Section 2
Executive Support

Unit 1

Executive Support Planning

Introduction

Purpose

The purpose of Executive Support Planning is to provide continuance of operations, emergency preparedness/response information and resources to assist School Emergency Response Teams (SERT) in protecting the safety and well-being of students and staff during an emergency. This Plan addresses Level II and III emergencies, as defined later in this section. Emergencies involving only a specific site are designated as Level I and should be managed according to the site emergency plan. Activation of the Executive Support Team (EST) will not occur for site-specific emergencies; however, the EST staff may provide additional resources, if deemed necessary.

This standardized Plan has been developed for all school sites to promote coordinated preparedness and integrated emergency response procedures. Each site must modify the Plan to meet its own capabilities and special needs. Therefore, where appropriate, throughout the Plan we address variances in the needs and requirements of different school levels. All schools will submit their School Emergency Response Plan on an annual basis, through the DC Emergency and Safety Alliance web-based application. When a Level II or III critical incident occurs, the EST Recorder will take copies of the affected school(s) plans to the EST Operations Center to facilitate coordination and communication. EST assignments will be distributed to all schools, offices, and within a web-based application annually or when changes occur.

> **Police, fire, and/or criminal investigative processes may supersede any Local Education Agency (LEA) plans.**

Planning Objectives

- Protect the safety and welfare of students and staff
- Provide a safe and coordinated response to emergency situations.
- Protect school facilities and property
- Enable the system to restore normal conditions with minimal confusion, in the shortest time possible
- Provide coordination between sites, EST, MPD, FEMS, and the EOC
- Provide for the orderly conversion of predesignated school sites to shelters when necessary (please note—use of school facilities as shelters may or may not be directly related to an incident originating in the school system)

Scope

This plan encompasses all schools and addresses a broad range of potential major emergencies. Such incidents may include: major fire, earthquake, hazardous materials spills, widespread power outage, escapes from the Department of Corrections (DOC) detention centers, and similar events affecting more than one site.

Authority

The School Emergency Response Plan is promulgated by the Executive Office of the Mayor. The Plan should be implemented at the time of a disaster, at the direction of the EST Leader or his/her designated alternate. School Emergency Response Plans are implemented by school principals once an emergency incident arises or when directed by the EST Leader. Each principal becomes the Incident Commander (IC) and is authorized and directed to implement the School Emergency Response Plan or initiate actions necessary to save lives and mitigate the effects of disasters. Any site-based administrator has the authority to directly notify the EST Leader or designee (the EST Manager) when Level II or III emergencies occur. MPD and/or FEMS emergency procedures will supersede any site-based plan.

Notification

In the event of a Level II or III emergency, the IC notifies the EST by calling the EST Manager at_____. If no answer, call _____. State the following:

> **This is (your name), and I have a level II or III emergency at (location). I can be reached at (phone number _____).**

The EST Manager will be responsible for notifying the EST Leader and assembling the EST to convene at the designated EST Operations Center, if necessary. The IC will be the key contact person for the EST Manager. If the IC is unable to notify the EST or police/fire department, first responders will use their radios to notify the Safe Schools Liaison, who will in turn notify the EST.

Planning tools and resources are available at the Emergency and Safety Alliance Website http://esa.dc.gov

Procedures

The following guidelines shall govern emergency preparedness and response within the school system

- Student safety is of the utmost importance. All actions taken will safeguard the well-being of students and employees.
- In the event of a major disaster during school hours, the EST Leader or his/her designee will order school dismissal. Pending issuance of the order, students will remain under the supervision of school authorities until released to parents or preauthorized guardians.
- Students will be released when parents or guardians arrive at the school and properly identify themselves. The school will maintain a list of emergency contacts, including individuals authorized to receive students.
- School employees must prearrange for the care of family members to fulfill emergency responsibilities, including providing post-disaster care of students.
- Each school and office will have a School Emergency Response Plan with a designated IC who will supervise Plan development, execution, and evaluation. An alternate will be named to serve in the absence of the IC.
- MPD will designate an appropriate liaison to the school system, to be based at the designated EST Operations Center.
- The designated EST Operations Center is _____, or as designated by the EST Manager.
- Seek cooperation of the PTA and other parent groups in organizing disaster response activities and assignments.

Critical Incidents and Assumptions

Critical incidents with some degree of probability of occurring include:

- Medical emergencies
- Fire
- Explosion/bomb threat
- Hazardous materials/chemical spill
- Civil disturbance
- School violence (assaults/shootings/stabbings)
- Utility failures
- Hostage situations
- Unauthorized intrusions; and
- Severe weather

Assumptions inherent in a school response to any disaster include:

- All emergencies are reported to the EST Manager.
- School sites may implement their School Emergency Response Plans independent of the EST.

- Depending on the severity and scope of the incident and its impact on individual sites, School Emergency Response Plans will be partially or fully activated, as deemed necessary by the IC.
- Policies and procedures outlined in this Plan are to be implemented as necessary.

Continuity of Operations (COOP)

The Continuity of Operations (COOP) Plan provides for resuming and sustaining of essential functions—and the fulfillment of the LEA's mission—as soon as possible during and after a localized, District-wide, or catastrophic emergency. As soon as emergency response personnel have minimized injury, loss of life, and property damage the COOP plan should be implemented. The primary objectives of the plan are to:

- Ensure the continuous performance of essential functions and objectives**;** and
- Protect facilities, systems, equipment, records, and assets.

Emergency Recovery

Emergency Recovery is the process of implementing the policies, procedures, and actions to resume normal operation after a crisis. Part of emergency planning includes preparing for a quick rebound after an unwelcomed event, so that normal operations can be resumed.

The EST Leader will designate a Recovery Coordinator as outlined in Section 5 – Recovery, as needed.

Levels of Emergencies

The scope and magnitude of the emergency and the availability of personnel and other resources will determine a school system's response to emergencies. Based on the emergency, MPD, FEMS, Department of Health (DOH), Department of the Environment (DDOE), or Department of Consumer and Regulatory Affairs (DCRA) procedures will supersede local site protocols. There are three identified levels of emergencies. Only Levels II and III enact the Executive Response Team. The three levels are defined below:

Level I—School Emergency

A Level I emergency is a site-based event affecting only that location and does not require the activation of the EST. However, the IC may use EST personnel or resources (e.g., the Crisis Team [see Section 1])

Level II—System Emergency*

A Level II emergency is a local event having an impact on more than one site *or* having a large-scale community impact, such as a major fire, civil disturbance, hostage situation, or widespread power outage. Also, a Level II emergency may be an event that only affects one location, but the magnitude of the emergency requires the support of the EST, who determines what additional. Depending on the magnitude of the event, the resources and expertise of the EST may be needed to manage the event. School Emergency Response Plans are implemented by the IC, as the EST assembles key staff and section leaders.

Level III—District Emergency*

A Level III emergency is a community or region wide event affecting multiple sites such as an earthquake, chemical/biological-related incidents, or any incident having a collateral impact on the District of Columbia and the National Capital Region (NCR). An example would be a mass evacuation from Maryland or Virginia. In the event of a Level III emergency, site emergency plans are implemented along with EST, and the District of Columbia Response Plan would be fully activated to coordinate system wide response efforts.

Integration With Other Plans

This plan supports and is integrated with all participating school site plans. Also, this Guide complements the District of Columbia Response Plan and activities in the HSEMA Emergency Operations Center (EOC).

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* Note: Declaration of a Level II or III emergency may require activation of the EST Emergency Operation Center (EOC) to coordinate internal response, and coordination with the EOC Liaison in the HSEMA EOC, which provides overall emergency management coordination for the District of Columbia.

The EST will activate the Emergency Recovery Team upon resolution of all emergency issues affecting students and staff. The two teams will collaborate to promote systemwide recovery. (See Section 5, Recovery)
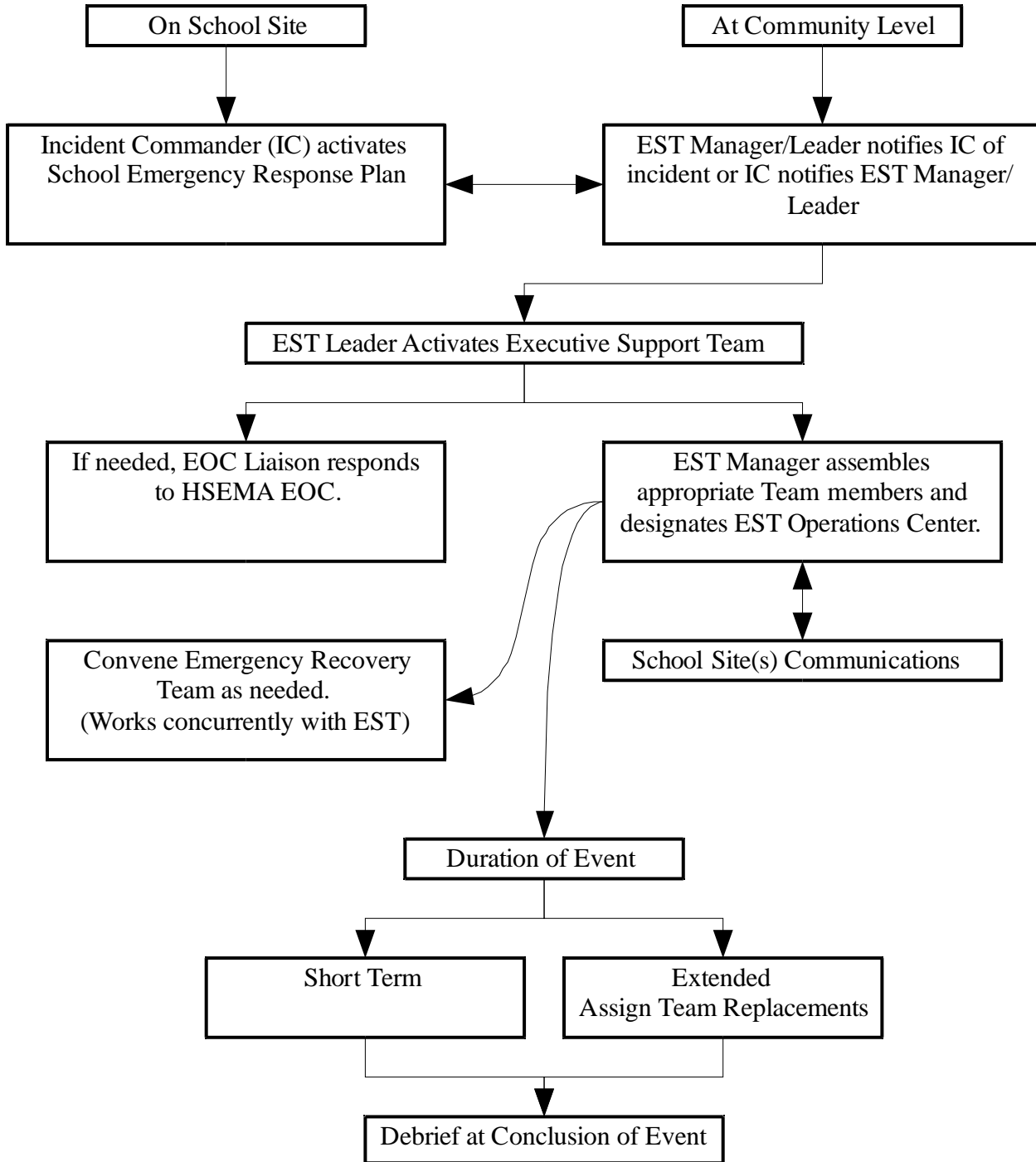
Checklist for Executive Support Planning

Each Local Education Agency (LEA) should form an Executive Support Team comprised of a variety of executive-level school employees, community representatives, and stakeholders.

❑ Has each team member read or become familiar with this *School Emergency Response Plan and Management Guide*?

❑ Review **EST Member Action Sheets** to determine staff assignments

❑ Complete the following:
  - **Executive Support Team Member Assignments**
  - **Executive Support Team Contact Information**
  - **EST Operations Center Locations**
  - **Continuity of Operations Plan (COOP); and**
  - **Pandemic Flu Response (COOP Addendum).**

❑ Review **Universal Emergency Procedures**.

❑ Review **Emergency Management Protocols**. Modify for your LEA if necessary.

❑ Review **School Emergency Procedures Guide** (Flipchart) and ensure school level distribution, training, and use.

❑ Update and/or modify contact information in **Section 4: Response Protocols**.

❑ Update and/or modify **Section 6: Prevention Protocols** and **Section 7: Appendices**, with your LEA specific directives.

❑ EST Manager and/or the Liaison Officer assume active membership on the Interagency Team, the **DC Emergency and Safety Alliance**.

❑ Ensure development and maintenance of the site-based **Emergency Response Plans** for all schools within your LEA.

❑ Establish a mechanism for individual schools within your LEA to request assistance in creating school-based plans/mitigating identified hazards.

❑ Designate a school executive-level contact or liaison to monitor individual school progress.

❑ Establish a regular meeting or planning schedule for the EST and attend required EST trainings.

Implementation of the Executive Support Team (EST)

Level II or III Critical Incident Occurs

On School Site		At Community Level

Incident Commander (IC) activates School Emergency Response Plan ◄──► EST Manager/Leader notifies IC of incident or IC notifies EST Manager/Leader

EST Leader Activates Executive Support Team

If needed, EOC Liaison responds to HSEMA EOC.

EST Manager assembles appropriate Team members and designates EST Operations Center.

Convene Emergency Recovery Team as needed. (Works concurrently with EST)

School Site(s) Communications

Duration of Event

Short Term

Extended Assign Team Replacements

Debrief at Conclusion of Event

Executive Support Team Roles and Responsibilities

Command and control rests with the EST Leader. As appropriate, the EST Leader activates the EST. The EST Manager activates others needed to fulfill emergency response tasks. The following roles and responsibilities require staff assignments.

Title	Role and Responsibility
EST Leader	Oversees LEA response to emergency. Activates EST. Coordinates with HSEMA EOC and EST.
EST Manager	Reports to EST Leader. Coordinates response of EST. Manages EST Operations Center. Makes decisions for LEA response to critical incident.
EOC Liaison	Reports to HSEMA EOC. Represents LEA at EOC. Provides EST Leader and EST Manager with current information.
Public Information Officer (PIO)	Reports to EST Manager. Coordinates release of information with other agency PIOs. Prepares press releases. Coordinates information with all stakeholders.
Liaison Officer	Reports to LEA Manager. Functions as liaison to other agencies. Relays information to all stakeholders.
Safe Schools Liaison	Reports to MPD. Facilitates MPD interests to EST.
Legal Officer	Reports to EST Manager. Provides professional legal counsel. Advises PIO on legal impact of statements. Collaborates with legal counsel from other agencies.
Facilities Section Chief	Reports to EST Manager. Organizes and directs operations regarding the physical environment.
Technology Section Chief	Reports to EST Manager. Works with EST Operations Center and affected sites to make sure lines of communication are open.
Logistics Section Chief	Reports to EST Manager. Organizes and directs operations associated with maintenance of physical environment.
Support Services Section Chief	Reports to EST Manager. Organizes and directs operations associated with student health and well-being, which include accountability and care of students during event.
Human Resources Section Chief	Reports to EST Manager. Organizes and directs operations associated with health and well-being of staff which include accountability and care of staff during event.
Fiscal Services Section Chief	Reports to EST Manager. Tracks expenses and facilitates purchases to meet needs of school staff and students during the event.
EST Recorder	Reports to EST Manager. Documents all meeting results, directives, and decisions. Keeps accurate files.

EST MEMBER ACTION SHEET

EST Leader

Responsibilities

- Oversees school system response to emergency incidents.
- Participates in media briefings as necessary.
- Coordinates with the District of Columbia HSEMA EOC.
- Designates LEA representative to the HSEMA EOC.
- Informs the Mayor of incidents impacting the LEA.
- Remains at Administrative Offices.
- Activates Continuity of Operations Plan (COOP) when necessary.

Immediate Actions (initiated within first hour of the emergency)

___ Initiates the LEA EST by assuming the role of EST Leader.
___ Notifies appropriate staff of need to send designated representative to the EOC.
___ Notifies EST Manager of the incident.
___ Establishes online communication with EOC and the 911-center dispatcher.
___ Appoints all EST staff positions. Depending on the situation at hand, the IC may elect not to fill some of the positions.
___ Attends the status/action plan meeting
___ Monitors status reports from EST manager.
___ Determines need for participation of outside resource representatives.
___ Communicates status to EOC, Mayor's Office, and other appropriate agencies as necessary.
___ Adopts a proactive attitude. Thinks ahead and anticipates situations and problems before they occur.

Intermediate Actions (normally after first hour of the emergency and over next four–six hours)

___ Authorizes resources as needed or requested.
___ Attends briefings as scheduled by EST Manager.
___ Approves media releases submitted by the Public Information Officer.
___ Communicates status to the EOC, Mayor's Office, and other appropriate agencies, as necessary.

Extended Actions (if emergency lasts longer than eight hours and/or when emergency ends)

___ Reviews plans for recovery and salvage efforts, institutes special security requirements as conditions warrant (i.e., locking down section of physical facility for safe purposes and/or to facilitate recovery and salvage efforts), and updates the action plan for continuance or termination. A meeting should occur at least once every eight hours.
___ Declares the end of the emergency and closes down the EST.
___ Instructs Section Chiefs and EST staff to submit a written summary of their activities during the emergency, within 72 hours.
___ Ensures a detailed review and evaluation of the LEA response to the emergency within two weeks.
___ Appoints a team to relieve the initial EST and holds a meeting to debrief the situation, if needed.

EST Manager

Responsibilities

- Reports to EST Leader.
- Coordinates response for all functions assigned to the EST.
- Represents the EST Leader in the absence of the EST Leader or designee.
- Reports to EST Leader.
- Manages the command and control of the EST Operations Center.
- Assures the ability of the EST to function by overseeing the placement and maintenance of equipment and supplies in a preparatory state of readiness.
- Establishes the EST Operations Center from which the EST leaders are to meet.
- Authorizes expenditures of funds to meet crisis.
- Coordinates with EOC and MPD Police Liaison.
- Deploys additional resources to the emergency site, if needed (e.g. clerical, support services).
- Implements Continuity of Operations Plan (COOP) after activation by the EST Leader.
- Joins the Interagency Team, known as the DC Safety and Emergency Alliance.

Immediate Actions (initiated within first hour of the emergency)

___ Reports to EST Leader and obtains briefing on the situation.
___ Manages EST Operations Center functions.
___ Ensures EST is properly set up, assures notifications to appropriate personnel, and coordinates staging of equipment and supplies in the proper locations.
___ Oversees EST communication capabilities and restrictions. Establishes operating procedures for use of telephone and radio systems.
___ Contacts EOC to establish that EST is operational.
___ Tests LEA capability to transmit via the Washington Area Warning Alert System.
___ Attempts to determine estimated times of arrival of responding staff to EST Operations Center.
___ Distributes section packets, which contain:

    ___ Job Action Sheets for each position;
    ___ Identification badges for each position;
    ___ Forms pertinent to Section and positions; and
    ___ Event Logs for each position.

___ Announces status/action plan meeting of all Section Chiefs and EST staff positions. Meeting occurs after Section Chiefs have established initial contact with their direct reports, as delineated in the Plan. Completes a brief assessment of the situation as it pertains to their area of responsibility. Meeting should be held within 15–30 minutes after confirmation and declaration of an actual emergency.
___ Forecasts future EST needs.
___ Requests additional personnel for the section to maintain sufficient staff coverage for a two-shift (12-hour) EST operation.
___ Updates EST Leader on the status of incident.
___ Adopts a proactive attitude. Thinks ahead and anticipates situations and problems before they occur.

Intermediate Actions (normally taken after 1st hour of the emergency and over next four–six hours)

___ Ensures maintenance of section EST logs and files.
___ Develops contingency plan for all plans and procedures requiring off-site communications.
___ Conducts hourly briefings with Section Chiefs and EST staff.
___ Ensures notification and coordination of EST emergency expenditures are coordinated through Finance/Administration.
___ Updates EST Leader on status of the incident.
___ Provides periodic situational briefings to EST Section Chiefs on most current information.
___ Facilitates seamless transition of shift changes and briefs relief personnel.
___ Ensures completion of all paperwork and closure of logs.

Extended Actions (if emergency lasts longer than eight hours and/or when emergency declared over)

___ Deactivates EST and ensures closure of logs upon authorization of EST Leader.
___ Accounts for all equipment issues.
___ Ensures required forms or reports are completed prior to staff release and departure.
___ Conducts detailed review and evaluation of LEA emergency response within two weeks of incident and contributes toward development of the After-Action Report.

Emergency Operations Center Liaison

Responsibilities

- Reports to EST Leader.
- Designated LEA representative that reports to the HSEMA EOC.
- Provides EST Leader and EST Manager with current information.
- Provides HSEMA EOC with information and contacts for LEA.

Immediate Actions (within first hour of emergency)

___ Obtains an incident briefing and determines assignment/relocation to the HSEMA EOC.
___ Establishes communication with HSEMA EOC representative.
___ Reports to designated location.

Intermediate Actions (normally taken after 1st hour of the emergency and over next four–six hours)

___ Apprises EST Leader and EST Manager of situational updates from HSEMA EOC.
___ Informs HSEMA EOC of LEA response actions.

Extended Actions (if emergency lasts longer than eight hours and/or emergency ends)

___ Advises EST Leader when the emergency concludes.
___ Collaborates with EST Leader and HSEMA EOC representative when affected sites transition to normal operations.

HSEMA EOC: 2720 Martin Luther King Jr. Avenue, SE
Washington, DC 20032
202–727–6161

EST MEMBER ACTION SHEET

Public Information Officer
(Communications)

Responsibilities

- Reports to EST Manager.
- Coordinates information release with Executive Office of the Mayor (Office of Communications) and other District agency PIOs.
- Provides press releases.
- Coordinates communications with LEA employees.
- Coordinates communications with DC public, charter, and private school networks.
- Coordinates communications with parents.

Immediate Actions (initiated within the first hour of the emergency)

___ Reports upon arrival to EST Manager.
___ Wears position identification badge.
___ Obtains briefings on the current situation.
___ Identifies restrictions for news releases from Emergency EST Leader.
___ Attends all status/action plan meetings convened by EST Manager.
___ Establishes and maintains ongoing communications with Liaison Officer.
___ Uses the Public Information Office as the official information center. In the event of an internal disaster, the official information center will be located as close as possible to the EST.
___ Coordinates with Mayor's Office of Communications and the Joint Information Center (JIC) during all emergencies and disasters.
___ Establishes an offsite press briefing room.
___ Establishes a staging area for media.
___ Establishes and implements controls limiting access by news media.
___ Establishes and maintains constant communication with PIOs from other involved agencies.
___ Drafts an initial news release in collaboration with other agencies for EST Leader's review and approval that describes the LEA response to the incident.
___ Provides statements for dissemination to the public, emergency support staff in Public Information, and secretaries throughout the Central Office.
___ Provides copies of all releases to EST Leader and ensures file copies are maintained with the Critical Incident Recorder.
___ Monitors incident news broadcasts and corrects any misinformation.
___ Adopts a proactive attitude. Thinks ahead. Anticipates situations, problems before they occur.

Intermediate Actions (normally taken after 1st hour of emergency and over the next four–six hours)

___ Attends all briefings called by EOC Manager.
___ Ensures all news releases are reviewed and approved by EST Leader.
___ Provides onsite media with incident information reports on a routine basis *when* approved by EST Leader (i.e., hourly updates or when significant situation changes occur involving the emergency and LEA response).
___ Establishes rumor-control procedures for identifying false or erroneous information; implements measures to abate such information.

___ Informs EST Leader of all unusual requests for information; reports critical or unfavorable media comments. Provides estimates of incident impacts and severity; provides recommendations as appropriate.

___ Prepares intermittent updates for the EOC, Mayor's Office, and other appropriate agencies, as necessary.

___ Furnishes a representative for the JIC capable of providing incident briefing updates.

Extended Actions (if emergency lasts longer than eight hours and/or emergency is declared over)

___ Obtains regular updates from Section Chiefs.

___ Confers with EST Leader to discuss special reports to the media, especially on resolution of the emergency.

___ Conducts shift-change briefings with emergency communications staff.

___ Provides written summary of related activities performed within 72 hours after emergency ends.

___ Provides assistance to ensure staff and volunteers activated during the emergency receive appropriate compensation and timely recognition for their efforts.

___ Prepares final news releases and advises media reps of points-of-contact for followup coverage.

Liaison Officer

Responsibilities

- Reports to EST Manager.
- Functions as primary incident interagency contact person for MPD, FEMS, DOC, and other organizations.
- Relays information to LEA EST staff.
- Relays information to the district PTA president.
- Relays information to the District Advisory Board chairperson.
- Relays information to the EOM.
- Relays information to site leader(s), principal(s) of affected school(s).

Immediate Actions (initiated within first hour of the emergency)

___ Checks in upon arrival with EST Manager.
___ Wears position identification badge.
___ Obtains briefings on the current situation.
___ Reviews LEA emergency organizational charts to determine appropriate contacts and message routing.
___ Attends status/action plan meeting convened by EST Manager.
___ Establishes and maintains communications with PIO.
___ Secures incident information to address agency inquiries, such as the EOC.
___ Establishes contact with Liaison Officers of each cooperating agency, such as the EOC.
___ Ensures Liaison Officers receive updates on incident development and changes to LEA emergency response.
___ Adopts proactive attitude. Thinks ahead. Anticipates situations and problems before they occur.

Intermediate Actions (normally taken after 1st hour of emergency and over next four–six hours)

___ Requests assistance, information through other agencies (e.g., MPD, DOH, FEMS) as needed.
___ Confers with Section Chiefs as necessary to update other involved agencies (e.g., HSEMA, EOC).
___ Apprises EST Leader of changes in emergency response by other agencies (e.g., deactivation of EOC).

Extended Actions (if emergency lasts longer than eight hours and/or emergency is declared over)

___ Advises other agencies when the EST Leader concludes LEA emergency response. However, long-term recovery and/or salvage efforts may continue. This information is transmitted to other agencies involved in the recovery process.

Safe Schools Liaison
(MPD Personnel)

Responsibilities

- Reports to MPD.
- Functions as police liaison with LEA.
- Serves as a member of Executive Support Team.
- Serves on the DC Safety and Emergency Alliance.

Immediate Actions (initiated within first hour of the emergency)

___ Reports to MPD.
___ Checks in with EST Manager.
___ Receives incident briefing for an update on LEA response and situational awareness.

Intermediate Actions (normally taken after first hour of the emergency and over next four hours)

___ Provides continuing support to the EST.
___ Provides LEA, MPD, and other agencies with technical assistance in managing the crisis.
___ Briefs EST Manager on law enforcement efforts impacting LEA operations and facilities.
___ Assists EST Manager with safety decisions for LEA students and staff.

Extended Actions (if emergency lasts longer than eight hours and/or emergency is declared over)

___ Assists with briefing the replacement team.
___ Debriefs EST after crises.

EST MEMBER ACTION SHEET

Legal
(Attorney)

Responsibilities

- Reports to EST Manager.
- Provides professional advice on legal ramifications of any action having an adverse impact on the school system.
- Provides legal advice on paperwork and tracking forms necessary to confirm actions are initiated in the best interest of the school system and provides adequate solution to the emergency.
- Advises PIO concerning the legal impact of statements and press releases issued to the public.
- Documents emergency actions taken by LEA.

Immediate Actions (initiated within first hour of the emergency)

___ Checks in upon arrival with EST Manager.
___ Reports to EST Leader.
___ Wears position identification badge.
___ Obtains briefings on the current situation.
___ Attends status/action plan meeting convened by EST Manager.
___ Adopts proactive attitude. Thinks ahead. Anticipates situations and problems before they occur.

Intermediate Actions (normally taken after 1st hour of the emergency and over next four–six hours)

___ Attends all briefings called by EST Manager.

Extended Actions (if emergency lasts longer than eight hours and/or the emergency is declared over)

___ Attends all briefings convened by EST Manager.

EST MEMBER ACTION SHEET

Facilities Section Chief

Responsibilities

- Reports to EST Manager.
- Direct reports include:

  - ➢ _____ (Maintenance Branch Leader);
  - ➢ _____ (Construction Branch Leader);
  - ➢ _____ (Operations Branch Leader); and
  - ➢ _____ (Design Branch Leader).

- Organizes and directs operations associated with maintenance of physical environment.
- Advises EST Manager.
- Oversees all areas identified in operations chain of command.
- Communicates and coordinates information with Section Chiefs from Logistics, Student. Services, Finance, and Human Resources.
- Assumes duties of subordinates to provide staff coverage.
- Reports to EOC as incident conditions warrant.

Immediate Actions (initiated within first hour of the emergency)

___ Checks in on arrival with EST Manager.
___ Wears position identification badge.
___ Obtains briefings on the current situation.
___ Appoints Branch Leaders as noted above (Operations Section Chief has discretion to fill some positions depending on developments).
___ Briefs Branch Leaders (direct reports) on current situation and instructs them to conduct initial assessments of their responsibilities.
___ Provides identification badges for each position.
___ Attends status/action meeting convened by EST Manager. Initial assessments by Branch Leaders are reported at this time.
___ Meets with Branch Leaders to outline Section action plan; designates schedule for future meetings.
___ Provides EST Manager with initial facility damage survey report, if applicable.
___ Ensures that directives from EST Manager are carried out in timely and appropriate fashion.
___ Adopts a proactive attitude. Thinks ahead. Anticipates situations, problems before they occur.

Intermediate Actions (normally taken after 1st hour of emergency and over the next four–six hours)

___ Issues requests to EST Manager to fulfill resource requirements for Branch Leaders.
___ Obtains status reports from other Section Chiefs.
___ Receives hourly status reports from Branch Leaders
___ Attends briefings with EST Manager and provides status reports and recommendations for updating action plans regarding continuance and termination of plans
___ Assures that Branch Leaders document actions and decisions on a continuous basis.

Extended Actions (if emergency lasts longer than eight hours and/or the emergency is declared over)

___ Obtains status reports on action plans from Branch Leaders at least every two hours.

___ Confers with EST Manager to discuss recovery and salvage requirements.

___ Meets with EST Manager as necessary to update Section action plan regarding continuance or termination of the Plan. Meetings should occur at least once every eight hours.

___ Observes Branch Leaders for signs of stress and fatigue. Provides relief and rest periods as required.

___ Ensures actions are taken to return Section to normal operations when EST Leader declares the emergency over.

___ Assures that Branch Leaders report to CFO on additional expenses incurred as a result of the emergency. This is provided at the conclusion of the emergency. Documents additional expenses: manpower costs (i.e., overtime); costs of rented equipment; and/or purchase of additional supplies and/or materials. Also, reports financial expenses to HSEMA to substantiate District and Federal emergency or disaster declarations.

___ Provides written summary of related activities performed by the section within 72 hours of the conclusion of the emergency.

___ Coordinates with HSEMA and FEMA personnel to complete post-disaster preliminary and joint damage assessments of affected LEA facilities. Also, assigns project officer for duration of recovery period to collaborate with HSEMA and FEMA regarding emergency repairs and long-term recovery restoration.

Logistics Section Chief

Responsibilities

- Reports to EST Manager.
- Direct reports include:

    ➢ _____ (Distribution Branch Leader);
    ➢ _____ (Food Service Branch Leader);
    ➢ _____ (Transportation Branch Leader); and
    ➢ _____ (Other Branch Leader).

- Organizes and directs operations associated with maintenance of physical environment and EST Operations Center.
- Advises EST Manager of incident developments.
- Oversees all areas identified in logistics chain of command.
- Communicates and coordinates information with Section Chief from Operations, Student Services, Fiscal Services, and Human Resources.
- Assumes duties of subordinate positions if not available.

Immediate Actions (initiated within first hour of the emergency)

___ Checks in on arrival with EST Manager.
___ Reports to the EST Leader.
___ Wears position identification badge.
___ Obtains briefing on the situation.
___ Appoints Branch Leaders as noted above.
___ Issues identification badges for each position.
___ Briefs Branch Leaders (direct reports) on current situation and instructs them to conduct an initial assessment of their areas of responsibility.
___ Attends status/action meeting convened by EST Manager. Initial assessments completed by Branch Leaders are reported during the meeting.
___ Confers with Branch Leaders to outline Section action plan and schedules next meeting.
___ Provides EST Manager with initial facility damage survey report, if applicable.
___ Ensures directives from EST Manager are carried out in a timely and appropriate fashion.
___ Adopts a proactive attitude. Thinks ahead. Anticipates situations, problems before they occur.
___ Identifies anticipated gaps in services or resources required to address the emergency.

Intermediate Actions (normally taken after 1st hour of the emergency and over next four–six hours)

___ Issues requests to EST Manager for resources needed by Branch Leaders.
___ Obtains status reports from other Section Chiefs.
___ Receives hourly status reports from Branch Leaders.
___ Attends briefings with EST Manager and provides status reports and recommendations for updating action plans regarding continuance and termination of Plans.
___ Assures that Branch Leaders document actions and decisions continuously.
___ Coordinates continuously with Branch Leaders regarding any gaps in services or resources required to address the emergency.

Extended Actions (if emergency lasts longer than eight hours and/or declared ended)

___ Obtains status reports on action plans from the Branch Leaders at least every two hours.

___ Meets with EST Manager to discuss recovery and salvage requirements.

___ Confers with EST Manager to update the section action plan regarding continuance or termination of the Plan. Meetings will occur at least once every eight hours.

___ Observes Branch Leaders for signs of stress and fatigue; provides relief and rest periods as incident conditions warrant.

___ Ensures actions are taken to return the section to normal operations pending confirmation of the conclusion of the emergency by the EST Leader.

___ Assures Branch Leaders provide the CFO with a report on additional expenses incurred as a result of the emergency. Additional expenses include manpower costs (i.e., overtime) and costs associated with equipment rental or purchase of additional supplies and/or materials.

___ Provides a written summary of related activities performed by Section 72 hours after emergency has ended.

___ Coordinates continuously with Branch Leaders regarding any gaps in services or resources required to address the emergency.

___ Secures detailed inventory from Branch Leaders of depleted resources and confers with HSEMA regarding additional requests for supplemental District/Federal assistance.

Support Services Section Chief

Responsibilities

- Reports to EST Manager.
- Direct reports include:

  ➢ _____ (School Counseling Branch Leader);
  ➢ _____ (Health Services Branch Leader);
  ➢ _____ (Psychological Services Branch Leader);
  ➢ _____ (Pupil Services Branch Leader); and
  ➢ _____ (Other Branch Leader).

- Organizes and directs operations associated with health and well-being of students.
- Accounts for students at affected sites.
- Develops short- and long-term action plans for care of students.
- Ensures critical incident stress management services are available for students.
- Advises EST Manager of incident developments.
- Oversees all areas identified in Student Services chain of command.
- Communicates and coordinates information with Section Chiefs from Operations, Logistics, Fiscal Services, and Human Resources.
- Assembles staff to provide assistance for care of evacuated or displaced students and staff.
- Assumes duties of subordinate functions, if personnel are not available.

Immediate Actions (initiated within first hour of the emergency)

___ Checks in with EST Manager.
___ Wears position identification badge.
___ Obtains briefings on current situation.
___ Appoints Branch Leaders as noted above (depending on situation, Support Services Section Chief uses discretion on filling some positions).
___ Distributes Support Services Section packet with identification badges for each position.
___ Conducts briefings for Branch Leaders (direct reports) on current situation and provides instructions for conducting initial assessments of their respective areas.
___ Attends status/action meeting convened by EST Manager. Initial assessments made by Branch Leaders are reported during the meeting.
___ Meets with Branch Leaders to outline Section action plan and designates time for next meeting.
___ Informs EST Manager regarding any health concerns of students and staff at affected sites.
___ Collaborates with DOH, MPD, F&EMS and other departments in timely response to address immediate health concerns and/or potential health risks.
___ Ensures directives from the EST Manager are carried out in a timely and appropriate fashion.
___ Adopts a proactive attitude. Thinks ahead. Anticipates situations, problems before they occur.

Intermediate Actions (normally taken after 1st hour of emergency and over next four–six hours)

___ Initiates requests to the EST Manager for resources needed by the Branch Leaders.
___ Obtains status reports from the other Section Chiefs.
___ Receives status reports from Branch Leaders on an hourly basis.

___ Attends briefings with EST Manager and provides status reports and recommendations for updating action plans regarding continuance and termination of Plans.

___ Assures Branch Leaders document actions and decisions on a continuous basis.

___ Collaborates with DOH, MPD, FEMS, and other departments to address developing health concerns and/or potential health risks.

Extended Actions (if emergency lasts longer than eight hours and/or when emergency declared over)

___ Obtains status reports on action plans from Branch Leaders a minimum of every two hours.

___ Meets with EST Manager to discuss recovery and salvage requirements.

___ Confers with EST Manager to update section action plan regarding continuance or termination. Meetings occur at least once every eight hours.

___ Observes Branch Leaders for signs of stress and fatigue; provides relief/rest periods as required.

___ Ensures actions are taken to return Section to normal operations pending confirmed conclusion of the emergency by EST Leader.

___ Assures that Branch Leaders provide CFO with report on additional expenses incurred as a result of the emergency. Additional expenses include manpower costs (i.e., overtime) and costs associated with equipment rental or purchase of additional supplies/materials. *Collection of this information should be recorded for planning purposes. Also, documentation will substantiate any Federal disaster assistance request.*

___ Provides a written summary of related activities performed by Section within 72 hours of conclusion of the emergency.

Human Resources Section Chief

Responsibilities

- Reports to EST Manager.
- Direct reports include:

    ➢ _____ (Director);
    ➢ _____ (Health Services Branch Leader);
    ➢ _____ (Benefits Manager);
    ➢ _____ (EECO Officer); and
    ➢ _____ (Position Administrator).

- Organizes and directs operations associated with health and well-being of staff.
- Accounts for staff at affected sites.
- Develops short- and long-term action plans for care of staff.
- Ensures critical incident stress management services are available for staff.
- Advises EST Manager.
- Oversees all areas identified in Human Resources Services chain of command.
- Communicates and coordinates information with Section Chiefs from Operations, Logistics, Student Services, Support Services, and Fiscal Services.
- Establishes contact information on all LEA employees.
- Establishes means of communicating information to the families of LEA employees.
- Assumes duties of subordinate functions, if personnel are not available.

Immediate Actions (initiated within first hour of the emergency)

___ Reports to EST Manager.
___ Wears position identification badge.
___ Obtains briefing on situation.
___ Appoints Branch Leaders as noted above (depending on the situation, Support Services Section Chief uses discretion to fill some positions).
___ Provides identification badges for each position.
___ Briefs Branch Leaders (direct reports) on current situation and instructs them to conduct initial assessments of their respective area.
___ Attends status/action meeting convened by EST Manager. Initial assessments made by Branch Leaders are reported at this time.
___ Meets with Branch Leaders to outline Section action plan and designates time for next meeting.
___ Provides EST Manager with information regarding staff health concerns at affected sites.
___ Collaborates with DOH, MPD, and FEMS and other departments in timely response to immediate health concerns and/or potential health risks.
___ Ensures directives from EST Manager are carried out in timely and appropriate fashion.
___ Adopts proactive attitude. Thinks ahead. Anticipates situations, problems before they occur.
___ Anticipates shortfalls in the delivery of services and resources.

Intermediate Actions (normally taken after 1st hour of emergency and over next four–six hours)

___ Issues requests to the EST Manager to fulfill resource requirements for Branch Leaders.
___ Obtains status reports from Section Chiefs.
___ Receives hourly status reports from Branch Leaders.
___ Attends briefings with EST Manager and provides status reports and recommendations for updating action plans on continuance and termination of Plans.
___ Assures Branch Leaders document actions and decisions on a continuous basis.
___ Identifies shortfalls in delivery of services and resources. Coordinates with Branch Leaders and Section Chiefs as conditions warrant.

Extended Actions (if emergency lasts longer than eight hours and/or when declared over)

___ Obtains status reports on action plans from Branch Leaders minimum every two hours.
___ Confers with EST Manager to discuss recovery and salvage requirements.
___ Meets with EST Manager to update section action plan regarding continuance or termination of Plan. Meetings will occur at least once every eight hours.
___ Observes Branch Leaders for signs of stress and fatigue; provides relief/rest periods as required.
___ Ensures actions are taken to return Section to normal operations pending confirmation of the conclusion of the incident by EST Leader.
___ Assures Branch Leaders report to CFO on additional expenses incurred as a result of the emergency. Additional expenses include manpower costs (i.e., overtime) and costs associated with equipment rental or purchase of additional supplies/materials. *Collection of this information should be recorded for planning purposes. Also, documentation will substantiate any Federal disaster assistance request.*
___ Identifies shortfalls in delivery of services and resources. Coordinates with Branch Leaders and Section Chiefs as conditions warrant.
___ Provides a written summary of related activities performed by Section within 72 hours of conclusion of the emergency.

EST MEMBER ACTION SHEET

Technology Section Chief
(IT)

Responsibilities

- Reports to EST Manager.
- Organizes and directs operations associated with technology.
- Collaborates with EOC designee to ensure open lines of communication among all affected sites and the EST Operations Center. Also coordinates with EOC and liaisons as circumstances warrant.
- Oversees all areas identified in the technology chain of command.
- Communicates and coordinates information with Section Chiefs from Operations, Student Services, Fiscal Services, and Human Resources.

Immediate Actions (initiated within first hour of the emergency)

___ Checks in on arrival with EST Manager.
___ Wears position identification badge.
___ Obtains briefing on the situation.
___ Briefs direct reports on current situation and provides instruction to conduct initial assessment of their respective areas.
___ Attends status/action meeting convened by EST Manager.
___ Provides EST Manager with initial impact report on areas of responsibility.
___ Identifies potential risks and documents any disruptions of essential technology functions.

Intermediate Actions (normally taken after 1st hour of the emergency and over next four–six hours)

___ Issues requests to EST Manager for required resources.
___ Attends briefings with EST Manager and provides status reports and recommendations for updating action plans on continuance/termination of plans.
___ Ensures direct reports document actions and decisions on a continuous basis.
___ Identifies potential risks and documents any disruptions of essential technology functions.
___ Identifies shortfalls in delivery of services. Coordinates with Branch Leaders and Section Chiefs as conditions warrant.

Extended Actions (if emergency lasts longer than eight hours and/or emergency is declared over)

___ Obtains status reports on action plans from direct reports.
___ Meets with EST Manager to discuss recovery requirements.
___ Confers with EST Manager to update Section action plan on continuance/termination of Plan.
___ Ensures actions are taken to return the section to normal operations pending confirmation of the conclusion of the emergency by EST Leader.
___ Assures direct reports provide CFO with report on additional expenses incurred as a result of the emergency. Additional expenses include manpower costs (overtime) and costs associated with equipment rental or purchase of additional supplies and/or   materials. Collection of this information should be recorded for planning purposes. Also, the documentation will substantiate any Federal disaster assistance request.
___ Provides written summary of related activities performed by the section within 72 hours of the conclusion of the emergency.

EST MEMBER ACTION SHEET

Fiscal Services Section Chief
(CFO)

Responsibilities

- Reports to EST Manager.
- Tracks ongoing expenses used to manage crisis.
- Facilitates the purchase of equipment and supplies needed to meet crisis demands.

Immediate Actions (initiated within first hour of the emergency)

____   Establishes line of communication with EST Manager.
____   Establishes means of fast tracking any purchase requests.

Intermediate Actions (normally taken after 1st hour of emergency and over next four–six hours)

____   Receives briefing from EST Manager or designee regarding status of the crisis.

Extended Actions (if emergency lasts longer than eight hours and/or declared over)

____   Prepares fiscal summary of expenditures during the critical incident.
____   Collaborates with HSEMA regarding federal reimbursement for LEA damages associated with a Presidentially declared disaster.
____   Prepares summary of expenses and provides supporting documentation to facilitate federal reimbursement through HSEMA.

Executive Support Team Recorder

Responsibilities

- Reports to EST Manager.
- Documents all meeting results, directives, and decisions.
- Retains accurate files on all meetings.
- Maintains files on all press releases.
- Collaborates with EST Manger to ascertain additional support/clerical personnel requirements.
- Documents EST assignments and replacement team members.
- Maintains all copies of site-based emergency plans.
- Completes EST Assignment sheet annually. When changes occur, disseminates copies to all schools, administrative offices, and Office of Security.
- Update Continuity of Operations Plan (COOP).

Immediate Actions (initiated within first hour of the emergency)

____ Checks in on arrival with EST Manager.
____ Retrieves and takes emergency plans for affected school(s) to the EST Operations Center.
____ Wears position identification badge.
____ Attends first briefing session on the emergency situation.
____ Records all discussion and decisions; disseminates summaries to appropriate personnel.
____ Clarifies unclear directives with EST Manager.
____ Adopts a proactive attitude.

Intermediate Actions (normally taken after 1st hour of emergency and over next 4–6 hours)

____ Establishes filing system to maintain notes and files from meetings.
____ Ensures all Branch Leaders have copies of their directives.
____ Establishes a room for word processing and, if possible, a dedicated FAX line.

Extended Actions (if emergency lasts longer than eight hours and/or on conclusion of emergency)

____ Obtains status reports from EST Manager and organizes reports in a binder labeled with date and time.
____ Coordinates with EST Manager regarding site-specific reporting requirements (i.e., frequently in the aftermath of event, LEA and other District agencies will be required for provide data for inclusion in an After Action Report [AAR]). Report includes, but is not limited to, the following: description of the incident or background; summary of accomplishments and challenges encountered during the event; and recommendations to improve future emergency preparedness, response, or recovery.
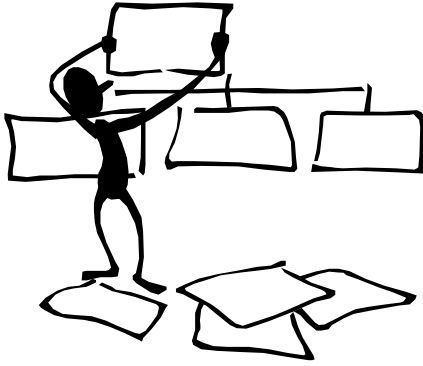
Unit 2

Executive Support Team (COOP) Assignments

Identify the Executive Support Team members and disseminate their names and numbers to all schools and offices annually or when any changes occur. Record their information in the table below.

Title	Name Location & Numbers	Alternate Name Location & Numbers
EST Leader		
EST Manager		
EOC Liaison		
Public Information Officer		
Liaison Office		
Safe Schools Liaison		
Legal Officer		
Facilities Section Chief		
Technology Section Chief		
Logistics Section Chief		
Support Services Section Chief		
Human Resources Section Chief		
Fiscal Services Section Chief		
EST Recorder		

Executive Support Team Optional Contacts

Identify any additional EST members and their contact information, update annually or as needed. Record their information in the table below.

Title	Name Location & Numbers	Alternate Name Location & Numbers

EST Operations Center

The EST will convene in a centralized meeting place, known as an EST Operations Center, under the direction of the EST Manager/Leader. The primary location and at least two alternate locations in different geographical areas of the District must be identified for use during EST activation. EST Operation Centers must have communication and data links available.[2]

EST Operations Center Locations

	Location	Communication/Phone No.

Primary Location: _____

_____

Alternate Location: _____

_____

Alternate Location: _____

_____

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[2] Note: Declaration of LEA Level II or III emergencies may coincide with activation of the District Emergency Operations Center (EOC) by HSEMA to coordinate the response. In this case, the EOC Liaison must report to the HSEMA EOC located at 2720 Martin Luther King Jr. Ave. SE, Washington, DC 20032.
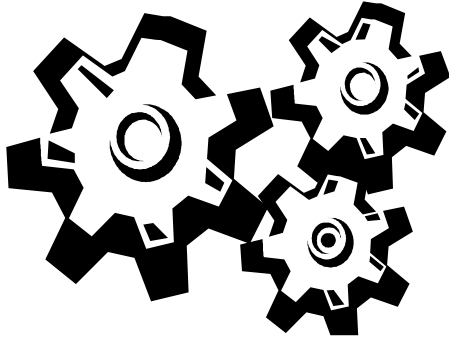
Unit 3

Continuity of Operations Plan (COOP)

[AGENCY or LEA NAME]

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EXECUTIVE SUMMARY

FULFILLMENT OF MISSION

Under all circumstances, [AGENCY or LEA] must fulfill its mission of _____ to serve the citizens, visitors, and employees of the District of Columbia. To achieve its mission, [AGENCY or LEA] works to _____.

PERFORMANCE OF ESSENTIAL FUNCTIONS

While the impact of a crisis on [AGENCY or LEA] itself cannot be predicted, planning for operations under such conditions can reduce the impact of the emergency on its people, facilities, and mission and help [AGENCY or LEA] perform its essential functions, which include:

- [Essential Function 1]
- [Essential Function 2]
- [Essential Function 3]
- [Essential Function 4]
- [Essential Function 5]
- [etc.]

This Continuity of Operations (COOP) Plan provides for resuming and sustaining essential functions—and the fulfillment of [AGENCY or LEA] mission—as soon as possible during and after a localized, District-wide, or catastrophic emergency. As soon as emergency response personnel have minimized injury, loss of life, and property damage to [AGENCY or LEA], this COOP plan should be implemented. The primary objectives of this plan are to:

(1)   Ensure the continuous performance of the above essential functions and objectives of [AGENCY or LEA]**;** and
(2)   Protect facilities, systems, equipment, records, and assets of [AGENCY or LEA].

ACTIVATION

This COOP Plan for [AGENCY or LEA], should be activated in response to emergency situations in which [AGENCY or LEA] **Director** or his/her designee determines that the office's **primary facility** – **[ADDRESS]** – has been compromised and cannot be used to perform essential functions.

RELOCATION

If the primary facility becomes unavailable, a call-down list for [AGENCY or LEA] should be used to notify agency personnel that they must relocate to an Alternate Facility. The division head will also be responsible for notifying everyone in their divisions by phone.

The Alternate Facility for [AGENCY or LEA] is:

[ADDRESS]

If COOP is initiated, staff in the [AGENCY or LEA] should relocate to this Alternate Facility only after being notified by the Director or his/her designee.

ORDER OF SUCCESSION

If any of the following positions become vacant during an emergency, [AGENCY or LEA] will implement the following Order of Succession for its **executive leadership**:

1. Director
2. [AGENCY EXECUTIVE POSITION]
3. [AGENCY EXECUTIVE POSITION]
4. [AGENCY EXECUTIVE POSITION]
5. [AGENCY EXECUTIVE POSITION]

RECONSTITUTION

Once [AGENCY or LEA] primary facilities have been restored to operational capacity, each office will reconstitute. The Director, or his/her designee, will decide, based on the circumstances, the order and schedule of each division's return. If any facility cannot become operational, the relevant divisions should operate from their Alternate Facility, if possible, until a viable permanent alternative location is determined.

TRAINING & EXERCISES

This COOP Plan is a living document; thus, staff must update it regularly and perform training and exercises on the plan and its contents to keep it current and effective. Therefore, personnel are identified who must perform this maintenance quarterly, semi-annually, annually, and as needed. Without exception, the plan must undergo training and exercises before it can be implemented in a real emergency.

This COOP plan last underwent training and exercises on **[DATE]**.

INTRODUCTION

The [AGENCY or LEA] is a cabinet-level agency within the District of Columbia, under the direction of the Mayor of the District of Columbia. [AGENCY or LEA] mission is to _____. To achieve its mission, [AGENCY or LEA] works to _____.

If [AGENCY or LEA] operations are disrupted, they must efficiently and effectively resume. In light of the necessity for continuously performing essential functions, [AGENCY or LEA] has developed this Continuity of Operations (COOP) Plan, which supports the District Response Plan (DRP) and [AGENCY's] internal Emergency Operating Procedures, such as any evacuation plan, Designated Assembly Areas, and Shelter-in-Place plans. The information contained within this COOP plan is relevant to employees and contractors in [AGENCY or LEA], as it provides the guidance they will follow during an event that impacts the office's ability to function. The information contained within the COOP Plan is available only to personnel with a need to know, such as those employees who would respond to a COOP team deployment, and other key [AGENCY or LEA], District, and federal government personnel deemed necessary to know.

A. Purpose

The purpose of establishing a COOP Plan for [AGENCY or LEA] is to ensure the continuity of essential organizational functions after a disaster. The Plan is an "all-hazards" plan, meaning it is a well-designed plan that will allow an organization to continue its essential functions after any type of emergency, large or small. The key purposes of this COOP Plan are to:

1. Ensure the succession of the Director, if required, on a temporary basis, and maintain or re-establish control and direction of [AGENCY or LEA];
2. Ensure continuous performance of and mitigate disruptions to essential functions and operations,
3. Maintain communications capabilities within [AGENCY or LEA] as well as with other District, state, and federal agencies.
4. Protect facilities, equipment, records, and other assets;
5. Establish an Alternate Facility, from which [AGENCY or LEA] operations can be conducted.
6. Achieve a timely and orderly recovery from the emergency and resumption of normal operations.

B. Applicability and Scope

The provisions of this COOP plan are applicable to **[AGENCY or LEA]** personnel located at **[ADDRESS]**. This plan applies to all manmade and natural emergencies and threats. The plan provides for resuming operational capability as soon as possible and sustaining essential operations for a period of up to 30 days. In addition, this plan addresses the issues related to recovery after COOP activation and provides detailed plan maintenance procedures. However, the plan does not present a detailed recovery strategy for return to normal operations.

C. How to Use This Plan

The plan is organized into three major sections which are labeled **Phase I: Activation**; **Phase II: Site Operations**; and **Phase III: Recovery**. Following these sections is a section on **Exercise Planning and COOP Plan Distribution**. The Plan concludes with Appendices, which offer references.

AUTHORITIES

[AGENCY or LEA] has drafted this COOP plan pursuant to the following local and federal laws applicable in an emergency:

LOCAL AND FEDERAL LAWS

District of Columbia
1. District of Columbia Public Emergency Act of 1980, D.C. Official Code § 7-2301 *et seq.,* Public Emergencies (2001).
2. D.C. Official Code § 1-1401 *et seq.* (2001).
3. D.C. Official Code § 7-2201 *et seq.*, Civil Defense Declaration of Intent, (1950), *amended by* Homeland Security, Risk Reduction, and Preparedness Amendment Act of 2006.
4. D.C. Official Code § 7-2209, Civil Defense Compacts (1950).
5. District of Columbia Anti-Terrorism Act of 2002, D.C. Official Code § 22-3151 *et seq.* (2002).
6. District of Columbia Home Rule Act, *as amended*. D.C. Official Code § 1-204.21(c)(2) (1973).

Federal
1. Homeland Security Act of 2002, 6 U.S.C. § 101 *et seq.* (2002).
2. Homeland Security Presidential Directive-5, *Management of Domestic Incidents* (2003).
3. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. § 5121 *et seq.* (2000).

SUMMARY OF DISTRICT OF COLUMBIA OFFICIAL CODE PROVISIONS RELATED TO EMERGENCY PLANNING AND OPERATIONS

§ 7-2301. Defines terms, including "Emergency operations plan" and "Public emergency." Emergency operations plan means the District's state plan for public emergency preparedness and prevention pursuant to the Disaster Relief Act of 1974 and **§ 7-2302.**
§ 7-2302. Public emergency means any disaster, catastrophe, or emergency situation where the health, safety, or welfare of persons in the District is threatened by reason of the actual or imminent consequences within the District of (1) enemy attack, sabotage, or other hostile action; (2) severe and unanticipated resource shortage; (3) fire: (4) flood, earthquake, or other serious act of nature; (5) serious civil disorder; (6) any serious industrial, nuclear, or transportation accident; (7) explosion, conflagration, or power failure; or (8) injurious environmental contamination which threatens or causes damage to life, health, or property.
§ 7-2302. – 2303. Authorizes the Mayor to establish a program of public emergency preparedness using appropriate District agencies, to include (1) the development of an emergency operations plan that sets forth a program to prepare for and provide assistance necessary for regulations and procedures, and the conduct of exercises; (2) posting of public emergency evaluations; (3) periodic program review; and (4) coordination of federal and public notice requirements and transmittal to the D.C. Council for review and approval or disapproval.

§ 7-2304. – 2308. Governs the issuance of emergency executive orders by the Mayor, their duration and extension, publication requirements, and other authority. The Mayor is authorized under **§ 7-2304** to issue an emergency executive order upon reasonable

apprehension of the existence of a public emergency and a determination that such order is necessary for the immediate preservation of the public peace, health, safety, or welfare, and as a prerequisite to requesting emergency or major disaster assistance under the Disaster Relief Act of 1974. Such order shall define (1) the existence, nature, extent, and severity of the public emergency; (2) the measures necessary to relieve the public emergency; (3) the specific requirements of the order and the persons upon whom the order is binding; and (4) the duration of the order. Upon issuing the order, the Mayor may issue an emergency executive order, which shall state:

(1) Expend appropriated funds to carry out public emergency service missions and responsibilities.

§ 7-2201. Provides a statement of congressional intent that the District shall develop plans and programs to provide necessary protection, relief, and assistance for persons and property in the event that enemy attack, sabotage, or other hostile action shall occur or become imminent.

§ 7-2202.0 – 2208. Establishes in the District government an Office of Emergency Preparedness (designated the Emergency Management Agency by Mayor's Order 98-189, Jan. 8, 1999, hereinafter referred to as EMA). EMA is authorized and directed, subject to the discretion and control of the Mayor, to do the following: (1) prepare a comprehensive plan and program for civil defense, to be integrated into federal civil defense plans and those of nearby states and appropriate political subdivisions; (2) institute training and public information programs, organize, equip, and train civil defense units, and take other preparatory steps in advance of actual disaster; (3) conduct studies and surveys of District civil defense resources and capabilities and plan for the emergency use thereof; (4) develop and enter into mutual aid agreements with states and political subdivisions thereof for reciprocal civil defense aid and mutual assistance, consistent with the national civil defense plan and program; (5) employ personnel and expend funds; (6) cooperate with governmental and nongovernmental agencies, organizations, associations, and other entities to coordinate civil defense activities in the District: (7) accept facilities, supplies, and funds from the federal government; (8) use services, supplies, and facilities of District departments, offices,

and agencies and, when authorized by the Mayor, use District funds to match federal funds for the purchase of civil defense equipment and supplies; and (9) perform such other functions as the Mayor may assign.

§ 7-2209. Authorizes the Mayor to enter into and execute to interstate civil defense compacts with the states and sets forth the substance of the language to be used for such compacts.

§ 1-204.11. Subsection (b) provides that the chairman of the D.C. Council acts as the Mayor when the Office of the Mayor is vacant.

§ 1-204.22. Provides for the general powers, duties, and functions of the Mayor to execute laws and administer the affairs of the District, including authority to designate officer(s) who may execute and perform the powers and duties of the Mayor during periods of disability or absence from the District, administer the personnel functions of the District, delegate functions, propose legislation, and issue and enforce administrative orders.

§ 1-204.23. Provides that the Mayor shall be the central planning agency for the District. He shall be responsible for the coordination of planning activities of the municipal government and the preparation and implementation of the District's elements of the comprehensive plan for the National Capital, which may include land use elements, urban renewal and redevelopment elements, a multi-year program of municipal public works for the District, and physical, social, economic, transportation, and population elements.

§ 1-204.50a. Subsection (a) establishes an emergency cash reserve fund that may be used for unanticipated and nonrecurring extraordinary needs of an emergency nature, including a natural

disaster or calamity as defined by the Stafford Act or in the event of a state of emergency declared by the Mayor. **Subsection (b)** establishes a contingency cash reserve fund to be used for nonrecurring needs, including expenses associated with unforeseen weather or other natural disasters, unexpected obligations created by federal law, or new public safety or health needs or requirements.

SUMMARY OF FEDERAL LAWS RELATED TO EMERGENCY PLANNING AND OPERATIONS

6 U.S.C. § 101. Establishes the Department of Homeland Security to a) prevent terrorist attacks within the United States; b) reduce the vulnerability of the United States to terrorism; and c) minimize the damage, and assist in the recovery, from terrorist attacks that do occur within the United States. **Homeland Security Presidential Directive-5**. Establishes a unified, comprehensive nationwide incident management system, the purpose of which is to assist the prevention, preparation, response, and recovery from terrorist attacks, significant disasters, and other emergencies. This system would enable all levels of government throughout the country to work together efficiently and effectively. **42 U.S.C. § 5121**. To allow the federal government to provide state and local government the means to alleviate suffering and damage resulting from disasters by 1) revising and broadening the scope of existing disaster relief programs; 2) encouraging the development of comprehensive disaster preparedness and assistance plans, programs, capabilities, and organizations by states and local governments; 3) achieving greater coordination and responsiveness of disaster preparedness and relief programs; 4) encouraging individuals, states, and local governments to protect themselves by obtaining insurance coverage to supplement or replace governmental assistance; 5) encouraging hazard mitigation measures to reduce losses from disasters, including development of land use and construction regulations; and 6) providing federal assistance programs for both public and private losses sustained in disasters.

CONCEPT OF OPERATIONS

The District of Columbia has adopted five operation levels to classify the estimated impact of an emergency event on the operations of the District government. To determine an operational level, the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) makes an initial determination of emergency event impact. As information about an incident is gathered and the situation is better understood, the level may be modified.

OPERATION LEVEL 1: Level one is the nominal posture of District agencies as they carry out daily activities, in the absence of an emergency situation, to ensure readiness. During the course of normal operations, agencies are engaged in preparedness, training, and exercise activities to ensure continual readiness.

Actions:
- Review/update agency emergency plans.
- Check emergency equipment and supplies.
- Train personnel and conduct drills.

OPERATION LEVEL 2: Level two is triggered by a small event or the potential for a small event requiring the response of a few District agencies. A level two event would consist almost entirely of field operations and command without an area command supporting the event at the Emergency Operations Center.

Examples:
- Two-alarm fire.
- Severe weather watch (e.g. tornado, snow, thunderstorm, flash flooding etc.).
- Minor civil unrest with minor incidents.

Actions:
- HSEMA provides regular status alerts on the threats.
- Agencies review their emergency plans.
- Agencies check emergency equipment and supplies.
- Work shifts of emergency crews may need to be extended.

OPERATION LEVEL 3: Level three is typically triggered by an event or threat that requires most or all District agencies to respond or prepare to respond to a localized event that threatens life, property, or the environment. A level three event consists almost entirely of field operations and command without an area command supporting the event at the Emergency Operations Center.

Examples:
- Severe weather.
- Special event or demonstrations.
- HAZMAT response for a small population.

Actions:
- HSEMA provides regular status alerts.

- HSEMA alerts those District agencies and ESFs that would need to take action if the event or threat escalates.

OPERATION LEVEL 4: Level four is triggered by highly probable hazardous conditions and a strong potential for property damage or loss of life. A level four event or threat could have regional implications and might stretch the District's resources.

Examples:
- Significant power outage.
- Major snow event.

Actions:
- All ESF primary agencies are notified.
- The EOC is activated and staffed with HSEMA personnel and the necessary ESF representatives.

OPERATION LEVEL 5: Level five is triggered by highly probable hazardous conditions that are imminent or occurring. A level five event is likely to have regional implications and will likely require a request for regional or federal resources to support the District's response.

Examples:
- Terrorist incident.
- Hurricane force winds and flooding.

Actions:
- The EOC is on full activation with 24-hour staffing by HSEMA personnel and all necessary ESF Liaison Officers.
- All primary and support agencies under the District Response Plan are notified.
- A full activation of the Consequence Management Team is required.

Phase I – Activation

NOTIFICATION

The [AGENCY or LEA] Director has the authority to activate the COOP plan. Once he or she makes the decision to activate the plan, the agency will be notified of the activation through the procedures listed below.

This section provides an overview of how individuals within [AGENCY or LEA] will be notified that the COOP plan has been activated. Please note that COOP implementation occurs only after the response to emergency has been initiated and the situation has been stabilized. For details on emergency response, please refer to relevant [AGENCY or LEA] policies on evacuation, designated assembly areas, and shelter-in-place located in the annex of this COOP plan.

NOTIFICATION PROCEDURE

Primary System: Call Down Roster

The [AGENCY or LEA] Call down Roster will be utilized to notify personnel that COOP has been implemented and that they should report to the alternate facility.

[Describe how the call down roster is implemented here.]

Once the notification process has been completed, the Key Personnel—those agency employees who will perform essential functions during and after the emergency—must implement the COOP Plan, including relocation to an Alternate Facility following evacuation of the Primary Facility.

Secondary System: [List and describe an alternate means of notifying agency personnel of COOP plan activation.]

RELOCATION TO ALTERNATE FACILITY

RELOCATION PROCEDURE

1. The head of each division will use the notification procedure to inform all of his or her division's personnel that the COOP plan has been activated.
2. Key Personnel will relocate to the pre-designated Alternate Facility.
3. Non-Key Personnel will relocate to [*enter location here*].
4. The head of each division should ensure that all personnel of their division are accounted for and that Key Personnel are prepared to resume the division's Essential Functions.
5. Key Personnel must report to the alternate facility as soon as possible in order to resume essential functions within 12 hours of the emergency occurring.
6. Each division head should notify the [AGENCY or LEA] Director once all division personnel have been accounted for.
7. Each division head should notify the [AGENCY or LEA] Director when their division is capable of resuming essential functions at the alternate facility.
8. All Key Personnel should have pre-assembled go-kits for vital records, vital equipment, and personal needs that they take with them when relocating to an alternate facility

DEPLOYMENT AND DEPARTURE TO ALTERNATE FACILITY

1. When it is determined that relocation is to occur, the division head should notify the designated alternate facility to expect the relocation of that division.
2. Each division head should take appropriate measures to ensure security of the division's essential equipment or records remaining in the primary facility.
3. Only Key Personnel will relocate to the alternate facility.
4. Key Personnel should ensure that they have their Personal Go-Kits, Vital Records Go-Kits, and any other supplies necessary to carry out essential functions.
5. Privately owned vehicles may likely be used for transportation to the designated facility.
6. At the time of notification, any available information regarding routes that should be used to depart the [AGENCY or LEA] primary facility or other appropriate safety precautions will be disseminated.
7. Specific instructions on relocation may be provided at the time of COOP plan activation.

In the rare event of a critical emergency, such as a crisis that disrupts public services or a public health epidemic (e.g., pandemic influenza), employees may be instructed not to report to an [AGENCY or LEA] facility. During such circumstances, personnel may be asked to work at home to fulfill some essential functions.

KEY PERSONNEL

DEFINITION: Key Personnel are those individuals who are responsible for carrying out essential functions.

Only Key Personnel will relocate to their division's alternate facility. The following persons in each division have been deemed Key Personnel and must report to their designated alternate facility in the event of a COOP activation.

INSTRUCTIONS:

- List the Employee's name and title.
- Identify which essential function(s) that the employee is responsible for.
- List the employee's work and personal contact information.
- List the employee's emergency contact information.

Figure 1 - KEY PERSONNEL

OFFICE OF THE DIRECTOR

Employee Name, Title	Essential Functions that the Employee is responsible for	Work Contact Information	Home Contact Information	Emergency Contact
		Work Phone: Work Cell: Work Email: Work Address:	Home Phone: Home Cell: Home Email: Home Address:	Name: Phone:
		Work Phone: Work Cell: Work Email: Work Address:	Home Phone: Home Cell: Home Email: Home Address:	Name: Phone:
		Work Phone: Work Cell: Work Email: Work Address:	Home Phone: Home Cell: Home Email: Home Address:	Name: Phone:

[AGENCY DIVISION 1]

Employee Name, Title	Essential Functions that the Employee is responsible for	Work Contact Information	Home Contact Information	Emergency Contact
		Work Phone: Work Cell: Work Email: Work Address:	Home Phone: Home Cell: Home Email: Home Address:	Name: Phone:
		Work Phone: Work Cell: Work Email: Work Address:	Home Phone: Home Cell: Home Email: Home Address:	Name: Phone:
		Work Phone: Work Cell: Work Email: Work Address:	Home Phone: Home Cell: Home Email: Home Address:	Name: Phone:

[PLEASE ADD TABLES FOR ALL ADDITIONAL DIVISIONS]

Phase II – Site Operations

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ESSENTIAL FUNCTIONS

</div>

DEFINITION: Essential functions are those functions that should not be interrupted or deferred by an emergency scenario, and must be resumed as soon as possible and maintained for up to 14 days following the emergency.

During a COOP activation, your division will only perform essential functions. All other functions will be suspended for the duration of the COOP activation.

IS IT AN ESSENTIAL FUNCTION?
In order to determine if it is an essential function, you may wish to look at the following:
- [AGENCY or LEA] mission statement
- Controlling ordinances, statutes or case law
- Internal policies
- [AGENCY or LEA] Essential Employee Policy

INSTRUCTIONS:

1. Use the chart below to determine which [AGENCY or LEA] functions must be resumed during a COOP activation within each division.
2. Essential functions are ranked according to their priority so that Key Personnel know when to activate which functional capabilities and in what order.
   a. NOTE: More than one function can be assigned the same priority.
   b. Essential functions may be assigned any of three following priority levels:

   - Priority 1 = Highest priority
   - Priority 2 = Medium priority
   - Priority 3 = Lower priority

3. Critical processes are the tasks that must be performed in order to carry out the essential function.

4. List any special resources that may be required to carry out the essential function.

5. Essential functions of each division should be explained to all personnel.

Figure 2 - ESSENTIAL FUNCTIONS

OFFICE OF THE DIRECTOR

Essential Function Of the functions listed on the previous page, which ones are essential? List them below.	Priority Give the essential function a priority of 1, 2, or 3. (1 being the highest and 3 being the lowest). Functions may have the same priority level.	Critical Processes List the specific tasks that need to be performed to carry out the essential function.	Resource Requirements List the resources necessary to carry out the essential function.

[AGENCY DIVISION 1]

Essential Function Of the functions listed on the previous page, which ones are essential? List them below.	Priority Give the essential function a priority of 1, 2, or 3. (1 being the highest and 3 being the lowest). Functions may have the same priority level.	Critical Processes List the specific tasks that need to be performed to carry out the essential function.	Resource Requirements List the resources necessary to carry out the essential function.

[PLEASE CONTINUE TO ADD ADDITIONAL TABLES FOR ALL OTHER AGENCY DIVISIONS]

ORDER OF SUCCESSION

DEFINITION: The Order of Succession is a course of action that specifies who will automatically fill a key position that performs essential functions if the position is vacated.

Each [AGENCY or LEA] division must determine who would have authority to carry out the duties of a key position in case the position holder is unavailable to fulfill his or her role. The Order of Succession plan is not limited to management personnel, but must include all key positions, which, because of their responsibilities, are critical to carrying out essential functions.

INSTRUCTIONS:

- List a position in a division, then identify the person who is currently holding that position. Then identify his or her primary successor as well as a secondary successor.
- List all circumstances that could cause authority to be delegated to a successor.
- List all limitations that are placed on the successor's authority, if any.
- Identify how and when a successor's authority can end and be returned to the current position holder or a replacement.

Figure 3 - ORDER OF SUCCESSION

OFFICE OF THE DIRECTOR

Position	Current position holder	Successor 1	Successor 2	Triggers that activate successor's authority	Limitations on successor's authority	How and when is successor's authority terminated?
	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:			

	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:			
	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:			

[AGENCY DIVISION 1]

Position	Current position holder	Successor 1	Successor 2	Triggers that activate successor's authority	Limitations on successor's authority	How and when is successor's authority terminated?
	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:			

	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:		
	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:	Title: Name: Work Phone: Work Cell: Work Email: Work Address:		

[PLEASE CONTINUE TO ADD TABLES FOR ALL OTHER AGENCY DIVISIONS]

COMMUNICATIONS

DEFINITION: Communications is the act of gathering and verifying information, notifying agency personnel and the public of COOP activation, and ensuring that leadership has accurate information on which to base decisions.

COMMUNICATIONS OBJECTIVES:

1. The ability to communicate with agency personnel

2. The ability to communicate with other agencies, organizations, or customers

3. The ability to support COOP operational requirements

4. The ability to communicate from an alternate facility

5. The ability to provide up-to-date information about the effect of the emergency on [AGENCY or LEA]

PUBLIC INFORMATION OFFICER CONTACT INFORMATION

DEFINITION: The Public Information Officer (PIO) is a single point of contact who is designated to disseminate information within the agency, as well as to the media, the public, and external stakeholders.

INSTRUCTIONS:

- Use the chart below to determine the appropriate person to contact when information should be distributed or is needed.
- Identify an alternate Public Information Officer, in case the primary PIO is unavailable.

Figure 4 - PUBLIC INFORMATION OFFICER (PIO) CONTACT INFORMATION

Position	Name	Contact information
PIO		
Alternate PIO		

EMERGENCY COMMUNICATIONS EQUIPMENT

DEFINITION: Emergency Communications Equipment is equipment that is essential for communicating during an emergency.

During an emergency and the activation of the COOP Plan, communications with all stakeholders will be necessary, but may not be available through regular means. Thus, emergency communications equipment may be used instead. Emergency communications equipment should be interoperable and redundant.

In order for the Emergency Communications Equipment to be operational and effective, the following guidelines should be followed before and during an emergency event:

- PRE-EVENT
  - Program emergency communications equipment with phone numbers of key internal and external contacts, where possible.
  - Train Key Personnel on use of the devices.
  - Keep all equipment charged and change batteries regularly, if necessary.

- DURING EVENT
  - Individuals assigned communications equipment tune to the assigned channel to communicate.
  - Use plain language to describe the situation in order to avoid confusion.
  - If equipment transferred to another position, make note on an Incident Tracking Form.

INSTRUCTIONS:

- List the Emergency Communication Device and its location.
- Determine whether or not the device is portable.
- Determine whether or not the device is compatible with other systems or products without special effort on the part of the user.
- List a backup device, in case the original device is not operating properly.

Figure 5 - EMERGENCY COMMUNICATIONS EQUIPMENT

DEVICE	LOCATION OF DEVICE	HAND-CARRY TO ALTERNATE FACILITY?	AGENCY COMPATIBILITY	PROPOSED BACKUP
[e.g. Cellular phone with wireless priority service]	[ADDRESS, ROOM]	Yes	[YES/NO/DETAILS]	Landline phones
[e.g. Cellular phone with wireless priority service]	[ADDRESS, ROOM]	Yes	[YES/NO/DETAILS]	Landline phones,
[e.g. 800 MHz radio]	[ADDRESS, ROOM]	Yes	[YES/NO/DETAILS]	Landline phones, cell phones
[e.g. 800 MHz radio]	[ADDRESS, ROOM]	Yes	[YES/NO/DETAILS]	Landline phones, cell phones

VITAL RECORDS, DATABASES, & EQUIPMENT

DEFINITION: Vital records, databases and systems are records, documents, or systems, regardless of media (paper, microfilm, audio or video tape, computer disks, etc.) that, if damaged or destroyed, would disrupt [AGENCY or LEA] essential functions, cause considerable inconvenience, and require replacement or re-creation at considerable expense.

INSTRUCTIONS:

- Use this chart to list a vital record, database, or system and their locations.
- List all formats of the record.
- Describe the backup strategy for the record.
- Indicate whether the record may be accessed remotely.
- Indicated whether the record can be transported by hand, if necessary.

Figure 6 – VITAL RECORDS, DATABASES, & SYSTEMS

OFFICE OF THE DIRECTOR

Name of Vital Record	Location of Record	Format(s) (e.g. paper, electronic, etc.)	Backup Method and Frequency of Backup	Is the Vital Record, accessible remotely (if yes, how?)	Can the Vital Record be transported by hand?

[AGENCY DIVISION 1]

Name of Vital Record	Location of Record	Format(s) (e.g. paper, electronic, etc.)	Backup Method and Frequency of Backup	Is the Vital Record, accessible remotely (if yes, how?)	Can the Vital Record be transported by hand?

[PLEASE ADD TABLES FOR ALL ADDITIONAL DIVISIONS]

VITAL RECORDS/DATABASES/SYSTEMS RESPONSIBLE PARTY/VENDOR CONTACT INFORMATION

DEFINITION: A vendor is a person or entity that is responsible for restoring access to records, databases, or systems, as well as recovering those vital records, databases, or systems, if required.

In the event that access to a record, database, or system is not functioning properly, or if information within a record, database, or system is lost and must be recovered, contact the vendor identified below, notify them of the problem, and set up a time for them to fix the issue.

INSTRUCTIONS:

- Identify the record, database, or system.
- Identify the appropriate vendor who is responsible for the restoration and recovery of records, databases, or systems.
- List the vendor's contact information.
- List all the services that the vendor provides with regard to the specified record, database, or system.

Figure 7 – VITAL RECORDS RESPONSIBLE PARTY/VENDOR CONTACT INFORMATION

OFFICE OF THE DIRECTOR

Name of Vital Record	Vendor Name	Vendor Contact Information	Services Vendor Provides
		Phone: Email Address: Business Address:	
		Phone: Email Address: Business Address:	
		Phone: Email Address: Business Address:	

[AGENCY DIVISION 1]

Name of Vital Record	Vendor Name	Vendor Contact Information	Services Vendor Provides
		Phone: Email Address: Business Address:	
		Phone: Email Address: Business Address:	
		Phone: Email Address: Business Address:	

[PLEASE ADD TABLES FOR ALL ADDITIONAL DIVISIONS]

VITAL EQUIPMENT

DEFINITION: Vital equipment is equipment that, if damaged or destroyed, would significantly disrupt [AGENCY's] ability to carry out essential functions and require replacement at considerable expense.

INSTRUCTIONS:

- Look at the equipment type listed and find the quantity needed in order for the division to conduct its essential functions.
- Add any additional equipment needed to carry out essential functions.
- Determine whether the required resources are available to support the equipment type.
- If the primary equipment type is unavailable, the proposed alternate equipment should be utilized.

Figure 8 – VITAL EQUIPMENT

OFFICE OF THE DIRECTOR

Vital Equipment	Quantity Required	Does your division have access to this equipment?	Location	Can the Equipment be hand-carried to an alternate facility?	Proposed Alternate Equipment
Voice Line					
Cell Phones					
Radios/walkie-talkies					
Computer					
Data Line/Internet Access					
Fax Machine					
Scanner					
Copier					
Printer					

[if applicable, please continue to add any additional equipment below]					

[AGENCY DIVISION 1]

Vital Equipment	Quantity Required	Does your division have access to this equipment?	Location	Can the Equipment be hand-carried to an alternate facility?	Proposed Alternate Equipment
Voice Line					
Cell Phones					
Radios/walkie-talkies					
Computer					
Data Line/Internet Access					
Fax Machine					
Scanner					
Copier					
Printer					
[if applicable, please continue to add any additional equipment below]					

[PLEASE ADD TABLES FOR ALL ADDITIONAL DIVISIONS]

VITAL EQUIPMENT RESPONSIBLE PARTY/VENDOR CONTACT INFORMATION

DEFINITION: A vendor is a person or entity that is responsible for maintaining or repairing vital equipment.

In the event that vital equipment requires maintenance or must be repaired contact the vendor identified below, notify them of the problem, and set up a time for them to fix the issue.

INSTRUCTIONS:

- Use this chart to determine the appropriate vendor to contact when vital equipment is malfunctioning.
- List the vendor's name to the right of the equipment.
- List the vendor's contact information.
- List all the services that the vendor provides with regard to the listed equipment.

Figure 9 – VITAL EQUIPMENT RESPONSIBLE PARTY/VENDOR CONTACT INFORMATION

OFFICE OF THE DIRECTOR

Name of Vital Equipment	Vendor Name	Vendor Contact Information	Services Vendor Provides
Voice Line		Phone: Email Address: Business Address:	
Cell Phones		Phone: Email Address: Business Address:	
Radio/walkie-talkies		Phone: Email Address: Business Address:	
Computer		Phone: Email Address: Business Address:	
Data Line/Internet Access		Phone: Email Address:	

		Business Address:	
Fax Machine		Phone: Email Address: Business Address:	
Scanner		Phone: Email Address: Business Address:	
Copier		Phone: Email Address: Business Address:	
Printer		Phone: Email Address: Business Address:	
[if applicable, please continue to add any additional equipment vendors below]			

[AGENCY DIVISION 1]

Name of Vital Equipment	Vendor Name	Vendor Contact Information	Services Vendor Provides
Voice Line		Phone: Email Address: Business Address:	
Cell Phones		Phone: Email Address: Business Address:	
Radio/walkie-talkies		Phone: Email Address: Business Address:	
Computer		Phone: Email Address: Business Address:	
Data Line/Internet Access		Phone: Email Address: Business Address:	

Fax Machine		Phone: Email Address: Business Address:	
Scanner		Phone: Email Address: Business Address:	
Copier		Phone: Email Address: Business Address:	
Printer		Phone: Email Address: Business Address:	
[if applicable, please continue to add any additional equipment vendors below]			

[PLEASE ADD TABLES FOR ALL ADDITIONAL DIVISIONS]

ALTERNATE FACILITY

DEFINITION: An Alternate Facility is a pre-designated location, other than the primary facility, that can be used to conduct essential functions in the event that the primary facility is unavailable.

When COOP Plan activation requires relocation to an alternate site, the Director or his or her designee will notify all personnel that [AGENCY or LEA] essential functions will be carried out from the Alternate Facility. Only Key Personnel will relocate to the Alternate Facility, while other personnel will follow other predetermined procedures.

INSTRUCTIONS:

- For each division, list the address of the division's primary location, and the address of its designated Alternate Facility.
- Personnel must be notified of any deviation.

Figure 10 – FACILITY LOCATIONS

Division	Primary Facility Address	Alternate Facility Address
Office of the Director		
Division 1		
Division 2		
Division 3		
[if applicable, please continue to add any additional divisions and their alternate facilities]		

Phase III - Recovery

RECONSTITUTION

DEFINITION: Reconstitution is the process by which an agency resumes normal operations, including both essential functions and all other activities, at the original primary facility or a replacement facility.

After the threat or disruption subsides, each office will need to transition back to pre-event status. Recovery actions will include:

1. Returning the office to pre-incident work levels; and
2. Assessing the COOP activation response and documenting the lessons learned.

PROCEDURES:

Recovery procedures will commence when the Director ascertains that the emergency situation has ended and is unlikely to recur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation.

1. Continue to perform essential functions at the Alternate Facility for up to fourteen (14) days;
2. Begin an orderly return to [AGENCY or LEA] facilities and reconstitute full operations; and/or
3. Begin to establish a reconstituted [AGENCY or LEA] facility elsewhere.

The order to enter or reoccupy a primary or alternate facility will be issued once the Director, or designee, has received a confirmation of safety from the Director of the Office of Property Management, Fire & Emergency Medical Services Department, or the Mayor's Office.

A designated [AGENCY or LEA] employee will oversee the orderly transition of all [AGENCY or LEA] functions, personnel, equipment, and records from the alternate site to the [AGENCY or LEA] headquarters or a new facility. The designated [AGENCY or LEA] employee will oversee the automated call-down program to inform staff of orders to return to work at a new facility or at the restored facility. Information will also be distributed on hours of operations, work assignments and other pertinent information regarding recovery.

> Refer to Section 5 – Recovery of the School Emergency
> Response Plan and Management Guide for additional
> details in regards to school recovery operations.

RECOVERY CHECKLISTS:

P E R S O N N E L I S S U E S : Recovery may include the following personnel issues:
- On-scene stress management;
- The need to quickly recruit, screen and hire temporary or permanent workers;
- Unforeseen demands on the District of Columbia to fund medical, leave and pension funds; and
- Additional training and supervision.

E Q U I P M E N T A N D S U P P L I E S : Restocking and rehabilitating emergency resources after deployment is critical to returning [AGENCY or LEA] to its pre-COOP activation status. This may include:
- Returning the equipment and supplies to pre-incident readiness;
- Replacing lost, stolen or damaged equipment;
- Re-outfitting supply caches and response kits;
- Dealing with sensitive or proprietary items; and
- Investigating and documenting property loss.

R E I M B U R S E M E N T : Processes and procedures must be in place to ensure that resource providers are reimbursed in a timely fashion, including mechanisms for:
- Providing documentation required and fulfilling other requirements for reimbursement;
- Collecting bills;
- Validating costs against the scope of work; and
- Ensuring that the proper authorities are involved.

Exercise Planning and COOP Plan Distribution

EXERCISE AND MAINTENANCE OF PLAN

DEFINITIONS:

Exercise: Exercises are a variety of simulated disasters designed to keep this plan viable. The exercise portion of a plan may call for activation several times throughout a year to evaluate the state of readiness of the District government to respond to differing incidents.

The Homeland Security Exercise and Evaluation Program (HSEEP) defines seven types of exercises, each of which is discussions-based or operations-based.

Discussions-based exercises familiarize participants with current plans, policies, agreements, and procedures, or may be used to develop new plans, policies, agreements, and procedures. Types of discussion-based exercises include:

- **Seminar.** A seminar is an informal discussion, designed to orient participants to new or updated plans, policies, or procedures (e.g., a seminar to review a new Evacuation Standard Operating Procedure).

- **Workshop.** A workshop resembles a seminar, but is employed to build specific products, such as a draft plan or policy (e.g., a Training and Exercise Plan Workshop is used to develop a Multi-year Training and Exercise Plan).

- **Tabletop exercise (TTX).** A tabletop exercise involves key personnel discussing simulated scenarios in an informal setting. TTXs can be used to assess plans, policies, and procedures.

- **Game.** A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedure designed to depict an actual or assumed real-life situation.

Operations-based exercises validate plans, policies, agreements and procedures, clarify roles and responsibilities, and identify resource gaps in an operational environment. Operations-based exercises include:

- **Drill.** A drill is a coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity (e.g., a fire department conducts a decontamination drill).

- **Functional exercise (FE).** A functional exercise examines and/or validates the coordination, command, and control between various multi-agency coordination centers (e.g., emergency operation center, joint field office, etc.). A functional exercise does not involve any "boots on the ground" (*i.e.*, first responders or emergency officials responding to an incident in real time).

- **Full-Scale Exercise (FSE).** A full-scale exercise is a multi-agency, multi-jurisdictional, multidiscipline exercise involving functional (e.g., joint field office, emergency operation centers, etc.) and "boots on the ground" response (e.g., firefighters decontaminating mock victims).

Training: To maintain a viable Plan, it is vital to train and educate employees about the plan and its activation. In order for employees to understand their responsibilities during an activation, it is necessary to conduct formal trainings on a regular basis. Trainings also should be provided at any new employee orientations.

Multiyear Strategy and Program Management Plan (MYSPMP): A plan that defines long-term goals for improving and managing the COOP plan. The MYSPMP should include:

- A reference to the general COOP planning requirements.
- A description of the elements that ensure a viable COOP capability.
- Identification of the resources required to establish each element.
- Discussion of organization-specific management and policy issues (e.g., resource requirements, internal policies).
- A schedule for establishing COOP capability and plan approval.
- An endorsement sheet signed by the agency leader.
- The budget required to accomplish the strategy.

LIFE CYCLE OF PLAN

The COOP plan follows the life cycle displayed below:

SCHEDULED MAINTENANCE AND PLANNING RESPONSIBILITIES

In order for a COOP plan to remain viable, it must be updated routinely. Regular testing, training, and exercising are crucial for the COOP plan's effectiveness.

Thus, persons from each [AGENCY or LEA] division must be assigned the task of ensuring the accuracy of each section of the plan and updating any information, as necessary.

Please fill in the name and title of the person from your division who will be responsible for performing each of the actions listed on the left side of the table below, as they pertain to your division.

Please change the frequency with which the actions are performed, if there is a more appropriate frequency for your agency.

Your agency's executive leadership will collect every division's updates and revise the COOP plan accordingly.

The COOP plan must be updated regularly in order to remain effective.

INSTRUCTIONS:

- Create Exercise and Training Planning Schedules and a Multiyear Strategy and Program Management Plan:
- Assign an entity to be responsible for each action.
- Insert entity within the chart.
- Responsible entity schedules the maintenance actions in accordance with the assigned frequency and informs the appropriate employees.
- Change Plan information as needed.
- Disseminate an updated Plan.
- Replace and dispose of sensitive materials.

Figure 11 - SCHEDULED MAINTENANCE

ACTION	TASKS	RESPONSIBLE POSITION	FREQUENCY
Update personnel and contact information for your division	1. Confirm/update personnel contact information	[Office of Director, Title, Name] [Division 1, Title, Name] [Division 2, Title, Name] [Division 3, Title, Name] [continue to add additional divisions]	Quarterly
Test and maintain your division's alternate facilities	1. Check all systems 2. Verify accessibility 3. Cycle supplies and equipment	[Office of Director, Title, Name] [Division 1, Title, Name] [Division 2, Title, Name] [Division 3, Title, Name] [continue to add additional divisions]	Semi-Annually
Test and maintain your division's communications procedures and	1. Test the notification procedures 2. Test any communications equipment that would be	[Office of Director, Title, Name] [Division 1, Title, Name] [Division 2, Title, Name]	Semi-Annually

systems	used during a COOP activation	[Division 3, Title, Name] [continue to add additional divisions]	
Monitor and maintain vital records management program for your division	1. Monitor volume of materials 2. Assist staff with updating/removing files 3. Review backup systems	[Office of Director, Title, Name] [Division 1, Title, Name] [Division 2, Title, Name] [Division 3, Title, Name] [continue to add additional divisions]	Semi-Annually
Review your division's vital equipment section	1. Review and reevaluate the vital equipment that your division requires to carry out essential functions 2. Add or subtract equipment listed in the COOP plan 3. Test the equipment, if you do not have a dedicated vendor to test it	[Office of Director, Title, Name] [Division 1, Title, Name] [Division 2, Title, Name] [Division 3, Title, Name] [continue to add additional divisions]	Semi-Annually
Maintain and update the order of succession for your division	1. Update rosters and contact information	[Office of Director, Title, Name] [Division 1, Title, Name] [Division 2, Title, Name] [Division 3, Title, Name] [continue to add additional divisions]	Annually
Reevaluate and Designate personnel as Key Personnel for your division	1. Make evaluations on who is designated as key personnel. 2. Train persons who are newly designated as key personnel on their responsibilities z	[Office of Director, Title, Name] [Division 1, Title, Name] [Division 2, Title, Name] [Division 3, Title, Name] [continue to add additional divisions]	Annually
Plan and conduct COOP plan exercises for your division	1. Conduct internal COOP exercises of any type 2. Exercises may be conducted for your division only or in conjunction with the rest of your agency.	[Office of Director, Title, Name] [Division 1, Title, Name] [Division 2, Title, Name] [Division 3, Title, Name] [continue to add additional divisions]	Annually
Train new staff on COOP	1. Include information on COOP in new employee orientation	[Office of Director, Title, Name] [Division 1, Title, Name] [Division 2, Title, Name] [Division 3, Title, Name] [continue to add additional divisions]	As needed

AFTER-ACTION REPORT/IMPROVEMENT PLAN (AAR/IP)

An After Action Report/Improvement Plan (AAR/IP) is the final product of an exercise. The AAR/IP has two components: an **AAR**, which captures observations and recommendations based on the exercise objectives as associated with the capabilities and tasks; and an **IP**, which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion. The lead evaluator and the exercise planning team draft the AAR and submit it to conference participants prior to an After Action Conference . The draft AAR is distributed to conference participants for review no more than 30 days after the exercise. After the conference, an IP will be created and will be disseminated to participants no more than 60 days after the exercise. The IP should contain a matrix such as the one below that lists each capability along with the associated observations, recommendations, corrective actions, capabilities, responsible agency and point of contact (POC), and start and completion dates:

Figure 12 - IMPROVEMENT PLAN MATRIX

CAPABILITY	OBSERVATION	RECOMMENDATION	CORRECTIVE ACTION DESCRIPTION	CAPABILITY ELEMENT	PRIMARY RESPONSIBLE AGENCY	AGENCY POC	START DATE	END DATE
[Capability 1: Capability Name]	1. Observation 1	1.1 Insert Recommendation 1	1.1.1 Insert Corrective Action 1	Planning	District Agency	Agency Chief of Training and Exercises		
			1.1.2 Insert Corrective Action 2	Planning	District Agency	Agency Chief of Training and Exercises		
		1.2 Insert Recommendation 2	1.2.1 Insert Corrective Action 1	Training	District Agency	Agency Chief of Training and Exercises		
			1.2.2 Insert Corrective Action 2	Systems/ Equipment	District Agency	Agency Chief of Training and Exercises		
	2. Observation 2	2.1 Insert Recommendation 1	2.1.1 Insert Corrective Action 1	Planning	District Agency	Agency Chief of Training and Exercises		

PLAN DISTRIBUTION

The COOP plan should be distributed within [AGENCY or LEA] in the following manner:

Figure 13 – PLAN DISTRIBUTION

LEVEL OF COOP PLAN DISTRIBUTED	DESIGNATED PERSONNEL
Complete COOP Plan for [AGENCY or LEA] with all personnel contact information and attachments included.	Director/Deputy Director/Division Heads
COOP Plan for [AGENCY or LEA] without private contact information, and other sensitive information.	All [AGENCY or LEA] personnel

RECOMMENDED PLAN DISTRIBUTION AND EMPLOYEE TRAINING TIMELINE OVERVIEW

STEP I: Initial introduction of emergency Protocol to All Employees
- Discussed at staff meetings.
- Included in e-mail to all personnel.
- Protocol copy stored on shared drive.
- Basic information included in internal newsletters.

STEP II: Inclusion in Personnel Orientation Materials
- Discussed in orientation.
- Included in handbooks or guides.

PLAN STORAGE

The latest version of the COOP Plan should be stored at the following locations:

- Desks of all [AGENCY or LEA] personnel
- Alternate Facility
- The homes of all personnel staff with ICS, EOC, and Crisis Management Team roles

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SECURITY NOTICE REMINDER
The COOP Plan contains confidential and sensitive information. When determining the proper storage location, particularly with regards to off-site storage, remember that the COOP Plan should be accessible, but **secure**.

APPENDIX A: PLANNING CONSIDERATIONS AND ASSUMPTIONS

GENERAL ASSUMPTIONS

This COOP plan is based on the following assumptions:

- Emergencies or threatened emergencies may adversely affect [AGENCY or LEA] ability to continue to support essential internal operations and to provide support to the operations of clients and external agencies.
- Personnel and other resources from [AGENCY or LEA] and other organizations outside of the area affected by the emergency or threat will be made available if required to continue essential operations.
- Emergencies and threatened emergencies differ in order of priority.
- [AGENCY or LEA] personnel will be paid automatically and at the rate of pay to which personnel are entitled in the event it is difficult or impossible to continue using existing time reporting and certification systems, and provide for travel-related services.
- [AGENCY or LEA] is vulnerable to a full range of all hazards (man-made and natural disasters).
- When a COOP event is declared, implementing the COOP plan would ensure the continuity of minimal essential [AGENCY or LEA] operations, and allow the gradual build-up to the performance of critical functions during the crisis. At a minimum level of operations, the Alternate Facility will enable [AGENCY or LEA] leadership to maintain communications with divisions and handle requests made to [AGENCY or LEA];
- Pre-established priorities of the resumptions of essential functions may require alteration once the actual extent of the threat has been identified;
- COOP plan activation will allow [AGENCY or LEA] to continue essential functions for as long as possible;
- [AGENCY or LEA] vital records will be available or recoverable if this COOP plan is implemented.

COOP ACTIVATION

- Activation of the COOP plan may be required at any time—during business hours or non-business hours.
- The Director or his/her designee is responsible for all pre-activation measures.
- The Director or his/her designee will be responsible for COOP plan activation for the agency.
- The head of each [AGENCY or LEA] division will act under the leadership of the Director and will be responsible for coordinating COOP plan activities for his or her respective division.
- The COOP plan is a guide; however, authority for emergency response activities also rests with local public safety and emergency responders.

ALTERNATE FACILITIES

- The COOP plan will be accessible at all times and in all primary and alternate locations, including [AGENCY or LEA] Headquarters and any identified alternate facilities.
- Alternate facilities are compatible with all needed telecommunications, internet systems, mail services, and public access.
- The District of Columbia Office of Property Management (OPM) is responsible for securing and maintaining the operations status of all primary and alternate facilities prior to, during, and following an emergency event.
- Each division head or his/her designee will then be responsible for disseminating administrative and logistical information to all other arriving office personnel.

COMMUNICATIONS

- Interoperable communication service providers for [AGENCY or LEA] and each division are operating.
- The Public Information Officer ("PIO") will be the primary person communicating with the media and the public.

TRAINING AND EXERCISES

- Appropriate funding and resources will be provided to support COOP planning, training, and exercises.
- Based on planning, training, and exercises, the COOP plan will be maintained and updated.
- Cross-training will be provided within offices to the fullest extent possible.
- It is suggested that each employee is responsible for creating and stocking his/her own Go-Kit, which is designed to last for 72 hours during a shelter-in-place situation.

KEY PERSONNEL

- All personnel contact information will be kept confidential and be used only during an emergency.

Unit 4

Pandemic Flu Response Planning

Introduction

> An influenza pandemic occurs when a new influenza virus appears against which the human population has no immunity, resulting in several simultaneous epidemics worldwide with enormous numbers of deaths and illness. With the increase in global transport and communications, as well as urbanization and overcrowded conditions, epidemics due to the new influenza virus are likely to quickly take hold around the world.
>
> —*World Health Organization (WHO)*

Influenza is a highly contagious respiratory virus that is responsible for annual epidemics in the United States and other countries. Each year an average of 200,000 people are hospitalized and 36,000 die in the United States from influenza infection or a secondary complication. During an influenza pandemic, the levels of illness and death from influenza will likely increase dramatically worldwide.

The impact of an influenza pandemic on the local economy and business processes can be devastating. It is likely that 15–35 percent of the population will be affected. There is a potential for high levels of illness and death, as well as significant disruption to society and the economy, making planning for the next influenza pandemic imperative.

The purpose of a school system plan for a pandemic flu is to assist LEAs in managing the impact that the pandemic can have on the schools, based on two main strategies:

- Reducing spread of the virus within school facilities; and
- Sustaining educational functions.

The size of the school system is a deciding factor for the specific content of the Pandemic Flu Plan that the Executive Support Team (EST) develops to supplement COOP. At a minimum, all school continuity plans for a pandemic should include the following components:

- Provide each employee the resources to prepare themselves, students, and their families.
- Prevent/minimize the spread of influenza in the school system.
- Monitor worker/student absentee rates.
- Create a system to notify/share the information with worker/students during pandemic.
- Expand COOP to address essential resources to maintain minimal operations for the duration of a pandemic.

Assumptions

Pandemic flu will spread rapidly and easily from person to person. Some general assumptions can be made in the following areas:

Spread and Severity

- Over the course of several months, DC illness rates reach: 15–35%.
- Spread across the globe in 3 months.
- Vaccine available 6 months after the initial outbreak.
- Antiviral treatment likely to be in short supply and may not be effective.

Potential Effects

- Large percentages of the population may be unable to work for days or weeks during the pandemic due to illness or care.
- Diminished numbers of people and expertise are available.
- Diminished emergency and essential services—fire, police, and medical.
- Potential school closures.

School Effects

- Large numbers of staff absent, difficult to maintain school operations.
- Loss of services from suppliers (e.g., food service, other essential products).
- Large numbers of students are absent.
- Schools, churches, and other public places not being open.

Communications

Communications during a pandemic involve both internal and external media. However, when information is provided by the DC Department of Health, the following notification categories will be used:

- *Alert:* Conveys the highest level of importance; warrants immediate action or attention.
- *Advisory:* Provides key information for a specific incident or situation; might not require immediate action.
- *Update:* Provides updated information regarding an incident or situation; unlikely to require immediate action.

Furthermore, the DC Department of Health has adopted the following Pandemic Levels based on the World Health Organization's (WHO) phases for a pandemic, but may not always relate to events at an individual school.

- *Level 0 (WHO Phase 3):* Virus Alert, no human-to-human transmission;
- *Level 1 (WHO Phase 4):* Confirmed cases of human-to-human transmission of virus;
- *Level 2 (WHO Phase 5):* Suspected/confirmed cases in the DC area; and
- *Level 3 (WHO Phase 6):* Numerous suspected/confirmed cases in the DC area.

The School System should use the same language to communicate status updates:

- **To Schools**

  - ➢ The most effective approach to the pandemic influenza threat is to align your policies and procedures with the DC Department of Public Health (DOH) for pandemic influenza recommendations in order to coordinate appropriate responses and avoid causing unnecessary concern. *Key:* Partner closely with the DOH and establish communication mechanisms.
  - ➢ Specific information for schools will also be made available through the U.S. DOH Web site and through DOH; local communication plans should be instituted.
  - ➢ Before outbreaks occur and to protect everyone now, communicate and educate faculty/staff/students/parents/guardians about effective hygiene habits (promotion of frequent hand washing, coughing/sneezing etiquette).

- **To Employees**

  - ➢ Manage communications to employees per your individual School Emergency Response Plan. Advise employees in advance where to find up-to-date and reliable information.
  - ➢ Communicate via e-mail, Internet and intranet Web sites, telephone, and postal services.
  - ➢ Link to appropriate external health sites.
  - ➢ Provide educational communications to encourage employees to acquire and maintain personal, regular healthcare services.
  - ➢ Provide educational communications regarding school policies for employees' compensation and sick leave absences that may be unique to a pandemic.

- **Communications to Students/Parents/Guardians**

  - ➢ Disseminate information about your school system's pandemic response plan, once developed.
  - ➢ Anticipate the potential fear and anxiety of students and families as a result of rumors and misinformation and plan rapid and accurate communications accordingly.
  - ➢ Disseminate information for parents about the potential impact of a pandemic on school functioning (e.g., arranging for childcare in the event of school closure, continuity of instruction).
  - ➢ The school system should assure that all communications are culturally and linguistically appropriate and meet the needs of all students/families with special needs.

Command and Control

The EST Leader is responsible for activating COOP and therefore the pandemic influenza response addendum.

School Emergency Response Team (SERT), particularly the Triage Coordinator (Nurse) within the school will manage the Pandemic Influenza Response at each individual school and collaborate with the EST.

Upon notification that a pandemic is occurring, the EST and affected facility SERTs should do the following:

- Set up prominent notices at all entry points to facility, advising staff, students, and visitors not to enter if they have symptoms of influenza.

- Educate employees, students, parents, and visitors on how to stop the spread of the virus. Notices may be placed around the school (including entrances, notice boards, meeting rooms, and restrooms). Notices should contain information regarding hand hygiene, covering coughs and sneezes, and student spacing.
- Ensure adequate supplies of tissues, hand sanitizing gels, soap, water, and cleaning supplies are available for employees and students.
- The EST and SERT should ensure that employee, student, and parent education includes a pandemic influenza fact sheet containing information regarding stopping the spread of the virus and performing effective student spacing.
- Shared work areas such as desktops, tables, door knobs, stair rails, etc., should be cleaned with a disinfectant at least daily, more often if possible.
- Consider and prepare for how the school may function with 30 percent of the workforce absent.
- Consider alternatives such as staggered school times, changes in busing, and telecommunications.
- Consider establishing policies and procedures for implementing containment measures (canceling sports events and other mass gatherings).
- Consider developing alternative procedures to assure continuity of instruction, distance learning methods (web-based, telephone trees, mailed lessons and assignments, and instruction via local radio and TV stations) in the event of widespread absenteeism or school closure.
- Depending on the significance of the outbreak, as a last resort and in consultation with public health officials, consider if/when the school will close. School closures may actually increase disease transmission if not orchestrated correctly.
- Provide education, communication, and guidance to the community that closing schools is a last resort and is only effective for disease containment if the staff and students are directed to stay at home during the school closure.

Monitoring and Reporting

Monitoring absenteeism and identifying the number of ill workers/students will provide useful information regarding operational decisions that need to be made during all phases of a pandemic. Reporting these numbers to the local public health department will also provide them with community-wide surveillance to implement necessary public health measures. For this reason, developing a monitoring and reporting system is essential for the continuity of most school operations.

- The Student Accounting Coordinator will be responsible for tracking employees/students who call in sick or get ill at work/school. Weekly or daily reports should be provided to upper management for determining policy issues that may need to be implemented. In addition, these reports should be provided to the local health department for community-wide surveillance.
- Pandemic reporting will be developed during the alert phases to identify community clusters. Self reporting forms may be made available online, and provided to institutions, long-term care homes, public schools, responder agencies, and large businesses.

Information generated through this type of integrated surveillance program will be used to: determine when a pandemic begins, track its course globally, nationally, regionally, and locally; guide antiviral use, and evaluate management efforts.

Public Health Measures

Key to making public health measures effective is providing information to staff on the threat of a pandemic, limitations on resources to combat the disease, and educational awareness of measures needed to implement planning before a pandemic begins. These efforts are intended to modify behavior so that utilizing these measures will be effective.

Examples of public health measures include:

- Practice good hygiene by following recommended protection and infection control measures.
- Minimize exposure by avoiding public gatherings, public places, and areas at high risk.
- Update vaccinations, including seasonal flu and pneumonia.
- Keep physically healthy: eat right, drink plenty of fluids, exercise, and get plenty of sleep.
- Maintain a positive mental attitude.
- Stay home and seek medical care when sick.

Influenza Vaccine

Public health officials will make the best use of available vaccine and will inform schools and the public on how any available vaccine will be used. It may take six months or more to manufacture the vaccine after the pandemic begins.

- Meanwhile, encourage employees and students to obtain annual seasonal influenza vaccines.
- DOH and the Centers for Disease Control and Prevention (CDC) will provide advice on priority groups for pandemic influenza immunization.

Anti-Viral Medication

Antiviral medications may play an integral role in the treatment and prevention of pandemic influenza; however, their efficacy against a pandemic strain of influenza is currently unknown. Unlike the influenza vaccine, limited amounts of certain antiviral medications are already available, though there may be barriers in attempting to use them as a treatment and prevention tool in the event of pandemic influenza.

- DOH will provide recommendations for the use of antiviral medication.
- The pandemic coordinator should check the Department of Health's Website for the latest information on the use of antiviral medications and recommendations: http://doh.dc.gov

Infection Control Measures

Guidelines for infection control are important to clarify routes of transmission and ways to interrupt transmission through hygiene. Infection control is an essential component of pandemic management and a component of public health measures. Utilize training sessions and signage to make staff/students/parents aware of essential control measures.

Examples of infection control measures include:

- Stay at home when you are sick. If possible, stay away from work, school, and from running errands. You will help others from catching your illness.
- Cover your coughs, and sneeze into tissue, or cough into your shirt sleeve.
- Wash your hands often to avoid spreading and getting germs.
- Enhance existing housekeeping service by wiping down and disinfecting work areas (i.e., keyboards, telephones, desks, doorknobs, etc.) frequently.
- Enhance housekeeping services in general public use several times throughout the work period.
- Use personal protective equipment where appropriate to minimize exposure (i.e., gloves when handling money, masks for ill employees)

Student Spacing (social distancing)

Student spacing refers to distancing individuals and strategies to reduce the spread of the virus between people.

- Distribute education on student spacing to all staff, students, and parents.
- Student spacing strategies may include:

  ➢ Spacing students' desks three feet apart in small pods or clusters.
  ➢ Discouraging prolonged congregation in hallways, lunch rooms, etc.
  ➢ Staggering school times.
  ➢ Staggering bus routes so there are fewer people on each route.
  ➢ Limiting group activities and interaction between classes.
  ➢ Canceling gym class, choir, or other school activities that place individuals in close proximity.

School Cleaning

- Disinfecting of shared work areas, counters, railings, door knobs, and stair wells should be performed more frequently during the influenza pandemic.
- Filters of the air conditioning systems should be cleaned and changed frequently.
- Telephones should not be shared.
- Specialized cleaning solutions are not essential. Standard cleaning products are adequate (including soap and water) and can disinfect surfaces. Frequency of cleaning is most important.
- Where operationally possible during the school day, increase ventilation to the facility to decrease the spread of disease. Following each school day, the school may be thoroughly ventilated and cleaned (either opening all doors and windows or turning up air conditioning/heating systems).

Educating Students/Staff/Parents To Eliminate Concern

Increased anxiety is likely regarding a pandemic influenza, and this may contribute to increased absenteeism and/or increased distress to staff. Suggested methods to address this include:

- Educate those involved in your preparedness efforts.
- As more information becomes available, provide timely updates.
- During the pandemic, continue to educate staff, students, and parents on the progress of the pandemic and its effects.
- As needed, work with local resources and local public health agencies to assure support mechanisms are readily available, for example: mental health, social services, and faith-based resources.

Managing Illness in Staff, Students, or Visitors

- Schools should post information on what to do if people get sick while at school.
- Educate staff and students regarding symptoms of illness.
- If a person becomes ill, or if someone observes another person exhibiting the symptoms of influenza at work/school, make sure the ill person leaves the school as soon as possible.
- Consider establishing policies for transporting ill students.
- The ill person should be encouraged to seek medical care and report back to the pandemic coordinator if influenza is likely.
- Educate staff and parents/students regarding standard baselines for staying home and when they may return to school.

Maintaining Essential Services

Continuity of Operations Plans

Continuity of Operational Plans (COOP) are implemented to ensure that Essential Functions can survive a natural disaster, technological failure, human error, or other disruption. COOP Plans include disruptions such as fires, earthquakes, and floods. These events are restricted to certain geographic areas, and timeframes are usually well defined and limited. However, pandemic flu planning places different demands on COOP because viruses spread across geographic regions and may arrive in waves that last several months at a time.

This requires the EST to review and update the COOP for Essential Functions, Delegation of Authority, Vital Equipment, and Personnel Polices to ensure that strategies are in place to manage these functions for extended periods (4–6 weeks) prior to a pandemic outbreak.

EST should develop a method to cross-train or back-fill essential employees if widespread absenteeism minimizes worker availability. In developing a robust plan, look for creative solutions to operational needs, such as creating partnerships with vendors, suppliers, personnel management agencies, and neighboring school districts.

Key to maintaining essential services is identifying critical components that may be scarce during a pandemic. By identifying these early, you can begin looking for ways to create backup systems, supplies, and other resources.

Implementation, Testing, and Revisions

Implement policy measures necessary to minimize the spread of influenza before flu seasons arrive. Training sessions and signs can encourage better hygienic practices and policies like staying at home while ill. Tracking employee/student absenteeism during a seasonal flu period should be good considered.

The plan should be tested, from low-stress exercises to full scale drills, and the overall feasibility of pandemic flu planning should be tested to ensure maximum efficiency in an actual outbreak.

Each of these methods of testing requires extensive planning and post-exercise evaluation. Post-exercise evaluations are critical for objectively revising emergency plans and capturing actual responses. Once this data is captured, an after-action report with recommendations will be used to revise COOP, if necessary.
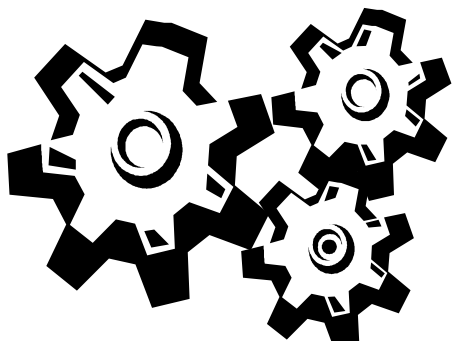
Unit 5

Pandemic Influenza COOP Annex

[AGENCY or LEA NAME]

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Section 2, Unit 5.   Table of Contents

INTRODUCTION

The District of Columbia *(AGENCY or LEA)* performs essential functions and services that may be adversely impacted or disrupted in the event of a disease pandemic. Maintaining essential functions and services is a vital element to *(AGENCY or LEA)*'s ability to continue operations. Therefore, it is important for the agency to ensure execution of its essential missions in the event of a threat to its normal continuity of operations. COOP planning is intended to ensure the performance of Department and Agency essential functions across a wide range of all-hazards emergencies.

PURPOSE

This Annex provides guidance to *(AGENCY or LEA)* employees, partners, and stakeholders and serves as the plan for maintaining essential functions and services during an influenza pandemic. This annex neither replaces nor supersedes the current approved *(AGENCY or LEA)* COOP Plan; rather it supplements it, bridging the gap between the traditional, all-hazards COOP planning and the specialized COOP planning required for a pandemic by addressing those considerations, challenges, and elements specific to the dynamic nature of a pandemic.

This Annex emphasizes that maintaining essential functions in a pandemic environment may not entail an official "COOP" declaration, that maintaining essential functions may be accomplished through contact intervention (social distancing) strategies, and may not require the relocation of all employees of *(AGENCY or LEA)*. The annex recognizes that relocation may be necessary due to a separate or concurrent event. Since these requirements apply across all levels of the organization, the term "*(AGENCY or LEA ABBREVIATION)*" for the purposes of this Annex, refers to the entire *(AGENCY or LEA)* organization, including personnel and operating elements.

CONCEPT OF OPERATIONS

This Annex is built upon the assumption that the Pandemic Influenza District Response Stages will serve as the Pandemic COOP Plan activation criteria or "triggers" for (Agency or LEA)'s actions.

District Operational Triggers
The District Pandemic Influenza CONOPS is built upon a set of simple triggers for District agencies and partners at various points in a pandemic. The first aim of using triggers is to simplify planning for each agency and partner – i.e., reducing the amount of interpretation that they must make in developing appropriate courses of action. The second aim is to facilitate analysis of the interdependencies and interaction effects of the different component operating plans across the District.

The three simple triggers are tied to categories or phases of agency operations: i.e., *Preparedness, Alert,* and *Crisis Management*.

Preparedness

The Pre-pandemic Steady State: The responsible agency should maintain the pandemic readiness of its plans and capabilities. Appropriate measures include, for example:

- Update agency continuity and preparedness plans
- Train and exercise plans
- Performed testing, training, and exercises that include social distancing techniques, tele-work capabilities and impacts of a reduced staff on facilities and essential functions and services.
- Cross-train employees to ensure staff are available to perform functions and services.
- Maintain updated rosters of mission essential personnel
- Ensure that mission essential personnel are trained in appropriate use of PPE.

Alert

Imminent Arrival of Effects on Agency from Pandemic: The responsible agency should initiate crisis measures in anticipation of imminent arrival of pandemic challenges. Appropriate measures include, for example:

- Notify all employees of their status in the event of a crisis management phase
- Ensure vaccination – if pre-pandemic vaccine is available – of all mission essential personnel
- Ensure that adequate stocks of PPE are available for mission essential personnel
- Ensure that mission essential personnel possess family preparedness plans
- Distribute appropriate hardware/software to personnel designated for tele-work.

Crisis Management

Pandemic Stress on Agency: The responsible agency is experiencing the full effects of a pandemic. In response, the agency should adopt and maintain sustainable crisis measures in order to keep the Agency functioning under periods of high demand and high operational stress. Appropriate *Crisis Management* measures include:

- Activate mission essential personnel plan
- Mission essential personnel perform essential functions according to plan
- Non-essential personnel proceed to their duty locations as prescribed by plan, e.g.
    – Tele-work
    – Pandemic shift scheduling
    – Snow-day or other leave

While each of these triggers provides concrete guidance to specific agencies for particular groups of activities, the specific alert or operational level for each agency will vary based upon the unique conditions of the pandemic at any point in time.

The differences in trigger or alert levels will be driven by three factors:

- The particular strategic goal that a component plan, agency, or partner is supporting
- The severity of the pandemic
- The pandemic interval for the District.

PANDEMIC PLANNING ASSUMPTIONS

GENERAL ASSUMPTIONS

- The spring 2009 experience demonstrated that existing pandemic plans were inflexible, not providing concrete options for pandemic with severity levels less than that experienced in 1918. Thus, new plans must account for pandemic severity and intervals. Specifically, these plans must differentiate between "worst cases" (i.e., pandemic severity index 4-5) and "moderate cases" (i.e., pandemic severity index 1-3).

- The speed of geographic transmission will likely exceed previous planning projections. Efforts to contain or slow geographic spread are not likely to be effective. However, it may still be possible to reduce the number of ill persons in the District at any one time, thereby reducing the strain of the pandemic.

- Given the speed of transmission of H1N1 and the relative delays in surveillance of the virus's transmission, there is probably little value in distinguishing between the "initiation" and "acceleration" intervals. Thus, this CONOPS treats initiation and acceleration as a single interval.

- The CDC recommendation to vaccinate children as a first priority will be difficult to implement in the District.

- Pandemic influenza preparedness will require coordination among federal and local government at all levels; the community, neighboring states, faith and community based organizations, the business community and the private sector.

- A community that has been educated and engaged in pandemic influenza planning and preparedness is more likely to demonstrate increased resilience.

- Sustained human-to-human transmission anywhere in the world will be a triggering event for a public health response in the District of Columbia.

- Protective public health interventions such as social distancing, vaccination, and distribution of antiviral medications will be used in an attempt to reduce disease transmission and delay outbreaks.

- Susceptibility to pandemic influenza virus will be universal.

- The clinical disease attack rate will be 30 percent in the overall population during a pandemic.

- Absenteeism will fluctuate between 30-40% during the peaks of the pandemic waves.

- On average, each infected person will transmit the virus to two other people.

- Epidemics in the District will last six to eight weeks.

- Multiple waves are expected across the country, lasting two to three months each.

(AGENCY or LEA) **ASSUMPTIONS**

- *(INSERT AGENCY OR LEA PANDEMIC FLU-SPECIFIC ASSUMPTIONS HERE)*

ELEMENTS OF A VIABLE COOP CAPABILITY

PLANS AND PROCEDURES

(AGENCY or LEA)'s pandemic influenza COOP planning and response actions shall be appropriately linked to the CDC's Pandemic Influenza Intervals and District's 5 Operational Levels.

1. Pandemic Coordinators and Pandemic Response Teams
The Director of (AGENCY or LEA) has designated (NAME OF INDIVIDUAL) as the (AGENCY or LEA) Pandemic Coordinator. (NAME OF INDIVIDUAL) will serve as the Alternate Pandemic Coordinator. Additionally, a Pandemic Response Team (PRT) is established to anticipate the impacts of pandemic on (AGENCY or LEA)'s and to assist with developing strategies to manage the effects of a pandemic outbreak. The Pandemic Coordinator and Alternate Pandemic Coordinator will work closely with (AGENCY or LEA) COOP Program Manager.
(DESCRIBE ANY EXPLICIT RESPONSIBILITIES OF THE PANDEMIC COORDINATOR)

The (AGENCY or LEA) PRT is composed of the following members:
(NAMES OF INDIVIDUALS)

2. Sustaining Operations
Sustaining operations will be performed until normal business activity can be reconstituted; this may take longer than 30 days. The principal focus in making this determination will be the minimization of the effects of a pandemic on staff and operations. *(AGENCY or LEA)* will emphasize and implement procedures such as social distancing techniques, infection control and personal hygiene, cross-training, and tele-work to sustain operations.

ESSENTIAL FUNCTIONS

According to the Implementation Plan for the National Strategy for Pandemic Influenza, during a pandemic or any other emergency, essential functions must be continued to facilitate emergency management and overall national recovery. Given the expected duration and potential multiple waves of a pandemic, *(AGENCY or LEA)* must review their essential functions and services to take into account the need to perform essential functions beyond the traditional 30-day COOP requirement.

1. Essential Functions
(AGENCY or LEA)'s COOP plan outlines the agency's essential functions and provides supporting information for key personnel, vital records and databases, and mission critical systems and equipment required to perform each of the essential functions.

In order to minimize the effects of a pandemic on staff and operations and continue essential functions and services, *(AGENCY or LEA)* will emphasize and implement procedures such as social distancing techniques, infection control and personal hygiene, cross-training, and tele-work.

(WHAT ARE THE MISSION-ESSENTIAL FUNCTIONS OF YOUR AGENCY or LEA?)

(WHAT ARE THE MINIMAL REQUIREMENTS TO SUSTAIN BASELINE OPERATIONS?)

(WHAT WOULD CONSTITUTE TOLERABLE DEGRADED PERFORMANCE?)

PRIORITY	ESSENTIAL FUNCTION	CRITICAL PROCESS	TITLE/ PERSON	ALTERNATE TITLE/ PERSON	PRIMARY LOCATION	ALTERNATE LOCATION	ALTERNATE LOCATION

2. Identification of Essential Positions and Skills

In *(AGENCY or LEA)*'s COOP plan, *(AGENCY or LEA)* has identified positions, skills, and personnel needed to continue essential functions and services. *(AGENCY or LEA)* has also identified back-up personnel, in different geographic locations, by position, to ensure that all personnel needed to perform those essential functions shall also receive COOP and specific pandemic influenza training.

(DESCRIBE OR LIST YOUR AGENCY or LEA'S "ESSSENTIAL SKILLS")

(FILL IN TABLE BELOW WITH AGENCY or LEA'S "ESSENTIAL" PERSONNEL ROSTER)

EXECUTIVE OFFICE

Last Name	First Name	Title	Office Phone	Cell Phone	Email

(INSERT NAME) DIVISION

(INSERT NAME) DIVISION

(INSERT NAME) DIVISION

3. Alternative Work Arrangements

(AGENCY or LEA) shall assess, on a case-by-case basis, which essential and non-essential functions and services can be conducted through the use of alternative work arrangements (e.g., home, tele-work, staggered work hours, flex time, etc.).

(DESCRIBE AGENCY or LEA'S ALTERNATIVE WORK ARRANGEMENTS FOR ESSENTIAL FUNCTIONS)

4. Essential Contract and Support Services and Other Interdependencies

(AGENCY or LEA) shall initiate pre-solicited, signed and standing agreements with contractors and other third parties to ensure fulfillment of mission requirements. *(AGENCY or LEA)* shall also identify the contractors, suppliers, shippers, resources and other businesses that it interacts with on a daily basis. *(AGENCY or LEA)* shall develop relationships with more than one supplier should a primary contractor be unable to provide the required service.

(INSERT TABLE OR CHART TO DEPICT THE CONTRACTUAL STAFF AND CONTRACTS TO HAVE IN PLACE IN ORDER TO PROCURE ESSENTIAL SERVICES OR FUNCTIONS.)

DELEGATION OF AUTHORITY AND ORDERS OF SUCCESSION

At the height of a pandemic wave, absenteeism may reach a peak of 40 percent. As such, delegations of authority and orders of succession are critical.

1. Two Deep per Position

(AGENCY or LEA)'s delegation of authority and orders of successions are at least two deep per position to take into account the expected rate of absenteeism.

The Delegation of Authority and Orders of Succession for *(AGENCY or LEA)* critical positions can be found in the chart directly below.

(IDENTIFY CRITICAL POSITIONS IN YOUR AGENCY or LEA AND FILL IN TABLE BELOW WITH NAME AND FULL PHONE AND EMAIL CONTAT INFORMATION.)

LEADERSHIP POSITION	CURRENT POSITION HOLDER	SUCCESSOR 1	SUCCESSOR 2

ALTERNATIVE OPERATING FACILITY/EMERGENCY RELECOTION SITE (ERS)

The traditional use of alternative operating facilities or emergency relocation sites to maintain essential functions and services may or may not be a viable option during a pandemic. Safe work practices, which include contact interventions and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission and the need for deploying to alternative sits. Strategies for maintaining essential functions and services will largely rely on social distancing and dispersion of the workforce including tele-work, preventative health practices, and other efforts to reduce the chance of infection.

Nonetheless, *(AGENCY or LEA)* may choose to make its ERS, along with other locations, available to be used as a means of implementing social distancing. A separate incident concurrent to a pandemic outbreak could also necessitate the use of an ERS for *(AGENCY or LEA)* employees. All planning efforts listed in the *(AGENCY or LEA)* COOP plan for ERS or existing field infrastructures should be understood to be viable only in the event of an incident concurrent with a pandemic in which their use is vital.

(DESCRIBE YOUR AGENCY or LEA'S POLICY AND PROCEDURES REGARDING ALTERNATIVE WORK LOCATIONS)

(WHERE APPLICABLE, FILL IN THE TABLE BELOW WITH THE LOCATION INFORMATION)

OFFICE	LOCATION
PRIMARY FACILITY	
EMERGENCY RELOCATION SITE	

If the key personnel must be brought together in one location, safeguards will be implemented to protect employees from exposure to the influenza virus in accordance with directives from DOH. Safeguard will include, but are not limited to:

- Social distancing and infection control measures;
- Distribute educational materials on infection control, sanitation, respiratory hygiene, and social distancing techniques;
- Personal Protective Equipment (PPE) will be issued and used as deemed necessary. Adequate supplies of hand sanitizer, tissues, PPE (if required) and surface disinfectants will be made available to as many employees as possible; and
- If deemed necessary by public officials in light of the actual pandemic scenario, restrictions on travel will be imposed in order to limit exposure and reduce the risk of further deterioration of the District workforce.

1. Essential Function by Remote Location
All employees designated as essential will be required to report for duty at their usual worksites, unless *(AGENCY or LEA)* leadership determines that:
- *(AGENCY or LEA)* functions can be adequately performed at an alternate site; and

- It is beneficial to the agency's mission or the overall public health for the employee to be located elsewhere than at the usual worksite.

2. Facilities Support
(AGENCY or LEA) has considered the need for reliable logistical support, services, and infrastructure systems at facilities that remain open (for greater than 30 days), to include ERS in the event of an incident concurrent with a pandemic influenza outbreak. This support includes:

- Prioritization/determination of accessible facilities/buildings (as alternative to relocating to remote facility)
- Necessary support staff
- Social distancing techniques
- Medical screening of employees
- Health/medical units
- Sanitation
- Essential Services
- Food and water

(DESCRIBE AGENCY or LEA'S PROCEDURES FOR ANY OF THE ABOVE APPLICABLE ISSUES)

COMMUNICATIONS

Workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact.

1. Tele-work- *(AGENCY or LEA)* shall analyze its current tele-work capability and identify its personnel performing essential functions who anticipate a need to tele-work, and the IT requirements, tools, and resources necessary to support tele-work during a pandemic. The use of laptops, high-speed telecommunications links, Virtual Private Networks (VPN), Personal Digital Assistants (PDAs), flash drives, and other systems that enable employees performing mission essential functions and services to communicate and maintain connectivity with internal organizations, external partners, critical customers, and other key stakeholders shall be considered when performing analysis.

(DESCRIBE AGENCY or LEA'S TELE-WORK TECHNICAL Plan HERE: I.E. WHAT SPECIFIC TECHNOLOGIES OR METHODS WILL BE UTILIZED)

2. Tele-work- Test, Training and Exercises
(AGENCY or LEA) will evaluate tele-work plans, procedures, and capabilities through reviews, testing, post-incident reports, lessons learned, performance evaluations, and exercises. Procedures shall be established to ensure that corrective action is taken on any deficiency identified in the evaluation process.

(DESCRIBE AGENCY'S TELE-WORK TESTING AND TRAINING PROCEDURES)

3. Communications to Stakeholders
In the event of pandemic wave, *(AGENCY or LEA)* will need to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational hours.

(DESCRIBE AGENCY or LEA'S STAKEHOLDER COMMUNICATION PROCEDURES)

VITAL RECORDS AND DATABSES

1. Identification, Protection and Availability
(AGENCY or LEA) has identified, protected, and ensured the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions for up to several months.

(IF YOUR AGENCY or LEAHAS VITAL RECORDS AND DATABASES THAT WARRANT SPECIAL ATTENTION DURING A PANDEMIC WAVE, DESCRBIE THE APPLICABLE PROCEDURES TO MAINTAIN THEM AND/OR FILL OUT THE TABLE BELOW. IF NOT, DELETE THIS SECTION.)

(AGENCY or LEA) has identified vital records and databases needed by the agency to sustain essential functions and services in the chart below.

VITAL FILE, RECORD OR DATABASE	LOCATION	FORM(S)	FREQUENCY OF BACKUP	ACCESSIBLE REMOTELY	PRE-POSITIONED AT ALTERNATE FACILITY	HAND CARRY TO ALTERNATE LOCATION	NECESSARY EQUIPMENT

HUMAN CAPITAL

Although a pandemic influenza will not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization's human resources. The health threat to personnel is the primary threat to maintaining essential missions and services during a pandemic. To assist agencies in making sure they are able to fulfill their missions, while at the same time, preparing and protecting the workforce should a pandemic influenza outbreak occur, the District of Columbia Department of Human Resources (DCHR) has updated and developed general policies on leave, pay, hiring, alternative work arrangements, and other critical human capital issues in relation to pandemic influenza. These policies are amendable at each AGENCYor LEA's discretion to fit the needs of that agency.

1. Tele-work Policy
Tele-work is an integral part of plans and procedures to maintain essential functions and services in an influenza pandemic.

(DESCRIBE AGENCY or LEA'S TELE-WORK POLICY AND PROCEDURES)

POINTS OF INTEREST TO CONSIDER IN TELE-WORK POLICY
- Which essential and non-essential function will be able to be done via tele-work if social distancing is implemented
- Development of agreements prior to emergency for individuals to tele-work, or procedure and authority for expediting tele-work agreements in an emergency.
- Who will receive a computer
- Who will have access to the VPN
- Those without VPN will have access to web portal and necessary P and O:/drive documents will be placed on the web portal
- How web portal will be set up
- How employees will be able to access web portal and how they will receive their log-in information
- Essential employees eligible for tele-work must have an agreement in place with *(AGENCY or LEA)* prior to engaging in tele-work.

*Non-essential employees with telecommuting agreements in place will be encouraged to work at their alternative worksites. If an employee is deemed eligible for telecommuting but does not have a telecommute agreement in place, a signed agreement will be created and executed as quickly as possible so that the employee may work at an alternative worksite.

TRAINING AND EXERCISES

Testing, training, and exercising are essential to assessing, demonstrating, and improving the ability of organizations to maintain their essential functions and services.

1. Social Distancing
(AGENCY or LEA) shall conduct annual tests, training, and exercises to ensure sustainable social distancing techniques, including tele-work capabilities, and to assess the impacts of reduced staff on the performance of essential functions.

(DESCRIBE AGENCY'S SOCIAL DISTANCING PROCEDURES OR GUIDELINES)

2. Tabletop, Functional, and Full-Scale Exercises
(AGENCY or LEA) shall conduct annual pandemic exercises (tabletop, functional, or full scale) to examine the impacts of pandemic influenza on agency essential functions, to familiarize agency personnel with their responsibilities, and to validate the effectiveness of pandemic influenza COOP planning by senior leadership.

(DOCUMENT AGENCY or LEA'S EXERCISE SCHEDULE OR EXERCISE PLAN)

3. Annual Awareness Training
(AGENCY or LEA) shall conduct annual awareness briefings specific to pandemic influenza.

(DOCUMENT OR DESCRIBE AGENCY or LEA'S TRAINING PLAN)

4. Cross-Training Successors and Back-up Personnel
(AGENCY or LEA) shall identify and train personnel, by position, needed to perform essential functions, including backups in different geographic locations (see Essential Functions).
The *(AGENCY or LEA)* personnel roster listed in this plan identifies the personnel required to support continuity of operations.

RECONSTITUION

Reconstitution embodies the ability of an organization to recover from a catastrophic event and consolidate the necessary resources that allow it to return to a fully functional entity of the District government. The objective during the recovery and reconstitution phase during a pandemic is to expedite the return of normal services to the District.

1. Replacement of Employees
(DESCRIBE AGENY or LEA'S PROCEDURES FOR REPLACING EMPLOYEES UNABLE TO RETURN TO WORK AND PRIORITIZE HIRING EFFORTS)

If an emergency declaration is signed by the Mayor of the District of Columbia, *(AGENCY or LEA)* will be authorized to expedite the hiring of new employees to support the agency's essential functions.

2. Facility/Building Habitability
The Director of *(AGENCY or LEA)* shall consult with the public health authorities to ensure the facilities/buildings are safe for employees to return to normal operations.

CONCLUSION

Maintaining essential functions and services in the event of pandemic influenza requires additional considerations beyond traditional COOP planning. Unlike other hazards that necessitate the relocation of staff performing essential functions to an organization's ERS, an influenza pandemic will not directly affect the physical infrastructure of an organization. As such, a traditional "COOP activation" may not be required under a pandemic influenza scenario. However, a pandemic threatens an organization's human resources by removing essential personnel from the workplace for extended periods of time. Accordingly, COOP plans should be modified or supplemented to achieve a pandemic influenza capability. Plans for maintaining essential functions and services in a pandemic influenza must emphasize and implement procedures such as social distancing techniques, infection control and personal hygiene, cross-training, and tele-work. Protecting the health and safety of employees must be the focus of planning in order to ensure the continuity of essential functions and continuity of operations.