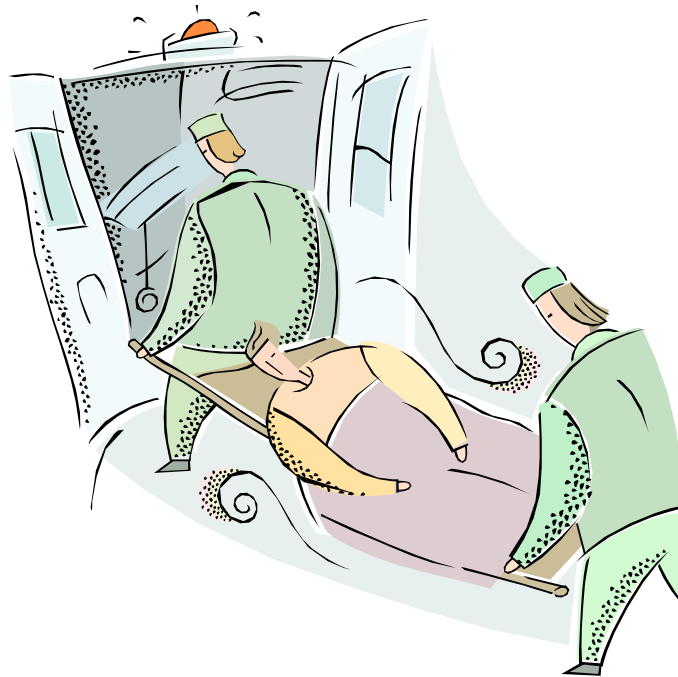


UNIVERSITY OF MAINE AT FORT KENT

Emergency Operations Plan

updated: July 2010



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Fort Kent, Maine
04743

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I. Introduction

- A. Purpose, Goal, Scope & Use
- B. Phases of Emergency Management
- C. General Emergency Operations Plan
- D. Plan Review
- E. Coordination with County and State
- F. Definitions
- G. Acknowledgements

Purpose, Goal, Scope & Use

Knowing how to respond quickly and efficiently in a crisis is critical to ensuring the safety of our schools and students. The midst of a crisis is not the time to start figuring out who ought to do what. At that moment, everyone involved – from top to bottom – should know the drill and know each other.

--Margaret Spellings

Purpose – The purpose of this Emergency Management Plan is to provide a framework of policies, procedures, guidelines, and organizational structure that enables the University of Maine at Fort Kent and its community partners to effectively mitigate against, prepare for, respond to, and recover from all emergencies and disasters involving UMFK.

This plan purposely does not address more specific responses demanded by the almost limitless variety of possible crises. Instead it provides a general framework for response, which in turn will guide more specific steps that a given situation demands, to be determined at the time of its occurrence by the UMFK Emergency Management Team and emergency responders.

Goal – The goal of this plan is to ensure the safety of all members of the UMFK community and to preserve the well being of the campus and continuity of education through a rapid, coordinated, effective response to (and recovery from) emergencies and disasters.

Scope & Use – This plan is intended for use by UMFK administrators and emergency responders. It is also intended to inform and prepare local community leaders of the campus' planned actions in response to emergencies.

Phases of Emergency Management

The plan's format follows the Federal Emergency Management Agency's (FEMA) four phases of emergency management:

Mitigation addresses what UMFK can do to reduce or eliminate risk to life and property. Measures taken to avoid or perhaps prevent small emergencies from becoming large emergencies (i.e. constructing buildings according to fire codes, installing alarm systems and sprinklers, etc.).

Preparedness focuses on the process of planning and practicing for likely or worst-case scenarios. Development of plans and procedures necessary to enable the effective and efficient use of resources in an emergency and communicating and training community members with respect to these plans.

Response is devoted to the steps UMFK will take during an emergency. Deployment of campus and community resources to minimize harm to people, the environment, physical assets, and the educational process.

Recovery deals with how UMFK will restore the learning and teaching environment after an emergency and return campus to normal operating condition.

The Appendices provide supplemental information to enhance the content and facilitate the implementation of the plan.

General Emergency Operations Plan

In the event of a crisis, any member of the team will call the team together. Once the team is together, they select a leader of the situation, called an Incident Commander, based on the crisis, the expertise needed, and availability of team members.

1. The Emergency Management Team will be convened when any member of the team becomes aware of an unpredicted event potentially requiring a campus emergency response. The members of the Emergency Management Team will include: the President, Vice President for Administration, Vice President of Academic Affairs, Executive Director of Human Resources, Director of Facilities Management, Dean of Students, Director of University Relations, Director of Information Services, and Financial Services AAll (Scribe). Routine administrative work of the committee will be chaired by the Vice-President for Administration.
2. The first member of the Emergency Management Team to arrive at the incident or designated incident command post (ICP) will be Incident Commander (IC) or if multiple team members arrive at the same time, the IC will be determined based on the demands of the incident and campus hierarchy. When a higher ranking trained (campus) official arrives, he/she will be briefed by the IC and may assume the IC position, reassign IC, or leave it as is. Ultimately, the President is responsible for the campus so when he is available, he will assume or designate the IC.
3. For smaller incidents, an office or room in the building where the incident occurs can be identified and serve as the ICP.
4. The Emergency Management Team will immediately activate appropriate notification and response system(s) and order evacuation, shelter-in-place, or reverse evacuation as the situation warrants. Updated information will be communicated as the situation dictates and/or at regularly scheduled intervals. Information may be distributed via web, phone, and e-mail, bull-horns, door-to-door and/or written communications posted at building entrances. When appropriate, in-person information sessions will be held in designated areas.
5. In addition to information distributed on campus and the web, the Chancellor's office will be informed at least daily, and a public statement will be issued to the media and placed on the telephonic University cancellation line.
6. All communications should be issued by the Public Information Officer in the name of the President or Incident Commander as appropriate.
7. In the event of a power failure caused by disaster, the UMFK Sports Center is equipped with a power generator that will heat and light this facility. The Sports Center is designated as an emergency shelter for the local community as well as the campus community.
8. Following the stabilization of the crisis event and a return to normal operations, the incident command center may be closed and the chain of command will revert back to the campus' chain of command. An event debriefing will be scheduled as soon as practical and an After Action Report prepared by the Incident Commander or other designated Emergency Management Team member.

Plan Review

During June/July/August-

The Emergency Management Plan shall be reviewed annually and modified as necessary. Emergency Management exercises shall be held periodically (at least annually) to train response personnel and evaluate the adequacy of the Emergency Management Plan. The chair has the primary responsibility for scheduling and implementing such exercises.

The annual review will include:

- review the year, revise policies and procedures
- plan training if necessary
- develop communication
- update emergency contact telephone numbers
- update the procedures and distribute
- identify and orient new members of the team

Coordination with Municipal, County and State Agencies

The UMFK Emergency Management Plan shall support county and state emergency management efforts and an Interface Plan between the UMFK Emergency Management Plan and municipal, county and state plans will be developed in conjunction with municipal officials, first responders, and the Aroostook County Emergency Management Agency (ACEMA).

Definitions

Emergency – Any unplanned event that can cause deaths or significant injuries to students, staff, or visitors; or that can shut down the school, disrupt daily activities, cause physical or environmental damage, or threaten the school's financial standing or public image.

Crisis – Common Elements

- Occurs with suddenness
- Demands quick response
- Interferes with organizational performance
- Creates uncertainty and stress
- Threatens the reputation, assets and bottom line of an organization
- Escalates in intensity
- Causes outsiders to scrutinize the organization
- Can permanently alter an organization

Acknowledgements

Portions of this plan have been adapted from or inspired by the following sources:

- Kennebec Middle School, A sample plan, 2008 - 2009
- Maine Crisis/Hazard Management Planning For Schools (CHAMPS) Guide, MEMA, AUG 2007

II. Mitigation & Prevention

- A. Risk Assessment & Hazard Analysis
- B. Campus Safety

Risk Assessment & Hazard Analysis

General – Mitigation and prevention require taking inventory of the dangers in and around UMFK and identifying in advance what to do to prevent and reduce injury and property damage. According to FEMA, the goal of mitigation is to decrease the need for response as opposed to simply increasing response capability.

Definition – Mitigation is any sustained action taken to reduce or eliminate long-term risk to life and property from a hazard event. Actions taken to reduce the likelihood of an emergency or actions taken to lessen the impact of an emergency situation. Mitigation and prevention also includes facility, behavior, and policy modifications.

Action Steps

- The Director of Facilities Management reviews the last University safety audit and UMFK portion of the UMS Mitigation Plan, and convenes a hazard assessment team within 45 days before the end of the calendar year, and conducts an assessment of potential risks/ hazards on and around the campus.

Hazard Assessment Team

Director of Facilities Management (lead)

UMFK Emergency Management Team Scribe

Local Emergency Manager or County EMA Director (primary consultant)

Building & Grounds Supervisor (facilities/grounds)

Chief Student Affairs Officer (violence prevention and counseling)

Student Support Services Director or Counselor (special needs students/staff)

Faculty Rep from Public Safety Administration or Nursing

Local Fire Chief (or liaison)

Local Police Chief (or liaison)

Local Public Works Director

UMS Risk Management Representative

- Hazard Assessment Team conducts a desk-side risk assessment with due consideration to natural hazards (winter storms, floods, hurricanes, etc.) and their effects, safety and security hazards, hazards affecting special needs students and staff, and facilities and grounds hazards.
- Hazard Assessment Team conducts a walk through of all facilities and grounds on campus and assesses all areas of the community that could impact the campus (roadways, rail, river, etc.) An example of a mitigation measure to improve security would be to label all exterior doors (inside and outside) with large sequential numbers. This will save time and eliminate confusion when the Emergency Management Team communicates with first responders.
- The Director of Facilities then develops a hazard mitigation and prevention plan with short and long-term objectives and submits the plan to the President for approval.
- Risks that cannot be eliminated will be planned for in the next update of this plan.
- A copy of the UMFK mitigation and prevention plan is provided to the local emergency manager for his/her consideration when updating the town's input into the County's hazard mitigation plan.

- The staff responsible for meeting specific mitigation plan objectives will provide in-progress reviews to the Director of Facilities at times/dates decided upon when the objectives are assigned.
- Two weeks prior to the start of the academic year, the Director of Facilities will provide a report to the Emergency Management Team on progress made toward objectives in the Mitigation and Prevention Plan. Efforts will continue throughout the school year to complete long-term objectives that were not completed during the summer months.

Campus Safety

An ad hoc UMFK Safety Committee with representatives of faculty, staff, students, and bargaining agents will be convened periodically to reassess safety issues and/or concerns.

III. Preparedness

- A. Emergency Planning
- B. Leadership & Emergency Management Team
- C. Incident Command System
- D. Emergency Supplies & Equipment
- E. Training & Exercises
- F. Other Considerations

Emergency Planning

Good planning will facilitate a rapid, coordinated, effective response when a crisis occurs. Being well prepared involves an investment of time and resources – but the potential to reduce injury and save lives is well worth the effort.
– U.S. Department of Education

Action steps for successful planning.

Commit to emergency preparedness (plan success depends on committed AND involved leaders).
Identify and involve stakeholders (UMFK, UMS, Fort Kent community).
Consider existing efforts (don't re-invent the wheel).
Determine what emergencies the plan will address (through hazard analysis).
Define roles and responsibilities.
Develop methods for communicating with the staff, students, System Office and the media.
Obtain necessary equipment and supplies.
Prepare for immediate response (evacuation, shelter-in-place, etc.).
Create maps and facilities information.
Develop accountability procedures.
Practice, practice, practice. UMFK's response will only be as good as its drills.
Address liability issues by carefully assessing the hazards faced by UMFK.
Evaluate, refine, and update the plan at least annually and more often if needed.

Partnership Agreements (identify and involve stakeholders)

- External partnership agreements are made to delineate how partners will assist UMFK during an emergency and vice-versa.
- Partnership Agreements will be renewed each spring, effective for the upcoming academic year.
- Agreements have been created and signed by the President and the lead person of the appropriate organizations.
 - Relocation sites
 - Health Service Provider and Community Emergency Response Team (CERT)
 - Local Fire Department (which includes EMS and HAZMAT)
 - Law Enforcement
- Agreements have been created and signed by the President and the lead person of the following organizations in which we are a provider of service:
 - MSAD#27 (relocation)
 - Red Cross (shelter)

Leadership & Emergency Management Team

Leadership (Chain of Command)

Emergency Chain of Command doesn't have to follow the campus chain of command. Once the Incident Command System has been activated, the Incident Commander will assign members of the Emergency Management Team to certain positions. This chain of command will remain in effect until the emergency has been resolved or the IC relinquishes the position, at which point the organization will revert back to the campus chain of command or a new IC will be appointed as appropriate.

Emergency Management Team

Wilson Hess, President
Rachel Albert, Vice President for Academic Affairs
John D. Murphy, Vice President for Administration & Finance
Tamara Mitchell, Executive Director of Human Resources
Scott Voisine, Dean of Student Affairs
Andrew Jacobs, Director of Facilities Management
Arthur Drolet, Computer Network Specialist
Leslie Kelly, Director of Information Services
Terence Kelly, Director of University Relations
Lisa Fournier, Administrative Assistant II

Responsibilities of the Emergency Management Team

The team shall-

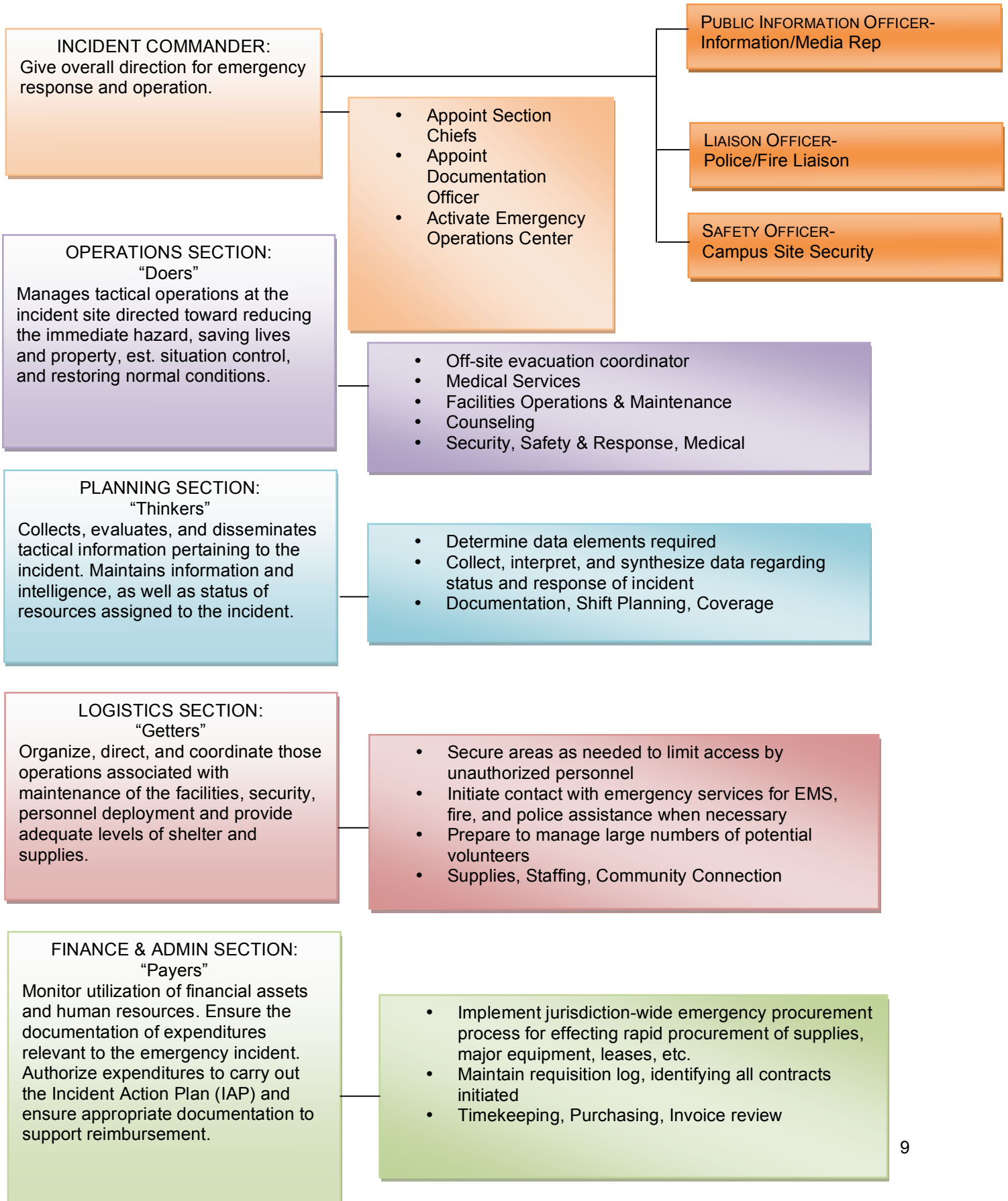
1. Complete required training and actively participate in exercises and administrative work of the team.
2. Develop and assess the Emergency Operations Plan and when necessary, implement the plan.
3. Determine what resources are necessary for mitigation, preparation, or response and seek funding for such resources.
4. Coordinate and communicate campus and community education and training sessions.
5. Participate as a member of the UMS Emergency/Continuity Planning Committee.
6. Keep the Chancellor's Office apprised of significant mitigation or preparation issues, incidents and response and recovery efforts.
7. Prepare an After Action Report after any event and an Annual Report by July 1 each year.

Incident Command System (ICS)

Incident Command System

UMFK has adopted the National Information Management System's (NIMS) Incident Command System (ICS). ICS is a uniform organizational structure utilized by all governmental agencies and responders that provides for role assignment and decision-making while planning for and responding to emergencies of all types. UMFK and state and local emergency responders, therefore, are poised to jointly plan for and respond to UMFK or community emergencies in the most effective and coordinated way possible.

INCIDENT COMMAND SYSTEM



Emergency Supplies & Equipment

Emergency supplies and equipment are pre-positioned throughout the campus for easy access when needed. This section tells you what they are, where they are, who is responsible for them, and how to get them.

Maintaining and Accounting for Supplies and Equipment

The UMFK facilities office and student affairs office requisition and issue all emergency supplies, kits, and equipment to campus staff in accordance with this plan. The care, maintenance, and accountability of emergency supplies and equipment are the responsibility of the individual to whom they are issued.

For emergency supplies and equipment located in common areas, care, maintenance, and accountability resides with the building custodian (fire extinguishers, security equipment, etc.).

A complete list of locations can be found in Appendix G.

Training & Exercises

Training Requirements

Emergency Management Team members

Orientation: Individual orientation on member duties within 2 working days of assignment to the team.

Training: All members of the Emergency Management Team are expected to complete:

IS-700, National Incident Management System (NIMS), An Introduction; and
IS-100 or IS-100.SC, Introduction to the Incident Command System, I-100, for Schools.

In addition to these requirements, it is recommended that the team also complete IS-200, ICS for Single Resources and Initial Action Incidents and G191 the ICS/EOC Interface Workshop.

Tabletop Exercises: At least one will be scheduled per academic year.

Full Scale Exercises: The Team will work with community and county EMS to explore opportunities for full scale exercises.

Faculty, Staff and Students

Orientation: All new faculty, staff and students will receive an orientation to the plan during orientation programs and annual reminders will be circulated campus-wide. A copy of this plan will also be available in Blake Library, on-line and upon request.

Training: Periodic safety and education sessions will be scheduled for faculty, staff, and students. (Needs to be identified during annual plan review).

Specialized Safety Training

Annual specialized safety training will continue to be conducted at the department level (ex. Blood-borne pathogens for Facilities Staff, CPR/First Aid for Residence Hall Staff).

Other Considerations

Volunteers

The Community Emergency Response Team (CERT) and all other response and recovery volunteers will report to the EOC (logistics chief) or other designated area for credentialing and assignments.

IV. Response

- A. General response to emergencies
- B. Emergency systems
 - Outdoor Warning System
 - Electronic Notifications ()
 - Web Bulletins
- C. Evacuation systems
- D. Shelter-in-Place
- E. Staging Areas
- F. Communications

General Response to Emergencies

Crises are unexpected, often unpredictable and take many forms. No campus or community can be fully prepared for everything that may happen, but some simple measures are helpful in any emergency:

- Think of everyone's safety first;
- Use common sense and follow emergency training procedures;
- Act quickly and calmly; and
- Remain factual and unemotional when communicating with students, the community, and media.

Action steps for the General Public

When trained responders are not immediately available, individuals must take quick, responsible and independent actions in response to an emergent situation. Here are points to remember for individual faculty, staff, and students when an incident occurs.

- **Learn emergency escape routes and be aware of your surroundings.** Report suspicious or troublesome behavior or events.
- **Expect to be surprised.**
- **Remain calm and matter of fact.** Others around you will respond to how you act and react to a situation.
- **Quickly assess the situation and choose the appropriate response.** Determine whether a crisis exists and if so, the type of crisis, the location, and the magnitude. After basic protective steps are in place, more information can be gathered to adjust later responses.
- **Respond within seconds.**
- **Call 911** (9,911 if using a campus phone). Do not delay. It's best to have emergency responders on scene even if the incident has been resolved by the time they arrive, than to risk further injury and damage.
- **Notify the Emergency Management Team.** Notify any member of the team or the Switchboard (0 from campus phones, 834-7500 from cell phones) so the University can take measures to protect the safety of all persons.
- **Evacuate the area or Shelter-in-Place as appropriate.** This step is crucial and should be one of the first decisions made, regardless of the order in which initial decisions are implemented.
- **Assist others.** If trained, triage injuries and provide emergency first aid to those who need it. If not trained, assist in keeping others calm.
- **Trust leadership and trained responders.** Follow directives and whenever possible yield leadership to others in this plan's designated command structure. Provide additional assistance only as directed – do not compromise your safety or impede official recovery operations.

Emergency Management Team Response

- Members must watch for behaviors of concern on the part of students, visitors, or employees as well as recognize community events or incidents that could affect the campus and report them to the President or another emergency management team member. .
- **Keep supplies nearby and organized at all times.** Take an emergency kit, first aid kits, and other supplies when responding to an incident.
- **Quickly assess the incident** and implement appropriate response:
 - type and magnitude of response (shelter-in-place, evacuation, business as usual)
 - determine what resources are necessary and whether external emergency services are needed (9, 911)
 - notify the team and activate notification systems for students and staff
- **Identify IC and appoint specialized resource teams/leaders** and delegate assignments.
- **Secure the scene**
 - Health and safety of individuals - Refer to the list of CPR and First Aid qualified staff (Appendix G)
 - crowd control and/or evacuation
 - containment
 - maintain access to internal & external entries/exits;
- **Communicate** accurate and appropriate information to campus and community members, parents and families, the Chancellor's Office and the media;
- **Request** UMS or community response or recovery assistance and resources where needed and coordinate necessary actions and resources such as clean-up, risk management, legal, facility requirements, or other.
- **Allow for flexibility in implementing this plan.** No plan can address every situation that may arise.
- **Document everything.** Write down every action taken during the response to include times they occurred; include record of damages & financial expenditures (These are legal documents). Where possible, ensure emergency funds are available to cover expenditures.
- **Initiate recovery plan** as soon as possible. Consider staffing, counseling, victim assistance; community information meetings; memorials
- **Assess and debrief** emergency response within 36 hours after incident response is concluded and advise improvements through preparation of the After Action Report.

Incident Command Assignments

Incident Commander

Public Information Officer

Liaison Officer - The link between UMFK and local emergency responders, community EOC

Safety Officer

Operations Section

- a. facility maintenance (utilities, repair, restoration, etc),
- b. evacuation and emergency transportation
- c. medical and health response (medical assistance, health assessments, infectious disease response),
- d. recovery services (data recovery/protection, facility replacement, personnel, counseling)

Planning Section

- a. event status reports (e.g. flood level & forecast), data collection
- b. IT – establish & maintain phone banks, web links, electronic communications

Logistics Section

- a. initiate contact/request emergency services
- b. safety and environmental response
- c. site security (building control, traffic flow, search and recovery)
- d. emergency housing, shelters and feeding (locations, food supply, Red Cross aid, etc.)

Finance & Administration Section

- a. procurement, record keeping

Campus use as a community shelter

- The President or Incident Commander will approve the use of the campus as a community or American Red Cross shelter and will assign a member of the Emergency Management Team to coordinate its use when activated as such.
- The UMFK *food service manager* will coordinate with the Shelter Manager regarding food service supplies, equipment, operations and costs.

Emergency Systems

Notification Systems

In the event of an incident, the campus community will be notified through the use of an outdoor warning siren system, telephone and e-mail electronic communications, and website information bulletins.

Outdoor Warning Siren System

The system consists of a siren that warns the campus community of a major emergency. The siren will be activated by a member of the Emergency Management Team only for **major emergencies affecting the campus that require UMFK community members to take some form of action for their safety**. Example incidents in which the siren could be activated (but are not limited to) bomb threat, shooter on campus, extreme weather, and chemical spills.

When activated, the siren sounds three blast followed by a brief message. When a UMFK community member hears the siren (3 blasts), he/she should listen to the message and follow instructions, seek information from a variety of sources, and wait for an "all clear" (1 blast) siren or message.

Immediately after sounding the siren, an Emergency Management Team member will also send an electronic communication.

Electronic Notifications (Connect-ED)

Immediately after sounding the alarm (if appropriate) a member of the Emergency Management Team will send an electronic message to campus and personal emergency telephone numbers and University e-mail accounts alerting the UMFK community to the event and providing initial response directives (Shelter-in-place, evacuate to specified location, etc.) Instructions on initiating the emergency notification can be found in Appendix G.

Web Bulletins

Immediately after sounding the alarm (if appropriate) and activating Connect-ED, a member of the Emergency Management Team will post an initial safety bulletin on the University homepage. Updates will be posted by the Public Information Officer or another team member periodically as information becomes available and the situation warrants.

Evacuation Systems

Evacuation is used when conditions outside are safer than inside. An individual building, a section of campus, or the entire campus may be evacuated. Once the team orders an evacuation by sounding the

siren and announcing to evacuate, all students and staff move from the affected area to the designated Emergency Assembly Area (EAA). After students and staff are accounted for and the threat has cleared, students and staff return to their offices/classrooms after an “All Clear” blast and message **“Attention. This is an all clear notification. Please resume normal activity. Repeat. All Clear. Resume normal activity”** has been sounded by the siren.

Each University building has emergency evacuation routes posted, a designated evacuation assistant and/or building contact. The evacuation assistant is responsible for making sure that people working in the building are alerted to an evacuation plan, as well as communicating the evacuation order to the occupants of the building. Building contacts will be contacted by a team member to get information only, they are not responsible for anyone else’s safety except their own. Elevators should be used only if no threat of fire or smoke exists.

Evacuation of Buildings

Building evacuations may be declared by UMFK Facilities Management, the Emergency Management Team and/or trained Emergency Responders (police & fire personnel, etc).

When a campus building is evacuated, dislocated persons should relocate as directed. Commuter students must report to the EAA until cleared to leave campus or return to the evacuated building. In all cases, fire/emergency access lanes into and out of campus and individual buildings **MUST** remain free of traffic or congestion.

Action Steps

Facilities Management will:

- Immediately notify the Emergency Management Team upon receipt of information concerning a possible emergency. The Incident Commander or designee will immediately be named as emergency coordinator.
- Inspect the evacuation route to ensure it is free of secondary threats and report back to emergency coordinator.
- Unlock the relocation site.
- Work with the building evacuation assistant to ensure that everyone is accounted for.
- Assist in providing transportation for persons with mobility problems.

The evacuation assistant will:

- Communicate the evacuation order to occupants of the building(s) after determining that evacuation route is safe.
- Assist the Emergency Management Team in compiling and verifying information regarding persons who are unaccounted for, but who were thought to have been in the building at the time of evacuation.

The building contact will:

- Be used as a source of information for their building

Evacuation of Persons with Disabilities

- Person with mobility impairment:
 - If you have a cell phone, call 911 and report your location and the location of the exit you are proceeding toward. Proceed as quickly as possible to the nearest exit. Do not use an elevator.
 - If unable to get assistance from others, proceed to the nearest stair exit furthest from the smoke and/or fire. If not on the ground floor, enter stairwell. Close the fire door behind you, and await evacuation by the fire department.

- Carry a loud whistle, horn, or similar device to alert people of your location.
- Faculty, staff, and students:
 - Assist persons with disabilities and/or limited mobility in evacuating building or campus as appropriate and requested by the individual. Do not use the elevator.
 - If unable to evacuate person, call 9 911 (campus phone). Report person's location and the evacuation assistance needed.
- Security and emergency services personnel will:
 - Immediately search all stairwells and vicinity, especially on upper floors where persons with disabilities and limited mobility may be stranded.
 - Notify the FKFD about all known trapped individuals.

Evacuation of Campus

Any decision to evacuate the entire campus will be made by the President or designee in consultation with the Emergency Management Team and/or emergency responders.

If the campus is evacuated, non-essential employees and commuter students will be sent home. The Residential Life staff will assist in evacuating residence halls and ensuring transportation for all residential students to St Louis Catholic Church or other designated location.

Shelter-in-Place

General Concept

Shelter-in-Place is used when an emergency occurs outside of the school and an evacuation would be dangerous or when there is an emergency inside and movement within the school will put students or staff in jeopardy.

When the order for "Shelter-in-Place" is given, –

Action Steps – Shelter-in-Place

If inside, go to the closest room and close the door (lock if possible). Remain away from doors and windows. Turn off lights/shut curtains/blinds (if available) and turn cell phones to silent mode. Only use classroom phone for emergencies. Quietly blockade the door if possible.

Use caution and discretion in allowing entry into the room.

During an incident involving a hostage or weapons, if safe to move, quietly go to a secure area away from the perpetrator(s).

During a gun incident outside, seek shelter and instruct others to "Drop to the Ground" or "Run inside" if appropriate.

Stay in the room and wait for further instructions from a member of the Emergency Management Team or a police officer, and prepare for a possible building evacuation.

Ignore any fire alarms – buildings will not be evacuated using this method during a shelter-in-place event.

Remain calm and matter of fact.

When “**All Clear**” is announced by way of the siren, return to normal activity.

Reverse Evacuation

(For use when conditions inside are safer than outside.)

A reverse evacuation will be used for external gas or chemical release (hazardous material spills). It is used when there is not time to evacuate campus or it may be harmful to leave the building. All doors and windows should be shut and sealed if possible.

When an announcement is made:

- Move inside and away from doors and windows as quickly as possible.
- Assist those needing special assistance.
- Wait for further instructions.

Severe Weather Safe Area

(For use in severe weather emergencies)

When an announcement is made:

- Take the closest, safest route to shelter in designated safe areas (use secondary route if primary route is blocked or dangerous).
- Assist those needing special assistance.
- Do not stop for personal belongings.
- Close all doors.
- Remain in safe area until the “All Clear” is given.
- Wait for further instructions.

Communications

Timely and accurate communications to the following audiences is critical: faculty, staff and students; parents of students and families of staff; fire, law enforcement and other local emergency services; the system office; and other partners within the community.

Internal Communications

Emergency Management Team

- The Emergency Management Team will oversee all internal communications regarding the facts relating to the emergency and the campus’ response. It will also determine the information that should be shared and the timing and means of the communication.
- The Incident Commander will activate Emergency Management Team members by notifying them via telephone. Email will be used to supplement these forms of communication but never used alone. Members issued radios will arrive with radios in hand for subsequent communications.

- If an obvious campus-wide emergency occurs (eg, power outage), Emergency Management Team members will automatically report to the primary ICP with 2-way radios in hand. Remaining faculty and staff will stay in place until notified by an Emergency Management Team member or designated official.

Faculty, Staff and Students

Reports of Emergencies: All faculty, staff and students should immediately report all emergencies to a member of the Emergency Management Team or to the switchboard during office hours or to the building custodian or night watchman after hours. A decision will be made at that time whether to activate all or part of the Emergency Management Team. Appropriate life saving or life protection measures should also be rendered or coordinated (calling 911) until the Emergency Management Team can respond.

Emergency Notification: In the event crucial information must be shared immediately, the Emergency Management team will notify the campus community via Connect-ED, the campus emergency notification system

Special Situations

School not in session. When school is not in session, the Connect-ED emergency notification system will be used to inform faculty, staff, and students of emergencies that require immediate communication. (Note: "Routine" cancellations (e.g. administrative leave, snow days) will continue to be communicated via phone trees and regular e-mail, not via ConnectEd.)

Website. Updates will be posted on the campus website www.umfk.maine.edu. Recovery activities such as counseling sessions, memorials, post event question & answer meetings and post-recovery open houses for parents, etc. will also be posted.

System Office Notification. The Chancellor, at his/her discretion, will contact all members of the Board of Trustees to inform them of the emergency.

Severe Weather Reports

UMFK has two NOAA Weather Alert Radios that are located in the facilities office and the Vice President for Administration's office and will be used to receive alerts for a variety of hazardous conditions. Information from alerts will be communicated to the Emergency Management Team and the campus at large when appropriate.

External Communications

The Emergency Management Team will oversee all external communications with the community and the media regarding the facts relating to the emergency and the campus' response and will determine the timing and means of such communication.

General Media Policies and Guidelines

All faculty, staff, students and visitors will direct news media calls and questions to the President, Incident Commander, or the Public Information Officer who will in turn address the media and remain available, as needed, for continued media updates.

In order to ensure goodwill and credibility, the campus will make every effort to accommodate reasonable requests for information and access by the media.

The Public Information Officer, in consultation with the Emergency Management Team, will prepare

necessary press releases, which will be consistent with information provided to faculty, staff, and students.

All requests for faculty, staff, or student interviews by the media must be submitted to the Incident Commander for his/her approval in advance of the interview. No unauthorized information should be provided to the media. If cleared, faculty, staff or students will follow the guidelines below:

- Be honest with media personnel. If the answer to a question is not known tell the reporter that you will get back to them as soon as possible.
- Don't provide information "off the record" or use the phrase "no comment".
- Student confidentiality must be maintained at all times.

All questions and inquiries from local officials/responders will be directed to the Incident Commander.

Requests for resources needed in response to the emergency are submitted through the Incident Commander to the local or county Emergency Management Agency.

V. Recovery

- A. Goal & Action Steps
- B. Incident After Action Review (AAR)

Goal & Action Steps

Goal – The goal of recovery is to return to the academic enterprise and restore the infrastructure of the campus as quickly as possible. UMFK will focus on students, staff and the physical plant, and will take as much time as needed for recovery and will provide appropriate support for the emotional needs of those impacted by the events.

Action Steps

Initiate post-incident recovery planning as soon as the event appears to be stabilized (lead by the Vice President for Academic Affairs (academics), Director of Facilities (physical plant), and Executive Director of Human Resources (staffing)).

Keep students, staff, and the media informed and return to the “business of learning” as quickly as possible.

Utilize student mental health services, the UMS Employee Assistance Program (EAP), and local resources as appropriate to assess and support the emotional needs of faculty, staff, students, and families during the recovery phase. Be alert to individuals possibly requiring intervention and identify what interventions will be employed.

Conduct multiple debriefings as necessary for staff, responders, and others assisting in recovery.

Evaluate recovery efforts.

Incident After Action Review (AAR)

Assessment after an emergency is a critical evaluation and learning step in emergency management. Procedures for an after action review include the following:

- Account for all personnel and resources following the emergency.
- Hold a non-critical de-briefing meeting of all campus personnel involved in resolving the emergency.
- Ensure there is proper follow up on all necessary areas of concern.
- Identify and request any additional resources needed to fully resume normal operations.
- Document findings and implement changes in the emergency management plan to facilitate improvements.

V. Appendices

- A. Pandemic Influenza Plan
- B. Continuity of Operations Plan (COOP)
- C. Communications Policy for Campus Alarms

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Part One: Introduction

Over the last several years society has become more aware of the eventuality of an influenza pandemic and its potential for impacting public health, provision of essential services and our economy. Individuals and families, private employers, schools, and other organizations have been asked - and governmental and public institutions and organizations required – to plan for and be prepared to take necessary steps to respond, mitigate and successfully recover from a pandemic event.

An influenza pandemic is much more than just a problem for the health care system - it is a societal problem with an anticipated 30% or more of the population sick enough to miss school or work and significant loss of life. Such an event can only be effectively managed by the coordinated participation and cooperation of governments, businesses, institutions, organizations and citizens.

The following plan is a guide for the University in order to preserve the safety of our faculty, staff and students and minimize lost instructional and operational time, thus preserving the academic reputation and financial stability of the institution. The plan outlines specific processes for managing the threat to the health and safety of the campus community and disruptions to its programs and activities and identifies departments and individuals that are directly responsible for emergency response and critical services. As with any planning effort, the value of this plan lies in its attempt to identify critical needs, services and procedures in advance; however, to be effective the plan must remain flexible and adaptable in order to respond to new, and potentially unanticipated, circumstances.

The University's assumptions and planning in response to pandemic influenza has and will continue to be guided by the recommendations of the U.S. Department of Health and Human Services (www.pandemicflu.gov) and the U.S. Centers for Disease Control (www.cdc.gov) and informed by information from the World Health Organization (www.who.int/en/).

Guiding Principles:

In planning and responding to potential pandemic events the University of Maine at Fort Kent will be guided by the following principles:

- The UMFK community will strive to preserve and protect the health and safety of all its members.
- The University will continue to operate as normally as possible to minimize disruption of instruction and research and protect and preserve the academic experience and workplace environment.
- Communication to students, employees, other members of the University community and the general public will be a priority prior to, during and following a pandemic.
- The University will ensure people and processes are in place to maintain control throughout a pandemic.

Appendix A: Pandemic Influenza Plan

- To the best of the University's ability, students' needs will be accommodated and students will be provided the flexibility necessary to complete course work and exams.
- All reasonable considerations will be made to protect the image, reputation and academic integrity of the University.
- The University will maintain its cooperative partnerships with the extended Fort Kent Community and assist in local response and recovery activities as dictated by our human, physical, and fiscal resources.
- The University will be steadfast in its commitment to return to normal as soon as practical and possible following a pandemic.

Planning Assumptions

- A pandemic flu is likely to occur sometime within the next few years.
- A pandemic may last two to 24 months and will likely occur in waves. Each wave is expected to last six to eight weeks and be separated by three to nine months.
- A pandemic is likely to begin in a country other than the U.S., however, disease may spread across a continent or across the world very rapidly in today's society so the warning period for a pandemic may only be a couple weeks.
- Influenza viruses mutate quickly and may be more or less virulent than typical seasonal influenza strains. Because a vaccine to prevent a specific flu strain cannot be developed and produced until the "final form" of the virus is known, most experts predict that there will be little or no vaccine during the first six to eight months of a pandemic.
- Social distancing and diligent hygienic preventative measures such as hand washing will be the primary means of protecting healthy people from getting sick. Because of the need for social distancing, it is likely that there will be recommendations or orders to cancel/suspend public events and potentially close K – 12 and post secondary schools for periods of up to two to four months.
- Institutional responses will be scalable and as responsive as possible to changing conditions and recommendations.
- Suspension of public or co-curricular events, classes or full campus closure decisions will typically be made at the local (campus) level by a member of the Emergency Management Team based on recommendations by public health authorities and consultation as appropriate with UMS and/or state officials.
- Best estimates are that 30 – 35 percent of people would not report for work or school in a serious pandemic due to personal illness, family illness, dependent care, or personal decisions about risk.
- It is expected that some students will be unable to return home during a pandemic event due to illness, travel restrictions and/or transportation interruptions.

Responsibilities

All members of the University community have a responsibility for pandemic preparedness, response and recovery.

Employees are expected to:

- Stay informed of planning and prevention initiatives by reading and following e-mail communications, attending related campus open-meetings, and accessing the UMFK emergency management website (www.umfk.maine.edu/emergency).
- Follow CDC recommended hygiene, social distancing, and/or self-quarantine measures.
- Support and follow implemented workplace social distancing measures (limiting or eliminating public service hours, in-person meetings or shared workstations, staggered shifts, work-from-home policies, etc.).
- Immediately notify their supervisor/Division head and/or Human Resources and depart campus if they experience any influenza symptoms during a pandemic alert period.
- Remain flexible with respect to assignments and follow the directions of their supervisor/division head and/or Human Resources in order to maintain academic and/or administrative operations as appropriate.

If a University campus shut down has been announced, employees are expected to:

- Report to their supervisors / managers / department heads as appropriate prior to leaving campus.
- Remain off-campus during the campus shut down with the exception of those employees identified as Essential Service Providers.
- Keep informed of campus emergency status and expected return to work by monitoring e-mail and www.umfk.maine.edu/emergency if possible, checking the Campus Closure telephone line (834-7883) and being accessible by telephone.

Once a re-opening of the campus has been announced, employees are expected to:

- Report to work on the identified day, unless they have been advised otherwise by their supervisor / manager / department head.
- If they are unable to report they are to contact their department head or Human Resources to indicate the reason (e.g. under quarantine, nursing an Infected Person, are ill with the Pandemic Influenza, etc.)

Student expectations:

- All students are encouraged to prepare themselves and their families to avoid significant impacts due to emergency situations.
- Ensure that the University has current emergency contact information.
- Stay informed of planning, prevention mitigation and recovery initiatives by reading and following e-mail communications to maine.edu accounts, attending related campus open-meetings, and accessing the UMFK emergency management website (www.umfk.maine.edu/emergency).

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- Follow CDC recommended hygiene, social distancing, and/or self-quarantine measures.
- Support and follow implemented campus social distancing measures (limiting gatherings, athletic practices or events, staggered meal shifts and respecting recommended individual distancing procedures (generally 6 feet)).
- All students should report flu-like symptoms to the Student Affairs office by telephone during an alert period. Ill and recovering students are asked to remain off campus and not attend classes or other University activities if they are showing flu symptoms or are within the recommended isolation period.
- Be prepared for alternative academic arrangements (such as scheduling and/or assignment changes, abbreviated semesters, distance education options, etc.) and communicate as appropriate with instructors and/or advisors.

If Classes have been cancelled or a University shut down has been announced, students are expected to:

- Take books, academic and personal items when leaving campus.
- Remain off-campus during the campus shut down whenever possible.
- Keep in informed of campus emergency status, alternative academic plans, and/or resumption of classes by monitoring maine.edu e-mail and the University emergency website (www.umfk.maine.edu/emergency) and/or checking the Campus Closure telephone line (834-7883).

Once a re-opening of the campus has been announced, students are expected to:

- Report to class on the identified day.
- Contact the Student Affairs Office and instructors if they are unable to report to class due to quarantine, nursing an Infected Person, or are ill with the Pandemic Influenza.

Part Two: Pandemic Plan Overview

UMFK’s emergency response to a pandemic threat will be initiated when a pandemic warning for the United States or nearby Canadian provinces has been issued by public health authorities. (Likely WHO pandemic alert level 3 or 4.) The Emergency Management response will proceed in accordance with the NIMS compliant protocols and procedures indicated in the UMFK Emergency Management Plan. The following chart provides actions to be considered at each alert phase. As with any emergency, however, specific actions taken must be responsive to the particular conditions at hand (including the), thus implemented actions will follow recommendations by US government and public health recommendations based on the pandemic severity index and other relevant information.

UMFK Phases	WHO Alert Levels
<p>Phase 1: Pre-Pandemic</p> <ul style="list-style-type: none"> Confirmed cases of animal-to-human transmission outside the U.S. Maintain daily operations Monitor information regarding global disease activity Develop and maintain plans Educate students, faculty and staff on plan components through campus wide meetings, website, and printed material Provide background information on the disease and personal preventative measures Review, revise, and exercise policies and procedures 	<p>Level 1 – Inter-pandemic: No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human disease is considered to be low.</p> <p>Level 2 – Inter-pandemic: No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.</p>
<p>Phase 2: Pandemic Warning</p> <ul style="list-style-type: none"> Activate the Emergency Management Team Provide daily/weekly updates on the progression of the disease via UMFK website Educate students, faculty and staff on the particular disease and personal preventative measures through campus wide meetings, website, and printed materials 	<p>Level 3 – Pandemic Alert Period: Human infection(s) with a new subtype, some human-to-human spread to a close contact.</p>
<p>Phase 3: Minor Impact</p> <ul style="list-style-type: none"> Increase disease surveillance, providing timely updates to the UMFK community Schedule health forums and Q & A 	<p>Level 4 – Pandemic Alert Period: Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to</p>

Appendix A: Pandemic Influenza Plan

<p>sessions for staff, faculty, and students</p> <ul style="list-style-type: none"> • Maintain regular contact with the State of Maine CDC regarding outbreak status and recommendations • Identify students placed outside the local area and /or expected visitors, admissions and athletic schedules, etc and assess threat. Consider modifying plans as needed. • Communicate as appropriate with UMS Emergency/Continuity Planning Committee and Chancellor or designee 	<p>humans.</p>
<p>Phase 4: Major Impact Likely</p> <ul style="list-style-type: none"> • Track confirmed case(s) in New Brunswick, New England and/or Maine • Trigger reporting mechanism for ill or exposed faculty, staff and students • Consider implementing social distancing and/or alternative work schedule policies • Consider scenarios for academic affairs and essential operations • Continue to provide regular updates to internal and external constituents • Alert OHR labor relations of possible workforce impacts in light of operations and campus fiscal sustainability 	<p>Level 5 – Pandemic Alert Period: Larger cluster(s) or wider disbursement, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).</p> <p>Level 6 – Pandemic Period: increased and sustained transmission in general population.</p>
<p>Phase 5 – Major Impact</p> <ul style="list-style-type: none"> • Implement social distancing and other measures as recommended • Finalize plans for providing essential functions and closing the campus as recommended by government and health officials • Final determination and communication of academic plans and duration of pay practices in the event of sustained closure 	<p>(Confirmed human-to-human transmissions within Maine.)</p>
<p>Campus Closure</p> <ul style="list-style-type: none"> • Maintain essential services as able • Plan for implementing recovery efforts asap 	
<p>Phase 6 – Recovery</p>	<p>Post-pandemic Period</p>

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<ul style="list-style-type: none">• Calling an end to the pandemic event and resuming campus business and activities• Provide for campus community debriefings, post traumatic stress support, etc.	
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Part Three – Priority Areas

Communications

Reliable and timely communications to faculty, staff, students and their families will be essential during a pandemic event to inform, educate and update the community. As has been seen with the recent H1N1 influenza event, public education regarding vigilance in hand washing and respiratory etiquette has been the primary prevention and mitigation action recommended by public health officials.

The primary mode of communications at all stages of a pandemic will be electronic (e-mail and web) and these communications will be coordinated by Public Information Officer or designee. Electronic communications will be supplemented as needed with posters, campus meetings (if appropriate), written communications (memos, flyers and/or letters to home addresses), and particularly in the event of interruptions to normal business operations, the use of the University phone tree for faculty and staff, and media releases to local radio, television and newspaper outlets in order to ensure widespread dissemination of information.

It is crucial that any and all other internal or external communications during an event be coordinated and aligned with the above referenced University-level communications from the Emergency Management Team. In particular, communications coming from areas such as athletics, student affairs, residential life, student administrative services, and/or admissions, etc. must be accurate and consistent with other official communications and therefore approved by the designated campus Public Information Officer (PIO) or other member of the Emergency Management Team if the WHO has issued a level 5 alert or higher.

As indicated in the general UMFK Emergency Management Plan, the PIO will also be responsible for ensuring timely communications with the University of Maine System Chancellor's Office and appropriate community partners.

The audiences to consider in communications include:

- Students: international and out of state (unlikely to be able to travel home), students living in Clair, students away from campus due to internships, student teaching, clinical, athletic trips, etc.; distance education; summer session;
- Parents/emergency contacts;
- Faculty
- Staff: with and without access to e-mail
- Organizations or groups with scheduled presentations, meetings, conferences, camps, etc.
- Individuals and organizations that do business with UMFK (incl. Beverage vendors, photocopier service technicians, etc)
- Alumni
- Legislators and other key elected officials
- Media

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- Higher education community

Academic Continuity

UMFK is committed to sustaining academic continuity, quality, and degree progress to the fullest extent possible within the scope of its primary commitment to the preservation of human life and well being. During a pandemic, the University may decide to reduce operations, including suspension or cancellation of courses or possibly an entire semester.

In the event of the suspension or cancellation of campus classroom activity, the University will make efforts to provide instruction and services for students in alternative ways, including use of the Internet and other technologies. (See Academic Work Plan in Part Three)

Review and evaluation of academic performance will occur after the University resumes regular operations and courses begin again. Adherence to established UMFK and federal financial aid policy and practice will occur, with the hope that the federal government will hold UMFK and its students “harmless,” as it has historically done in other disaster contexts.

Undergraduate degree programs are predominantly coursework-based but also often include other types of learning opportunities including internships, study abroad, and off campus service learning projects.

- To minimize social contact, undergraduate students located in an affected geographical area will adhere to the University decision to cancel or not cancel courses.
- Students enrolled in a placement, independent study, internship, etc. in an unaffected area may be able to continue their enrollment and participation in the program. This will be decided on a case-by-case basis.

Academic assumptions

- The interest of the students is paramount in the determination of academic concerns in the event of a pandemic.
- Students will be educated about flu prevention and symptoms, and will be encouraged to make appropriate personal health decisions during a pandemic.
- During a pandemic, every attempt will be made to continue to offer classes and laboratories and maintain library services as normally as possible.
- Where possible and if resources are available, continuation of course work and assignments may be facilitated through independent course work and technology.
- Decisions on instructional matters will be the responsibility of the Vice-President for Academic Affairs in consultation with the President’s Cabinet and other members of the Emergency Management Team as appropriate.
- Students will be given flexibility to complete their coursework missed during illness or will be allowed to withdraw from courses without penalty.

Human Resources and Benefits

Consistent with the guiding principles and values adopted by UMFK to shape planning for a pandemic emergency, planning in the area of human resources and benefits focuses on preserving human health and welfare, maintaining the physical plant/infrastructure of the University, and continuing academic learning, business services and fiscal sustainability.

A significant organizational risk posed by a pandemic is loss of personnel resulting from personal illness, self-quarantine, family commitments related to caring for sick family members, or school or daycare closures, volunteer community emergency response service commitments and/or fear of becoming infected at work and other public places. Based on information gathered during a “mild pandemic” (1957-58), it is estimated that absenteeism rates could be around 20% for a mild virus strain and much higher depending on the virulence of the strain and which age groups are most severely affected.

Human Resources assumptions

- Employees who are unable to attend work due to personal or family illness will be covered by the existing disability leave provisions in appropriate collective agreements or University Policies and Procedures.
- Employees will be required to stay home if experiencing flu-like symptoms and in other circumstances may be encouraged or required to work from home. (See UMS telecommuting policy.)
- Maintenance of payroll and benefits eligibility will be given priority. In instances where inaccurate disbursements are being made, the University will take corrective steps in the post pandemic recovery period or sooner if possible.
- Managers and Human Resources staff will work with employees and their union/association representatives to provide cross-training/reassignment and/or rescheduling of employees and/or employee duties as necessary. Contract provisions regarding assignment of work and pay practices for out-of-title work will be followed however, some pay practices may have to be enacted retroactively in the recovery period.
- Non-emergency use of annual leave may not be authorized due to workforce absenteeism.
- The University will follow CDC and OSHA recommended workplace environment health and safety recommendations and requirements and will provide education and access to available preventive measures (vaccines, etc.) when available and appropriate. Employee Assistance Program Services will also be provided for assistance in handling anticipated emotional and behavioral health needs arising from a pandemic.

The University recognizes its responsibilities, within the limits of its resources, to keep employees whole. We will honor the provisions of administrative leave policies and pay faculty and staff as long as possible in the event of campus closure.

Student Affairs

(in progress)

Facilities & Environmental Health

The University will continue, so far as is reasonably practicable, to provide a safe and healthy environment in which to carry on the University's affairs during a pandemic outbreak. In the event of a pandemic, the Director of Facilities or designee will stay apprised of CDC General Business and Workplace Guidance and OSHA requirements for control of pandemic virus and implement appropriate safety and cleaning strategies.

In the recent H1N1 outbreak, the primary mode of transfer of influenza virus from one person to another was the result of poor respiratory hygiene or hand washing so vigilant covering of coughs and sneezes and frequent, proper hand washing or sanitizing were therefore the best methods for combating the spread of infection and typical school and workplace sanitizing and solid waste disposal procedures were recommended.

Physical Plant

Physical Plant assumptions

- All campus buildings will be kept operational as long as possible.
- Services will be maintained as long as possible provided there are adequate staffing levels. Cleaning of washrooms and public areas will be a priority.
- Critical functions are to maintain service, power and heat to all buildings.
- In the event of a shut down, only essential services will be maintained (i.e no snow clearing, maintenance will be done.)

Operational

- In the event of a pandemic, all ventilation systems will be shut down.
- Custodians are assigned to buildings and will be called in according to the buildings that remain open.
- OSHA and CDC recommended training and equipment for proper custodial cleaning and infection control will be provided and recommended safety precautions adhered to.

Facility Closure

Buildings will be closed/remain open as decided upon by the Emergency Management Team in response to local conditions and recommendations by state or local authorities. In the case of a severe pandemic, public health officials, in order to control the spread of influenza, may close facilities where people congregate, including post secondary institutions. University officials will be in contact with appropriate governmental officials should such action appear likely.

Critical buildings are the residence halls and Nowland Hall.

Appendix: Pandemic Planning Information & Resource Guide

CHARACTERISTICS OF INFLUENZA

Influenza is highly infectious and can spread easily from person to person. Every year, minor changes occur in influenza viruses. Based on these changes, scientists develop annual vaccines that are effective against the current strains. Each year, at-risk individuals are encouraged to “Get the Shot, not the Flu.”

Pandemic Influenza is different. It is the result of a major change (a.k.a. a shift) in an influenza virus that results in a completely new strain. Most people will not have any specific immunity to such a strain; consequently, large numbers of people can become infected as the disease spreads. There have been at least three pandemics in the past century: 1918-19 Spanish Flu, 1957-58 Asian Flu, and 1968-69 Hong Kong Flu.

Influenza A is the type involved in all known influenza pandemics. Viruses can undergo major changes or shifts in makeup, producing a completely new strain. Most people do not have specific immunity to these strains of influenza and large numbers of individuals will become infected as it spreads. For a new influenza virus to cause a pandemic, it must be able to:

- infect people (not just mammals and birds);
- cause illness in a high proportion of those infected; and
- spread easily from person to person.

All previous influenza pandemics had these characteristics.

Although no one knows exactly how the next pandemic will affect us, we can make a number of assumptions, based on previous pandemics and medical research have been made for planning purposes.

PANDEMIC INFLUENZA ASSUMPTIONS

One of the key planning assumptions held by public health experts is that a pandemic influenza will behave somewhat like ordinary influenza. Influenza transmission: Influenza is highly contagious and spreads very quickly among the population, especially in crowded situations. The influenza virus enters the body through the nose or throat by:

- inhaling droplets produced by the coughing or sneezing of infected persons
- touching the mouth, eyes or nose after: -hand-to-hand contact with infected individuals - touching surfaces or handling objects contaminated by infected individuals

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Once someone is infected with the influenza virus, it usually takes from one to three days to develop symptoms. The disease typically follows these steps:

- Persons with influenza can be contagious from the day before they develop symptoms up to seven days afterwards (typically three to five days in healthy adults and up to seven days in children). This time frame may be longer in people with decreased immune systems.
- Not everybody who comes in contact with influenza virus will become ill, however they may still spread the infection to others.
- Forty-eight hours after exposure, the symptoms start to appear.
- Flu symptoms can last four to seven days. A cough and general fatigue may persist for several weeks afterward.
- It is important to note that people can be infected and contagious before they become ill. This is why it is difficult to contain influenza.
- Some people who get influenza also develop secondary bacterial infections including pneumonia, prolonged illness or death.

EFFECTS ON THE POPULATION

During an influenza pandemic, much of the population will become infected, many will get sick and some will die. It is expected that there will be greater amounts of illness and death during a pandemic than experienced during a regular influenza season. This may be made worse by decreased availability of hospital care during the pandemic.

Public health experts assume that, during an influenza pandemic, 35 percent of people will get sick enough to miss at least one half of a day of work, and that of those who get sick, .5 percent could die.

Ordinary influenza typically has the greatest effects (such as medical complications and death) on the very young, the very old and those with suppressed immunity. Pandemic influenza may, based on historic evidence, affect different age groups than ordinary influenza, such as 20 to 40 year olds, as was the case during the 1918-1919 pandemic.

MANAGEMENT OF INFLUENZA

Pharmaceuticals

Vaccines

Vaccination is the most effective way to protect the public from pandemic influenza. Vaccines cause the body to produce specific antibodies against the flu virus in the vaccine, providing immunity from the virus. The vaccine contains inactive virus, so it cannot cause influenza.

Developing a vaccine to protect the population from a specific strain of influenza is our best

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defense. To develop a pandemic influenza specific vaccine, the virus must be isolated in the laboratory before production can start. It could take four to six months before the first shipment of vaccine is available. The goal is to immunize the entire population as quickly as possible once the vaccine becomes available. The vaccine will be available in batches.

Antiviral Drugs

Antivirals are drugs used to prevent and treat influenza early. If taken within 48 hours of getting sick, they can reduce influenza symptoms, shorten the length of the illness and potentially reduce serious complications and deaths. Antivirals work by reducing the ability of the virus to reproduce but they do not provide immunity from the virus. Antiviral drugs, given at the onset of influenza, may help but are not likely to be available in sufficient quantities to treat the majority of the population.

Antibiotics

Since influenza is not caused by bacteria, antibiotics will be of no value other than to help combat secondary infections, such as bacterial pneumonia.

Non-Pharmaceutical Interventions

Voluntary Isolation of Ill Persons

The goal of this intervention is to reduce transmission by reducing contact between persons who are ill and those who are not. Ill individuals not requiring hospitalization would be requested to remain at home voluntarily for the infectious period, approximately 7-10 days after symptom onset. This would usually be in their homes, but could be in a home of a friend or relative. Voluntary isolation of ill children and adults at home is predicated on the assumption that many ill individuals who are not critically ill can and will need to be cared for in the home. In addition, this intervention may be combined with the use of influenza antiviral medications for treatment (as appropriate), as long as such medications are effective and sufficient in quantity and that feasible plans and protocols for distribution are in place.

Voluntary Quarantine of Household Members of Ill Persons

The goal of this intervention is to reduce community transmission from members of households in which there is a person ill with pandemic influenza. Members of households in which there is an ill person may be at increased risk of becoming infected with a pandemic influenza virus. As determined on the basis of known characteristics of influenza, a significant proportion of these persons may shed virus and present a risk of infecting others in the community despite having asymptomatic or only minimally symptomatic illness that is not recognized as pandemic influenza disease. Thus, members of households with ill individuals may be recommended to stay home for an incubation period, 7 days (voluntary quarantine) following the time of symptom onset in the household member. If other family members become ill during this period, the recommendation is to extend the time of voluntary home quarantine for another incubation period, 7 days from the time that the last family member becomes ill. In addition, consideration

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may be given to combining this intervention with provision of influenza antiviral medication to persons in quarantine if such medications are effective and sufficient in quantity and if a feasible means of distributing them is in place.

Child Social Distancing

Colleges and universities present unique challenges in terms of pre-pandemic planning because many aspects of student life and activity encompass factors that are common to both the child school environment (e.g., classroom/dormitory density) and the adult sphere (e.g., commuting longer distances for university attendance and participating in activities and behaviors associated with an older student population). Questions remain with regard to the optimal strategy for managing this population during the early stages of an influenza pandemic.

At the onset of a pandemic, many parents may want their children who are attending college or university to return home from school. Immediately following the announcement of an outbreak, colleges and universities should prepare to manage or assist large numbers of students departing school and returning home within a short time span. Pre-pandemic planning to identify those students likely to return home and those who may require assistance for imminent travel may allow more effective management of the situation. In addition, planning should be considered for those students who may be unable to return home during a pandemic.

Adult Social Distancing

Social distancing measures for adults include provisions for both workplaces and the community and may play an important role in slowing or limiting community transmission pressure. The goals of workplace measures are to reduce transmission within the workplace and thus into the community at large, to ensure a safe working environment and promote confidence in the workplace, and to maintain business continuity, especially for critical infrastructure. Workplace measures such as encouragement of telework and other alternatives to in-person meetings may be important in reducing social contacts and the accompanying increased risk of transmission. Similarly, modifications to work schedules, such as staggered shifts, may also reduce transmission risk.

Within the community, the goals of these interventions are to reduce community transmission pressures and thus slow or limit transmission. Cancellation or postponement of large gatherings, such as concerts or theatre showings, may reduce transmission risk.

Duration of Implementation of Non-pharmaceutical Interventions

Preliminary analysis of historical data from selected U.S. cities during the 1918 pandemic suggests that duration of implementation of NPIs is significantly associated with overall mortality rates. Total duration of implementation for the measures specified in this guidance will depend on the severity of the pandemic and the total duration of the pandemic wave in the community, which may average about 6-8 weeks in individual communities. However, because early implementation of pandemic mitigation interventions may reduce the virus's basic reproductive number, a *mitigated* pandemic wave may have lower amplitude but longer

Appendix A: Pandemic Influenza Plan

wavelength than an unmitigated pandemic wave. Communities should therefore be prepared to maintain these measures for up to 12 weeks in a Category 4 or 5 pandemic.

It is important to emphasize that as long as susceptible individuals are present in large numbers, spread may continue. Immunity to infection with a pandemic strain can only occur after natural infection or immunization with an effective vaccine. The significant determinants for movement of a pandemic wave through a community are immunity and herd effect, and there is likely to be a residual pool of susceptible individuals in the community at all times. Thus, while NPIs may limit or slow community transmission, persisting pandemic virus circulating in a community with a susceptible population is a risk factor for re-emergence of the pandemic. Monitoring of excess mortality, case fatality ratios, or other surrogate markers over time will be important for determining both the optimal duration of implementation and the need for resumption of these measures.

While the decisions to stop or limit the intensity of implementation are crucial factors in pandemic response, this document is primarily oriented to providing pre-pandemic planning guidance. It is recommended for planning purposes that a total duration of 12 weeks for implementation of these measures be considered, particularly with regard to severe pandemics of Category 4 or 5 in which recrudescent disease may have significant impact. However, for less severe pandemics, a shorter period of implementation may be adequate to achieving public health benefit.

This guidance recommends a three-tiered strategy for planning with respect to the duration of dismissal from colleges and universities:

- No dismissal or closure of facilities in a Category 1 pandemic
- Short-term (up to 4 weeks) dismissal of students and closure of facilities during a Category 2 or Category 3 pandemic
- Prolonged (up to 12 weeks) dismissal of students and closure of facilities during a severe influenza pandemic (Category 4 or Category 5 pandemic)

This planning recommendation acknowledges the uncertainty around the length of time a pandemic virus will circulate in a given community and around the potential for recrudescent disease when use of NPIs is limited or stopped. When cancellations and closures are indicated for the most severe pandemics, thoughtful pre-planning for their prolonged duration may allow continued use of this intervention.

Warning Period

Given the mobile nature of today's society, a disease can spread very rapidly. Disease surveillance and attempts to contain a pandemic may slow the spread of the disease but it is likely it will be impossible to contain it. Until recently most sources anticipated having up to three months' warning from the time a pandemic is declared by the World Health Organization to the time the virus arrives in the United States. This was based on the assumption that a pandemic would start elsewhere in the world and then spread to North America. The H1N1 outbreak originating in Mexico illustrated that the warning period may be much shorter so

advanced planning is essential.

Duration

A pandemic may last up to two years and, based on previous pandemics, may occur in waves. Each wave could last six to eight weeks and be separated by three to nine months.

Impact Overview

During an influenza pandemic, much of the population will become ill and some will die. It is expected that there will be more illness and death during a pandemic than experienced during a regular influenza season. This may be made worse by decreased availability of health care during the pandemic. Influenza typically has the greatest impact (complications, death) on the very young, the very old and those with suppressed immunity. However, pandemic influenza has affected different age groups in the past, including 20- to 40- year olds, as was the case during the 1918-1919 pandemic.

REFERENCES

- University of Manitoba Pandemic Influenza Planning Guideline, February 2007
- University of St Thomas UST Pandemic Plan, 2007

Michigan State University Pandemic Influenza Planning Document

Appendix B:

Continuity of Operations Plan (COOP) template

University of Maine at Fort Kent

To be better prepared, all UMFK departments are encouraged to use this form to complete a Continuity of Operations Plan to describe how your department will operate during an influenza pandemic, and recover afterwards to be fully operational. This is your plan; feel free to augment this template to meet your needs. The process for planning for an emergency is very valuable. Be collaborative when drafting this, and seek comments from your staff.

Department: _____

Developer: _____ **Date Plan Finalized:** _____

A. Background Information for Pandemic Influenza

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

- Minimize the risk of pandemic influenza to students, faculty, and staff
- Support students who remain on campus
- Continue functions essential to university operations
- After the pandemic, resume normal teaching and service operations as soon as possible

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

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

B. Your Department's Objectives

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

C. Emergency Communications Systems

Although UMFK has an emergency notification system, there may be times when all departments are asked to communicate with employees in an emergency situation. We encourage all departments to prepare and maintain a phone tree.

Departments should identify multiple communication systems that can be used for backup, after hours, when not on campus, or for other contingencies.

Please attach your phone tree to this document.

D. Emergency Access to Information and Systems

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

E. Your Department's Essential Functions

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

F. Your Department's Leadership Succession

List the people who can make operational decisions if you are absent.

G. Key Internal (within UMFK) Dependencies

All UMFK departments rely on IT services, payroll, purchasing, and facilities. List below the other products and services upon which your department depends and the internal department that provide them.

H. Key External Dependencies

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

I. Mitigation Strategies

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

J. Exercising Your Plan & Informing Your Staff

Share your completed plan with your staff. Hold exercises to test the Plan and maintain awareness.

K. Recovery After the Pandemic

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

L. Special Considerations for Your Department

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

Thank you for completing your department's Pandemic Influenza Continuity of Operations Plan (COOP).

Appendix D:

Communication Procedures for Campus Alarms

Equipment Maintenance

The Emergency Management Team, campus backups for team members and/or the campus community as appropriate, should be informed via e-mail the day before or morning of scheduled maintenance that may interrupt power or otherwise trigger alarms.

Equipment Malfunctions

Whenever an alarm is triggered during normal business hours the Emergency Management Team should be notified as soon as possible via e-mail and/or phone regarding the location and nature of the alarm (ex. "False alarm OMS"). Fran will either send an email or call Lisa or Tamara who will notify the rest of the team. Team members will notify the building occupants by walking up and down the halls.

Reporting of Alarms in Cyr Hall, Science wing, Fox Auditorium, Nadeau hall Library, Acadian Archives, Powell Hall Crocker Hall, The Lodge

These buildings are set up with a fire alarm notification system. As soon as the fire alarm system is activated through smoke detectors, heat detectors or pull stations, the local fire dept will automatically be notified through our fire alarm notification system. Once activated, all individuals in the building must egress immediately. Dick Bouchard, Bob Weyeneth, and John Murphy are on the Fort Kent Police Department dispatch call list and will be notified as soon as the trucks are dispatched.

Reporting of Alarms in Sports Center, Nowland Hall, Old Model School, all houses

These buildings are not set up with a fire alarm notification system, so in the event of a fire, 911 needs to be called immediately

Sprinkler Systems

Nadeau Hall, Crocker Hall, Powell Hall, and Lodge are all set up with sprinkler systems that are activated by heat sensors that are located throughout the building. These are only activated with direct heat to sprinkler heads.