

California State University
Northridge

**PANDEMIC PLANNING WORKBOOK,
CAMPUS UNIT EXECUTIVES / DIRECTORS /
MANAGERS / LEAD REPRESENTATIVES,
2006**

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What is your plan to ensure the provision of mission-critical functions in your area at sufficient levels during a pandemic event that affects CSUN?

INTRODUCTION

The Chancellor's office has directed each California State University to produce a campus-specific plan that addresses how employees will respond to a pandemic event that affects its university. Each CSU campus has been directed to produce a detailed pandemic response plan *within the next few weeks*. The campus President has organized the CSUN Business Continuity Pandemic Committee to coordinate development of the plan. **The deadline for CSUN to complete its pandemic plan is April 30, and the deadline for your contribution to the plan is April 14.**

Among the plan's requirements is to set out what each campus office and unit must do to ensure that staff and faculty can continue to provide a sufficient level of critical instructional, operational, and business services at CSUN in the event of a pandemic.

Certain critical functions must remain viable for the University to meet its educational and instructional mission and operations: if a pandemic disrupts the people and systems that support these critical functions, the mission and operation of CSUN is threatened.

When a pandemic event affects Southern California, illness and deaths within and beyond the CSUN community may severely disrupt the ability of this institution to provide continuous and full levels of service to its constituents. Continuing to provide critical functions at CSUN will depend on well-trained employees that have a plan to operate at sufficient levels to ensure provision of essential services.

Without plans for the campus to function under such difficult circumstances, sufficient continuity of operations during the event and resumption to full operations after the event will be compromised.

Those who manage a critical function or are responsible for a critical function of the University must take action to ensure they can sustain that function at a level sufficient to meet the instructional and education mission of CSUN in the event of a pandemic event that affects the campus. (This does not mean that every building is accessible, that every class is taught, that every campus employee and student is on campus or even that campus facilities are open—it does mean that instruction and research are occurring and key services are available.)

PURPOSE OF THIS WORKBOOK

This workbook is intended to assist you in: 1) planning to carry on the critical function(s) you are responsible for or manage at levels sufficient to sustain the “business” of CSUN in the event of a pandemic event and 2) generating critical-function Continuity Planning Statements as part of completing the campus pandemic plan required by the Chancellor’s Office.

CONTINUITY PLANNING DESPITE AMBIGUITY

The nature and impact of a pandemic cannot be known until it emerges. Operational continuity planning presents challenges because it’s difficult to know exactly how a unit, our campus, and our wider communities will be affected by an adverse event. The most rigorous continuity planning for maintenance and recovery of an organization’s critical functions takes time. Typically, a unit takes several months to develop a thorough continuity plan addressing a range of hazards. Unfortunately, we do not have the luxury of a long time-frame to document a comprehensive pandemic continuity plan for the campus and for each critical function. Despite uncertainty, ambiguity and time constraints, each CSU campus will develop a plan that addresses how it will maintain and continue its critical functions as far as safely possible in the event of a pandemic.

QUESTIONS AND GUIDANCE

If you have questions about information in this workbook, the planning statement, or other aspects of operational continuity planning for a pandemic event, contact Catherine Gottlieb, Business Continuity Analyst, at 677-6422, or Bill Hardy, Director of User Support Services, 677-2204.

YOUR ACTION REQUIRED: FIVE STEPS

You have been identified as a lead representative in a unit or office that provides a critical campus function.

Per the Chancellor's directive that each CSU must produce a campus-specific pandemic event response plan, ***please use the information in this document to complete Critical Function Continuity Statement(s) describing what the unit or office you manage or are responsible for must do to ensure that it has the capacity and capability to carry on critical functions at sufficient levels in order to sustain the "business" of CSUN in the event of a pandemic event.***

1. After reading this document, review the inventory of critical functions in **Appendix A: Critical Function Inventory and Functional Lead Representatives** and identify critical functions that your unit or office is responsible for or manages.

2. For each critical function you manage or your area is responsible for, complete a **Critical Function Continuity Statement**.

The Critical Function Continuity Statement details how you and your colleagues will continue to provide a critical function at sufficient levels in the event of a pandemic event.

3. If the list of critical functions in **Appendix A** omits a function in your unit or office that you believe is critical to the operation of CSUN, complete a **Critical Function Continuity Statement**.

4. Submit a **Critical Function Continuity Statement** for each critical function your unit or office manages or is responsible for to: CSUN Business Continuity Services, Oviatt 34, Mail Drop 8223.

BY FRIDAY, APRIL 14, 2006.

5. As needed: Communicate details of the plan to members of your unit; ensure that more than one person can perform aspects of the critical function(s); develop and distribute Emergency Pocket Cards (see Appendix B) to members of the critical function team.

PLANNING PARAMETERS AND ASSUMPTIONS

As you determine how your unit will continue to execute a critical function at a sufficient level and complete a Critical Function Continuity Statement, use the following planning parameters and assumptions as planning guidelines:

PARAMETERS

- **The three primary mission requirements** of the University are: Teaching, Research, and Provision of Services.
- **The highest priority** in responding and recovering to any adverse event is the protection of lives and the safety and health of people (students, employees, vendors, contractors, visitors).
- **The basic Continuity Goal for the University** before, during, and after an adverse event is to recover and resume critical operations essential for Teaching, Research, and the Provision of Services in the shortest possible time in order to fulfill its three primary mission requirements. (This does not mean that every building is accessible, that every class is taught, every campus employee and student is on campus or even that campus facilities are open—it does mean that instruction and research are occurring and key services are available.)
- A University operation that does not have to resume within 30 days after an interruption due to an adverse event is not critical to supporting the three primary mission requirements.
- Risks to disruption of critical University operations include, but are not limited to:
 1. Loss of people (faculty, staff, students)
 2. Loss of facilities (buildings, classrooms, labs, housing, offices)
 3. Loss of infrastructure (utilities, HVAC, telecommunications, data, network, information systems)
 4. Loss of mission-related business and service functions (for example, scheduling classes, payroll, financial aid, food services, purchasing)
- The University is under-funded by the state for normal operations.
- Continuing operations in alternative modes following an adverse event will cost more than normal operations.
- State resources may be constrained. Emergency (or recovery) funds from state or other sources may be limited, especially in a widespread disaster.
 - An option for continuing University operations may be to suspend (or discontinue) non-critical operations to conserve funds to sustain critical operations.
- The terminal point for any University operation will be when it is no longer possible or affordable to continue that operation in any mode.

ASSUMPTIONS—THE PANDEMIC AT CSUN

- Develop a plan that can sustain a critical function at sufficient levels for a period of about four months or a semester. Keep in mind also that the process of sustaining the critical function under adverse circumstances may need to be repeated since the pandemic is likely to come in one or more waves, weeks or months apart, and could last for 12 to 18 months. A second wave may be the more severe.
- Some key management and some operational and technical personnel will be available and able to make decisions and communicate guidance about recovery and continuity of operations at the system, campus, and unit levels.
- The university or system will establish or expand policies that enable employees to work from home with appropriate security and network access to applications.
- As a very rough working guide, small teams of fewer than 15 people should plan for a level of absence rising to 50% at a peak of a pandemic wave.
- If your unit has substantial flexibility to redeploy staff, your plan should be capable of handling staff absences of *at least* 40% during the peak weeks of a pandemic wave--in addition to usual absenteeism levels.
- Very rough estimates of likely levels of absence from work at a peak of a pandemic wave are set out in the following table:

	CLINICAL ATTACK RATE		
	10%	25%	50%
ESTIMATE ACROSS THE CSUN CAMPUS			
MINIMUM % of people ill at peak	2%	5%	10%
MINIMUM % of people & caretakers taking time off at peak	3%	7%	15%
ESTIMATE IN A CSUN UNIT OF ABOUT 15 PEOPLE			
Minimum % of people ill and caretakers taking time off at peak	6%	14%	30%
TOTAL ESTIMATE			
Cumulative % of total of those absent from work over some period during the entire course of the pandemic (anywhere from three to four months to 12 to 18 months)	10%	25%	50%

- Expect ill people to be unavailable to work for at least five to eight working days.
- Figures above DO NOT include: rate of “normal” absences in your area, people taking

time off due to family bereavement or psychosocial impact of pandemic, or people self-absenting from work.

- No vaccine is likely to be available until long after the first wave of the pandemic has passed, if at all.
- Absence of individuals in other CSUN areas or units and outside of the university may disrupt your area's ability to provide a critical function.
- The university will update sick leave and family and medical leave policies and communicate with employees about the importance of staying away from the workplace if they become ill.
- The university will provide employees with information to encourage self-quarantine and mitigate concerns about lost wages.
- The university will provide information and direction about using and obtaining protective items such as gloves and masks.
- The university will make available clear and frequent communication about the threat of pandemic that each unit and area can share with employees, students, and other campus constituents.

MANAGING THE PLAN

To make sure that your plan statement will work:

- Update the Statement annually and communicate its contents to unit employees or designate a member of your unit to do so.
- Enact training redundancy necessary to ensure that essential functions can be performed by more than one person and in the event of absentee rates rising to 50% at pandemic peaks.
- Update contact lists as needed.
- Communicate the line of succession for your area and how control passes from one person to another.
- ***Complete and distribute to employees laminated Emergency Pocket Cards which include key phone numbers and initial actions to be taken by management and staff in an emergency.*** (See Appendix B: Emergency Pocket Cards.) At least on an annual basis, the cards are updated and distributed to key staff members defined by your plan statement. There is no attempt to include anything beyond the key information required in a recovery. The information includes:
 - What you need to do first (Ensure the safety of your family)
 - Your priorities and responsibilities (Contact your manager/staff, physical meeting locations.)
 - A toll free number for employee emergency information.
 - Storage location(s) of continuity plan materials.

APPENDIX A: CRITICAL FUNCTION INVENTORY AND FUNCTIONAL LEADS

AXIS	CRITICAL FUNCTION	LEAD UNIT AND LEAD EXECUTIVE / MANAGER / REPRESENTATIVE
		<p>NOTE: If you believe another organization should be designated, please call x6422 immediately.</p> <p>As needed, please adjust lead designations with colleagues in your unit to expedite completion of Continuity Statements.</p>
BUILDINGS / INFRASTRUCTURE	Building Inspections and Occupancy	Environmental Health and Safety, Ron Norton
	HVAC systems and filtering	PPM, Tom Brown
	Computer Network (inclusive of internet)	Information Technology Resources (ITR), Bob Moulton, Yvonne Davis
	Campus email	ITR, Bob Moulton, David Sorkin
	Help Desk	ITR, Bob Moulton, Chris Olson
	Campus Web Pages	University Web Communications (Advancement), Ken Swisher, Joseph O'Connor
	Emergency Radios	Public Safety, Anne Glavin
	Hazardous Materials Cleanup and Disposal	Environmental Health and Safety, Ron Norton
	Lease Agreements/Temporary Space Arrangements	Facilities Planning, Colin Donahue, Maureen Shideh
	Repairing Buildings Demolition Repair New Construction	Facilities Planning, Colin Donahue
	Space Allocation	Facilities Planning, Colin Donahue, Maureen Shideh
	Telecommunications, including phones and voice mail	ITR, Bob Moulton, Greg Nichols
	Utility repairs	PPM, Tom Brown
	Campus Facilities Services	PPM, Tom Brown
	Card Keys, Keys, Locks	PPM, Tom Brown
	Grounds	PPM, Tom Brown
	Parking Facilities	Public Safety, Anne Glavin
	Alarms	PPM, Tom Brown

<p>AXIS</p>	<p>CRITICAL FUNCTION</p>	<p>LEAD UNIT AND LEAD EXECUTIVE / MANAGER / REPRESENTATIVE</p> <p>NOTE: If you believe another organization should be designated, please call x6422 immediately.</p> <p>As needed, please adjust lead designations with colleagues in your unit to expedite completion of Continuity Statements.</p>
<p>INSTRUCTION AND RESEARCH</p>	<p>Assignment of Classrooms</p>	<p>Academic Resources, Diane Stephens, Leslie Gillman</p>
	<p>Enrollment</p>	<p>Admissions and Records, Eric Forbes</p>
	<p>Registration Fees</p>	<p>Financial and Accounting Services, Robert Barker, John Darakjy</p>
	<p>Research animals Research Labs</p>	<p>Graduate Studies, Research and Sponsored Projects, Mack Johnson, Scott Perez</p>
	<p>Scheduling classes</p>	<p>Admissions and Records, Eric Forbes</p>
	<p>Remote Classes/Online Instruction</p>	<p>Online Instruction, Randal Cummings, Kate Berggren</p>
	<p>Library Services</p>	<p>University Library, Susan Curzon</p>
	<p>Academic Instruction/Personnel</p>	<p>Academic Affairs, Jerry Luedders, Spero Bowman</p>
	<p>Instructional Equipment</p>	<p>Academic Resources, Diane Stephens</p>
	<p>Research Compliance</p>	<p>Graduate Studies, Research and Sponsored Projects, Mack Johnson, Scott Perez</p>
	<p>Restore/Maintain Library Collection</p>	<p>University Library, Susan Curzon</p>
	<p>Curriculum Development</p>	<p>Academic Affairs, Jerry Luedders, Spero Bowman</p>
<p>Grades</p>	<p>Admissions and Records, Eric Forbes</p>	
<p>Transcripts</p>	<p>Admissions and Records, Eric Forbes</p>	
<p>PAYMENTS</p>	<p>Accounts Payable</p>	<p>Financial and Accounting Services, Robert Barker, Margo Dutton</p>
	<p>Death payments (faculty and staff)</p>	<p>Financial and Accounting Services, Robert Barker</p>
	<p>Emergency Loan Disbursements (faculty and staff)</p>	<p>Financial and Accounting Services, Robert Barker,</p>
	<p>Emergency Loan Disbursements (students)</p>	<p>Financial and Accounting Services, Robert Barker,</p>
	<p>Paying Employees (faculty, staff, students)</p>	<p>Financial and Accounting Services, Robert Barker,</p>
	<p>Purchasing goods and services</p>	<p>Financial and Accounting Services, Robert Barker, Mary Rueda</p>

<p>AXIS</p>	<p>CRITICAL FUNCTION</p>	<p>LEAD UNIT AND LEAD EXECUTIVE / MANAGER / REPRESENTATIVE</p> <p>NOTE: If you believe another <i>organization</i> should be designated, please call x6422 immediately.</p> <p>As needed, please adjust lead designations with colleagues in your unit to expedite completion of Continuity Statements.</p>
	<p>Student Scholarships/Loans/Grants</p>	<p>Financial Aid, Diane Ryan</p>
	<p>Campus Supplies</p>	<p>Financial and Accounting Services, Robert Barker,</p>
	<p>Credit Card Use</p>	<p>Financial and Accounting Services, Robert Barker</p>
	<p>Vehicle Services</p>	<p>Financial and Accounting Services, Robert Barker,</p>
	<p>Travel Claims</p>	<p>Financial and Accounting Services, Robert Barker,, Judy Reyes</p>
	<p>Department Budget Administration</p>	<p>University Budget and Planning Management, Ron Clouse</p>
	<p>Meetings and Conference Contracts</p>	<p>Financial and Accounting Services, Robert Barker, Mary Rueda</p>
<p>REVENUE</p>	<p>Funding for post-disaster facilities</p>	<p>University Budget and Planning Management, Ron Clouse</p>
	<p>Government Relations</p>	<p>University Advancement, Ken Swisher</p>
	<p>Research accounts coordination Research award acceptance Research proposal submittal Research proposal tracking</p>	<p>Graduate Studies, Research and Sponsored Projects, Mack Johnson, Scott Perez</p>
	<p>Departmental Deposits and Student Payments</p>	<p>Financial and Accounting Services, Robert Barker, John Darakjy</p>
	<p>Fundraising</p>	<p>University Advancement, Ken Swisher</p>
	<p>Grant Accounts</p>	<p>Graduate Studies, Research and Sponsored Projects, Mack Johnson, Scott Perez</p>
	<p>Student Billing</p>	<p>Financial and Accounting Services, Robert Barker, John Darakjy</p>
	<p>Budget and Accounting Administration</p>	<p>Financial and Accounting Services, Robert Barker</p>
	<p>Facilities and Trademark Licensing, Other Licensing/Patents</p>	<p>The University Corporation, Rick Evans, Karla La Rosa</p>
	<p>Collections</p>	<p>Financial and Accounting Services, Robert Barker, John Darakjy</p>

<p>AXIS</p>	<p>CRITICAL FUNCTION</p>	<p>LEAD UNIT AND LEAD EXECUTIVE / MANAGER / REPRESENTATIVE</p> <p>NOTE: If you believe another organization should be designated, please call x6422 immediately.</p> <p>As needed, please adjust lead designations with colleagues in your unit to expedite completion of Continuity Statements.</p>
<p>STUDENTS / FACULTY / STAFF</p>	<p>Communication / Internal and External</p>	<p>Public Relations, John Chandler</p>
	<p>Patrol</p>	<p>Public Safety, Anne Glavin</p>
	<p>Death Notification (faculty and staff)</p>	<p>Human Resources, Bob Foldesi</p>
	<p>Death Notification (student)</p>	<p>Student Affairs, William Watkins</p>
	<p>Emergency Hiring/Staffing</p>	<p>Human Resources, Bob Foldesi</p>
	<p>Food Service</p>	<p>The University Corporation, Tom McCarron</p>
	<p>Housing/Shelter</p>	<p>Student Housing, Tim Trevan</p>
	<p>Mail—Outbound</p>	<p>PPM, Tom Brown</p>
	<p>Medical Care</p>	<p>Student Health Center, Linda Reid Chassiakos</p>
	<p>Residence Hall Disabled Population</p>	<p>Student Housing, Tim Trevan</p>
	<p>Residence Hall Security</p>	<p>Student Housing, Tim Trevan</p>
	<p>Student Health Insurance Access</p>	<p>Associated Students, Diane Hartjen</p>
	<p>Transportation Modes</p>	<p>Public Safety, Anne Glavin</p>
	<p>Use of 911</p>	<p>Public Safety, Anne Glavin</p>
	<p>Admissions Graduate / Undergraduate</p>	<p>Admissions and Records, Eric Forbes</p>
	<p>Child, Senior, Elder Care/Programs</p>	<p>College of Health and Human Development, Helen Castillo</p>
	<p>Disabled Student Services (academic)</p>	<p>Center on Disabilities, Mary Ann Cummins Prager</p>
	<p>Faculty room assignments</p>	<p>Academic Resources, Diane Stephens</p>
	<p>Mental health services</p>	<p>University Counseling Services, Mark Stevens</p>
	<p>Personnel Assignments and Reassignments</p>	<p>Human Resources, Bob Foldesi</p>
	<p>Parking Services</p>	<p>Public Safety, Anne Glavin</p>
	<p>Staff Room Assignments</p>	<p>Facilities Planning, Colin Donahue, Maureen Shideh</p>
	<p>Mail Inbound</p>	<p>PPM, Tom Brown</p>
	<p>Worker's Compensation</p>	<p>Human Resources, Bob Foldesi</p>
	<p>Early Childhood Education / Childcare</p>	<p>Child and Family Studies Center, Jerry Ann Harrel-Smith Children's Center, Associated Students, Arlene Rhine</p>
	<p>Equipment Management Distribution of supplies and materials</p>	<p>PPM, Tom Brown</p>

APPENDIX B: EMERGENCY POCKET CARDS

HOME	CELL
John G.	See campus nos.
Jane Q.	on other side of
No last name	card.

_____	IF FOUND, RETURN TO:
_____	CSUN, [building, room]
_____	18111 Nordhoff,
_____	Northridge, CA 91330

HOME	CELL
Manager	See campus nos.
Team mbr	on other side of
Team mbr	card.

_____	IF FOUND, RETURN TO:
_____	CSUN,
_____	18111 Nordhoff,
_____	Northridge, CA 91330

HOME	CELL
Manager	See campus nos.
Team mbr	on other side of
Team mbr	card.
Gary J.	
Sally Q.	
_____	IF FOUND, RETURN TO:
_____	CSUN, [building, room],
_____	18111 Nordhoff,
_____	Northridge, CA 91330

HOME	CELL
Manager	See campus nos.
Team mbr	on other side of
Team mbr	card.

_____	IF FOUND, RETURN TO:
_____	CSUN,
_____	18111 Nordhoff,
_____	Northridge, CA 91330

HOME	CELL
Manager	See campus nos.
Team mbr	on other side of
Team mbr	card.

_____	IF FOUND, RETURN TO:
_____	CSUN,
_____	18111 Nordhoff,
_____	Northridge, CA 91330

HOME	CELL
Manager	See campus nos.
Team mbr	on other side of
Team mbr	card.

_____	IF FOUND, RETURN TO:
_____	CSUN,
_____	18111 Nordhoff,
_____	Northridge, CA 91330

CAMPUS		See home nos. and cell nos. on other side of card.
John G.	818-677-	
Jane Q.	818-677-	CONTINUITY PRIORITIES <ul style="list-style-type: none"> • Ensure safety of your family. • Contact your Manager and Team, make plans to gather at a designated meeting place or take other action, access continuity info. • Call Employee Info no. 866-535-2786.
No last name	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	

CAMPUS		See home nos. and cell nos. on other side of card.
Mgr	818-677-	
Team mbr	818-677-	CONTINUITY PRIORITIES <ul style="list-style-type: none"> • Ensure safety of your family. • Contact your Manager and Team, and make plans to gather at a designated meeting place and/or take other action. • Call Employee Info no. 866-535-2786.
Team mbr	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	

CAMPUS		See home nos. and cell nos. on other side of card.
Mgr	818-677-	
Team mbr	818-677-	CONTINUITY PRIORITIES <ul style="list-style-type: none"> • Ensure safety of your family. • Contact your Manager and Team, and make plans to gather at a designated meeting place or take other action., access continuity info • Call Employee Info no. 866-535-2786.
Team mbr	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	

CAMPUS		See home nos. and cell nos. on other side of card.
Mgr	818-677-	
Team mbr	818-677-	CONTINUITY PRIORITIES <ul style="list-style-type: none"> • Ensure safety of your family. • Contact your Manager and Team, and make plans to gather at a designated meeting place and/or take other action. • Call Employee Info no. 866-535-2786.
Team mbr	818-677-	
_____	818-677-	
_____	818-677-	
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_____	818-677-	
_____	818-677-	
_____	818-677-	
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CAMPUS		See home nos. and cell nos. on other side of card.
Mgr	818-677-	
Team mbr	818-677-	CONTINUITY PRIORITIES <ul style="list-style-type: none"> • Ensure safety of your family. • Contact your Manager and Team, and make plans to gather at a designated meeting place and/or take other action. • Call Employee Info no. 866-535-2786.
Team mbr	818-677-	
_____	818-677-	
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_____	818-677-	
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_____	818-677-	
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_____	818-677-	

CAMPUS		See home nos. and cell nos. on other side of card.
Mgr	818-677-	
Team mbr	818-677-	CONTINUITY PRIORITIES <ul style="list-style-type: none"> • Ensure safety of your family. • Contact your Manager and Team, and make plans to gather at a designated meeting place and/or take other action. • Call Employee Info no. 866-535-2786.
Team mbr	818-677-	
_____	818-677-	
_____	818-677-	
_____	818-677-	
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