Pandemic Flu Response Plan

The University of Georgia

Version 2013

The University of Georgia Office of Emergency Preparedness
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I. Introduction and Purpose
This plan is designed to provide a response framework for the University of Georgia (UGA) departments or units that may have campus-wide oversight of critical functions in response to a pandemic event or any large-scale contagious disease outbreak on the UGA campus. This document is intended to serve only as a guide for departments involved in overall campus activities related to pandemic preparation, response, and recovery. This plan—like all emergency operations plans—is a fluid document. It will be revised frequently as new planning techniques emerge and as best practices evolve.

II. Scope and Applicability
The UGA Pandemic Flu Response Plan is a campus-level plan which includes responsibilities for critical departments on campus. It is the official Pandemic Flu Response Plan for UGA and supersedes previous plans and precludes departmental actions not in concert with the plan, or the emergency organization created by it.

Although this plan provides general guidelines on how each named department or unit with campus-wide responsibility will be involved in the overall campus influenza pandemic preparations, response, and recovery efforts, individual departments should develop a departmental pandemic influenza response plan. To assist departments in this effort, the Office of Emergency Preparedness (OEP) developed a Business Continuity Plan Generator (BCP Generator). Access to this online system requires a UGA MyID and the link to the online BCP Generator may be found at www.prepare.uga.edu. This document contains templates for guiding departmental response and business continuity planning.

Additionally, there is resource information and other useful documents included in this plan as appendices which may be helpful as departments work through the planning process. Appendices include:

- Appendix A  UGA Pandemic Influenza Response Flowchart
- Appendix B  UGA Pandemic Influenza Response Organizational Chart
- Appendix C  Pandemic Alert Phases
- Appendix D  Response Activity for 2009 H1N1 Influenza A
- Appendix E  Pandemic Flu Communications Plan
- Appendix F  Influenza Frequently Asked Questions for Faculty & Staff
- Appendix G  Acronyms and Definitions
- Appendix H  Contact Information

Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in manners not foreseen or covered by elements of the plan or appendices hereto. Departments and individuals should develop comprehensive emergency action plans and continuity of operations plans, with appropriate coordination and training for employees, to ensure that employees are informed and prepared to deal with a contagious disease outbreak.
III. Plan Distribution
Dissemination of the UGA Pandemic Influenza Response Plan will be coordinated by the Office of Emergency Preparedness. OEP will provide the plan to UGA departments that will play a campus-wide emergency response role during a Pandemic event and will post a copy of the plan on the OEP website at www.prepare.uga.edu for access by all University departments and individuals. UGA’s Pandemic Influenza Response Plan, like any planning document, is a fluid document and will be frequently updated and revised as the Athens-Clarke County community planning for pandemic influenza evolves and new information becomes available.

IV. Plan Maintenance
OEP will conduct an annual review of the UGA Pandemic Flu Response Plan during the summer each year; however, minor changes may be made to the plan by the OEP staff throughout the year. An updated version of the UGA Pandemic Flu Response Plan will always be maintained on the OEP website at www.prepare.uga.edu. Revisions to the plan will be documented in the revisions chart that is included below. Updates, suggestions for improvement, and other comments should be directed to OEP and emailed to prepare@uga.edu.

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V. Planning Overview

The University of Georgia Pandemic Response Plan, along with the appendices, includes examples of past responses to flu outbreaks including healthy hygiene information, publicity campaigns, treatment of students, housing resources, transportation response, and other UGA responses. Many specifics about the plan cannot be determined ahead of time because the seriousness of the outbreak will not be immediately known and because the availability of resources will change from year to year (housing, transportation, distance learning, etc.).

Many decisions such as dismissal of students from school, social distancing in instruction, housing, and workforce decisions will be made at higher administrative levels. The President of the University is in overall command for dealing with the crisis. In the event that the President is away, the standard line of succession will be followed.

Goals:
1. Delay the peak outbreak of the illness
2. Lower the impact of the peak illness on the response resources
3. Diminish the number of people who become ill
4. Lower the impact on the healthcare infrastructure

The virulence of the illness as well as the population most at risk may not be known at the start of the outbreak. A virulent infection will require a quick response.

Challenges:
1. Influenza has a short incubation period (approximately 2 days)
2. A person with the flu is contagious before symptoms appear
3. The flu can be hard to differentiate from other respiratory illnesses
4. In past cases, up to half of infected people had mild symptoms or were asymptomatic allowing them to unknowingly spread the disease
5. UGA students have a high social density both in classrooms and in living spaces which aids in the spread of the virus

The Centers for Disease Control and Prevention (CDC) suggests the following when creating a response to an influenza outbreak:
1. The target of planning cannot just be those who are ill
2. Plans must be put in place quickly
3. Social density will increase the likelihood of transmission
4. Transportation can be another means of transmission

At the outset of the virus outbreak, vaccination will likely not be available. Some non-pharmaceutical interventions the CDC suggests to lessen the spread of the virus include:
1. Isolation and treatment of sick persons
2. Voluntary home quarantine
3. Dismissal of students from school
4. Social distancing (both workforce and instruction)
5. Infection control through cough etiquette, hand hygiene
VI. Summary of Recommended Actions

Based on the 2009 H1N1 experience, several actions need to occur in an expeditious manner when dealing with a potential pandemic or other wide-spread, contagious disease other than influenza. A condensed version of these recommended actions in outline format are as follows:

1. Form a publicity committee to promote healthy habits. Past examples of items used in a healthy habits campaign can be found in Appendix D
   a. Wash hand frequently
   b. Cover your cough
   c. Stay home if you are sick
   d. Get flu shot
2. Command and Control
   a. Individual units should be briefed on the outlines of a pandemic plan and their responsibilities
   b. Alternative Emergency Operations Center (EOC) functions should be established that do not require face to face meetings
3. Business Continuity
   a. Departments and Units especially mission critical ones, need to make sure their line of succession is clear in case of illness
   b. Cross training of critical tasks
   c. Access to work resources remotely should be explored
4. Decrease social density
   a. Create plans for instruction by distance learning where applicable
   b. Departments need to examine how they can implement social distancing and identify critical staff
   c. Determine what non-critical events can be cancelled or postponed
   d. The degree to which these plans are implemented will vary based upon the seriousness of the outbreak, but plans need to be ready to be implemented quickly
   e. Staff must be encouraged by their superiors to stay home if they are sick
5. Treatment of students who are ill
   a. Encourage students who are ill to seek treatment
   b. Encourage sick individuals to self-isolate
      i. On campus students who self-isolate may need assistance with meals
      ii. Options for housing sick students or roommates of sick students will need to be investigated
6. Academic issues will need to be addressed
   a. Students who are sick will likely continue to attend classes
   b. Attendance requirements and distance learning options will need to be explored
7. Plans for closing events and/or the University will need to be discussed
   a. Options for closing the University and the length of the closure will need to be discussed
   b. Mission critical operations will need to be identified

VII. Pandemic Planning at UGA

The University of Georgia has dealt with infectious disease outbreak in the past and it is likely to face future infection disease issues. UGA has responded to previous influenza pandemics in 1918-19, 1957-58, 1968-69, and 2009-10. In addition to the influenza virus, a measles outbreak
in 1990 caused disruption on campus and required a coordinated response. Due to the history of pandemic influenza outbreaks and the ability of the influenza virus to mutate rapidly, it is pragmatic to plan for a possible future outbreak of a novel strain of the influenza virus. Additionally, preparation of a pandemic response plan has been mandated by the Chancellor of the University System of Georgia (USG).

Because of the emerging threat posed by a novel influenza virus, representatives from the UGA Office of Emergency Preparedness, University Health Center (UHC), and UGA Police Department (UGA PD) have been involved in pandemic influenza planning for several years in conjunction with local, state, and federal emergency planning and response agencies. Community-wide planning efforts are ongoing. However, the overall ability of the University to respond appropriately to an influenza pandemic will also depend on the readiness of individuals and departments within UGA to respond appropriately. Therefore, to aid departments in their planning efforts, OEP has developed an online Business Continuity Planning (BCP) Generator to guide departmental discussions and planning efforts to address this serious threat. The link to access the online BCP Generator using a UGA MyID may be found at www.prepare.uga.edu.

The Office of Emergency Preparedness has undertaken a number of steps to ensure UGA is adequately prepared to respond to and recover from a possible pandemic influenza outbreak. Specific activities include:

- Participation in the Athens-Clarke County Pandemic Influenza Core Planning Group and three community planning subcommittees
- Participation in a regional hospital tabletop exercise on pandemic influenza
- Development of, and distribution to Vice Presidents and Deans, a one-page campus checklist to guide UGA departments on pandemic preparedness considerations
- Briefings and updates to campus administration, faculty, and staff
- Participation in a community pandemic influenza tabletop exercises in September 2006 and July 2008 with Public Health and county first responders
- Participation in several training sessions on pandemic planning
- Assist in community After Action Reports for tabletop exercises
- Development of a Pandemic Influenza Response Plan for UGA
- Development of a Pandemic Influenza Departmental Level Planning Tool to assist departmental level personnel
- Development of an online BCP Generator to better assist departmental level planning efforts
- Purchased a small stockpile of surgical masks, n95 masks, biohazard bags, and hand sanitizer for essential personnel
- Coordinated the UGA campus response to the 2009 H1N1 influenza A outbreak
- Evaluated the response to the 2009 H1N1 influenza A outbreak with an after action meeting and improvement plan

A. 2009 H1N1 Influenza A Outbreak

The 2009 H1N1 Influenza A outbreak introduced a novel Influenza virus to the human immune system. A novel virus means that there is no immunity in the human population and it is one of the first warning signs of a pandemic influenza. In response to this new virus, Mexico closed all schools, universities, and public events between April 24 and May 6, 2009. In the United States,
more than 400 schools closed for a period of time including an entire school district in the state of Texas. These numbers demonstrate that a planned response to an influenza outbreak is necessary.

The 2009 H1N1 Influenza A outbreak exposed some challenges for planning for a disease pandemic. As the 2009 outbreak began, the severity of the virus was not known. Many similarities between the 2009 and the 1918 Spanish Influenza outbreak existed causing many to fear widespread problems might occur. While a large percentage of the UGA population contracted the virus, the mild symptoms in most allowed many people to combat the illness without medical assistance. Fortunately, the 2009 H1N1 Influenza A outbreak caused only minor disruptions and did not severely impact the day to day operations of the University of Georgia.

While the 2009 outbreak did not cause classes or events to be cancelled, it did have an effect on the UGA campus. Many students became ill causing a spike in class absenteeism and a large rise in visits to the University Health Center. In addition to students becoming ill, many staff members also contracted the virus causing a parallel spike in absenteeism among employees. Furthermore, the fear of the unknown created apprehension and caused a great deal of alarm among faculty, staff, students and parents.

The 2009 H1N1 Influenza A outbreak exposed some flaws in planning for a pandemic. Many of the triggers for response at UGA were based on phases established by the World Health Organization (WHO) and stages established by the United States federal government. The federal government stages assumed that a pandemic would begin in Asia and spread to the United States. The 2009 H1N1 Influenza A outbreak began in North America making the federal stages difficult to use. Not only were these stages difficult to use, they disappeared from the government websites without explanation. The phases created by the World Health Organization reflected the spread of the virus, but did not correspond with the impact of the virus. As the World Health Organization updated the phases of the pandemic, the University of Georgia did not implement the actions outlined in the 2008 version of the UGA Pandemic Response Plan because the impact on the UGA campus was not significant.

See Appendix D for a detailed listing of UGA’s response activities to the 2009 H1N1 Influenza A outbreak.

VIII. UGA Pandemic Influenza Planning Challenges and Assumptions

Planning for an influenza pandemic presents many challenges. Some challenges specific to influenza are:

1. Influenza has a short incubation period (approximately 2 days)
2. A person with the flu is contagious before symptoms appear
3. The flu can be hard to differentiate from other respiratory illnesses
4. In past cases up to half of infected people had mild symptoms or were asymptomatic allowing them to spread the disease

The virus can spread quickly because there is a short incubation period. People who are infected will spread the disease before they know they are sick, hindering the ability to keep infected
people away from healthy people. Symptoms of the flu are similar to other illnesses making it difficult to diagnose with complete accuracy. The flu does not affect everyone the same way so not everyone with the flu will present the same symptoms again making it hard to identify those with the virus.

The flu virus spreads mostly through droplets in the air that are expelled when an infected person coughs or sneezes. The flu is normally spread from person to person as they come into contact with each other.

From these challenges, the CDC suggests the following when creating a plan to combat an influenza illness:

1. The target of planning cannot just be those who are ill
2. Plans must be put in place quickly
3. Social density will increase the likelihood of transmission
4. Transportation can be another means of transmission

These present areas of concern for UGA because the nature of a college setting is that students interact closely with each other in classrooms and dorms. Additionally, UGA has one of the largest bus systems in the country providing a means for the virus to spread as students move around campus. UGA also has a large number of international students and students in study abroad programs that allows the virus to move from other areas of the world to UGA.

The CDC presents several assumptions that should be included in pandemic influenza planning:

1. A pandemic flu outbreak will happen
2. Strategies to combat the flu include
   a. Vaccination
   b. Treating infected persons and providing prophylaxis to those exposed
   c. Infection control and social distancing
3. A vaccine for the flu may not be available for 4-6 months
4. Prophylaxis may or may not be effective based on how the virus mutates
5. The amount of vaccine available will be limited at first
6. Anti-viral prophylaxis may be in short supply

Because a vaccine may not exist prior to a pandemic outbreak, the first responses to a pandemic will be based on non-pharmaceutical interventions (NPI). The NPI that the CDC suggests considering are:

1. Isolation and treatment of sick persons
2. Voluntary home quarantine
3. Dismissal of students from school
4. Social distancing
5. Infection control through cough etiquette, hand hygiene

The steps that will be taken to combat a pandemic influenza will depend on the seriousness of the outbreak both in the virulence of the virus and the number of people that are ill.
The goals of the plan should be to delay the peak outbreak of the illness, lower the impact of the peak illness on the response resources, diminish the number of people who become ill, and lower the impact on the healthcare infrastructure. The goal of delaying the peak of the outbreak allows time for a vaccine to be manufactured and shipped. If the peak number of people who are ill can be spread out more evenly this will have less of an impact on the campus and allow UGA to continue to operate normally. The fewer people that become ill decreases the spread and lowers the impact on health care allowing those professionals to help others who are sick for different reasons.

While the above assumptions were written by the CDC prior to the H1N1 influenza outbreak, they match the experience at UGA during the fall of 2009. The H1N1 influenza outbreak was a fast moving illness that had different effects on members of the community. The peak of the illness occurred prior to the appearance of a vaccine requiring a response based on non-pharmaceutical interventions.

IX. Pandemic Alert Phases
There are several systems utilized that categorize the status of pandemic influenza. As in the 2009 Influenza A Pandemic, the systems are likely to be informative, but specific decisions about responses on the UGA campus may be driven more by the actual impact of a pandemic in Georgia than by systems that reflect the spread of the virus worldwide. Generally, three systems are utilized by the Centers for Disease Control and Prevention, the World Health Organization and by United States government agencies in their guidance. One is the Pandemic Severity Index (PSI) which includes the severity of the illness as a factor and provides general response suggestions. The WHO and United States government phases are presented in this plan, because they are likely to be referenced by the media and included in all government guidance.

See Appendix C for additional information on each system and graphical representations.

X. Incident Management
The UGA Office of Emergency Preparedness will lead and coordinate UGA’s response and organizational efforts involving a pandemic influenza event on the University of Georgia campus. OEP will closely coordinate with the UGA Emergency Response Team, the UGA President’s Office, the University Health Center, local Public Health, and Athens-Clarke County Fire and Emergency Services. National Incident Management System (NIMS) principles will be utilized during a pandemic influenza event to provide an organized Incident Command Structure (see Appendix A). In addition, OEP has a primary Emergency Operations Center (EOC), and a secondary EOC location identified on campus, to serve as the overall command and coordination nerve center for UGA. Also, it is likely that OEP will be asked to designate a representative to serve in the Athens-Clarke County Emergency Operations Center, operated in the county but not on the UGA campus, to act as a liaison for UGA. Additionally or alternatively, OEP may be required to provide a representative for the Northeast Public Health EOC for Region 10, the Public Health region that includes the main UGA campus. OEP is researching the possibility of operating a virtual EOC, whereby campus decision makers and emergency responders will be able to meet via their computers to work the event while limiting disease exposure.
XI. Authorities During a Pandemic Event

Several different government officials have authority that may affect the University of Georgia campus. The Governor of the State of Georgia, the Board of Regents of the University System of Georgia, the state Division of Public Health, the District Health Director for the Northeast Health District and the Athens-Clarke County Government all have the ability to make decisions that can affect the UGA campus. Thus, the impact of outside authorities on the operation of the University requires close communication and coordination with those entities.

A. For quarantining students

If students are diagnosed at the University Health Center with a novel strain of the flu virus, the student will be encouraged to have an isolation plan in order to avoid spreading the flu.

B. For not allowing students to class

Students who are ill will be encouraged not to attend classes. Determining which students are ill will be difficult to impossible. One issue with the flu is that students will be contagious before they have symptoms.

C. For cancelling classes

The authority for cancelling classes at the University of Georgia resides with the President of the University and the senior administrative staff. Public K-12 schools and colleges and universities may also be cancelled by the Governor of the State of Georgia.

XII. UGA Essential Services and Departments

Several UGA departments have campus-wide responsibility for providing essential services, technical support or making critical decisions that will impact the entire University during a pandemic. These departments will play a vital overall campus-wide emergency response role should UGA be impacted by a pandemic influenza event. Roles and responsibilities for these critical departments have been identified at each pandemic phase level and are included in this plan. However, in addition to fulfilling their campus-wide planning and response role, these departments should also plan and prepare at the departmental level.

- Office of the President (President’s Office)
- University Health Center (UHC)
- Office of Emergency Preparedness (OEP)
- University of Georgia Police Department (UGA PD)
- Environmental Safety Division (ESD)
  - Fire Safety
  - Lab Safety
  - Radiation Safety
  - Chemical Safety
  - HazMat
- Public Affairs
- Student Affairs
- Vice President for Instruction
• Office of International Education (OIE)
• Legal Affairs
• Human Resources (HR)
• Controller’s Division
  o Payroll
  o Accounts Payable and Receivable
  o Bursar’s Office
  o Procurement
• University Housing
• Food Services Division
• Office of the Vice President for Research (OVPR) - Biosafety, critical research, animal care
• Physical Plant Division (PPD) - utilities, facilities, custodial services, transportation
• Enterprise Information Technology Services (EITS) - computer network and server support and telephone services
• Risk Management Office
• Athletic Association
• Campus Transit System
• Georgia Center for Continuing Education and Hotel
• Disability Resource Center

XIII. Roles and Responsibilities
The following summary provides a brief overview of specific roles campus units or individuals may be asked to perform during a pandemic influenza event. This summary is not intended to cover all functions or services a department may be asked to provide during the actual emergency.

• **UGA Emergency Response Team:** The UGA Emergency Response Team (ERT) is comprised of senior level administrators, UGA emergency response leaders, a representative from the Board of Regents and Athens-Clarke County Fire and Emergency Services. The ERT is contacted during most large scale events to help manage the incidents and provide needed resources. During a pandemic influenza event, the UGA Emergency Response Team will be assembled to make critical decisions regarding coordination, response, and recovery actions.

• **Office of the President:** The President’s Office will make administrative decisions concerning the University and coordinate directly with the ERT to execute decisions regarding staffing levels, continuation or suspension of classes, event cancellations, closures, and other critical decisions impacting UGA faculty, staff, students, and facilities.

• **University Health Center:** The UHC will participate and collaborate with other UGA departments and Public Health agencies in planning for a pandemic influenza event; provide medical and health-related and prevention education to the UGA campus community before and during a pandemic; and monitor the World Health Organization and the Centers for Disease Control and Prevention advisories and recommendations.

• **Office of Emergency Preparedness:** OEP will lead pandemic influenza planning and response efforts at UGA. During an actual pandemic, OEP will activate the Pandemic Influenza Response Plan and the Emergency Operations Center and serve in the incident management role to bring together the Institutional resources identified during planning.
The EOC may be a virtual EOC where decision-makers do not physically report to a location in order to reduce exposure to the flu virus. OEP will coordinate logistics and resource acquisition during the response and recovery phase. In addition, OEP will maintain a liaison role with other local, state, and federal agencies.

- **University of Georgia Police Department:** UGA PD will be responsible for maintaining safety and security on campus. In addition to normal activities, UGAP PD will assist with security, traffic planning, and operations at the UHC and other campus locations that may serve as temporary medical triage areas, dispensing sites, and storage sites used for storing medical supplies, vaccines, or other critical commodities.

- **Environmental Safety Division:** ESD will continue to perform their normal functions including oversight and technical assistance in maintaining hazardous materials, radiation safety, fire safety, lab safety, environmental health and safety, and outreach programs. In addition, ESD will be responsible for establishing a communication link and relaying environmental safety related information and resources to all off-campus UGA owned sites within the state of Georgia.

- **Public Affairs:** During the pre-pandemic phase, Public Affairs will assist the UHC in the development and dissemination of educational and prevention materials. During a pandemic, Public Affairs will coordinate all media releases and communications to faculty, staff, and students regarding UGA’s response and recovery efforts. Public Affairs will keep the main UGA home page, [www.uga.edu](http://www.uga.edu), updated with important information about the pandemic. Public Affairs may also create a specific page related to the outbreak similar to the [www.uga.edu/flu](http://www.uga.edu/flu) page that was created in reference to the 2009 outbreak.

- **Student Affairs:** The Student Affairs office will monitor student absences, make decisions related to events hosted by and for student groups, and will be represented in the EOC to assist with all decisions affecting students and student groups. The Student Affairs Office will oversee student volunteers and fund raising efforts as appropriate and with student volunteers needed to assist with sheltering, education, and medication dispensing.

- **Vice President for Instruction:** The Office of the Vice President for Instruction will serve in an advisory capacity regarding all academic decisions (i.e. the suspension of classes, class credit issues, tuition refunds, distance learning opportunities, etc.).

- **Office of International Education:** The Office of International Education will serve as UGA’s liaison to all international programs including Study Abroad programs, UGA sites in countries outside the United States, exchange students and visiting scholars, etc. The Office of International Education will provide frequent updates on the welfare and condition of UGA faculty, staff, and students who are currently residing in other countries while participating in UGA affiliated programs. In addition, this office will be able to provide information regarding the travel activities of its program participants which could initiate a quarantine of an individual or group.

- **Legal Affairs:** The UGA Legal Affairs office will provide legal consultation to regarding quarantine policies, suspension of classes or closure issues, human resource issues, payroll activities, and interpretation of emergency declarations. Situation briefings should be provided to the ERT based on consultation and coordination with the University System of Georgia Legal Affairs office.

- **Human Resources:** Human Resources will be responsible for monitoring and reporting faculty and staff absences to the ERT daily, evaluating and adjusting HR policies and procedures as warranted to meet the staffing requirements of the Institution during the
emergency, and to ensure consistency with University System policies regarding compensation during closings and other schedule adjustments. HR will coordinate with the Controller’s Division/Payroll Office to ensure timely payments are made as warranted and to ensure employee benefits payments are received in order to keep benefits in effect as determined by the UGA Senior Administration and University System Office.

- **Controller’s Division:** Several departments within the Controller’s Division will be responsible for ensuring University fiscal transactions can occur as needed whether the Institution is open or closed during the pandemic. Policies and procedures will be reviewed and adjusted as necessary to ensure critical supplies can be purchased and invoices paid, payroll checks can be deposited or distributed, and student fees suspended, refunded, or held as directed by the University System Office.

- **Housing Office:** The University Housing Office will continue to provide housing needs for current students as well as the coordination of possible emergency quarantine and isolation areas on campus to serve faculty, staff, and students.

- **Food Services:** Food Services will be responsible for maintaining, preparing, and evaluating existing food stocks per normal procedures and supplying food for quarantined or isolated faculty, staff, or students on campus as needed. Food Services Sick Tray policy may be implemented, and publicized as warranted, to provide food to students while decreasing exposure to the flu virus.

- **Office of the Vice President for Research:** OVPR will provide coordination and management in sustaining critical research projects and laboratories, oversight of animal care issues, and guidance and accountability for bio-hazardous materials on campus.

- **Facilities Management Division:** FMD will provide transportation support, cleaning services, and labor to facilitate general support to various campus departments and agencies. Physical Plant will also maintain critical building systems used to power and maintain research and other critical functions.

- **Enterprise Information Technology Services:** EITS will provide technical assistance and computer and phone support when establishing the EOC or other temporary facilities where technical support is required. EITS will assist with distance learning and other means of providing education while decreasing public gatherings and implementing social distancing.

- **Risk Management:** Risk Management is responsible for reviewing insurance coverage applicability and reporting procedures that may need to be adjusted during or following a pandemic.

- **Athletic Association:** The UGA Athletic Association will serve in a resource role in providing potential venues for use by medical personnel for triage or storage. Additional resources, such as water, food, and Athletic Association medical staff may be used to assist the UHC in their duties.

- **Campus Transit:** Campus Transit is responsible for ensuring adequate fuel supplies and drivers are available whenever possible as appropriate to continue regular or emergency transportation as needed. Campus Transit may also implement cleaning procedures for buses in an effort to decrease exposure to the flu virus.

- **Georgia Center:** The University of Georgia Center for Continuing Education Conference Center and Hotel will provide rooms to UGA employees who must remain on or near campus to respond as needed. Prices for rooms at the Georgia Center will vary depending upon the level of service requested.
- **Disability Resource Center:** The Disability Resource Center will assist in making sure the needs of all students are considered when response plans are discussed and implemented.

XIV. Continuity of University Operations

The University Facilities Management Division (FMD) maintains University buildings even when the University is closed for extended holidays, snow closings or other events when normal operations are interrupted. This includes building utilities, heating and cooling systems, access control systems, fire detection systems and other critical building systems. In addition, the University Police is a full service police department which operates 365 days a year, 24 hours a day and 7 days a week.

To aid departments in their planning efforts to manage the disruption and recovery of a pandemic, departments will be encouraged to use OEP’s online Business Continuity Planning Generator as a tool to plan for and address these concerns. The link to access the online BCP Generator, using a UGA MyID, may be found at [www.prepare.uga.edu](http://www.prepare.uga.edu).

XV. Continuity of Instruction

Instructors for classes will be encouraged to create contingency plans for providing instruction without meeting in a traditional classroom setting. Instructors will be encouraged to become familiar with eLearning Commons or any virtual learning environment supported by UGA.

Plans for instruction will vary depending upon the type of class. Some classes with labs and other types of hands on learning will present challenges. The responsibility for instruction and requirements related to instruction fall under the University Provost. Decisions related to instructional needs and requirements will be made by the President, the Provost or their designee.

XVI. Personal Protective Equipment (PPE)

Once a pandemic starts, it will be difficult, if not impossible, to secure certain items that will be needed due to increased demand coupled with delays in shipments caused by fuel shortages and illness and absenteeism in the transportation industry. Given the just-in-time purchasing practices of most organizations and the fact that most PPE is manufactured overseas, it is anticipated that current supplies in the United States will be exhausted quickly under pandemic circumstances. In addition, there will likely be a rush to purchase general cleaning products and disinfectants by the general public making these items difficult to purchase with the onset of a pandemic. Therefore, departments should determine whether stockpiling of critical supplies would be prudent and, if so, the amount of funding necessary to establish and store supplies. Below is a general list of supplies that departments might consider purchasing and stockpiling for their essential staff members who would likely be called upon to continue operations in their respective areas despite a closure of the University.

**A. Personal Protective Equipment:**
- Basic surgical mask (general use by campus staff who want some level of protection)
- Face shield, visor, or goggles
- Gloves (latex and vinyl)
- US NIOSH-certified N95 or equivalent respirator (campus first responders)
B. Cleaning Supplies:
- Disinfectant cleaning agents
- Gloves (latex and vinyl)
- Alcohol based hand washing solutions
- Soap
- Paper products

C. UGA PPE Stockpile for Essential Responders
A small amount of PPE has been purchased and is stored at Central Receiving located at 4435 Atlanta Highway, Bogart, Georgia and at the UGA Physical Plant Division. Some designated PPE items are to be rotated out and into the stock of the University Health Center as needed to avoid becoming expired. The PPE will be used as needed by UGA emergency personnel during a Pandemic or disease outbreak. A list of the PPE stored at Central Receiving is listed below, as of this update, as well as contact information for accessing the PPE.

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Inventory</th>
<th>Location</th>
<th>Date Inventoried</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purple Nitrate Powder Free Gloves</td>
<td>7 Cases – 1,000 per case (expire 2011/2012)</td>
<td>Hardman Hall</td>
<td>Oct. 2011</td>
</tr>
<tr>
<td>N95 Masks</td>
<td>31 Cases – 180 per case</td>
<td>24 cases at Warehouse 7 cases at Hardman Hall</td>
<td>Oct. 2011</td>
</tr>
<tr>
<td>Cleanroom Masks</td>
<td>14 Cases – 300 per case</td>
<td>9 cases at Warehouse 5 cases at Hardman Hall</td>
<td>Oct. 2011</td>
</tr>
<tr>
<td>Hand Sanitizer – 4 oz bottles</td>
<td>28 Cases – 12 per case (expire 6/2012)</td>
<td>28 cases at Warehouse</td>
<td>Oct. 2011</td>
</tr>
<tr>
<td>Biohazard Bags</td>
<td>4 boxes – 500 per box</td>
<td>3 boxes at Warehouse 1 box at Hardman Hall</td>
<td>Oct. 2011</td>
</tr>
</tbody>
</table>

Contact (see Appendix H for contact information)
- Susan Thornton, Materials Manager, sthorton@uga.edu
- Alan F. Sand, Materials Handler Supervisor, alsand@uga.edu

UGA Pandemic Flu Response Plan

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UGA Pandemic Influenza Response Flowchart

Scenario
1. Human to Human transmission of H5N1 virus
2. Reported by media
3. Confirmed by local Public Health Department

CDC Notified
Northeast Georgia
Public Health Notified

UGA Core Communication
Contacts:
UHC
OEP
UGA PD

UGA Office of the President

UGA Emergency Response Team

UGA Pandemic Influenza Response Plan activation

Notification

UGA Faculty, Staff, and Students

Appendix A
Appendix B

UGA Pandemic Influenza Response Organizational Chart

Incident Command
Office of Emergency Preparedness
University Health Center

Incident Command Sub Group
UGA Office of the President

Incident Command Sub Group
UGA ERT

Public Information
Public Affairs

Liaison Group
University System of Georgia, Public Health
ACC Emergency Management
American Red Cross

Operations
University Health Center

Planning
Office of Emergency Preparedness

Logistics
Facilities Management Division

Finance
Human Resources Controller’s Division

UGA Pandemic Flu Response Plan

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Pandemic Alert Phases

The CDC uses a Pandemic Severity Index (PSI) in much of their pandemic flu guidance. The PSI is a simple tool for planning based on the number of people infected and the virulence of the illness. The greater the number of people affected and the more severe the illness, the higher the category. The PSI is shown in the figure below:

![Pandemic Severity Index](image)

The PSI is also helpful because it provides some recommended actions. As can be seen below, as the index reaches phases 2 and 3, the CDC suggests that social distancing practices should be considered for approximately four weeks. If the pandemic were to reach phases 4 and 5, the CDC suggests implementing social distancing practices for longer periods of time. This tool may be useful if the case fatality rate and the number of people infected with the flu increase. The decision on what response actions to take will still need to be based on the impact of the illness.
The World Health Organization (WHO) uses a system of six phases of pandemic alert. This is the system that is most likely to be reported in the media. The six phases are numbered from one to six with each higher numbered phase being progressively worse. The WHO phases concentrate on the transmission of the illness and not the virulence of it. Because the WHO phases do not take into account the virulence of the disease, it was not a useful planning tool for the 2009 H1N1 Influenza A outbreak. The WHO placed the 2009 outbreak in Phase 6, the highest and most severe phase on June 11, 2009. While the illness was widespread, the impact of the outbreak was not severe.

The United States federal government also created response stages. These response stages were created to take into account the impact of a pandemic influenza in the United States. These response stages assumed the outbreak would begin in Asia rather than in North America. As a result, the response stages disappeared from the federal government influenza websites with no explanation after the 2009 H1N1 Influenza A outbreak began. It is not clear whether these stages will return or if the United States government will use them when the issue guidance.

Listed below are the WHO and Federal Government Response Stages. For H5N1 Avian Influenza, the current outbreak level is listed at WHO phase 3 and Federal Response Stage 0.
<table>
<thead>
<tr>
<th>WHO Phases</th>
<th>Federal Government Response Stages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTER-PANDEMIC PERIOD</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>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.</td>
</tr>
<tr>
<td>2</td>
<td>No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.</td>
</tr>
<tr>
<td><strong>PANDEMIC ALERT PERIOD</strong></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Human infection(s) with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.</td>
</tr>
<tr>
<td>5</td>
<td>Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).</td>
</tr>
<tr>
<td><strong>PANDEMIC PERIOD</strong></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Pandemic phase: increased and sustained transmission in general population.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: [www.pandemicflu.gov](http://www.pandemicflu.gov)
In 2009, the World Health Organization revised its phases of an influenza pandemic to emphasize the post pandemic phases. In addition to the six phases shown above, the new WHO system includes a post-peak period and a post-pandemic period. In the post-peak period, flu activity should be decreasing, but it will be uncertain if additional waves will occur. The WHO suggests being prepared for additional waves. In the post-pandemic period, the flu will have returned to levels normal for seasonal flu and will be expected to behave as seasonal flu in the future.

[Exhibit 3]
The 2009 H1N1 Influenza A virus was milder and less virulent than previous flu pandemics. The H5N1 avian influenza that has been the impetus for much of current pandemic planning is thought to be more virulent than the 2009 H1N1 Influenza A outbreak. Because the impact of the 2009 H1N1 Influenza A outbreak was milder than the planning assumptions behind the H5N1 Influenza A, the response plan for H1N1 had to be altered from the written influenza plan.

Even though the outbreak in the state of Georgia was considered widespread, there were few if any closures of business or schools in Georgia. The impact on the University of Georgia centered more on absenteeism both in employees and students. Absenteeism never reached a point that required the closing of the school or parts of the school. The increase in illnesses on campus did cause a great deal of stress on the University Health Center due to an increase of patients with a decrease in staff.

The core planning team includes the following that participated in the influenza planning meetings:

- The Office of Emergency Preparedness
- The University Health Center
- The President’s Office
- Student Affairs
- University Housing
- Food Services
- Campus Transit
- Public Affairs
- Legal Affairs
- Human Resources

Two meetings were held with the planning group. Due to the changing nature of the virus, the limited availability of resources to handle a more serious outbreak, and the possibility of the emergence of other illnesses, a decision was made to handle issues on a case by case basis. Each unit was made aware of services and resources available to other members of campus to enable students and staff to take advantage of those resources.

A separate group was created to promote an awareness campaign to encourage healthy habits at the University of Georgia. This group included the Office of Emergency Preparedness, the University Health Center, University Housing, Public Affairs, and Student Affairs. Public Affairs created a brand for the awareness campaign of “Spread the Word, Not the Flu.” The campaign emphasized the following four points: stay home if you are ill, wash your hands frequently, cover your cough, and get a flu shot. The campaign was distributed through the creation of websites, posters, fliers, and other items that promoted the healthy habits. In addition, an email was sent to the entire UGA community explaining what to do if a person became ill that stressed healthy habits, and where to go to get more information.
Pandemic Flu Communications Plan

Communicating with the University Community when a pandemic occurs is vitally important. The media and other outlets will report on problems and potential problems. There will be messages and announcements from other sources on the pandemic which makes it important for the University to explain how it is responding and what is expected of the community.

After the H1N1 Influenza outbreak, Dr. Trina Von Waldner and students from the College of Pharmacy surveyed members of the UGA community on where they obtained information about the pandemic. More members of the community received information from media sources than any other source. This is important because media sources messaging will be different than messaging from University or other government sources. It will be important to pay attention to media reports to appropriately respond to the UGA community.

Communications to the community should also be consistent with announcements from UGA as well as information from other government sources. Partners outside of UGA, including Public Health, local hospitals, and the local emergency management office, should be consulted to assist in forming a consistent message to the community.

In past events, a committee was formed to determine the best ways to communicate with the University community. The means by which people, especially young people, receive information changes frequently. The best methods to reach the community will likely change over time.

In the past the communications committee for a flu event has included:

- The Office of Emergency Preparedness
- The Office of Public Affairs
- The University Health Center
- University Housing
- The College of Public Health
- UGA Human Resources
- Student Government Association
- Other student groups willing to assist

Information to the University Community may include:

- Where to go to receive updated information
- Healthy habits to avoid catching the flu such as
  - Hand Washing
  - Cover your cough and sneeze with your sleeve
  - Stay home if you are sick
  - Get a flu shot(s)
- What the University is doing to prepare and manage the problem to instill confidence
- Any changes or adjustments to class attendance
• Relevant human resources information for employees such as sick leave policy, working from home, social distances techniques, and many others
• Information for departments on organizing their response

**Communicating to Students**
Determining the best way to target information to students can be difficult. Students receive information in many different formats and via various methods. Several methods of communicating with the public should be used. Using students to communicate with other students may also be effective.

Previous methods to communicate with students and the University Community include:

• Creating a central web page for information: [www.uga.edu/flu](http://www.uga.edu/flu)
• Archnews messages
• Bus cards
• Creating a slogan for the campaign. Previously it was “Spread the Word, Not the Flu”
• Creating magnets with flu tips on them
• Tabling at the Tate Center and handing out magnets
• Articles in the Red and Black newspaper
• Public Service Announcements on local radio
• Pandemic Flu training classes at the Training and Development Center

**Communicating to Parents**
In addition to communicating with faculty, staff, and students who are on campus daily, it is important to let the parents of students know what UGA is doing to respond to the outbreak. Communicating with parents can be challenging since there is no accurate list of parental information.

**Communicating to Faculty and Staff**
There will be many issues that affect the faculty and staff of the University differently from students. Human Resources will be vital in providing answers to many questions related to sick leave, proof of illness, abuse of sick leave, and many other related issues. Employee response to the outbreak will vary from abuse of leave to coming to work sick. Supervisors and leaders will need to know of any changes to normal human resources policies and will need to communicate the information to employees.
During a declared pandemic, the university must maintain a balance between serving the needs of students, getting work done, protecting the health of individuals and their dependents, and managing the potential spread of the illness in the community.

In order to promote a safe and healthy working environment, employees with any contagious disease shall take all appropriate precautions to prevent infection of other members of the University community.

Employees are encouraged to consult with their health care providers regarding their need to receive flu immunizations.

**Immunization information for faculty & staff**

1. **Will H1N1 shots be available to faculty and staff at a university designation?**
   At this time, there are no plans for distribution of the H1N1 vaccine to faculty and staff at any university locations.

2. **Where should I go to get my H1N1 and seasonal flu shots?**
   Shots will be available at medical clinics, hospitals, physician offices, pharmacies, and public health facilities. You should visit the facility in your home area where you typically seek medical care. Please be aware that certain high-risk groups may have first priority in receiving flu shots.

3. **What is available at the University Health Center?**
   The health center’s primary concern is for the health and well being of students. As in past years, the Health Center is planning to provide seasonal flu shots for faculty and staff on the Athens campus. The Health Center will not be a distribution point for the H1N1 vaccine for faculty and staff.

**Leave issues**

4. **Can my supervisor require me to stay away from the workplace?**
   Supervisors have the authority to require an employee to be absent from the workplace in the event the employee appears to pose a health or an infection risk to the workforce. In order to be paid for such absences, employees will use accrued leave, in accordance with University policy.

5. **Do I have to use my leave if I’m unable to come to work?**
   If the University remains open, available sick and/or annual leave must be used to cover time away from work. The existing rules governing the use of sick and annual leave will apply. View the [sick leave](#) and [annual leave](#) policies.

6. **What happens if I don’t have enough leave to cover my absences?**
   If the employee does not have sufficient accrued leave to cover all absences, he/she should be placed on sick leave without pay. Review the [sick leave without pay policy](#). This will allow the employee to continue participation in his/her health insurance program.
7. Can I request a shared leave donation if I run out of leave?
   Shared leave will not be applicable to flu-related absences because such illness does not reach the level of medical severity required by the shared leave program.

8. Will I be eligible for the provisions of the Family Medical and Leave Act (FMLA)?
   Generally, FMLA will not be applicable to flu-related absences because such illness does not generally reach the level of “serious health condition” required for eligibility.

General workplace issues

9. If I’m absent due to the flu, when can I return to the workplace?
   Per Centers for Disease Control guidelines, individuals should not return to work until at least 24 hours after the fever has passed without the aid of fever reducers (such as Tylenol or ibuprofen). At the University’s discretion, employees may be required to provide medical documentation or certification verifying they are non-infectious prior to performing work activities that could reasonably result in disease transmission to others.

10. Do I need a doctor’s excuse if I’m absent from work due to flu or flu-related reasons?
    If you are absent from work for 10 working days, you will be required to provide medical certification of your condition; however, you should report to your supervisor a minimum of every three days to report the status of your illness and recovery.

11. What should I do if I suspect that a coworker is sick?
    At any time, employees who believe that another employee is creating a risk of spreading a contagious disease should report their concerns to the appropriate supervisor or to Human Resources. Employees who in good faith report what they believe to be matters of concern under this procedure or who cooperate in any investigation, will not be subject to retaliation.

12. Can I be disciplined for being absent from work for flu or flu-related reasons?
    Employees’ absences in accordance with this policy are not subject to disciplinary actions; however, falsification of absence reason will be subject to disciplinary action, to include suspension or termination of employment.

Alternative work schedules/locations

13. Can my work schedule be changed in response to heightened health risks? During an announced pandemic, health concerns may present a legitimate business reason to implement flexible scheduling to limit the number of people on campus. Flexible schedules should not compromise the delivery of service to students, faculty, staff, and the general public. View the flex time policy.

14. Can I work from home?
    Telecommuting is a work arrangement for regular full-time or part-time employees, in which some employee duties are performed at an off-campus work site, such as the employee’s home. Telecommuting is an alternative management tool and should be implemented only when serving the best interests of the University.

    Departments should contact the Human Resources Office of Faculty and Staff Relations (706-542-9756) prior to implementing any telecommuting arrangement.

International travel issues

15. What if I get sick while working outside the United States?
    Faculty and staff traveling internationally for work-related reasons are strongly encouraged by the Office of International Education to obtain immunizations for seasonal and H1N1 influenza and take proof of vaccinations while traveling abroad. You will prevent many problems by not flying if you are sick. Please familiarize yourself with the current public health directives of your host location, as well as the availability of health care resources at your location. Keep your insurance cards accessible and be familiar with your policy and with the worldwide assistance number for your carrier. In addition, faculty and staff should register their trips abroad with the U.S. Consular Service - this enables the U.S. government to better get you information and assistance in an emergency. General health issues related to travel can be found on the CDC Travelers’ Health page.
Commonly Used Acronyms

ARMC – Athens Regional Medical Center
CDC – Centers for Disease Control and Prevention
COOP – Continuity of Operations Planning
EITS – Enterprise Information Technology Services
EOC – Emergency Operations Center
ERT – Emergency Response Team
ESD – Environmental Safety Division
HR – UGA Human Resources Department
NIMS – National Incident Management System
NPI – Non-pharmaceutical interventions
OEP – Office of Emergency Preparedness
OIE – Office of International Education
OVPR – Office of the Vice President for Research
PPD – Physical Plant Division
PPE – Personal Protective Equipment
PSI – Pandemic Severity Index
UGA – University of Georgia
UGA PD – UGA Police Department
UGA PPD – UGA Physical Plant Division
UHC – University Health Center
USG – University System of Georgia
WHO – World Health Organization

Definitions

Athens-Clarke County (ACC)
Athens-Clarke County, comprised of 125 square miles, is the smallest in land area of Georgia's 159 counties. It was the twenty-fifth county created in the State and is located approximately 65 miles NE of Atlanta. According to the 2010 census, Athens-Clarke County had a population of 116,714.

Continuity of Operations Planning (COOP)
A continuity of operations plan, also known as a business continuity plan, allows organizations to preserve, maintain, and/or reconstitute its capability to perform essential functions in the event of threat or occurrence of any disaster or emergency that could potentially disrupt operations and services.

Emergency Operations Center (EOC)
An EOC is the physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, county, city, tribal), or some combination thereof.
Emergency Response Team (ERT)
The UGA Emergency Response Team includes University of Georgia cabinet-level administrators, department heads and technicians from critical campus departments, a representative from the University System Office and representatives from the Athens-Clarke County Government. The UGA ERT is comprised of a Core Group Team who would likely be notified of all large-scale campus emergencies and an ERT Support Group Team, of which specific members would be activated based on their Emergency Support Function (ESF) relative to the specific emergency.

UGA Environmental Safety Division (ESD)
A division on campus responsible for chemical safety and security, fire safety, chemical spill response, hazardous chemical removal and storage, radiation safety and other campus environmental issues.

National Incident Management System (NIMS)
NIMS is a system mandated by HSPD-5 that provides a consistent nationwide approach for federal, state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from, domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among federal, state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking and reporting of incident information and incident resources.

Office of Emergency Preparedness (OEP)
The Office of Emergency Preparedness is responsible for homeland security initiatives and coordination of emergency management activities at UGA.

UGA Police Department (UGA PD)
The UGA PD serves the UGA campus with a full complement of law enforcement services. UGA PD Communications (911 or (706) 542-2200) should be the first call initiated during any campus or building emergency.

University System of Georgia (USG)
The governing body that oversees the State of Georgia’s 35 public colleges and universities.
Important Contact Information

UGA Police Department
Emergency: Call 911 (on and off campus)
(706) 542-2200
Hearing Impaired:
(TTY) (706)542-1188
Non-emergencies:
(706) 542-5813

Athens-Clarke County Police
Emergency: Call 911
Non-emergencies:
(706) 546-5900

Hospitals
Athens Regional Medical Center
Phil Carpenter
Work (706) 475-7000

St. Mary's Hospital
Joe Lockman
Work (706) 548-7581

University Health Center
UGA Medical Services
(866) 751-2723

UGA Central Receiving
Susan Thornton, Materials Manager
sthorton@uga.edu
Work - (706) 425-3263

Allan F. Sand, Materials Handler Supervisor
alsand@uga.edu
Work - (706) 425-3270