity shipments and deliveries.

Contacts:

Joel Tresslar, Supervisor

183 MBSB

Office: 319-384-3905; Cell: 319-631-4057

joel-tresslar@uiowa.edu

Brian Mead, Storekeeper

Office: 319-384-3906

Bill Burch, Supervisor

178 MBSB

Office: 384-3975; Cell: 631-4072

bill-burch@uiowa.edu

Gary Anderson, Assoc Director Business Services

Office: 319-384-3917; Cell: 319-331-0777; Home: 319-351-4598
gary-anderson@uiowa.edu

Judy Rockafellow, Office Manager
183 MBSB
319-384-3906
judy-rockafellow@uoiwa.edu

ATTACHMENT D-XVI: FINANCE & OPERATIONS: LAUNDRY

Pandemic Flu Plan for UI Laundry Services (4-6-07)

Core Activity of Unit

Provide textile acquisition, cleaning, transport, and textile consulting support for University of Iowa departments. Primary customer served is the University of Iowa Hospitals & Clinics and Health Science colleges such as Medicine, Nursing, Dentistry and Pharmacy.

Unit Decision Tree (Chain of Command)

1. David Gray Laundry Service Bldg, Oakdale 335-4951 david-gray@uiowa.edu
2. Mary Jane Beach Jessup Hall, Main Campus 335-0060 maryjane-beach@uiowa.edu
3. Monica Fuhrmeister Laundry Service Bldg, Oakdale 335-4958 monica-fuhrmeister@uiowa.edu

Communication Methods

First contact will be to Mary Jane Beach, Asst Vice President F & O/Director of Business Services via the information above, and if necessary contacting her at her personal residence. Communications to Dave Gray, Laundry Manager as the primary contact person at Laundry Services will occur either by Mary Jane Beach or a designee in accordance with the Campus wide protocol for emergency response notification. An up to date call list is maintained and given to all Laundry management team members. The Laundry management team will attempt to contact all staff regarding emergency conditions that may impact the work place and work time. The phone call list or a public service announcement through local radio and television will be the method used to make contact with staff.

Essential Functions of the Unit

1. Organize production activities that provide clean linens for UIHC and associated medical clinics. Dave Gray, Laundry Manager, will be the primary individual performing this function. He can be reached at the UI Laundry Service Bldg by phone at 335-4940 or 335-4951 or by email at david-gray@uiowa.edu or at home 351-3629. This function cannot be performed remotely. The effect of not performing this function could result in no laundry support for UIHC exhausting inventories of clean textiles needed to treat patients. A lack of proper cleaning of contaminated soiled textiles used by patients at UIHC could lead to further transmission of human pathogens. Increased risk to sick patients, staff, and visitors allowed in the hospital could occur and make controlling the transmission of the pathogens more difficult.

Essential Function Back-Ups

1. In the event Dave Gray is incapacitated and can't perform his duties, Mary Jane Beach, Assistant Vice President/Director of Business Services, would intervene and take action to secure the provision of laundry support for UIHC. In the event Mary Jane Beach is incapacitated, Monica Fuhrmeister, Senior Laundry Supervisor, would assume these responsibilities. In the event Monica Fuhrmeister is incapacitated, a designee appointed by the Vice President for Finance and Operations or other University Senior Administrator would secure a copy of this plan and follow the recommended course of action outlined in it.

Essential Function Resources

The essential function of providing clean laundry support for UIHC is dependent on the following:

1. Electrical power- No stockpiling possible from Alliant Energy Co. serving Oakdale Campus.
2. Water (Potable and Production)- No stock piling possible. Oakdale well system must operate.
3. Natural gas supply- No stockpiling possible. Mid-American Energy Company must be in service.
4. Maintenance support- no stockpiling possible. Must have staff present during operations.
5. Production Staff- no stockpiling possible. Must have staff present during operations.
6. Washing chemicals-stockpiling possible. Recommend storing on site three extra 55 gallon barrels of the following washing chemicals: Sour, softener, rinse-speed, and chlorine bleach.
7. Rolls of plastic cart liners-stockpiling possible. Recommend storing on site two extra rolls of different sized plastic bags routinely used.
8. Computer Tech support- no stockpiling possible. Recommend training of current maintenance staff to cover essential computer operations of processing equipment controllers.

Major Non-Essential Functions of the Unit

1. Uniform/garment service- Dave Gray, Laundry Bldg/Oakdale,335-4951,david-gray@uiowa.edu
2. Dust control service- Dave Gray, Laundry Bldg/Oakdale,335-4951,david-gray@uiowa.edu

*These functions could be provided remotely using available outside contractors. The potential effect of failure to perform these services would have a minor impact on the University's function on a temporary basis of a few days to a few weeks.

Non-Essential Function Resources

1. Uniform/Garment Service- Each staff is assigned a number of complete uniform sets that should provide backup supply per staff for several days. Assuming worst case scenario

the staff could clean the assigned uniforms and garments at home for a short period until that service could be offered by the Laundry.

2. Dust Control Service- Wet floor mops, door mats, and treated custodial mops can be used for a period of several days before restocking would be necessary. Additional supplies at the Laundry could be stockpiled to allow for additional issuance of custodial products. The stockpiling of supplies would occur on site at the Laundry building.

Basic Staffing needs and Operational focus during a Pandemic Flu situation

1. Only laundry service in support of UIHC and other healthcare units will occur.
2. The Laundry will require 13-15 staff to operate in support of #1.
3. Service levels will be reduced to a focus on providing sanitary/clean linens for UIHC. Only washing and drying will occur with no ironing or folding or special handling activities. Clean linens will be placed in clean plastic lined carts, closed to protect them from potential airborne pathogens, and returned to UIHC for patient use. Carts received from UIHC to be used for transport of clean linen back to UIHC will be sanitized before they are used.
4. In the event UI Laundry Service can't operate for any reason, Laundry management or back-up individuals listed in this plan, will attempt to arrange service support through outside institutional, commercial, or prison laundry operations. Multiple off-campus laundries may need to be used to handle the volume of soiled linens from UIHC.
5. UIHC Materials Services has plans to use paper disposable patient and surgical linens in the event laundry support is compromised.

ATTACHMENT D-XVII: FINANCE & OPERATIONS: PARKING & TRANSPORTATION

Draft Unit Pandemic Planning Template Parking & Transportation

Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

The Parking and Transportation Department provides and supports vehicular and pedestrian access to the campus; intra-campus transit services within the campus; and a fleet of service and personal transportation vehicles to maintain campus services, and to extend them externally. It accomplishes this by providing integrated parking and transit services; by managing and operating land, facility, fleet and financial assets; establishing rates and policies and implementing and enforcing them; and by contributing to strategic discussions regarding campus planning, land use and property acquisition issues. The Department works with virtually every other department on campus and many entities from off campus.

Unit Decision Tree

List the name, position, e-mail, campus office address, and telephone number of the four top decision-makers in the unit, where 1 = person with the top level of decision-making authority for your unit, 2 = second-in-command, 3 = third-in-command, 4 = fourth-in-command.

Name	Campus Office Address	Telephone	E-Mail
1. David Ricketts	Campus Office/Stadium Drive	335-8628	david-ricketts@uiowa.edu
2. Associate Director	IMU Ramp Offices		
3. Jeff Rahn	Hospital Ramp 2	335-8312	jeffrey-rahn@uiowa.edu
4. Brian McClatchey	Campus Office	335-8632	brian-mcclatchey@uiowa.edu

Essential Functions of the Unit

*Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the **University**; or (2) irreparable damage to University property.*

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily

responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Allocate and Ensure the distribution, availability and quality of Parking & Transportation resources.	Dave Ricketts 100 Cambus Office 335-8628 david-ricketts@uiowa.edu	NO	Lack of sufficient parking space for patients at UIHC, lack of parking space in remote emergency triage clinics at IMU, Halsey, etc. Inability to transport people, goods and services, to support employee access to campus, and limitations in the distribution of emergency services.
2. Operate public and employee parking facilities.	Jeff Rahn Hospital Ramp 2 335-8312 jeffrey-rahn@uiowa.edu	NO	Lack of patient parking can cause delays, congestion, anxiety in an already charged atmosphere. Lack of employee parking space will lead to a loss of space to service patients, clients and critical service workers.
3. Operate Cambus transit services.	Brian McClatchey 100 Cambus Office 335-8632 brian-mcclatchey@uiowa.edu	NO	Lack of intra-campus transportation to link distant destinations. Loss of use of commuter and storage parking capacity. Inability to move staff, services and supplies to and from triage sites.
4. Provide Fleet Services (drivers, trucks, cars, vans, fuel, and maintenance etc). Includes acquiring NON-Parking and	Mike Wilson 603 S. Madison 335-5088 michael-g-wilson@uiowa.edu	NO	Vehicles and drivers are required to transport patients, services, and materials during the crises. Need to support critical Facilities Management, Utility and other services such as

Transportation drivers to provide essential transportation services and to support power generation and other key support services.			garbage removal, food services, residence halls support etc. Fleet Services fuel operations can also support stationary generator needs.
5. Operate and Coordinate commuter programs	Michelle-Ribble Hospital Ramp 2 Offices 384-4457 michelle-ribble@uiowa.edu	NO	Inability of employees to get to work and/or a complete breakdown in commuter patterns which might lead to additional cars on campus during crises, impacting patient parking capacity and employee access.
6. Network and IT Services	Lea McGuire Cambus Office 335-5771 Leanna-Mcguire@uiowa.edu	Partially	IT provides us the basic means to communicate with patrons and employees who may be sequestered at home. Allows use of management programs to operate facilities.

Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail 	Second Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail 	Third Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail
1. Allocate and Ensure the distribution & availability of Parking & Transportation resources among critical services	Associate Director of Parking & Transportation	Jeff Rahn Hospital Ramp 2 335-8312 jeffrey-rah@uiowa.edu	Brian McClatchey 100 Cambus Office 335-8632 brian-mcclatchey@uiowa.edu
2. Operate public and employee parking facilities.	Linda Hochstedler IMU Ramp Office 335-3824 Linda-hochstedler@uiowa.edu	Michelle-Ribble Hospital Ramp 2 Offices 384-4457 michelle-ribble@uiowa.edu	Lisa Harkey Hospital Ramp 2 335-9900 Lisa-harkey@uiowa.edu
3. Operate Cambus	Pat Smith	Brianna Maras (Student)	

transit services.	Cambus Garage 517 S. Madison St. 335-5102 patrick-smith@uiowa.edu	Supervisor) Cambus Office 335-8632 Brianna-maras@uiowa.edu	
4. Provide Fleet Services (drivers, trucks, cars, vans, fuel, and maintenance etc). Includes acquiring NON-Parking and Transportation drivers to provide essential transportation services and to support power generation and other key support services.	Deb Lorenz Fleet Services Office S. Madison St. 384-0501 deborah-lorenz@uiowa.edu	John Knoll Fleet Services Office S. Madison St. 384-0564 John-Knoll@uiowa.edu	Pat Smith Cambus Garage 517 S. Madison St. 335-5102 patrick-smith@uiowa.edu
5. Operate and Coordinate commuter programs	Judy Hemmen Hospital Ramp 2 Offices 353-5770 Judith-hemmen@uiowa.edu	Jeff Horesowsky IMU Ramp Offices 335-1481 jeff-horesowsky@uiowa.edu	Chris Wise IMU Ramp Offices 335-1481 Christopher-wise@uiowa.edu
6. Network and IT Services	Brad Grupe Hospital Ramp 2 335-8312 Bradley-grupe@uiowa.edu		

Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Allocate and Ensure the distribution & availability of Parking & Transportation resources among	Telephone, utilities, software support, cell phones, radios	Cell phones, radios etc.			

critical services					
2. Operate public and employee parking facilities.	Cashiers tickets, basic operating supplies, parking citations, employees, phones, radios, cash supplies, access to banks and accounting software		Cashiers tickets-90 days	No current capacity to store	Need dry location
3. Operate Cambus transit services.	Buses, fuel, drivers, water, oil, payroll and protective gear for drivers	Fuel, oil	One to two weeks	Fleet Services tanks.	Requires supplier to continue operations
4. Provide Fleet Services (drivers, trucks, cars, vans, fuel, and maintenance etc). Includes acquiring NON-Parking and Transportation drivers to provide essential transportation services and to support power generation and other key support services.	Vehicles, fuel, drivers and drivers with CDLs. Generators	Pre-approved list of drivers and their credentials	See #3	See #3	See #3
5. Operate and Coordinate commuter programs	Vehicles, drivers, fuel, communications				
6. Network and IT Services					

Major Non-Essential Functions of the Unit

Major non-essential functions are those, which support core activities of the unit, but are not essential to the lives, safety, or well-being of people or animals relying on the University. Also, the failure to carry-out non-essential functions would not cause irreparable damage to University property.

For each major non-essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether the function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., financial, operational, reputational) of failing to carry out the function.

Major Non-Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Non-Essential Function
1.Adminstration	Ann Greenzweig	Partially	Failure to account for cost of crises leading to an inability to collect funds after wards
2.Purchasing support	Ann Greenzweig	Partially	Failure to keep purchasing activities current could affect ability to continue purchasing essential items.
3.Cash depositing	Ann Greenzweig	Partially	Cash buildups or cash deficiencies could obstruct normal business operations.
4.Human Resource Functions	Ann Greenzweig	Partially	Inability to employ critical staff, or to provide payroll, benefits or deal with issues could reduce an already diminished work force.

Non-Essential Function Resources

For each of the above non-essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; space; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:			
		Stockpiling Possible? (Y/N)	If Stockpiling is Possible:		
			Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Administration	Computer, network access, electrical power, viability of University Procurement Cards and Blanket POs, accurate receipts and records collected by department divisions, maintenance of University accounting processes	N			
2. Purchasing support	Computer, Network access, electrical power, viability of	N			

	University Procurement Cards and Blanket POs, uninterrupted vendor payment process by University APPO				
3. Cash depositing	Computer, Network access, electrical power; currency on-hand; access to local banks; maintenance of P & T fee computers, coin counting machine, and Department cash-handling processes; maintenance of University E-deposit system	N			
4. Human Resource Functions	Computer, Network access, electrical power, accurate work-time records from time-clocks and Web time-clock system, maintenance of University HR processes	N			

ATTACHMENT D-XVIII: FINANCE AND OPERATIONS: RISK MANAGEMENT, LOSS PREVENTION AND SAFETY

Pandemic Planning Finance Operations: Risk Management, Loss Prevention & Safety

Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

The overall mission of the risk management, loss prevention and safety department is to minimize the exposure for human, operational and financial loss to the University. The department is responsible for managing insurance for the University, incidents and claims, fleet safety program, contract review, and risk analysis/risk assessment for operational activities.

Unit Decision Tree

List the name, position, e-mail, campus office address, and telephone number of the four top decision-makers in the unit, where 1 = person with the top level of decision-making authority for your unit, 2 = second-in-command, 3 = third-in-command, 4 = fourth-in-command.

Name	Campus Office Address	Telephone	E-Mail
1. Donna Percy, Director of Risk Management, Loss Prevention and Safety	305 PCO	335-3425	donna-pearcy@uiowa.edu
2. Kathryn Kurth, Assistant Director of Risk Management, Loss Prevention and safety	305 PCO	335-0110	kathryn-kurth@uiowa.edu
3. Risk and Claim Analyst	305 PCO	335-0536	Hiring in Progress
4. Sr. Risk and Business Continuity Manager	305 PCO	335— 5357	Hiring in Progress
5. Fleet Safety Program Analyst	305 PCO	335-3027	Hiring in Progress

Essential Functions of the Unit

*Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the **University**; or (2) irreparable damage to University property.*

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> Name Campus Office Address Telephone E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Catastrophic Claims (CAT)	Donna Pearcy 305 PCO 335-3425 donna-pearcy@uiowa.edu	Yes, contact phone and email/internet can be done remotely. No- Claim analysis would need to be completed on site	Claims must be reported to insurer and BOR within 24 hours of loss. Legal requirement for BOR. Notice to insurer required to begin claim process. If a CAT loss would occur during this period, on site inspection and management would need to occur. Failure to perform could jeopardize the Universities ability to recover loss expenses.
2. Claims (non CAT)	Risk and Claim Analyst Pearcy 305 PCO 335-0536	Yes, contact phone and email/internet can be done remotely. No- Claim analysis would need to be completed on site	Claims must be reported to insurer and BOR within 24 hours of loss. Legal requirement for BOR. Notice to insurer required to begin claim process. If a loss would occur during this period, some claims would require on site inspection and claim management would need to occur. Failure to perform could jeopardize the Universities ability to recover loss expenses. Additionally, some claims could financial hardship for third parties if claims not processed timely.
3. Policy Renew/Placement	Kathryn Kurth 305 PCO 335-0110	Yes, via phone and secure email/internet.	If policy renewals are processed then there is a cancellation of the policy within 30 days and lapse in coverage. Coverage would be needed to support the operations of the University.
4. Fleet Program – driver records, compliance with fleet safety program	Fleet Safety Program Analyst 305 PCO 335-3027	Yes, via phone secure email/internet	Driver record review is required before driving a University vehicle.
5. Certificates Request	Kathryn Kurth 305 PCO 335-0110	Yes, via phone secure email/internet	Some certificate requests are required in order for the operational units to continue specific activities, interruption impedes their ability to continue activities

6. Risk Assessment/Analysis Support	Donna Pearcy 305 PCO 335-3425	Yes, contact phone and email/internet can be done remotely. No- Depending on the risk, some analysis would need to be completed on site	Depending on the situation some risks assessment/analysis is required to continue business operations and minimize loss exposure to the University.
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Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail 	Second Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail 	Third Back-Up <ul style="list-style-type: none"> Name Campus Office Address Telephone E-Mail
1. Catastrophic Claims (CAT)	Risk and Claim Analyst 305 PCO 335-0536	Kathryn Kurth 305 PCO 335-0110 kathryn-kurth@uiowa.edu	Sr. Risk and Business Continuity Manager 305 PCO 335-5357
2. Claims (non CAT)	Donna Pearcy 305 PCO 335-3425 donna-pearcy@uiowa.edu	Kathryn Kurth 305 PCO 335-0110 kathryn-kurth@uiowa.edu	Sr. Risk and Business Continuity Manager 305 PCO 335-5357
3. Policy Renew/Placement	Donna Pearcy 305 PCO 335-3425 donna-pearcy@uiowa.edu	Risk and Claims Analyst 305 PCO 335-0536	Sr. Risk and Business Continuity Manager 305 PCO 335-5357
4. Fleet Program – driver records, compliance with fleet safety program	Sr. Risk and Business Continuity Manager 305 PCO 335-5357	Donna Pearcy 305 PCO 335-3425 donna-pearcy@uiowa.edu	Kathryn Kurth 305 PCO 335-0110 kathryn-kurth@uiowa.edu
5. Certificates Request	Kathryn Kurth 305 PCO 335-0110 kathryn-kurth@uiowa.edu	Donna Pearcy 305 PCO 335-3425 donna-pearcy@uiowa.edu	Risk and Claim Analyst 305 PCO 335-0536

6. Risk Assessment/Analysis Support	Kathryn Kurth 305 PCO 335-0110 kathryn-kurth@uiowa.edu	Sr. Risk and Business Continuity Manager 305 PCO 335-5357	Risk and Claim Analyst 305 PCO 335-0536
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Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Catastrophic Claims (CAT)	Computer, Secure Email, internet, electricity, on site access to University	No			
2. Claims (non CAT)	Computer, Secure email, internet, electricity, some on site access to University	No			
3. Policy Renew/Placement	Computer, Secure email, internet, electricity	No			
4. Fleet Program – driver records, compliance with fleet safety program	Computer, Secure email, internet, electricity	No			
5. Certificates Request	Computer, Secure email, internet, electricity	No			
6. Risk Assessment/Analysis Support	Computer, Secure email, internet, electricity, some on site access to University	No			

Major Non-Essential Functions of the Unit

Major non-essential functions are those, which support core activities of the unit, but are not essential to the lives, safety, or well-being of people or animals relying on the University. Also, the failure to carry-out non-essential functions would not cause irreparable damage to University property.

For each major non-essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether the function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., financial, operational, reputational) of failing to carry out the function.

Major Non-Essential Function Description	Primary Individual Responsible for Function <ul style="list-style-type: none"> • Name • Campus Office Address • Telephone • E-mail 	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Non-Essential Function
1. Contract Review	Kathryn Kurth 305 PCO 335-0110 kathryn-kurth@uiowa.edu	Yes	Delay in process for RFP, PSA, construction activities would be interrupted and could wait until normal operations continue
2. Waivers	Kathryn Kurth 305 PCO 335-0110 kathryn-kurth@uiowa.edu	Yes	Process with operational areas would be interrupted and could wait until normal operations continue and resume activities. Some waivers may be needed for activities during event and could be processed remotely.
3. Management of Incidents	Risk and Claims Analyst 305 PCO 335-0536	Yes	Delay in reporting those incidents that do not pose a human, financial or operational hardship/exposure to the university or to third parties.
4. Drivers Test Review	Fleet Safety Program Analyst 305 PCO 335-3027	Yes	Driver tests are required for maxivan use, only new drivers would need to be tested, some operational areas would not be performing activities such as student travel, could suspend maxivan testing until normal operations resume.

5. Risk Support	Donna Pearcy 305 PCO 335-3425 donna-pearcy@uiowa.edu	Yes	Some activities associated with risk support would be suspended with the change in activities during the event. When normal operations resume, could respond.
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Non-Essential Function Resources

For each of the above non-essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; space; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Contract Review	Computer, Secure email, internet, electricity	No			
2. Waivers	Computer, Secure email, internet, electricity	No			
3. Management of Incidents	Computer, Secure email, internet, electricity	No			
4. Drivers Test Review	Computer, Secure email, internet, electricity	No			
5. Risk Support	Computer, Secure email, internet, electricity	No			

ATTACHMENT D-XIX: OFFICE OF THE PROVOST

Unit Name: Office of the Provost (111 Jessup Hall)

I. Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

Establish academic policy (incl. tuition and grading policies)

Oversee faculty HR issues and policies

Allocate general education space

Maintain workflow

Critical incident management

Budget planning

II. Decision-Making

A. Decision-Making: Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

Name	Campus Address	Telephone	E-Mail
1. Michael Hogan (Provost)	111 JH	5-3565	michael-hogan@uiowa.edu
2. Tom Rocklin (Sr. Assoc Provost-Undergrad)	111 JH	5-0148	thomas-rocklin@uiowa.edu
3. Susan Johnson (Assoc Provost - Faculty)	111 JH	5-0256	susan-johnson@uiowa.edu
4. Lisa Troyer (Assoc Provost - Academic Admin.)	111 JH	5-1878	lisa-troyer@uiowa.edu

III. Communications

In the event of a pandemic the University must have a point-of contact within your unit for:

Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;

Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;

Communications within your unit to employees and students regarding changes in unit, collegiate, or University operations, procedures, or policies;

Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

A. Communication Contacts

Please indicate one of the following

Communications contact and back ups are the same as indicated above for decision-making.

An alternative communications contact and back-up list is attached.

B. Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site and directing targets of the information there):

Listed in likely priority:

Communications from unit up to administrative reporting line regarding operations, procedures, or policies: Telephone, e-mail, face-to-face.

Communications within your unit to employees and students regarding changes in operations, procedures, or policies: Web, E-mail, telephone, face-to-face.

Communications from employees and students in your unit regarding their ability to meet commitments to your unit: Telephone, e-mail, face-to-face.

IV. Essential Functions

A. Essential Functions of the Unit

*Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the **University**; or (2) irreparable damage to University property.*

Communication is an essential function for every unit.

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function Name & Position Campus Office Address Telephone E-mail	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Communication	Michael Hogan	Y	Lack of oversight of key University

	Exec. VP & Provost 111 JH 335-3565 michael-hogan@uiowa.edu		functions and decisions.
2. Academic Policy	Michael Hogan (see above)	Y	Confusion over student progress; inefficiency in space management, financial risks
3. Faculty HR	Michael Hogan (see above)	Y	Failure to meet obligations (incl. essential functions) Financial risks
4. Workflow	Lori Cranston 111 JH 335-0253 lori-cranston@uiowa.edu	Y	Financial risks (to individuals & University)
5. Critical Incident Management	Michael Hogan (see above)	N	Safety & financial risks (since CIM determines responses to emergencies and other critical incidents)
6. Budget planning	Michael Hogan (see above)	Y	Financial risks (individuals & University)

B. Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up Name & Position Campus Address Telephone E-Mail	Second Back-Up Name & Position Campus Address Telephone E-Mail	Third Back-Up Name & Position Campus Address Telephone E-Mail
1. Communication	Tom Rocklin (above)	Susan Johnson (above)	Lisa Troyer (above)
2. Academic Policy	Tom Rocklin (above)	Susan Johnson (above)	Lisa Troyer (above)
3. Faculty HR	Susan Johnson (above)	Tom Rocklin (above)	Lisa Troyer (above)
4. Workflow	Lori Cranston 111 JH 5-0253 lori-cranston@uiowa.edu	Amy Kirkey 111 JH 5-0139 amy-kirkey@uiowa.edu	Suzanne Stratton 111 JH 5-3029 suzanne-stratton@uiowa.edu
5. Critical Incident Mgt.	Tom Rocklin (above)	Susan Johnson (above)	Lisa Troyer (above)
6. Budget planning	Don Szeszycki 111 JH 5-3565 donald- szeszycki@uiowa.edu	Tom Rocklin (above)	Susan Johnson (above)

C. Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture,

appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:		If Stockpiling is Possible:	
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Communication					
2. Academic Policy	E-mail, Web, Telephone	N	NA	NA	NA
3. Faculty HR	E-mail, Web, Telephone	N	NA	NA	NA
4. Workflow	E-mail, Web, Telephone	N	NA	NA	NA
5. Critical Incident Mgt.	E-mail, Web, Telephone	N	NA	NA	NA
6. Budget planning	E-Mail, Telephone financial resources	Y - financial (Univ. credit line)	?	?	?

D. Job Action Sheets for Essential Functions

For each of the unit's essential functions, attach a job action sheet, which should provide guidelines that can be followed by the designated back-ups to perform the function. The job action sheets should include:

- Short title for the function
- Brief description of the function
- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function
- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks); this may refer to readily accessible internal documents (e.g., print or on-line operations manuals, job descriptions)
- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

JOB ACTION SHEETS WILL BE ON-FILE IN THE OFFICE OF THE PROVOST.

E. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.
- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the administrative unit with oversight over the unit will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

V. Grading/Credit Policy (Academic Credit-Granting Units Only)

If your unit offers academic credit, please indicate the grading policy you will apply in the event that there is a University-wide suspension of classes for the semester (a) within the first 10 weeks of the semester and (b) after the first 10 weeks of the semester. Exemplary policies are given in the appendix. You may use these, adapt them, or develop alternative policies for consideration by your college and the Office of the Provost. If different policies are advisable for different courses, then please specify which policies pertain to which courses.

A. Grading/Credit Policy for University-Wide Suspension of Classes for the Semester within the First 10-Weeks of the Semester

INDIVIDUAL COLLEGES WILL DEVELOP GRADING POLICIES, WHICH WILL BE APPROVED BY THE OFFICE OF THE PROVOST.

B. Grading/Credit Policy for University-Wide Suspension of Classes for the Semester after the First 10 Weeks of the Semester

INDIVIDUAL COLLEGES WILL DEVELOP GRADING POLICIES, WHICH WILL BE APPROVED BY THE OFFICE OF THE PROVOST.

VI. Recovery

Briefly outline what you see as the major challenges that your unit would confront at the point that the University begins to scale back up to supporting full operations (i.e., essential *and* non-essential functions) after having scaled-down to Phase 3, in which only essential functions are being supported. (At this point, you do not need to necessarily address how you would address these challenges, but the Task Force will use this to develop preliminary plans for a recovery phase).

Communication with University faculty, staff, students, and parents regarding policies, procedures, and scheduling of classes and other University functions may be the biggest challenge for the Office of the Provost. It may be difficult to locate people and some may have decided not to return to the University. Some may not be able to return to work immediately (because of family and other obligations). Consequently, the University may be facing continued reduced staff and reduced enrollments. There may be a particularly acute need for additional staffing in Academic Advising, which is likely to face many student/parent questions.

Some resources needed for research and teaching (such as classroom and lab spaces) may require repairs/maintenance result from lack of use for an extended period.

ATTACHMENT D-XX: PANDEMIC PLANNING TEMPLATE

UNIT PANDEMIC PREPAREDNESS PLAN

The University of Iowa Pandemic Preparedness Task Force is currently engaging in University-wide planning regarding how continuity of operations in the event of a widespread pandemic that could result in substantial absenteeism and/or loss of life. The goals of the planning include ensuring the safety and well-being of members of our community, alongside delivering resources and services related to essential functions (i.e., resources and services that must be delivered to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the University; or (2) irreparable damage to University property). Developing plans in advance of such a pandemic event is critical to these goals. The Task Force (in consultation with appropriate administrative offices) will examine the plans and may suggest or request revisions. Also, as more information regarding a possible pandemic (including state and federal planning and research) is forthcoming, further planning may be needed. Consequently, these plans should be viewed as both iterative and dynamic.

The following pages outline four planning areas that your unit should address at this time:

Decision-Making: Designate the chain-of-command for unit-level decisions.

Communication: Specify points-of-contact in your unit for information coming from within the unit and outside, as well as modes for communication.

Essential Functions: Identify essential functions, who is responsible for them, guidelines for back-ups in the event that the person designated as responsible for them is unable to carry them out.

Recovery: Outline the major challenges your unit would confront in coming back to full functionality following a pandemic that results in limited University operations.

In addition, academic/credit-granting units should address:

Grading Policy: Establish how grades/credits will be determined in the event of a University mandated suspension of classes.

The pages below will walk you through this planning, primarily by completing some forms and providing some brief descriptions related to the above planning areas. The resulting document should be sent via e-mail to Lisa Troyer (lisa-troyer@uiowa.edu). Although not necessary for this planning, the first few pages outline the phased approach to pandemic planning that is guiding the Task Force's work. We provide this as an "FYI," but you may skip directly to section II to begin addressing the planning areas.

I. Background: Pandemic Phases

The University of Iowa Pandemic Preparedness Task Force has determined that actions related to preparation and response to a pandemic will be guided by "phases," which correspond to the state of a pandemic outbreak in the world, US, and local Eastern Iowa region. The phases and a brief description of their implications for pandemic planning and implementation of pandemic plans are below.

Phase 1: Standby

A virus with pandemic potential is identified somewhere in the world. Pandemic planning should proceed, focusing on what needs to be accomplished before a human outbreak is confirmed overseas, including establishing the unit's decision-making chain-of-command to all employees of the unit and communicating it to them; establishing a plan for communicating information related to the pandemic to employees and students (including the pandemic phase; changes in operations, policies, and procedures in the event that a different phase is activated); identifying and describing essential and non-essential functions; determining who will be responsible for monitoring the unit's ability to meet essential and non-essential functions.

Phase 2: Limited Services

A pandemic virus, transmittable among humans, has arrived in the United States and/or Eastern Iowa. Units should closely monitor levels of absenteeism among employees and students; ensure that personnel in the decision-making chain-of-command are in close communication with one another; communicate any disruptions to their ability to carry-out essential and non-essential functions to the administrative units to which they report (e.g., colleges, central administration offices); closely monitor the supply of resources needed to carry out essential functions and notify the administrative units to which they report of any threats to those supplies; remind faculty, staff, and students of how information regarding any necessary changes in operations or phases will be communicated.

Phase 3: Full Services

There are mass absences due to illness, worried well employees/students who are afraid to come to the University, those caring for ill family members or those caring for children due to daycare/school closures. Units should continue to the actions above (under Phase 2), noting that changes in operations may involve curtailment of non-essential functions.

Phase 4: Recovery and Preparation for Subsequent Waves

Absences have declined; students and employees are inquiring about whether/when work pertaining to non-essential functions that might have been curtailed in Phase 3 may be resumed. Units should develop a report documenting loss of lives and financial losses as well as an estimate regarding when non-essential functions can be resumed and the resources needed to resume those functions; if vaccines are available units should encourage employees and students to obtain them; if vaccines are not available, units should activate Phase 2 activities, unless directed otherwise by the central administration.

Unit Name:

II. Core Activities of Unit

Mission statements of most units should provide guidance regarding the core activities of units. For instance, core activities for most academic units include teaching, research, and service. Other types of core activities might include clinical work, performances, the delivery of support services for other units.

Briefly describe the core activities of your unit:

III. Decision-Making

A. Decision-Making: Chain-of-Command

List the chain-of-command for the four top decision-makers in the unit, along with their e-mail, telephone, and campus office addresses, with 1 = first in command, to 4 = fourth in command:

Name	Campus Office Address	Telephone	E-Mail
1.			
2.			
3.			
4.			

IV. Communications

In the event of a pandemic the University must have a point-of contact within your unit for:

- Communications from your unit to the administrative unit to which it reports regarding threats to your unit's ability to carry out its essential and non-essential functions;
- Communications to your unit from the central administration or the administrative unit to which it reports regarding policies and planning occurring at higher/central levels;
- Communications within your unit to employees and students regarding changes in unit, collegiate, or University operations, procedures, or policies;
- Communications from employees and students in your unit regarding their ability to meet their commitments to your unit.

A. Communication Contacts

Please indicate one of the following

- Communications contact and back ups are the same as indicated above for decision-making.
- An alternative communications contact and back-up list is attached.

B. Communication Methods

Indicate the methods of communication you will use for each of the following forms of communication (e.g., e-mail listservs, telephone trees, campus mail, US Postal mail, sending information to the University's Pandemic Preparedness Web site (<http://www.uiowa.edu/~crisis/pandemic/index.html>) and directing targets of the information there):

Communications from unit up to administrative reporting line regarding operations, procedures, or policies:

Communications within your unit to employees and students regarding changes in operations, procedures, or policies:

Communications from employees and students in your unit regarding their ability to meet commitments to your unit:

V. Essential Functions

A. Essential Functions of the Unit

*Essential functions are those that must be carried out (irrespective of whether classes are suspended and a large proportion of personnel are unable to work) to avoid (1) endangering the lives, well-being, or safety of people or animals relying on the **University**; or (2) irreparable damage to University property.*

Communication is an essential function for every unit.

For each essential function of the unit, provide a brief description of the function; the name, campus office address, telephone number, and e-mail address of the person who is primarily responsible for the function; indicate whether that function could be performed remotely (e.g., via Web, telephone); and indicate the potential effect(s) (e.g., threats to others' lives, well-being, safety (including animals); irreparable damage to University property).

Essential Function Description	Primary Individual Responsible for Function Name & Position Campus Office Address Telephone E-mail	Can Function be Performed Remotely?	Briefly Describe the Potential Effect(s) of Failure to Perform Essential Function
1. Communication			
2.			
3.			
4.			
5.			

B. Essential Function Back-Ups

For each of the primary individuals designated a responsible for an essential function, Designate three back up individuals (in order of succession) who will take responsibility for the function in the event that the primary individual is unavailable, along with each back-up individual's campus office address, telephone number, and e-mail address.

Essential Function # (from above)	First Back-Up Name & Position Campus Office Address Telephone E-Mail	Second Back-Up Name & Position Campus Office Address Telephone E-Mail	Third Back-Up Name & Position Campus Office Address Telephone E-Mail
1. Communication			
2.			
3.			
4.			
5.			

C. Essential Function Resources

For each of the above essential functions, describe the resources required to carry out the functions (e.g., information technology such as computers, network access; electrical power; consumables, such as pharmaceuticals, fuel, food items; non-consumables, such as furniture, appliances). Also, for each consumable resource, indicate if the resource might be stockpiled, and if stockpiling might be feasible the duration for which each resource could be stockpiled, how/where the resource might be maintained, as well as any contingencies on stockpiling (such as seasonal constraints on stockpiling).

Essential Function # (from above)	Resources Required for Function	Consumables:	If Stockpiling is Possible:		
		Stockpiling Possible? (Y/N)	Stockpiling Duration	How/Where Stockpile Maintained	Stockpiling Contingencies
1. Communication					
2.					
3.					
4.					
5.					

D. Job Action Sheets for Essential Functions

For each of the unit's essential functions, attach a job action sheet, which should provide guidelines that can be followed by the designated back-ups to perform the function. The job action sheets should include:

- Short title for the function
- Brief description of the function

- Anticipated consequences if function is not met
- Name and contact information for primary individual responsible for carrying out the function, as well as first, second, and third back-up individuals
- Name and contact information of decision-maker with oversight over individual responsible for carrying out the function
- Resources required to carry out the function
- Contact information for resource supplier(s)
- Procedures for carrying out the function (including tasks, schedule for tasks); this may refer to readily accessible internal documents (e.g., print or on-line operations manuals, job descriptions)
- Contact information for units/individuals with whom to communicate as tasks are carried out
- Other units, processes, or individuals that rely on the function
- Alternative procedures (if available) for carrying out function (including remote delivery)

E. Monitoring & Reporting Regarding Essential Functions

Unless otherwise indicated, the primary individual responsible for carrying out each function will also be responsible for monitoring the capacity to carry out the function and for reporting to the unit decision-maker any threats to the unit's capacity to carry out the function. All primary and back-up individuals responsible for carrying each function should familiarize themselves with the following procedures for monitoring and reporting:

- If the primary individual is unavailable, the back-ups become successively responsible for monitoring and reporting.
- In the event that the individual responsible for the function determines that there is a threat to the unit's capacity to carry out the function, this information is immediately conveyed to the unit's senior decision-maker, along with the anticipated consequences of failing to carry out the function.
- The unit's senior decision-maker is responsible for communicating the threat and its consequences to the administrative unit with oversight over the unit.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-makers in units that rely on the essential function of the threat and possible curtailment of the function.
- The administrative unit with oversight over the unit confronting the threat will notify the senior decision-maker of administrative units to which it reports of the threat and the possible consequences of failing to carry out the essential function.
- In the event of such a threat to essential functions, the unit's senior decision-maker and individual responsible for the essential function, in consultation with the senior decision-maker in the administrative unit with oversight over the unit will determine optimal procedures for mitigating loss/damage due to failure to meet the essential function and determine if/when such procedures should be implemented.

VI. Grading/Credit Policy (Academic Credit-Granting Units Only)

If your unit offers academic credit, please indicate the grading policy you will apply in the event that there is a University-wide suspension of classes for the semester (a) within the first 10 weeks of the semester and (b) after the first 10 weeks of the semester. Exemplary policies are given in

the appendix. You may use these, adapt them, or develop alternative policies for consideration by your college and the Office of the Provost. If different policies are advisable for different courses, then please specify which policies pertain to which courses.

A. Grading/Credit Policy for University-Wide Suspension of Classes for the Semester within the First 10-Weeks of the Semester

B. Grading/Credit Policy for University-Wide Suspension of Classes for the Semester after the First 10 Weeks of the Semester

VII. Recovery

Briefly outline what you see as the major challenges that your unit would confront at the point that the University begins to scale back up to supporting full operations (i.e., essential *and* non-essential functions) after having scaled-down to Phase 3, in which only essential functions are being supported. (At this point, you do not need to necessarily address how you would address these challenges, but the Task Force will use this to develop preliminary plans for a recovery phase).

APPENDIX: EXEMPLARY GRADING POLICIES IN THE EVENT OF CLASS SUSPENSION

Example 1: Undergraduate, Graduate Lectures, Seminars:

A. Grading Policy: University-Wide Suspension of Classes within First 10-Weeks of the Semester

If classes are suspended in the first 10 weeks of the semester due to a University-wide mandate, then students' registration for the course will be withdrawn without the designation of "W" on their transcript.

B. Grading Policy: University-Wide Suspension of Classes after First 10-Weeks of the Semester

If classes are suspended after 10 weeks of the semester due to a University-wide mandate, then students may elect either of the following:

Receive an "Incomplete," and submit the remaining assignments by the end of the next semester.
Receive their current grade.

Students must convey which option they are taking within one week of the University announcement of class suspension via e-mail to the course instructor.

Example 2: Practicum/Clinical

A. Grading Policy: University-Wide Suspension of Classes within First 10-Weeks of the Semester

If classes are suspended in the first 10 weeks of the semester due to a University-wide mandate, then courses that entail a practicum and/or clinical assignment(s) for students may be continued at the discretion of the college in consultation with the instructor(s) responsible for the course and the Provost.

If the decision is made to continue the course, then students will have the option of electing to withdraw (without a "W" designation) or to continue in the course. If the option to continue the course is offered, instructors must convey to students any changes to course requirements (including clinical assignments, credit/grading criteria) as soon as reasonably possible. Students must convey which option they are taking within one week of the University announcement of class suspension via e-mail to the course instructor.

If the decision is made to suspend the course, then instructors must convey to students expectations regarding their clinical/practicum responsibilities/commitments during the suspension as soon as reasonably possible.

B. Grading Policy: University-Wide Suspension of Classes after First 10-Weeks of the Semester

If classes are suspended after the first 10 weeks of the semester due to a University-wide mandate, then courses that entail a practicum and/or clinical assignment(s) for students may be continued at the discretion of the college in consultation with the instructor(s) responsible for the course and the Provost.

If the decision is made to continue the course, then students will have the option of electing to withdraw (with a "W" designation) or to continue in the course. If the option to continue the

course is offered, instructors must convey to students any changes to course requirements (including clinical assignments, credit/grading criteria) as soon as reasonably possible. If the decision is made to suspend the course, then instructors must convey to students expectations regarding their clinical/practicum responsibilities/commitments during the suspension as soon as reasonably possible.

SECTION E: COMMUNICATIONS

Assumptions

- The University's Critical Incident Management Plan provides the framework of the Communications plan. The chain of command for communications will follow the UI Critical Incident Management Plan, and include UIHC and Public Health authorities.
- University Relations serves as the authorized spokesperson for the University. All public information regarding any campus response to a pandemic influenza event will be coordinated and disseminated by University Relations staff with assistance from other University departments and/or personnel.
- Effective communications are a critical element within all aspects of the UI Pandemic Influenza Response Plan. As such, the audiences for communications are varied and diverse. These audiences included: UI faculty, staff and students; parents of students; local media; Iowa City and Johnson County communities; Board of Regents and other state officials; ISU, UNI and other higher education institutions in Iowa; and the general public.

I. INTERNAL COMMUNICATIONS

Prior to a pandemic influenza emergency, establish a University website that includes the UI Pandemic Influenza Response Plan, and related resources such as links to prevention and public health information. Publicize the website to UI faculty, staff and students, parents of students, and area media. Inform audiences that the website will be a primary communications platform in the event of a pandemic influenza emergency.

Prior to a pandemic emergency, create a plan and confirm communications technologies to continue communications efforts with reduced staff or with staff confined to their homes.

Prior to a pandemic emergency, create contact lists for key communications persons at University, collegiate, and departmental levels. Notify these contacts and explain their roles in the event of an emergency.

In the event a pandemic influenza emergency is declared by University Central Administration, critical information will be disseminated to the campus and concerned constituencies as quickly as possible, using one or all of the following methods:

1. The Mass E-Mail System, which will transmit information using the University e-mail system to all faculty, staff, and student e-mail accounts.
2. The University Home Page Web Site, (<http://www.uiowa.edu>), where prominent links will connect site users to the most current information, with links to the UI's Critical Incident Management Pandemic Influenza Site. The Pandemic Influenza site will connect students, faculty, staff, patients, parents of students, and the general public to specific, pertinent information about continuity of operations, advisories and notifications, health and safety information, and additional information as it becomes available. Both the UI Homepage site and the Pandemic Influenza site will be maintained

by University Relations staff, in cooperation with Information Technology Services, Health Science Relations, Johnson County Public Health, and other agencies.

3. News releases and direct media contact, providing the most current information for students, parents, staff, faculty, and the general public.
4. In the event that Internet communications are deemed ineffective, University Relations will use its radio stations (KRUI, KSUI, and WSUI) and the use of faxed releases sent telephonically to news media to disseminate information.

II. COMMUNITY

First external link in the event of an outbreak will be with Johnson County Public Health.

University pandemic influenza website will be the primary communications platform for community.

University Relations will issue updated issue news releases to the news media.

III. REGENTS INSTITUTIONS AND OTHER HIGHER EDUCATION INSTITUTIONS

University Relations will issue updated issue news releases and advisories directly to counterparts in Regents Institutions and select other higher education institutions.