



# **National Association of Bar Executives**

## ***Mid-Year Meeting***

### ***Pandemic Preparedness: Critical Pointers for Bar Associations***

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# CDC Disclaimer



The contents of this presentation have not been formally disseminated by the Centers for Disease Control and Prevention and should not be construed to represent any agency determination or policy.

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# Preparedness Pointers for Bar Associations



- Human influenza pandemics of the 20<sup>th</sup> century
- Member service and guidance
- Community service and guidance
- Coordination with Public Health

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# Legal Preparedness for Public Health Emergencies: CDC Context



- Context: CDC's Public Health Law Program (distinct from Office of the General Counsel)
- PHLP mission: To improve the health of the public through law
  - ◆ Develop information on public health law
  - ◆ Conduct analysis and consultations
  - ◆ Foster partnerships around public health law
  - ◆ Develop training / competency-building resources



# Public Health Legal Preparedness

“Attainment by a public health system (community, state, national) of specified legal benchmarks or standards essential to the preparedness of the public health system.”

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# Core Elements

- Essential legal authorities
- Competency of lawyers and other professionals to interpret and apply those laws
- Information on best practices, tools, and resources
- Coordination across jurisdictions, disciplines, and sectors



# PREPAREDNESS POINTER #1:



**Understand the nature of pandemic influenza and the potential means by which it could directly or indirectly affect association operations, resources, and members.**



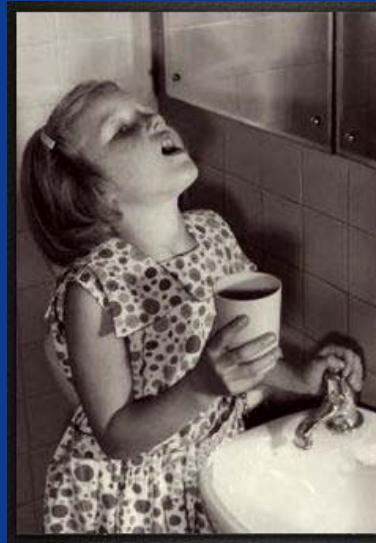
# DEFINITIONS

- **Seasonal (or common) flu** is a respiratory illness that can be transmitted person to person. Most people have some immunity, and a vaccine is available.
- **Avian (or bird) flu** is caused by influenza viruses that occur naturally among wild birds. The H5N1 variant is deadly to domestic fowl and can be transmitted from birds to humans. There is no human immunity and no vaccine is available.
- **Pandemic flu** is virulent human flu that causes a global outbreak, or pandemic, of serious illness. Because there is little natural immunity, the disease can spread easily from person to person. Currently, there is no pandemic flu.
- **Virulence** is severity of the clinical manifestations of a disease. Refers to the severity of the disease. The rabies virus, which almost always produces fatal disease in humans, is an extremely virulent agent.
- **Endemic** is a disease or infectious agent that is habitually present in a community, geographic area, or population group.





# Backdrop: 20<sup>th</sup> Century Outbreaks



Credit: US National Museum of Health and Medicine

**1918**

**“Spanish Flu”**

**A(H1N1)**

**1957**

**“Asian Flu”**

**A(H2N2)**

**1968**

**“Hong Kong Flu”**

**A(H3N2)**

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# 1918 Spanish Flu



- Origin thought to be Spain, but disputed
- Consisted of usual flu-like symptoms with a fever for 3-5 days and recovery from the flu, but complications led to a number of deaths
- Outbreaks occurred simultaneously in Europe and several states in the US
- The pandemic broke in two waves with the 2nd 10 times more deadly than the first
- About 20-40% of the worldwide population became ill
- Estimated 20-100 million deaths were reported, with about 675,00 deaths in the United States during the 6 month period between Sept. 1918 and April 1919



# 1957 Asian Flu

- Origin thought to be Asia
- First influenza with a vaccine available, in limited supply, for the prevention or mitigation of its impact
- First wave caused fewer deaths than the second wave.
- Return to school led to a high spread of the infection among school children--Children brought the virus home and infection rates continued to rise
- Estimated 2 million deaths worldwide
- Approximately 70,000 US deaths, most among the elderly



# 1968 Hong Kong Flu

- Origin thought to be Hong Kong
- Vaccinations decreased the impact of its effect worldwide
- Estimated 1 million deaths worldwide
- Least deadly pandemic: 33,800 US deaths estimated



# The Emergence of H5N1 –Avian Influenza



1997- outbreak among poultry in Hong Kong was traced to the H5N1 virus strain; accompanied by 18 cases of human infection and six of those people died

2003-H5N1 virus identified culprit in the deaths of chickens at commercial farm in South Korea

2005- concern about the H5N1 virus heightened after scientists reported genetic detective work had traced the 1918 influenza virus to an avian influenza virus



# Human Infections H5N1 –Avian Influenza



Inter-pandemic phase New virus in animals, no human cases	Low risk of human cases	1
	Higher risk of human cases	2
Pandemic alert New virus causes human cases	No or very limited human-to-human transmission	3
	Evidence of increased human-to-human transmission	4
	Evidence of significant human-to-human transmission	5
Pandemic	Efficient and sustained human-to-human transmission	6



# PREPAREDNESS POINTER #2:



**Review existing association  
disaster preparedness  
plans, procedures, and  
policies.**

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# Pandemic Planning Assumptions



- Up to 200 million people infected; 40-90 million people clinically ill
- 20-46 million outpatient medical visits; 360,000-9,600,000 people hospitalized
- Death estimates vary—some top 350 million
- Variable levels of absenteeism from all sectors of the workforce (5-40%)
- US economic losses estimated at \$71-\$166 billion
- Many geographic areas affected at the same time
- Assume 8 weeks in the first wave of confirmed pan flu cases





# Pandemic Planning Assumptions



Consequences will effect all organizations:

- Extreme staff shortages
- Overwhelming demand for services
  - ◆ Healthcare
  - ◆ First responder
- Limited supplies
- Disruptions in transportation
- Reduced reliability on communications, power, water, fuel availability, transportation service
- Reduced reliability on contractor services (maintenance and repair)

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# Ask yourselves:



“Will our plan work in the event of having fewer people, losing certain critical people, or having staff work from remote locations?”

“How can we position ourselves to respond positively to this negative event?”



# Information and Communication



- What is the nature of the disease? How is it transmitted, what are its symptoms, and what healthcare precautions are appropriate?
- Do bar association employees know what to do and whom to contact if they are infected or may have been exposed to the virus?
- How will the bar association communicate with its employees if they are not at work?

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# Human Resources



*Planning for and maintaining essential critical infrastructure operations during an influenza pandemic requires an emphasis on the 'well/not yet sick'—the 60% of the population that will be available to operate and sustain critical process and systems operations.*

-James Caverly

Director, Infrastructure Partnerships Division  
Department of Homeland Security



# Human Resources



1. What is the association position on telecommuting and/or flexible (staggered) work hours?
2. What happens if an infected employee comes to work?
3. Should the association be prepared to provide family death support?
4. Are there protocols in place to identify and offer assistance to medical/special needs employees?
5. Do the terms and conditions of contract work ensure contractor responsibility for essential functions and suspension of non-essential work during an outbreak?
6. Are there policies in place for employee compensation and sick leave absences unique to a pandemic?
7. Are employees cross-trained to increase employee flexibility?



# Operational Concerns



1. Can the association operate with 25 percent or greater absenteeism?
2. Can the association have employees work remotely? What infrastructure support is needed to support a shift to an at-home work force?
3. What assurances need to be provided to the association staff that they are safe at work?



# Risk Communication



1. Are Bar Executives prepared to deliver the right message to association members and the public?
2. Have press releases been prepared that can be adapted to fit the situation?
3. Are there mechanisms in place for managing external and internal communications?
4. What if the current means of communications fails?
5. Are there identified, trained spokespeople for dealing with the media and other stakeholders?



## ABA RECOMMENDATION



**RESOLVED**, That the American Bar Association urges its members and lawyers throughout the United States to improve their knowledge of public health law in order to better serve their clients and the public, who will be affected by new public health threats such as bioterrorism and infectious disease outbreaks.

**FURTHER RESOLVED**, That the American Bar Association encourages state, territorial and local bar associations to work with public health authorities to develop programs that train lawyers to provide pro bono legal assistance to public health authorities confronting biological and other public health emergencies.

**FURTHER RESOLVED**, That the American Bar Association encourages its members and lawyers throughout the United States to become involved in assessing and improving the public health legal preparedness of the communities in which they live and work and ensuring that public health measures are protective of civil and constitutional rights.

**Adopted/voice vote (August 2004)**





# PREPAREDNESS POINTER #3:



**Urge association members and other community lawyers to improve their knowledge of public health law in order to better serve their clients and the public.**



# COMMUNICATION



1. Find up to date, reliable pandemic information and other public health advisories from state and local health departments, CDC, and WHO.
2. Distribute information to members with basic information on pandemic influenza: signs, symptoms, how it is spread, ways to protect their family members
3. Develop and distribute information on firm and family preparedness plans.
4. Share information about Association preparedness plans with Association members and other Bar Associations.
5. Develop tools to communicate information about pandemic status and your Association's actions.





# EDUCATION



“Before disaster strikes, legal counsel should be prepared for the role they may be asked to play. Anticipating issues, policies, and legal questions that may arise, identifying the various actors with which they may be involved, and knowing how counsel may need to relate to and advise [their clients] are obvious starting points.”

*-- American Bar Association, State and Local Government Section,  
Task Force on Emergency Management and Homeland Security,  
Draft Checklist for State and Local Government Attorneys  
to Prepare for Possible Disasters (March 2003)*



# Community Public Health Legal Preparedness Initiative



Intensive one- to two-day workshops where health care and public health attorneys can learn about the laws that define their roles and responsibilities during a public health emergency.



# **PUBLIC HEALTH LAW BENCH BOOK FOR INDIANA COURTS**

**CENTER FOR PUBLIC HEALTH LAW  
PARTNERSHIPS**

**UNIVERSITY OF LOUISVILLE**

**A COLLABORATING CENTER OF  
THE PUBLIC HEALTH LAW PROGRAM  
CENTERS FOR DISEASE CONTROL & PREVENTION**



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## Course Manager's Guide

# Public Health Emergency Law

## CDC Foundational Course for Front-Line Practitioners



Developed by:





# PREPAREDNESS POINTER #4:



**Work with state and local health departments in efforts toward community legal preparedness**

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# Community Service and Guidance



1. Consider your association's unique contribution to addressing rumors, misinformation, fear, and anxiety
2. Initiate conversations with local and state public health agencies, emergency responders, local healthcare facilities and insurers on coordinating community response efforts



# Coordination with the Public Health Community: Action Steps



1. Understand the roles of federal, state, and local public health agencies, emergency responders, and what to expect and what not to expect from each in the event of a pandemic.
2. Consider assigning a point of contact to maximize communication between the state or local Bar Association and the state or local public health authority.
3. Review your state pandemic preparedness plan and offer assistance where appropriate.



# *Salus populi per leges*



<http://www.cdc.gov/phlp>

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**1. Purpose.**

- a. The purpose of this plan is to ensure operations of the North Carolina Bar Center will continue in the event of an incident or disaster that limits or prohibits routine operations.
- b. This document provides guidance for emergency operations and the maintenance of business continuity until routine operations can be restored.

**2. Disaster Analysis.**

- a. The primary disasters for which the Bar Center must plan are:

- i. Fire

There is always the danger of fire destroying or severely damaging the Bar Center either during or after normal business hours. The potential for wildfires exists either through natural or man-made causes. North Carolina ranks second nationally in forest fire potential. (See Annex Z for Fire Procedures)

- ii. Hurricanes, Heavy Rain and Flooding.

While hurricanes constitute threats primarily to the coastal regions of North Carolina, wind and water damage can occur inland. It is conceivable that the Bar Center could be damaged by hurricane force winds that spawn tornadoes or flooding necessitating other than routine operations. The Bar Center sits in a wetlands area that is subject to flooding. While it is not in the flood plain, the Bar Center could sustain damage from flooding.

- iii. Tornadoes

The entire state is vulnerable to tornadoes. Damage may be to all or part of the Bar Center during or after normal business hours. (See Annex Y for Tornado Procedures)

- iv. Nuclear, Biological and Chemical Accidents and/or Threats/Attacks.

Accidents at fixed nuclear power plants could render the Bar Center and surrounding areas unusable for a sustained period of time. A nuclear threat analysis by DOD and FEMA indicates several probable targets in the North Carolina area. An attack could subject the Bar Center area to radioactive fallout. Biological and Chemical attacks are also possible.

- v. Terrorism.

The threat of terrorism is worldwide. While North Carolina historically has not been a target of terrorism, there is a significant military presence in the state and nuclear power plants that increase the threat.

- vi. Pandemic Influenza and Foreign Animal (Livestock) Disease.

The threat of a pandemic could cause severe staff absences as well as the inability of members to attend routine programs such as CLE seminars, the Annual Meeting or other such functions. (See Annex J for Pandemic Procedures)

**3. Assumptions.**

- a. The Emergency Response Center (ERC) will be located at the Bar Center unless damage is such to prevent use of the facility.
- b. An alternative ERC location would be available and established if required.

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**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

- c. A chain of command for disaster operations is established indicating responsibilities in the absence of the Executive Director.
  - d. The IT Director will be responsible for the operation of the Emergency Response Center.
  - e. Suitable workspace will be available for Critical Business Operations within 48 hours of the onset of emergency operations. (See Annex A for analysis of Critical/Non-Critical Business Operations)
4. Concept of Disaster Operations.
- a. Upon notification of a disaster or pending disaster, the Executive Director will institute emergency operations by activating the Emergency Response Team, evaluate the disaster situation and activate the necessary response teams using the following guidance.
    - i. Level 1. The Bar Center has been so severely damaged that it cannot be used for emergency operations.
      - 1. The Executive Director will activate the Emergency Response Team and all recovery teams.
      - 2. The Executive Director in coordination with the Emergency Response Team will select a location as close to the Raleigh/Durham/Cary area as possible for the Emergency Response Center.
      - 3. Telephone service, Internet and Intranet and Web site communications to include remote access will be established within 48 hours.
      - 4. Designated staff members will be notified of the location, working hours and hotel accommodations and transportation (when applicable) and will be on-site as soon as the ERC is established.
      - 5. Staff members designated as remote workers will be notified as soon as remote access becomes available.
      - 6. Contact with disaster-related governmental agencies such as FEMA and the North Carolina Emergency Operations Center will be established and maintained as necessary.
    - ii. Level 2. The Bar Center has been damaged, but most areas of the facility are safe to use.
      - 1. The Executive Director will activate the Emergency Response Team.
      - 2. The Emergency Response Center will be established in the Bar Center within 24 hours to include telephone service, Internet and Intranet and website communications as well as remote access.
      - 3. Appropriate recovery teams will be activated.
      - 4. Designated staff members will be required on site as soon as the ERC is established.
      - 5. Staff members designated as remote workers will log in within two hours of notification that the ERC has been established.
      - 6. Other staff members will be called into the Bar Center as workspace becomes available.

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

7. Contact with disaster-related governmental agencies such as FEMA and the North Carolina Emergency Operations Center will be established and maintained as necessary.
- iii. Level 3. The Bar Association and Foundation are responding to disasters not involving damage to or destruction of the Bar Center.
1. The Executive Director will activate the Emergency Response Team.
  2. The Emergency Response Center will be established in the Bar Center within 4 hours.
  3. Designated staff members will be required on site within 4 hours.
  4. Other Staff members will be required on site at normal business hours.
  5. Contact with the YLD Disaster Legal Services Committee will be established.
  6. Contact with disaster-related governmental agencies such as FEMA and the North Carolina Emergency Operations Center will be established and maintained.
  7. Contact with Local Bar leadership in the disaster area(s) will be established.
  8. Contact other state-level legal associations and local bars near the affected area(s) to establish a coordinated response to the disaster.
  9. Release disaster contingency funds for use as required.
- iv. Level 4. The Bar Association and Foundation are responding to pandemic threats and/or outbreaks.
1. The Executive Director will activate the Emergency Response Team and the Pandemic Response Team.
  2. The Emergency Response Center will be established in the Bar Center within 4 hours.
  3. The Pandemic Response Team will make an assessment on the effect of the disaster on business, staff and members and provide it to the Emergency Response team.
  4. The Pandemic Response Team will implement the Pandemic Disaster Plan.
- b. Organization.
- i. Emergency Response Team (Annex B).
    1. Mission: Reestablish operations at an acceptable level in the shortest timeframe possible by coordinating all internal and external resources assigned to the recovery effort.
    2. Major Tasks.
      - a. Assume operational and decision-making control over the recovery effort.
      - b. Assess the disaster situation.
      - c. Activate relevant disaster teams.
      - d. Review critical business functions.
      - e. Notify NCBA Officers.

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

- f. Notify Bar Center Staff (if Communications Team not activated).
    - g. Establish a message log.
    - h. Determine additional support staff requirements for ERT.
  - 3. Team Composition.
    - a. Executive Director – Team Chief
    - b. Assistant Executive Director
    - c. IT Director (Operation of ERC)
    - d. Director of Finance
    - e. Director of Communications
    - f. HR Manager
    - g. Assistant to the Executive Director (Staff Support)
    - h. Assistant to the Assistant Executive Director (Staff Support)
- ii. Communications Team (Annex C).
  - 1. Mission. Responsible for providing information and communication tools to leadership, members, staff and all affected parties as well as acting as clearinghouse for all media inquiries and releases.
  - 2. Major Tasks.
    - a. Notify Bar Center staff of the disaster and current situation.
    - b. Keep Bar Center staff informed.
    - c. Notify business associates of the current situation and establish ongoing contact with them.
    - d. Maintain the web site and use it as a primary communications tool.
    - e. Establish, maintain and operate a support center to reply to inquiries from state and local government entities, members and others.
    - f. Determine additional support staff requirements for the Communications Team.
  - 3. Team Composition.
    - a. Director of Communications – Team Chief
    - b. Assistant Director of Communications
    - c. HR Manager (as needed)
    - d. Assistant Accounting Manager (as needed)
    - e. Web Developer
    - f. Assistant to the Director of Communications (Staff Support)
- iii. IT Recovery Team (Annex D).
  - 1. Mission: Responsible for the operational recovery of all technology, communications and business systems.
  - 2. Major Tasks
    - a. Establish the Emergency Response Center.
    - b. Provide damage assessments for all telecommunication equipment, network, servers and other systems to the ERT.
    - c. Obtain replacement equipment as required.

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

- d. Provide necessary support to Communications Team to ensure the web site remains fully operational.
      - e. Provide necessary support to Communications Team to ensure the support center is fully operational with telephone and computer equipment. Establish a priority structure for reestablishment of communications systems to recovery teams.
  - 3. Team Composition.
    - a. IT Director – Team Chief
    - b. Web Architect
    - c. Network Administrator
    - d. Systems Administrator
    - e. Director of Finance (as required)
- iv. Program Team (Annex E).
  - 1. Mission: Responsible for coordinating the reestablishment of projects and programs for the Association and Foundation.
  - 2. Major Tasks.
    - a. Review, revise and reestablish scheduled CLE programs.
    - b. Identify and coordinate the rescheduling of critical section and committee meetings.
    - c. Establish and maintain contact with Committee, Section and Division Chairs.
    - d. Determine additional support staff requirements for the Program Team.
  - 3. Team Composition
    - a. CLE Director – Team Chief
    - b. Director of Section and Division Activities
    - c. Assistant CLE Director
    - d. CLE Registrar
    - e. Assistant Director of Section and Division Activities
    - f. Assistant to the CLE Director
    - g. Assistant to the Assistant Director of Section and Division Activities
- v. Operations Support Team (Annex F).
  - 1. Mission: Responsible to establish, operate and maintain a help-desk center to reply to staff and member questions concerning the incident, recovery status and program questions.
  - 2. Major Tasks
    - a. Establish a telephone and computerized help-desk center to provide an eight to ten-hour centralized information outlet.
    - b. Maintain up-to-date recovery status.
    - c. Maintain schedule changes.
    - d. Coordinate with the Program Team to ensure schedules of programs and meetings are up-to-date.



**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

- e. Coordinate with all other recovery teams to ensure team keeps abreast of changing situations.
  - f. Be prepared to operate the help-desk on a 10-hour, seven-day a week work schedule.
  - g. Determine additional support staff requirements for the Operations Support Team.
3. Team Composition.
- a. Membership Director – Team Chief
  - b. Assistant CLE Director
  - c. Assistant Director of Sections and Divisions
  - d. Assistant to Assistant Director of Sections and Divisions
  - e. Assistant to Membership Director
  - f. Assistant to Assistant CLE Director
  - g. Receptionist
- vi. Financial Operations Team (Annex G).
- 1. Mission: Responsible for coordinating the operational recovery of critical and non-critical business functions.
  - 2. Major Tasks
    - a. Inform insurance carriers.
    - b. Reestablish or confirm banking arrangements.
    - c. Establish a mail-processing center for incoming and outgoing mail and parcels.
    - d. Organize a courier service if required.
    - e. Arrange for off-site printing/copying service.
    - f. Determine optimum management and support staff requirements.
    - g. Document personal losses and claims to staff.
    - h. Contract for temporary help.
    - i. Confirm transactions losses, determine reprocessing approach and organize data for reprocessing.
    - j. Determine critical and non-critical business functions, contingency procedures, instruct staff on interim procedures and begin interim operations.
    - k. Devise and prepare business applications systems status report.
    - l. Notify suppliers and vendors of the current situation and establish ongoing contact with them.
    - m. Acquire and establish an alternative office facility for conduct of business until such time as the Bar Center is capable of resuming operations.
  - 3. Team Composition.
    - a. Director of Finance – Team Chief
    - b. HR Manager
    - c. Accounting Manager
    - d. Computer Room Supervisor
    - e. Systems Analyst

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

- f. Accounts Receivable Specialist
  - g. Accounts Payable Specialist
- vii. Salvage Recovery Team (Annex H).
- 1. Mission: Responsible for evaluating the extent of damage to the building, supplies, inventory and equipment and coordinating all salvage and restoration activities.
  - 2. Major Tasks
    - a. Develop and maintain a listing of critical supplies, forms and records, including vendor names and phone numbers.
    - b. Prepare a damage report and submit to the Emergency Response Team not later than 48 hours following the incident.
  - 3. Team Composition.
    - a. Director of Public Services and Pro Bono Activities – Team Chief
    - b. Assistant to the Director of Public Service and Pro Bono Activities
    - c. Need someone
    - d. Director of Finance (As Needed)
- viii. Fund Raising Team (Annex I).
- 1. Mission: Responsible for assessing requirements for fund raising to support disaster recovery operations and initiate fund raising campaigns as necessary.
  - 2. Major Tasks.
    - a. Establish a disaster relief giving program for the disaster area.
    - b. Coordinate and serve as a clearinghouse for displaced attorneys (office space, equipment, funds).
  - 3. Team Composition.
    - a. Director of Development – Team Chief
    - b. Assistant to the Director of Development
    - c. Need Someone
    - d. Director of Finance (as needed)
- ix. Pandemic Response Team. Annex J.
- 1. Mission. Responsible for developing a Pandemic Disaster Plan and implement it upon notification of a Pandemic.
  - 2. Major Tasks.
    - a. Identify employees essential to maintain business continuity.
    - b. Devise guidelines for employee absences due to a Pandemic including personal and family illness, community containment measures and quarantines and school closures.
    - c. Determine guidelines to modify the frequency and face-to-face contact among employees and between employees and members.

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

- d. Encourage and track annual flu vaccination for staff members.
- e. Evaluate staff access to and availability of healthcare services during a Pandemic.
- f. Develop employee compensation and PTO strategies including policies on when a previously-infected staff member can return to work.
- g. Establish policies for preventing influenza spread including the prompt exclusion of people with influenza symptoms.
- h. Restrict travel to affected areas.
- i. Provide sufficient and accessible infection control supplies throughout the Bar Center.
- j. Maintain contact with health plan insurers and major local healthcare facilities.

3. Team Composition.

- a. Assistant Executive Director
- b. HR Manager
- c. Director of Administration
- d. Director of Governmental Affairs
- e. Director of Communications
- f. Assistant Director of Communications
- g. Assistant to the Assistant Executive Director
- h. Assistant to the Director of Governmental Affairs
- i. Assistant to the Director of Communications

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

ANNEX A: Critical and Non-Critical Business Functions.

1. Critical Functions and Responsibilities.

Function	Responsibility	Contact (if any)
Access to Money	Director of Administration Accounting Manager	Wachovia Legg Mason
Ability to Receive Money	Accounting Manager	
Ability to Pay Vendors	Accounting Manager	
Payroll	Human Resources Manager	(Payroll Company)
Association Membership System	IT Director	
Member Records	Membership Director Computer Room Supervisor	
Mail Processing	Director of Administration	Post Office Mail machine
Phone Service	IT Director	
Internet/Intranet Access	IT Director	
Remote Access	IT Director	
Local Area Network	IT Director	
E-bar	Director of Communications	
CLE Credit Records	CLE Director IT Director	
CLE Video Replays	CLE Director	
CLE On-Line Services	CLE Director IT Director	

2. Non-Critical Functions and Responsibilities.

Function	Responsibility	Contact (if any)
NC Lawyer	Director of Communications	
Lobbying	Director of Governmental Affairs	
Lawyer Referral Service	Director of Public Service and Pro Bono Activities IT Director	
CLE Live Seminars	CLE Director	
Annual Meeting	Director of Development	
Committee Meetings	Staff Liaisons	
Section/Division Council Activities	Director of Sections & Divisions	
Pro Bono	Director of Public Service and Pro Bono Activities	
LISTSERV	IT Director	
Development/Endowment Activities	Director of Development	
High Volume Copying Services	Director of Administration	Xerox

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

3. Priority of Work. The most important function is Communications. Priority will be given to reestablishing all areas of communications. The following chart establishes those priorities.

Priority	Area	Remarks
1	Telephones	Communications Team Emergency Response Team IT Recovery Team Financial Team
2	Computer Support	Communications Team (Web site) IT Recovery Team Emergency Response Team Financial Team
3	Print Support	

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**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

**ANNEX B: Emergency Response Team.**

- 1. The Emergency Response Team is responsible for coordinating all recovery and disaster efforts through the other designated recovery teams. Depending on the disaster or crisis situation, the Executive Director will determine which teams to activate and how to modify the basic recovery scheme outlined in this Plan.**
  
- 2. The Executive Director will:**
  - a. Assemble the Emergency Response Team.**
    - i. Establish a meeting time and location.**
    - ii. Determine the availability of and contact team members. Replace those not available.**
    - iii. Establish a new chain of command if necessary.**
    - iv. Assemble emergency materials.**
    - v. Create an agenda.**
  - b. Assess the Disaster Situation.**
    - i. Coordinate and evaluate the initial damage assessment.**
    - ii. Determine the response to the disaster.**
    - iii. Tailor the Emergency Response Plan to the situation.**
  - c. Activate the Disaster Response.**
    - i. Notify and assemble the appropriate recovery teams.**
    - ii. Authorize the release of disaster contingency funds.**
  - d. Review Critical Business Functions.**
    - i. Assess critical and non-critical functions.**
    - ii. Re-prioritize as needed.**
  
- 3. Supervise disaster recovery operations.**
  
- 4. Determine a plan to return to the Bar Center and implement it when appropriate.**

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**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

**ANNEX C: Communications Team.**

**1. Communications is one of the most important aspects of disaster planning and operation. It is the key to ensure that all information being released is factual and timely. Team members must ensure quick and effective communications with internal and external audiences.**

**2. Questions to be asked:**

- a. Which audience needs to know a particular piece of information?
- b. Who is responsible for communicating to those specific audiences?
- c. Does each responsible team member have all of the facts and fully understand the situation?
- d. What exactly are we trying to communicate?
- e. What is the best method of communication to those audiences?
- f. What is the timeline for communicating to each audience?

**4. Methods of Communications.**

- a. Staff.
  - i. Phone Tree
  - ii. E-mail
  - iii. Web Site
  - iv. IntraNet
- b. Members.
  - i. E-mail
  - ii. Web Site
  - iii. LISTSERV
  - iv. e-bar
  - v. Newsletters
  - vi. *North Carolina Lawyer*

**5. Communications Support Center.**

- a. Purpose.
  - i. To ensure that both internal and external inquiry response is timely, accurate and consistent.
  - ii. To provide federal, state, county and city governmental agencies a central liaison point for dissemination and receipt of information.
  - iii. To provide a central point for all news media inquiries.
  - iv. To provide attorneys and staff a central point where the most current information is maintained.
- b. Operations.
  - i. The operating hours of the Center will be established by the Director of Communications and/or as directed by the Emergency Response Team.
  - ii. All telephone inquiries will be routed to the Center.
  - iii. A message log containing the date/time, a summary of the inquiry and a summary of the response will be maintained and available to the Emergency Response Team.
  - iv. The Director of Communications will be prepared to update the Emergency Response Team as required but at least daily.

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

- c. Maintenance of the Web Site.
  - i. The Communications Team will be responsible for maintaining the information on the Web site as soon as it is operable.
  - ii. Priority will be given to the Web site by the IT Recovery Team to ensure its uninterrupted operation.
- d. Prepare a confidentiality statement for all employees emphasizing the need for confidentiality and recognizing the requirement for a single spokesperson on behalf of the organization.
- e. Serve as the primary contact with public media.
  - i. Have a sample press release available that includes
    1. Description of the event
    2. Injury update and loss of life (no names)
    3. General impact on the NCBA and its ability to conduct business.
    4. The disaster plan has been implemented and the Emergency Response Team is in full control.
    5. Contact information.
  - ii. Conduct a news conference, if appropriate.
  - iii. Develop notification procedures for return to the Bar Center.



**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

Annex D. IT Recovery Team.

1. This team is responsible for the operational recovery of all technology, communication and business application systems. The first priority will be to ensure the Emergency Response Center can communicate both internally and externally.
2. Prepare for the Emergency Response Team an initial damage report for all telecommunications equipment and a status report on steps being taken to restore local and long distance telephone lines, voice mail, remote and internal network access, e-mail access and web access. Maintain an updated status in the Emergency Response Center.
3. Serve as liaison between telephone and computer/computer service vendors and, as required, obtain replacement equipment and oversee installation, implementation and configuration to include rerouting and testing telephone lines.
4. Determine computer back-up/recovery requirements and coordinate system restoration for the network and the Association Management System.
5. Coordinate with the Salvage Team to determine condition of damaged equipment, lines, etc. and provide guidance concerning the disposal of unusable items to the Salvage Team.
6. Restore phone service.
  - a. Restore e-mail and internet access service.
  - b. Restore the Association Management System.
  - c. Restore the local area network.
  - d. Restore remote access.
7. Maintain constant status of expected recovery time for information and communications systems.

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

Annex J. Pandemic Response Team.

**1. Background.**

Pandemic influenza occurs when a new flu virus surfaces that people have no immunity against and there is no vaccine to fight the new strain. Large numbers of people will die.

There were three influenza pandemics during the 20<sup>th</sup> century, the most notorious of which was the Spanish flu of 1918-19. World-wide, up to 40 million deaths were attributed to the pandemic. In the US, more than 500,000 people, mostly healthy young adults, died. In 1957 there were 69,800 deaths from the Asian Flu in the United States. The Hong Kong Flu in 1968 caused 33,800 deaths in the US.

Viruses have the ability to mutate. Usually they are small mutations that occur almost every year and new vaccines are developed annually. However, every 20 to 40 years, a large mutation occurs against which there is no protection. These large mutations usually are followed by an influenza pandemic.

Avian Influenza (bird flu) can be such a source. Humans do not catch bird flu easily; however, the breakout in Asia showed this could happen. Most cases come from very close exposure to sick birds, such as chickens. No cases have been reported in the US.

The basic fear is that a person infected with seasonal flu – a contagious respiratory virus that occurs annually – could become infected with the bird flu and the two viruses could combine into a new virus that can easily be spread person to person. It hasn't happened yet, but it is possible and that's why the world health community is focused on the Avian Flu.

Estimates are that up to 100 million Americans would become critically ill; 300,000 to 800,000 people will require hospitalization and between 88,000 and 300,000 will die. The prediction for North Carolina is that 5,600 deaths would occur.

The best defense against the flu is to get a flu shot each year. Practice good health hygiene – wash your hands frequently, cover your mouth when you sneeze or cough, stay home when you are sick and keep children home when they are ill. Go to a doctor so you can be evaluated for flu.

While the above several paragraphs address Avian Flu, this Annex applies to any infectious disease. Bioterrorism is addressed in Annex K.

The World Health Organization (WHO) has designed six phases of Pandemic Periods. They are:

Phase	Alert	Period	Description
1	Green	Interpandemic	No new influenza virus subtypes have been detected in humans. A subtype that has caused human infection may be present in animals. The risk of human infection or disease is considered low.
2	Green	Interpandemic	No new influenza subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

			substantial risk of human disease
3	Yellow	Pandemic Alert	Human infection(s) with a new subtype but no human-to-human spread or at most rare instances of spread to a close contact.
4	Yellow	Pandemic Alert	Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.
5	Orange	Pandemic Alert	Large cluster(s) but human-to-human spread is still localized suggesting the virus is becoming increasing better adapted to humans but may not yet be fully transmissible.
6	Red	Pandemic Period	Pandemic Phase: increased and sustained transmission in the general population.

The State of North Carolina has three Special Emergency Response Team (SERT) Activation Levels.

Level 1. A widespread infectious disease outbreak has occurred. It is beyond local and state capabilities, and federal assistance is required.

Level 2. An infectious disease has spread to many NC communities, has infected many people, caused an increase in deaths, or has become a potential epidemic. Local public health and medical capabilities are not sufficient, and state assistance is required. Federal assistance may be required.

Level 3. An infectious disease outbreak has occurred in a North Carolina Community or in a community adjacent to North Carolina. The outbreak is not yet widespread. Local public health and medical capabilities are sufficient to deal with it, but the potential exists for a wider outbreak.

**2. Assumptions.**

a. Any outbreak of an infectious disease could be widespread and become epidemic or pandemic.

b. Healthcare facilities will be overtaxed and unable to accommodate all disease victims. Temporary treatment and screening facilities will be established.

c. Buildings and areas may become contaminated and may be closed or quarantined until they are decontaminated.

**3. Organization.** The Pandemic Response Team Chief operates under the direct supervision of the Executive Director who is the Emergency Response Team Chief. Assistance teams will be tailored as necessary depending on the severity of the disaster.

a. Pandemic Coordinator. The Human Resources Manager is charged with preparedness planning for employees and their families.

b. Pandemic Response Team. The initial objective for the Pandemic Response Team is to assess the situation and make judgments on severity and the impact on employees, members and the community. The following staff positions are considered essential. Initially, as few people as possible should be in the building to avoid additional infection.

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

Duty	Primary	Alternate	Remarks
Team Chief	Executive Director	Assistant Executive Director	AED assumes team chief duties after initial meetings.
Human Resources	HR Manager	Director of Administration	Alternate could be Accounting Manager
Communications	Director of Communications	Assistant Director of Communications	Ass't Dir not required unless Dir is incapacitated.
Governmental Liaison	Director of Governmental Affairs	Director of Development	Alternate could be Director of Section & Division Activities
IT	IT Director	Director of Administration	Alternate could be another IT staff member
Finances	Director of Administration	Accounting Manager	Ass't Accounting Manager

c. The following teams are designated to support the Pandemic Response Team. These teams would be brought into play based on the initial assessment of the Pandemic Response Team.

Team	Supporting Team Chief	Primary Duties
Communications	Director of Communications	Assume complete control of internal and external communications pertaining to the current crisis using all available means of communication. Contact to state and federal agencies, vendors, members and employees is critical.
Finance/HR	Director of Administration	Ensure emergency budgets are established and procedures are in place for payments of goods and services required by emergency operations. Document all disaster-related costs for cost recovery actions if possible. Coordinate with NCBA/NCBF insurance providers and evaluate and coordinate staff absences and personal and family illnesses.
Liaison	Director of Governmental Affairs	Establish liaison with state and federal Agencies, affected local community agencies, the Red Cross, and Salvation Army.
IT	Director of Information Technology	Establish and maintain electronic contact with staff, members and the public, working with Communications to establish and maintain an electronic information system including e-mail. Establish and maintain the ability for telecommuting for the staff. Be prepared to operate 24/7.

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

d. Supporting Team Composition

Team	Team Members	Assignment
Communications	Russell Rawlings	Team Chief
	Michelle Porter	Assistant Team Chief
	Whitney von Haam	Organize and Maintain the Help Desk.
Finance/HR	Guy Sodano	Team Chief
	Ginny Craig	Assistant Team Chief
	Heather Slinkard	Team Member (HR)
	Robin Polilli	Team Member (Finance)
Liaison	Doug Heron	Team Chief
	Tom Hull	Assistant Team Chief (LNO w/ RC & SA)
	Jane Weathers	Assistant Team Chief (LNO w/local agencies)
IT	Tom Purdy	Team Chief
	John Hodgkinson	As Assigned.
	Jason Bixler	As Assigned.
	Trey Hoover	As Assigned.
	Marcus McKoy	As Assigned.

3. Actions prior to a Pandemic outbreak.

Assigned to	Actions
Executive Director	Identify key personnel for Levels 1, 2 and 3 pandemic disasters, including staff support requirements.
	Establish a chain of command to be automatically instituted if the Executive Director is incapacitated.
	Implement and exercise periodic drills to test the pandemic plan to determine the need for revisions.

Human Resources Manager	Forecast and allow for employee absences due to personal and/or family illness, community containment measures and quarantines, and school closures.
	Develop guidelines to modify the frequency of face-to-face contact. Plan for revising office layouts, if necessary, and reducing the contact among staff members as well as staff members and volunteers.
	Encourage and track flu shots for employees (they are offered, but we need records of all staff members who have had flu shots). During a pandemic, staff members who have not had flu shots will not be able to come to work.
	Devise a program to train staff members to perform key personnel duties in the event essential employees are unable to work.
	Identify staff members with special needs and develop assistance plans for them.
	Develop compensation and absence plans unique to a pandemic, including when a previously ill person is no longer infectious and can return to work after illness (need to know what our disability insurance and short-term disability plan cover during a pandemic).
	Determine which employees can work remotely and establish policies for

**North Carolina Bar Association**  
**North Carolina Bar Association Foundation**  
**Disaster Recovery Plan**  
**D R A F T**

	flexible work hours (i.e., staggering shifts to reduce face-to-face contact). Establish policies for those personnel designated to work remotely (equipment requirements, telephone lines, etc.) Expand our ability to telecommute by enhancing our IT infrastructure as needed.
	Provide hand-hygiene products, tissues and receptacles for disposal throughout the Bar Center.
	Ensure availability of medical consultation and advice for emergency response.
	Coordinate with Blue Cross/Blue Shield and local hospitals.
	Maintain up-to-date, reliable pandemic information from community health, emergency management and other sources and make sustainable links.
	Establish policies to include infection control responses and immediate mandatory sick leave for employees who are suspected to be ill or become ill at the Bar Center.
<b>Director of Communications</b>	Develop informational programs to educate the staff on pandemic fundamentals.
	Plan communications to alleviate employee fear, anxiety and rumors.
	Identify community sources for timely information and resources for obtaining pandemic countermeasures (vaccine).
	Communicate with other bars and associations to share concerns, problems and solutions.
<b>Director of Governmental Affairs</b>	Establish liaison with federal, state and local public health agencies and emergency agencies to participate in their planning processes as necessary.
<b>Director of Administration</b>	Determine the need for emergency budgets, identify potential funding sources, and establish payment procedures. Coordinate and confirm banking arrangements.
	Determine potential impact of a pandemic on company business financials that affect Association & Foundation services.
	Determine potential impact of a pandemic on business-related travel.
	Develop a plan to decontaminate the Bar Center following a pandemic incident.
	Establish a mail delivery/pickup plan, including a courier service.
	Determine critical and non-critical business functions.
<b>IT Director</b>	Develop plans to ensure key personnel are able to communicate electronically remotely.
	Develop a contingency plan for computer operations – including the relocation of databases – based on the assumption that the Bar Center is quarantined.
<b>Membership Director</b>	Develop contingency plans for the establishment of a central help desk.