

Weld County School District Re-5J



Continuity of Operations Plan (COOP)

AUGUST 2011

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Weld Re-5J School District Continuity of Operations Plan

Part A: Preparedness Plan

Purpose

The purpose of the Continuity of Operations Plan (COOP) is to provide guidance in the event of a comprehensive infectious disease outbreak such as pandemic influenza. The plan is meant for disease outbreaks that would impact the entire district at the same time and will be added to the district's School Emergency Management Plan. The district will work with the Weld County Department of Health and the Colorado Department of Public Health and Environment (CDPHE) in order to implement the Continuity of Operations Plan (COOP) to achieve the following goals:

1. Limit the number of illnesses and deaths.
2. Preserve continuity of core operations (primarily physical plant and financial functions).
3. Minimize educational and social disruption (primarily by ensuring continuity of student learning).
4. Minimize academic and economic losses.
5. The plan will be coordinated with other federal, state, and local agencies, as applicable.

Planning Assumptions

- The district will have a lot of notice of a pandemic before it arrives in Colorado through media sources.
- The district will take direction through local or state government.
- Communication will be confusing or contradictory at times. Directions for the staff and the students will be issued by the Office of the Superintendent.
- The Weld County Re-5J School District website will have updated information on its home page regarding the pandemic: <http://www.weldre5j.k12.co.us>. The district will have one designated resource number for the latest information regarding the pandemic.
- Information regarding district closures will be found on the website or by calling (970) 587-6050.
- District administration and schools will be responsible for designating and training emergency/essential employees who may be required to report to work in case of district closure.
- Established teams and emergency/essential personnel may be absent from work, alternates also need to be assigned.

- The “Preparedness and Prevention Activities” located further in the plan are minimum and additional activities may need to be added in each departmental section.
- District personnel will be required to fulfill their job duties in the event of a pandemic if they are not ill.
- Thirty percent of the workforce could be affected at once.
- Appropriate district policy must be developed to address:
 - Staff which exceed available sick day allowances.
 - Continuance of payroll compensation for staff.
 - Lack of available qualified replacements for staff that are permanently incapacitated.
 - Mental health issues related to personal devastation and societal impact following outbreak.
- A pandemic in the district will cause many personnel disruptions and will require a recovery plan.
- Schools and surrounding communities may be affected in six to eight week waves of illness that may continue for up to 18 months. Vaccines may not be available for the first wave of illness.
- Vendors and suppliers would be impacted by a pandemic.
- The time of year could greatly complicate the response plan.
- Officials and experts are unsure how long an infectious disease outbreak could last.
- If statutes are not changed, or a waiver granted, the school year would be extended to compensate and achieve the required minimum number of days.
- Infection may spread rapidly in a mobile society.
- Healthcare resources will be stretched beyond capacity.
- Cell phone towers may be down.

Authorities

In the State of Colorado and Weld County, various public officials have overlapping authorities with regard to protecting public health and safety. The Governor, the Director of the Colorado Department of Public Health and Environment (CDPHE), and the Weld County Health Department (WCHD) can each implement authorities within the scope of their jurisdiction aimed at protecting public health, including increasing social distancing by closing public or private facilities. During a pandemic, the presence of overlapping authorities will necessitate close communication and coordination between elected leaders, CDPHE, the WCHD and the school district to ensure decisions and response actions are clear and consistent. The CDPHE and the WCHD may direct the isolation and quarantine of individuals or groups. Local law enforcement officials have the authority to enforce the orders issued by CDPHE and WCHD within their jurisdiction. The Superintendent of Weld County School District Re-5J has the authority to close schools for emergency reasons in accordance with applicable district policy and state law.

The District Emergency Team (District E-Team) will manage the district's response on policy matters related to a pandemic. Individual school responses will be coordinated by the District E-Team. The Superintendent will be the school closure authority, working closely with the Board of Education (BOE), District E-Team, and state and local authorities.

The Superintendent of Schools will coordinate with appropriate state agencies to ensure continued financial support from the state during a district-wide emergency closure or a school emergency closure.

Weld County Re-5J employees are expected to take instruction directly from the district and not the media or any other source.

Key Emergency Operations Staff (District E-Team)

Incident Commander: *The Superintendent of Schools or his/her designee*
The Incident Commander (IC) is solely responsible for emergency/disaster operations and shall remain at the Emergency Operations Center (EOC) to observe and direct all operations. He or she ensures safety of students, staff, and others at schools and sites.

Public Information Officer: *The Assistant Superintendent or his/her designee*
The Public Information Officer (PIO) acts as the official spokesperson for the site in an emergency situation. If a district PIO is available, he/she will be the official spokesperson for the entire district. A school-based PIO should only be used if the media is on campus and the district PIO is not available or forthcoming. The news media can play a key role in assisting the school or district in getting emergency/disaster related information to the public. However, all information released must be consistent, accurate, timely, and approved by the Incident Commander.

Liaison Officer: *The Building Principal or his/her designee*
The Liaison Officer serves as the point of contact for agency representatives from assisting organizations and agencies outside the school district and assists in coordinating the efforts of these outside agencies by ensuring the proper flow of information.

Documentation Team: *General Counsel or his/ her designee*
The Documentation Team is responsible for the collection, evaluation, documentation and use of information regarding the development of the incident and the status of resources. A permanent log may be typed or rewritten at a later time for clarity and better understanding. All original notes and records should be retained as these are considered legal documents.

Logistics Team: *Directors of Facilities, Transportation, and Enterprise Management or their designees*

The Logistics Team is responsible for providing facilities, services (including food), personnel, transportation, and materials in support of the incident and/or response.

Finance/Administration Team: *The Assistant Superintendent of Schools or his/her designee*

The Finance/Administration Team is responsible for financial tracking, procurement, and cost analysis related to the emergency/disaster. This section is also responsible for maintaining accurate and complete records of purchases, as well as maintaining financial records, tracking and recording staff hours. The Controller's office will assign a project code for COOP support.

Technology Services Team: *The District Technology Coordinator (DTC) or his/her designee*

DTC will provide the technological capability to operate effectively and efficiently in an emergency by assisting communication efforts with district first responders (including the district website).

Risk Management Team: *The Superintendent or his/her designee*

Risk Management is responsible for assisting with repair having to do with an emergency/disaster. RM will serve as the liaison with the insurance company and the district.

Nursing Services Team: *The District Nurse or his/her designee*

The Nursing Services Team will serve as a member of the District E-Team during an infectious disease outbreak. Nursing Services will provide disease control guidance and be the primary collector of school illness information.

Definitions

District-Wide Emergency Closure: All facilities of the District are closed and all activities are cancelled, including, but not limited to child care, before and after school programs, athletics, and other activities. Only personnel designated as emergency or essential are to report to work.

School Emergency Closure: Specifically identified facilities of the District are closed and all activities are cancelled at those facilities only, including, but not limited to child care, before and after school programs, athletics, and other activities. Only personnel designated as emergency or essential are to report to work at the identified facilities. All other facilities and programs will be on a normal schedule and all personnel assigned to those other facilities should adhere to their normal schedule.

Core Operations: Refers to business operations such as payroll, accounting, and physical plant operations. Physical plant operations include alarm monitoring, boiler operations, HVAC, and other essential operations necessary to prevent a major disruption of district activities or risk to physical facilities upon resumption of normal operations.

Student Learning Continuity Plan (SLCP): Refers to processes by which the student learning functions will be maintained and/or resumed during a time of decreased staff and student absences and/or complete closure ordered by medical authorities or the Superintendent. The SLCP includes planning for calendar exemptions and testing schedules, provision of remedial assistance for students returning from extended absence, preventive hygiene efforts, and post trauma and grief counseling assistance.

Emergency/Essential Personnel: Refers to personnel who have been selected to maintain core operations during a district-wide emergency closure and a school emergency closure.

Planning and Coordination

A critical element in preparing a response to any crisis situation is to identify the key positions within the district that will aid in making decisions during planning and responding throughout a crisis, such as a pandemic. It is essential that a planning team be formed to develop a continuity of operations plan, define the roles of key players in executing the plan, and develop this plan in communication and coordination with outside school districts, jurisdictions, and key stakeholders. The plan will be implemented and directed by the Incident Commander and the District E-Team. The completion of this plan will provide the basis for individual department and school plans. The purpose of this document is to generate response within each individual department and/or school.

Contingency Planning Team

This team should include, but not be limited to:

- Board of Education
- Superintendent of Schools
- Assistant Superintendent of Schools
- School Administration and Teachers
- Technology Services
- Facility/Maintenance Director
- Enterprise/Food Services Director
- Nursing Services
- Transportation Director

Collaboration

Completion Date: 8/4/2010

Activity Responsible Parties: District E-Team

- Develop chain of command tree. Define scope of planning with guidelines for departmental and/or school plans and responsibilities.
- Develop and maintain current interoperable communications plan or contact list of essential partners, (i.e. superintendent, instructional superintendents, principals, directors/executive directors, emergency managers, communications, law enforcement, vendors, etc.).
- Review district policy on disease control and response.
- Establish incident command structure/emergency operations center to coordinate response, information collection/dissemination, and organize/request resources.
- Coordinate a table top exercise on pandemic disease outbreak with the District E-Team.

Business Impact Analysis (BIA)

The district needs to identify the core functions and processes that must be maintained to ensure the ongoing operation of the organization. Some functions may be placed on hold in the event of a pandemic in order to sustain a base level of operations. Core functions may include:

- Operations
 1. Notify suppliers and employees of any changes to the work schedule.
 2. Provide support to all ongoing projects.
 3. Run information technology functions.
 4. Review outsourcing contracts to determine if penalties for non-performance are adequate.
- Accounting
 1. Make arrangements to pay employees.
 2. Pay expenses in timely fashion.

Once the core functions have been identified, the district will need to determine the base staffing needs for minimal support of critical operations. Focus on key functions rather than the individuals who currently perform these tasks. (30% has been used throughout the document.)

- Identify required skill sets and determine what cross training should take place.
- Identify how markets will change during a pandemic and how it will affect staffing requirements.
- If you outsource, ensure that your outsourcing vendors have pandemic plans in place. If they do not, look at internal resources to accomplish those functions at a minimal level.

District E-Team

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Activity Responsible Parties: Martin Foster and Administrators

Form District E-Team and identify alternates. Assure personnel understand their roles and responsibilities.

- Review/revise District Crisis/Emergency policies to include Continuity of Operations Plan.
- Determine the extent to which the District E-Team can function remotely and securely (i.e. access to computer and internet at home). What additional equipment may be needed; what barriers may exist.
- Determine what will be acceptable use of schools and facilities by local authorities if the district is closed: For example:
 1. Vaccination/Medicine Dispensing site is acceptable.
 2. Infirmary/hospital is acceptable.
 3. Morgue is unacceptable.
- Establish point of contact at WCHD and CDPHE.
- Determine the percentages of staff and student absences that will trigger school or district closure. (30% has been used throughout this document.)
- Refine the process to record student absence data and submit to district.
- Do a test run of collecting student/staff absentee data and submit to WCDH.
- Identify students with special needs and medical concerns.
- Preparedness and Prevention Strategies:
 1. Identify essential business operational functions and tasks.
 2. Establish communication protocols to include a call-in line for situational updates. Consider e-mail and web links.
 3. Conduct a BIA of a pandemic on the district using a scenario such as a 30% absentee rate of students and staff.
 4. Conduct a BIA of a pandemic impact on each support service or program.
 5. Create and maintain up-to-date employee and student telephone lists in both electronic and hardcopy form.

Pandemic Response:

Activate the District E-Team for the duration of the incident.

Monitor national and local sources.

- Initiate absentee reporting systems with WCHD before regular debriefing meetings.

Conduct regular debriefings with Superintendent/BOE as required.

Recovery Plan

A recovery plan needs to be developed for the district. After a pandemic outbreak, many lives will be impacted and additional support will be needed throughout the district. Guidance will be needed on recovery efforts including follow up meetings with the District Crisis Recovery Team, media meetings, coordinating appropriate memorials, and parent/community meetings. School recovery from a pandemic will begin when school officials determine that normal supplies, resources, and response systems can manage ongoing school activities.

Preparedness Activities:

Completion Date: 8/4/2010

Activity Responsible Parties: Martin Foster and Crisis Recovery Team

- Identify a core team from the District Crisis Recovery Team to manage post trauma service for an extended period of time following a pandemic event.
- Identify general attendance level protocols for resuming limited or normal operations.
- Create a plan for obtaining an accurate count of which staff and students will be returning to work and possible changes in capacity.
- Develop procedures, including cross training and remote access, for certain functions to allow operations to resume.
- Determine what psychological services might be needed and how they would be delivered after the resumption of school following a full closure of the district.
- Identify any additional training that school-based teams may need.
- Develop procedures to adjust the curriculum accordingly.
- Create a plan for parents to contact the school to indicate if/when their child will be returning to class.

Pandemic Response:

- Local police and fire departments and department of health officials and the District E-Team will conduct an after-action evaluation of the pandemic response. The evaluation will include recommendations for
- amendments to the district's Continuity of Operations Plan.
- Continue to emphasize and practice infection control and good components to personal hygiene measures.
- Deliver additional training to school/district crisis response teams.

Part B: District Administration

Preparedness and Prevention Strategies:

The purpose of the Continuity of Operations Plan (COOP) is to assist in managing the impact of an infectious disease outbreak on schools based on two main strategies:

- Reduce the spread of infectious diseases within school facilities.
- Sustain educational functions and district operations.

1. The district will administer the (COOP) by performing the following key functions:

- Participate fully with both the Colorado and Weld County public health officials to institute their recommendations and facilitate the dissemination of health communications.
- Align District pandemic response policies and procedures with District and CDPHE pandemic recommendations.
- Partner closely with the Weld County Public Health Department to establish efficient and effective communication mechanisms.
- Identify a chain of command for the District and each school building, utilizing established emergency response and crisis management procedures, and the District Incident Command Team.
- Facilitate link of communications to schools from external sources regarding infectious diseases.
- Facilitate internal communications within the school district and buildings.
- Communication considerations include:
 1. Communication links with public health agencies will be established external communications filtered through the Superintendent of Schools, who in turn will disseminate accurate information to administration, employees, and student/families.
 2. A primary communication link will be the public health website at <http://www.cdphe.state.co.us/index.html>. Specific information for schools will also be made available through the District website and Weld County Public Health agencies. (Note: Utilize only materials that have been cleared and approved by the local public health officials. This will prevent the release of inaccurate or misleading information.)

2. Support district employees as they perform duties as delegated and assigned within the execution of the COOP.

- Delegate duties and responsibilities as outlined in the COOP.
- Support district employees as they perform duties as assigned or delegated.
- Address potential compensation and budgetary implications of the COOP.

- Review and revise the delegation of duties as indicated.

3. Provide for and effectively manage material resources for the district.

- Initiate actions that reduce the spread of the disease including the thorough cleaning and disinfecting of the facilities. This will require the acquisition of adequate cleaning supplies, gloves, toweling, etc. to last ideally a minimum of six to eight weeks.
- Reduce risk of person-to-person transmission by working toward providing waterless hand cleaning stations, disposable facial tissue, trash can liners for potentially virus-contaminated materials, and adequate restroom stocking of hand soap, toweling and toilet tissue. Adequate supplies of protective respirator masks for health care providers, surgical masks and gloves along with other health service materials will be required. (Assure adequate stock supply in event of transit or shipping halts due to infectious disease outbreak.)
- Manage food supplies and inventory. Develop contingency plan in event of limited arrival of food shipments.
- Prioritize material needs and purchases during the pandemic period.

4. Provide for and effectively manage human resources for the district.

- Identify and train emergency/essential staff and functions. (Prioritize functions and back up staff.)
- Delegate or reassign employees to cover essential tasks. Discontinue functions that are deemed non-essential.
- Require that all district employees who exhibit a temperature of 100 degrees or higher, have active vomiting or diarrhea, a generalized body rash of undiagnosed origin, or are experiencing any additional symptoms that may be specific to the infectious disease of concern, be excluded from work.
- District protocol for reporting an absence due to illness should be followed. Employees who develop these symptoms while at work shall be sent home as soon as possible to minimize pathogen spread.
- Plan for absenteeism of staff (i.e. develop contingency or back up plans for functioning with 30% of school employees absent due to personal or family illness).
- Address potential implications for district sick leave policies.

5. Promote the continuity of educational functions and follow public health officials' recommendations regarding the scheduling/cancellation of large group events or school closures.

- Plan for absenteeism of students due to illness.
- Develop mechanisms for continuing educational endeavors with students who are excluded from attending or recovering from illness.

- Develop alternative methods for continuing educational functioning in the event of a prolonged school closure (i.e. Internet posting of assignments on school websites, emailing of assignments, mail, etc.).
- Maximize student spacing and distancing individuals to reduce the spread of pathogens using the following strategies:
 1. Discourage prolonged congregation in hallways or entryways during arrival and dismissal times.
 2. Limit group activities and interaction between classes.
 3. Cancel classes such as Physical Education, choir, band, orchestra, or other school activities that typically place individuals in close proximity.
 4. Postpone school events or activities where large groups of people congregate (only when deemed necessary by public health officials).
 5. As may be directed by administration, plan to stagger lunchtimes and shorten time in the cafeteria, to minimize the number of students in the cafeteria at one time. This may require schedule changes and flexibility to this component of the COOP.
 6. Staggered school times and busing schedules may be considered when absenteeism of transportation or school staff warrants and when a decrease in numbers of riders per bus is desired.
 7. In the rare event that schools would be closed by order of the Board of Education or state, students and school staff will be directed to return home and stay home during the school closure. Closing school is a last resort and is only effective for disease containment if the staff and students eliminate contact with others by staying home.

6. Insure uninterrupted economic viability and maintain functioning of district business operations.

- Ensure that core functions, people and skills have been identified, and that strategies are in place to manage these prior to the pandemic (i.e. cross training, delegation, prioritization of functions).
- Identify a process for maintaining the operations of the central office including budget, payroll, and ongoing communications with employees, students and student families.

7. Maintain the District Continuity of Operations Plan.

- The Continuity of Operations Plan will be reviewed and revised annually by the District Incident Command Team.
- The COOP will be exercised and tested annually by the District Incident Command Team. The results of the plan exercise will be considered and revisions made if needed.
- The District's COOP may be shared with district insurance carriers, district health insurance carriers, local emergency response teams, hospitals and other health care agencies, Weld County health Department, neighboring schools/districts, state and federal authorities.

Section 1: Business Services

Prevention Strategies for General Employee Safety and Awareness:

- Promote healthy hygiene habits (i.e. frequent hand washing after restroom use, before and/or after mealtime, covering coughs and sneezes, use and proper disposal of personal tissues, etc.).
- Prevent personal exposure to germs and illness-causing pathogens by:
 1. Practicing standard precautions at all times.
 2. Avoid sharing desktop surfaces, keyboards, and telephone hand-pieces with others.
 3. Wipe desktop and telephone hand-pieces with disinfectant solution daily during times of high incidence of illness.
 4. Disinfect other shared surfaces after each student or staff /use.
 5. Periodically clean computer keyboard.
- Dispose of waste materials in a safe and efficient manner. Liners will be in all waste cans that are collecting potentially contaminated materials.
- Do not report to work if you are not feeling well and/or have a temperature of 100 degrees or higher, active vomiting or diarrhea, or a generalized body rash of undiagnosed origin. Follow district protocol for reporting an absence due to illness.
- Employees who develop these symptoms while at work shall be sent home as soon as possible to minimize pathogen spread.
- Strongly encourage voluntary participation in annual influenza vaccine clinics as offered by the District's Nurse or through a personal health care provider.

Pandemic Response for all Personnel:

- Initiate the above listed prevention strategies for general employee safety and awareness if not already being utilized.
- Review recommended hygienic practices for disease prevention – may be posters, video segments (via closed circuit television), or printed materials.
- Read all health communications distributed to employees from state or county public health officials, nursing services program, or district administration. Post health-related posters as directed.
- Maximize personal spacing and distance individuals to reduce the spread of pathogens. (Recommendation of 3 feet minimum). Avoid close contact with others that may be ill.

Accounting, Budgeting, and Purchasing

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Responsible Parties: Bill Hungenberg and Adm. Specialists

- Identify and train emergency/essential personnel and alternates.
- Identify records required to support the essential business functions.
- Identify processing requirements necessary to maintain cash flow and customer service.
- Identify key reports and critical systems that must be up and running during a possible pandemic.
- Identify primary users/customers.
- Develop business continuity strategies to include alternate management practices.
- Develop computer processing alternatives.

Pandemic Response:

- Initiate the above listed prevention strategies for general employee safety and awareness if not already being utilized.
- Follow COP protocol for purchasing, budgeting, and accounting.
- Purchasing Manager will serve as a member of the District Incident Command Team.

Payroll

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Responsible Parties: Bill Hungenberg and Adm. Specialists

- Identify and train emergency/essential personnel and alternates.
- Identify records required to support the essential business functions.
- Identify processing requirements necessary during restricted operations for writing pay checks.
- Identify key reports and critical systems that must be up and running during a possible pandemic.
- Develop business continuity strategies to include alternate management practices.
- Develop computer processing alternatives.

Pandemic Response:

- Initiate the above listed prevention strategies for general employee safety and awareness if not already being utilized.
- Follow COOP protocol for payroll.
- Store most recent backup copy of payroll check images offsite.
- Obtain latest copy of payroll check images and use local computer to produce duplicate copies of those checks.

Human Resources

Significant legal and practical issues that could arise if the district is closed for an extended period of time because of an infectious outbreak is dealing with compensation, benefits, and work assignments for employees. In advance the district will determine whether under state law and/or district policy it must, may, or cannot compensate, continue benefits, and extend leave to employees who are not working during a pandemic for a variety of reasons.

Employees should be informed well in advance so they can plan accordingly. Numerous legal and policy issues will arise during a pandemic. The district will decide in advance what jobs are considered essential/emergency, what job duties employees will perform, whether employees will receive their regular wage or additional compensation, and whether employees can refuse to work during a pandemic without fear of discipline or termination.

Given the employee associations involvement with the district's various employee groups, consideration will be given to negotiating or reaching agreements with the various associations in advance of an actual pandemic. The district will negotiate modified contract language that gives the district additional flexibility to meet temporary demands associated with a pandemic.

Unlike disasters that most organizations plan for, a pandemic will not primarily effect equipment and facilities, but rather the people organizations depended upon to produce products and services. Additionally, the current assumptions regarding a pandemic's duration push the boundaries of most existing absence-from-work policies. The district must thoroughly examine the human resource management practices and policies, refine and/or implement policies that address the long timeline of a pandemic event.

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Responsible Staff: Bill Hungenberg and Adm. Specialists

- Identify and train emergency/essential personnel and alternates.
- Identify vital records required to support essential business functions.
- Identify processing requirements necessary to maintain cash flow and customer service.
- Identify key management reports and critical systems support personnel. Identify primary users/customers. Develop tracking mechanisms of absenteeism for school and central staff and report trends to the identified centralized information center.
- Develop business continuity strategies to include alternate management practices.

Preparedness and Prevention Strategies:

- Address volunteer issues ahead of time, including training, confidentiality, supervision, coordination, liability, background checks, and security.
- Develop emergency human resources policies regarding telecommuting or web-based class work, hazard pay, liberal leave allowances, workers compensation, FMLA, cross-training, and payroll.
- Address potential implications for district sick leave policies.
- Plan for absenteeism of staff (i.e. develop contingency or back up plans for functioning with 30% of school employees absent due to personal or family illness).
- The district will define and publish guidelines/policies including:
 1. Paid time off, sick leave, and vacation.
 2. Retain existing procedures but extend timelines to address longer absences.
 3. Devise and approve plans to accommodate leaves or absence and extended sick leave.
 4. Require that all district employees, who exhibit a temperature of 100 degrees or higher, have active vomiting or diarrhea, a generalized body rash of undiagnosed origin or are experiencing any additional symptoms may be specific to the active strain of influenza, be excluded from work. District protocol for reporting an absence due to illness should be developed and put in place. Employees who develop these symptoms while at work shall be sent home as soon as possible to minimize pathogen spread.
 5. Determine how the district will address issues related to employees who refuse to come to work due to fear of imminent harm or the threat of becoming ill.
- Family Medical Leave Act (FMLA): A federal law that requires employers with 50 or more employees at a work site to grant eligible employees up to 12 work weeks of unpaid leave for certain medical or family reasons.
 1. Ensure that supervisors know when to recognize possible FMLA triggers (i.e. absent for three calendar days).
 2. Review state laws on additional FMLA requirements, if applicable.
 3. Though not mandated by FMLA, consider providing compensation for a portion of the maximum three month period, perhaps four to eight weeks.
- Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA)
 1. Review COBRA and Colorado Continuation of Group Health Coverage requirements.
- “Emergency/Essential” versus “Non-Essential” workers
 1. Employees may change in status between “emergency/essential” and “non-essential,” depending upon the nature of the event. Require cross-training at least two to three employees deep and anticipate 30% absenteeism.

2. Employees who are essential/emergency personnel should be trained in advance on the overtime and record-keeping requirements of the FLSA and compensation as required by law.
 3. Designate personnel to support critical functions.
 4. Delegate or reassign employees to cover essential tasks. Discontinue functions that are deemed non-essential.
 5. Develop policies for cross-training or moving emergency/essential personnel from one work unit to another in order to fill in when staff is depleted.
 6. Communicate to employees that their duties, functions, and roles may be modified throughout a pandemic.
 7. Each job function will include an emergency/essential or non-essential.
 8. Convey to personnel that every employee is important to the district. However, some employees, those which support the most critical functions are considered “emergency/essential”. Define what “emergency/essential” and “non-essential” employees are and whether there are any additional considerations for each category within your department.
- Temporary closure of the district
 1. Develop or revise a lay off or extended leave policy.
 2. Develop or revise a re-employment policy.
 - Communication
 1. Develop a method for informing employees, customers, vendors, suppliers and partners that they may have been exposed to an illness.
 2. Develop guidelines for sending employees home in the event they exhibit signs of illness.
 3. Develop procedures and provide training/guidance for administrator/manager response, should an employee become ill.
 4. Keep district/building level management informed.
 5. Suggest that employees contact their healthcare providers, but do not give information or details about source (person) of exposure – confidentiality is important.

Pandemic Response:

Initiate the above listed prevention strategies for employee safety and awareness if not already being utilized.
Follow continuity of operations protocol for HR

District-wide Communications

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Responsible Staff: Martin Foster, Marlene Gebhart, and Adm. Team

- Identify and train emergency/essential personnel and alternates.
- Develop a communication plan that provides accurate and timely information district-wide regarding exposure to an illness, including updates, & reporting absenteeism rates.
- Establish a communication plan for the public to include methods for communicating information about exposures, school closures, continuity of learning, etc.
- Create a campaign that encourages good hygiene habits, such as cough and sneeze etiquette, hand washing, infection control, flu shots, etc.
- Provide information about different types of infectious disease and their risks.
- Assist the District Nurse and staff in the rollout of an aggressive surveillance protocol to report and track absenteeism rates and symptom information for reporting to the health department.
- Provide and publish links to informational sources.
- Train staff and students on influenza and pandemic preparedness.

Pandemic Response:

- Initiate the above listed prevention strategies for general employee safety and awareness if not already being utilized.
- Follow COOP protocol for communications.

Section 2: Student Services

Prevention Strategies for General Employee Safety and Awareness:

- Dispose of waste materials in safe and efficient manner. Liners will be in all waste cans that are collecting potentially contaminated materials.
- Report any signs of illness in the classroom or office to school nurse by referring student or staff for evaluation of illness.
- Do not report to work if you are not feeling well and/or have a temperature of 100 degrees or higher, active vomiting or diarrhea, or a generalized body rash of undiagnosed origin. Follow district protocol for reporting an absence due to illness.
- Strongly encourage voluntary participation in annual influenza vaccine clinics as offered through Nursing Services or through your personal health care provider.
- Assist in maximizing student spacing and distancing individuals to reduce the spread of pathogens using the following strategies (when practical):
 1. Discourage prolonged congregation in hallways or entryways during passing, arrival, and dismissal times.
 2. Limit group activities and interaction between classes.
 3. Cancel classes such as Physical Education, choir, band, orchestra, or other school activities that typically place individuals in close proximity.

4. As may be directed by administration, plan to stagger lunchtimes and shorten time in the cafeteria to minimize the number of students in the cafeteria at one time. This will require schedule changes and flexibility to accommodate this component of the Continuity of Operations Plan.
5. Promote frequent air exchanges in the classroom and office area, by closing the door to the hallway, and opening windows if available as weather and outdoor temperatures permit.

Nursing Services

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Activity Responsible Staff: Marlene Gebhart and Paraprofessional Staff

- Identify and train emergency/essential personnel and alternates.
- Yearly set up pre-event fit testing for face masks.
- Yearly update infectious disease control policies as needed.
- Yearly identify vital records required to support essential business functions.
- Yearly identify key management reports and critical systems support personnel.
- Yearly obtain and disseminate flu vaccine/ pneumonia vaccine information.
- Yearly procure posters and collateral print material and distribute to schools.
- Prepare information for parents, post to district website and update the call-in resource message center.
- Develop a list of supplies needed for each classroom and/or site.
- Develop a list of supplies to be added to each school's emergency kit.
- Yearly identify specific training that school nurses and clinic aids may require for surveillance, identification, and triage.
- Yearly develop business continuity strategies to include alternate management practices.

Preparedness and Prevention Strategies:

- Initiate the above listed prevention strategies for general employee safety and awareness if not already being utilized.
- Monitor daily absenteeism of students and staff due to illness, and report any staff or student absenteeism rates of 10% or greater with like illness to the department of health.

- Post and disseminate health-related communications and public health materials to employees and student/families as directed by the local public health officials.

Pandemic Response:

- Serve as a professional resource to school administrators as the Continuity of Operations Plan is initiated and sustained in the school setting.
- Review recommended hygienic practices for disease prevention - posters, video segments, via closed circuit television, or printed materials.
- Promote health communication with staff and students/families, including the medically fragile or immune-compromised (as indicated), by distributing any printed materials as directed by the BOE, state or county public health officials, or district administration.
- Identify additional resources available for accurate and updated health information regarding a pandemic event as recommended by the public health officials. This may include postings on the district website.
- Serve as a resource for interpretation and understanding of all health-related communications.
- In the event an ill student needs to be transported home, coordinate with the transportation department to arrange transport.
- Assist in reducing the spread of pathogens using the following strategies:
- Health care providers such as school nurse and health paraprofessionals are to wear N95-rated face masks while caring for individuals who present possible infectious disease symptoms. Pre-event fit testing for face masks is highly recommended.
- Wear protect gloves and dispose of properly after each use.
- Assess ill students or staff that present to the clinic and exclude those who exhibit a temperature of 100 degrees or higher, active vomiting or diarrhea, or a generalized body rash of undiagnosed origin. Include any additional symptoms that may be specific to the strain of influenza currently active.
- Remove the ill person(s) from the school as quickly as possible to minimize possible exposure. Release ill student(s) to parent/guardian or a parent-approved emergency contact person *only*.
- Isolate ill individuals as much as possible until they exit the building. Direct the individual to stay at home until the illness has resolved or their physician or public health professionals release them to return to school.
- Facilitate referral processes as indicated.
- Initiate the screening process of any call-in of a student or staff absence, using the basic intake form as determined by Nursing Services and county health department.
- This form will record the type of symptoms exhibited by the ill individual. The informational data retrieved will be reported to county health department and remain securely filed in the health office. This information will then be destroyed at the conclusion of the pandemic event, when cleared to do so, by the county health department.

- A second, more detailed, interview process may be required as indicated by the county health department. The school health official or a qualified designee shall conduct this interview. The data retrieved will be handled as noted above.
- Identify and inform close contacts of an ill individual if directed to do so by public health representatives. Share recommendations or information as provided by public health officials. Refer, as needed, to an individual's health care provider if additional medical advice is desired.
- Promote all aspects of the Continuity of Operations Plan that minimize the spread of the virus, such as healthful hygienic practices, thorough daily cleaning of the school's environment, and school schedule/activity alterations.
- Coordinate the administration of any vaccinations or medications as directed and made available by county health department.

Department of Social Work, Psychological Services and School Counselors

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Activity Responsible Staff: School Counselors and other Local and County Crisis Intervention Specialists

- Identify and train emergency/essential personnel and alternates.
- Determine what psychological services may be needed and how it would be delivered during a pandemic.
- Determine what psychological services may be needed and how it would be delivered after the resumption of school following a district-wide closure.
- Determine what social work services may be needed and how it would be delivered during a pandemic.
- Determine what social work services may be needed and how it would be delivered after the resumption of school following a district-wide closure.
- Link the crisis team with other local crisis intervention services for extended post trauma services following a pandemic event.
- Identify any additional training that school-based teams may need.
- Provide additional training to district/building emergency response teams.
- Preparedness and Prevention Strategies:
- Be familiar with the valuable role you have in the execution of this Continuity of Operations Plan.
- Initiate the above listed prevention strategies for general employee safety and awareness if not already being utilized.

Pandemic Response:

- Review recommended hygienic practices for disease prevention – may be posters, video segments, via closed circuit television, or printed materials.

Section 3: Instruction Services - Principals and Teachers

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Activity Responsible Staff: Martin Foster and Principals and Teachers at various school sites

- Identify and train emergency/essential personnel and alternates.
- Monitor daily attendance of core team members as needed and be prepared to make substitutions.
- Distribute information to principals, teachers, and counselors.
- Identify the student learning options available in the event of a full district closure for an extended period of time, and the extent to which these options are available remotely (i.e. from students' homes).
- Identify essential personnel needed to maintain student learning at a level to minimize disruption upon resumption of operations or identify a plan for remediation for students in the event of a district closure for an extended period of time.

Preparedness and Prevention Strategies:

- Promote healthy hygiene habits in the classroom (i.e. frequent hand washing after restroom use, before and/or after mealtime, covering coughs and sneezes, use and proper disposal of personal tissues).
- Prevent personal exposure to germs and illness-causing pathogens by:
 1. Practicing standard precautions at all times.
 2. Avoid sharing desktop surfaces, keyboards, and telephone hand-pieces with others.
 3. Wipe desktop and telephone hand-pieces with disinfectant solution daily during times of high incidence of illness.
 4. Periodically clean computer keyboard as recommended by your school's IT staff.
- Report any signs of illness in the classroom to school nurse by referring student or staff to the clinic for evaluation of illness.
- Do not report to work if you are not feeling well and/or have a temperature of 100 degrees or higher, active vomiting or diarrhea, or a generalized body rash of undiagnosed origin. Follow district protocol for reporting an absence due to illness.

- Strongly encourage voluntary participation in annual influenza vaccine clinics as offered by the district's Nurse or through your personal health care provider.

Pandemic Response:

- Initiate the above listed prevention strategies if not already being utilized.
- Review recommended hygienic practices for disease prevention – may be posters, video segments, via closed circuit television, or printed materials.
- Develop flexible procedures including cross training and remote access for certain functions to allow for operations to resume.
- Identify general trigger points that will indicate when it is safe to resume limited or normal operations.
- Work with psychological services to offer counseling services as needed.
- Create a plan for obtaining an accurate count of which staff will be returning to work and when.
- Create a plan for parents to contact the school to inform them whether or not their child will be returning to school.
- Develop procedures to adjust curriculum accordingly.
- Continue to stress the importance of transmission control and good hygiene practices and protocols.
- Consult the District ERCM manual for guidance on recovery efforts, (i.e. conduct follow-up meetings to debrief, identify what worked and what did not, coordinate appropriate memorial and remembrances, coordinate media follow-up, etc.).

Student Learning Continuity Plan (SLCP)

Preparedness and Prevention Strategies:

- Maintain teaching/learning/educational objectives for as long as possible.
 1. The district will amend the traditional class schedule and schedule of, to include extending the school day, having school days held on weekends, using previously scheduled vacation or non-contact days, and/or extending the school year.
 2. The district will develop a plan for alternate means of educating students in the event of prolonged school closures and/or extended absences. Such a plan may include providing students with assignments via U.S. Postal Service, local access cable, television, e-mail, or the district's website.
 3. Consider and evaluate distance learning.

Special Education

The district is required under the Individuals with Disabilities Education Act to provide to students with disabilities a free and appropriate public education in the least restrictive environment. IEPs developed by parents and educators for educating students with disabilities will guide the education of special education students during a pandemic.

The district also serves homebound students with a variety of educational needs. A decision would have to be made regarding whether the district would be required to continue education and/or supporting homebound students while an individual school or the entire district is closed during a pandemic. Prior arrangements and planning with the parents of homebound students regarding creative ways to continue educating homebound students in some capacity in the event of a pandemic might become necessary.

Section 4: Support Services

Prevention Strategies for General Employee Safety and Awareness:

- Be familiar with the valuable role you have in the execution of this Continuity of Operations Plan.
- Promote healthy hygiene habits (i.e. frequent hand washing after restroom use, before and/or after mealtime, covering coughs and sneezes, use and proper disposal of personal tissues).
- Prevent personal exposure to germs and illness-causing pathogens by:
 1. Practice standard precautions at all times.
 2. Avoid sharing paperwork surfaces, keyboards, and telephone hand-pieces with others.
 3. Wipe paperwork surfaces and telephone hand-pieces with disinfecting solution daily during times of high incidence of illness.
 4. Disinfect other shared surfaces after each student or staff intervention/use.
 5. Periodically cleaning computer keyboards.
- Do not report to work if you are not feeling well and/or have a temperature of 100 degrees or higher, active vomiting or diarrhea, or a generalized body rash of undiagnosed origin. Follow district protocol for reporting an absence due to illness.
- Employees who develop these symptoms while at work shall be sent home as soon as possible to minimize pathogen spread.
- Strongly encourage voluntary participation in annual influenza vaccine clinics as offered through the local health department or through your personal health care provider.
- Report any signs of illness to school nurse by referring student or staff for evaluation of illness.
- Maintain adequate stores of supplies for use in event of an infectious disease outbreak. Supplies needed include:
 1. Cleaning supplies, including disinfectant, wiping cloths and gloves.
 2. Waste containers with liners.
 3. Facial tissues for staff use.
- School and building cleaning recommendations during infectious disease outbreak:
 1. Disinfect daily (or more often if possible) common or shared surfaces, paperwork surfaces, counters, railings, and door knobs/handle mechanisms. Standard cleaning solutions or products

are adequate – no specialized solutions are indicated. Detailed information regarding cleaning solutions can be found on the Colorado Department of Health and Environment website: <http://www.cdphe.state.co.us/bt/public/PanFluBrochure.pdf>.

2. Dispose of waste materials in a safe and efficient manner. Liners will be in all waste cans that are collecting potentially contaminated materials.

- Where operationally possible, promote frequent air exchanges and increase ventilation in the building. Following each school day, thoroughly ventilate the building by either opening all doors and windows or turning up air conditioning or heating systems to promote air exchanges.
- Report any potential areas of contamination or concern to your supervisor.

Pandemic Response for all Personnel:

- Review recommended hygienic practices for disease – may be posters, video segments, via closed circuit television, or printed materials.
- Read all health communications distributed to employees from state or county public health officials, nursing services program, or district administration.
- Maximize personal spacing and distance individuals to reduce the spread of pathogens. Avoid close contact with others that may be ill.
- Post health-related posters as directed by state or county public health officials, nursing services program, or district administration.

Enterprise Management

Child Nutrition Programs:

The district provides free and reduced meals, specifically breakfast and lunch, to hundreds students each day, which in some cases, is the only hot nutritional meal these children receive each day. However, during a pandemic, when social distancing is in effect, schools and other facilities may be closed, and operation of the Child Nutrition Programs will not be possible.

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Activity Responsible Staff: Bill Hungenberg and Bill Pickering/Sodexo Staff

- Identify and train emergency/essential personnel and alternates.
- Identify and implement manual reporting methods to enter, update, and review orders, to include manually processing changes that will impact work-in-progress.
- Identify computer-dependent vendors and services.
- Develop alternate vendors and services when supply chain is down.

- Stockpile nonperishable supplies and food.
- Preparedness and Prevention Strategies:
 1. Initiate the above listed prevention strategies for general employee safety and awareness if not already being utilized.
 2. Food service administrators shall develop contingency plans in the event of high absenteeism due to illness, for coverage of essential food service duties.
 3. Cross training of food service personnel may be necessary in order to support continuity of food and nutrition services during high employee absenteeism.
 4. Develop a plan in the event that food supply deliveries are limited or shipments suspended.
- Promote the above listed prevention strategies for general employee safety and awareness.

Pandemic Response:

- Initiate the above listed school and building cleaning recommendation.
- Cafeteria tabletops and seats should be disinfected after each seating of students.
- Perform kitchen and cafeteria cleaning duties according to established protocol.
- Utilize mechanical dishwasher at appropriate temperature setting and for full-cycle washing. (This effectively eliminates potential disease-causing pathogens on kitchenware and tableware.) Consider using disposable dishes, silverware, and serving utensils.
- Prepare food as directed, achieve and maintain ideal temperatures for hot and cold foods.
- During the day increase air exchanges in the kitchen and cafeteria.
- Student lunch rotations may be altered to allow for fewer students in the cafeteria at one time. The allowed time for eating may be shortened to decrease congregational time, thereby, decreasing potential exposures.

Facility Management

It is very likely that the local health department will want to use the school or other facilities as some type of temporary health care facility. Most of these issues should be worked out between the district and the local health department before a pandemic occurs.

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Activity Responsible Staff: Martin Foster, Larry Weber, Building Principals and Custodians

- Identify and train emergency/essential personnel and alternates.
- Identify and implement manual reporting methods to enter, update, and review work orders, to include manually processing changes that will impact work-in-progress.
- Address custodial and building maintenance issues in advance, including electrical, water, sewage, and utilities.
- Develop procedures for maintaining buildings with limited staff and/or when school closures occur.
- Review contracts with vendors and suppliers to determine whether they have a pandemic plan or if they will sign contracts that guarantee delivery during a pandemic.
- Stockpile nonperishable supplies (i.e. tissue, hand sanitizer, hand-washing supplies, etc.).

Preparedness and Prevention Strategies:

- Initiate the above listed prevention strategies for general employee safety and awareness section.
- Cleaning supplies should also include bottles of disinfectant and wiping cloths for each classroom.
- Stockpile protective wear: masks (surgical and N-95), gloves, goggles, and paper gowns.
- Stockpile restroom supplies: hand soap, toweling, and toilet tissue.

Pandemic Response:

- Initiate the above listed school cleaning recommendations.
- Filters of air conditioning or heat exchange units should be cleaned and changed frequently.

Risk Management

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Activity Responsible Staff: Bill Hungenberg and Adm. Specialists

- All personnel are emergency/essential.
- Identify vital records required to support essential business functions.
- Identify processing requirements necessary to maintain customer service.
- Identify key management reports and critical systems support personnel.
- Identify primary users/customers.
- Identify alternate means for maintaining critical department functions with limited personnel.
- Develop business continuity strategies to include alternate management practices.

Preparedness and Prevention Strategies:

- Initiate the above listed prevention strategies for general employee safety and awareness section.
- Consult with worker's compensation provider for guidelines related to pandemic issues.
- Monitor any possible changes to employment taxes.
- Be prepared to handle large volume of health and death insurance claims.
- Review disability and death benefits coverage and payment levels to ensure solvency of carrier to pay benefits.
- Review existing severance pay guidelines.
- Defer employee status and salary changes until computer processing capability is restored.
- Make retroactive salary adjustments after computer processing capability is restored.

Pandemic Response:

- Post health-related posters as directed.
- Follow continuity of operations protocol for risk management.

Safety and Security

It is very likely that the local health department will want to use the school or other facilities as some type of temporary health care facility. Most of these issues should be worked out between the district and the local health department before a pandemic occurs.

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Activity Responsible Staff: Martin Foster and Building Principals

- All personnel are emergency/essential.
- Identify vital records required to support essential business functions.
- Identify processing requirements necessary to maintain customer service.
- Identify key management reports and critical systems support personnel.
- Identify primary users/customers.
- Identify alternate means for maintaining critical department functions with limited personnel.
- Develop business continuity strategies to include alternate management practices.
- If school closures are implemented, a plan must be developed to maintain order and protect assets.

- Identify alternate means for security personnel to communicate with district personnel and external partners, (i.e. Interoperable Communications).

Preparedness and Prevention Strategies:

- Initiate the above listed prevention strategies for general employee safety and awareness section.
- Perform Emergency Services Dispatch Center work station-cleaning duties according to established protocol.
- Perform patrol vehicle-cleaning duties according to established protocol.
- Wipe steering wheel, shift levers, and seats with disinfecting solution daily during times of high incidence of illness.
- Identify alternative fuel supply source(s) for department vehicles in the event of an infectious disease outbreak affecting normal access to storage facilities.

Secondary or Off-site Backup Location:

- Identify portable computer capability for use as temporary, short-term monitoring solution in the event of a pandemic crisis.
- Identify secondary off-site location for long term relocation in the event primary location is no longer available or accessible.

Pandemic Response:

- Post health-related posters as directed.
- Follow continuity of operations protocol for safety and security.

Transportation

Preparedness and Prevention Activities:

Completion Date: 8/4/2010

Activity Responsible Staff: Jim Bogie and Transportation Staff

- Identify and train emergency/essential personnel and alternates.
- Identify vital records required to support essential business functions.
- Identify alternative fuel supply source(s) in the event of shortages.
- Determine the percentages of student absences that will trigger cancellation or alternate routing.
- Identify key management reports and critical systems support personnel.
- Identify primary users/customers.
- Develop business continuity strategies to include alternate management practices.

Preparedness and Prevention Strategies:

- Initiate the above listed prevention strategies for general employee safety and awareness section.
- Identify alternative fuel supply source(s) for buses and other department vehicles in the event of an infectious disease outbreak affecting normal access to storage facilities.

Pandemic Response:

- Maximize personal spacing and distance individuals to reduce the spread of pathogens, including student seating on the bus.
- School Bus cleaning recommendations during infectious disease outbreak:
 1. Disinfect daily (or, if possible, more often) common or shared surfaces, such as bus seats, railings, steering wheel and shift levers.
 2. In the event of transporting a severely ill student, disinfect the passenger seat and drivers area immediately after transport.
 3. Dispose of waste materials in a safe and efficient manner. Liners will be in all waste cans that are collecting potentially contaminated materials.
 4. Where operationally possible, promote frequent air exchanges and increase ventilation on buses. Following each school day, thoroughly ventilate buses by opening bus doors and windows.
 5. Report any potential areas of contamination or concerns to a supervisor.

Pandemic Planning

Additional information for departments to consider in their planning

- List all department manager and alternates – primary and one additional.
- Consider who will act in place as the department manager, should the manager be unable to fulfill their responsibilities.
- Have hard copy and electric copy of home phone numbers and cell phone numbers for all employees.
- List employees who have access to computers and internet at home.

Contributors

- Denver Public Schools
- Colorado Department of Public Health and Environment
- Weld County Health Department
- U.S. Department of Education – Office of Safe and Drug Free Schools

Policies

EBBA-R- Prevention of Disease/Infection Transmission

EBBA-E - Prevention of Disease/Infection Transmission

EBCE- School Closings and Cancellations

GBGA- Staff Health (And Physical and Mental Health Examination Requirements)

GBGB- Staff Personal Security and Safety

GBGF- Family and Medical Leave

JHD- Exclusions and Exemptions from School Attendance

JLC- Student Health Services and Records

JLCC- Communicable/Infectious Diseases

JLCD- Administering Medicines to Students

JRA/JRC- Student Records/Release of Information on Students

KB- Parent Involvement In Education

KDB- Public's Right to Know/Freedom of Information