

**Fairfax County Public Schools
Pandemic Influenza Response Plan**

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Executive Summary

The mission of the Fairfax County Public Schools (FCPS) is to educate all students to meet high academic standards and to prepare them for responsible citizenship in the 21st century. To fully support this mission, FCPS must be prepared to sustain operation of the school division during an influenza pandemic, and be able to effectively provide essential emergency services as outlined in the Fairfax County Emergency Operations Plan and the Fairfax County Pandemic Influenza Response Plan. This document, the FCPS Pandemic Influenza Response Plan, identifies the critical and essential activities that must be performed to continue to operate the school system and support local government in the event of an influenza pandemic. This plan will serve as an appendix to the FCPS Systemwide Emergency Response Plan and the Fairfax County Pandemic Influenza Response Plan, which is a supplement of the Fairfax County Emergency Operations Plan.

FCPS utilized two planning scenarios or assumptions in the development of this plan. The first scenario addresses the specific activities necessary to keep all or a large percentage of the division's schools in session and operating while providing a clean and safe environment during an influenza pandemic. The second scenario addresses the essential functions that must be performed by FCPS regardless if students have been dismissed from classes. These essential functions, as outlined in the Fairfax County Emergency Operations Plan, include mass sheltering and feeding of evacuees, transportation assets for emergency responders and/or evacuees, assist with damage assessment and debris removal, receive, store and ship assets of the Strategic National Stockpile, provide support to the Fairfax Medical Reserve Corps during mass medical dispensing operations, provide meals for pandemic victims placed in isolation or quarantine, and provide crisis counseling services in coordination with the Fairfax County Community Service Board.

The Division Superintendent or designee will coordinate with the Directors of the Fairfax County Health Department and Fairfax County Emergency Management, the operation and use of all FCPS facilities, equipment, staff and other resources for the purpose of protecting public health, safety and welfare.

Using the guidance provided in this plan, FCPS departments and offices will develop individual response plans that support the continuity of FCPS operations in the event of a pandemic influenza outbreak.

Introduction

FCPS has operations that must be performed during an influenza pandemic. While the full impact of a pandemic cannot be predicted, planning for operations under such conditions can mitigate the impact of the event on our staff, facilities and mission. To that end, FCPS has prepared a pandemic influenza response plan.

Unlike many other catastrophic events, an influenza pandemic will not be geographically bound and will not directly damage the physical infrastructure of our organization; but it

has the potential to threaten all critical infrastructures by its impact on our organization's human resources by removing essential personnel from the workplace for periods of weeks, months, or longer. The U. S. Department of Health and Human Services recommends that state and local government entities and the private sector plan with the assumption that up to 40 percent of their staff may be absent for periods of about 2 weeks at the height of a pandemic wave with lower levels of staffing absenteeism for several weeks on either side of the peak. Therefore, it is critical that FCPS anticipate the potential impact of an influenza pandemic on personnel and the ability to continue to educate students and ensure the continuity of essential services and operations in support of local government.

This plan is dynamic and sections will be revised and updated as new information becomes available.

Purpose

This plan describes how FCPS will sustain the capability to perform essential functions during and after a disruption in internal operations caused by an influenza pandemic. This plan ensures that FCPS:

- has the capability to implement the pandemic influenza plan at anytime, during and after school hours, on weekends, and during holidays and summer vacation both with and without warning;
- is able to perform essential functions and services no later than 2 hours after activation of the plan;
- is able to maintain essential functions/services until termination of the event;
- includes testing, training, and exercising of personnel, equipment, systems, processes, and procedures used to support operations during the pandemic;
- supports the identification and documentation of temporary operating procedures which enable the performance of essential functions; and
- promotes the development, maintenance, and annual review of FCPS' Pandemic Influenza Response capabilities

This plan supports the performance of essential functions and services from alternate locations (telework) due to the promotion of social distancing measures or the combination and centralization of operations due to high absenteeism. This plan also provides for continuity of management and decision-making in the event that senior management or technical personnel are unavailable, inaccessible or lost to the organization.

Authorities and References

As outlined in the FCPS Systemwide Emergency Response Plan, mitigation and prevention of critical incidents involves developing continuity of operations plans in

advance of an emergency. FCPS departments and offices are expected to develop individual continuity of operations plans.

In accordance with guidelines established by

- *The Fairfax County Pandemic Influenza Response Plan*, date September 2006
- *Fairfax County Emergency Operations Plan*, dated June 2007
- *Implementation Plan for the National Strategy for Pandemic Influenza (The White House)*, dated May 3, 2006
- *Interim Pre-Pandemic Planning Guidance: Community Strategy for Pandemic Influenza Mitigation in the United States-Early, Targeted, Layered Use of Nonpharmaceutical Interventions (Centers for Disease Control and Prevention)*, dated February 2007.
- *Commonwealth of Virginia Emergency Operations Plan, Pandemic Influenza Plan Annex Volume VI* dated May 2009
- *Virginia Department of Emergency Management COOP Planning Manual and Plan Template* dated March 2006

This document identifies key planning requirements for continuity of operations in the event that pandemic influenza threatens or incapacitates FCPS operations.

Scope and Applicability

The FCPS Pandemic Influenza Response Plan is applicable to all departments, offices, contractors and personnel that are involved in the education of students and providing essential emergency services and operations as defined in the Fairfax County Emergency Operations Plan. This plan describes the actions that will be taken to activate a viable response capability within 2 hours of notification, and to sustain that capability until termination of the event. The response plan can be activated during normal business hours and non-business hours, both with and without warning.

The FCPS Pandemic Influenza Response plan covers all facilities, systems, vehicles and buildings operated or maintained by FCPS. The plan supports the performance of essential functions from alternate locations (due to the promotion of social distancing measures) and also provides for continuity of management and decision-making at the department and office level in the event that senior management or technical personnel are unavailable.

The FCPS Pandemic Influenza Response plan has been distributed to senior managers within FCPS. Training has been provided to FCPS personnel with identified responsibilities. This plan is an appendix to the Fairfax County Pandemic Influenza Response Plan.

Policy

It is the policy of FCPS to respond quickly at all levels of the organization in the event of an emergency or threat, in order to continue essential internal operations and provide support to our students, parents, employees, emergency management and response agencies, and other agencies or services that may be affected by the emergency.

A viable continuity of operations capability identifies essential functions and consists of plans and procedures, alternate facilities, and interoperable communications and data support systems, reinforced by comprehensive training, orientation, and exercise programs. The continuity of operations capabilities must be maintained at a high level of readiness; is capable of being activated both with and without warning; achieve operational status no later than 2 hours after activation, and maintain sustained operations until termination of the emergency.

Objectives

The objectives of this plan are as follows:

- limit and delay the spread of a virus pandemic, mitigate disease and death;
- maintain command, control and direction of FCPS resources during a pandemic influenza outbreak;
- minimize disruptions to operations and the education process;
- safeguarding indispensable people, systems, essential facilities, equipment, records, and other assets;
- provide organizational and operational stability;
- provide for the line of succession to critical management and technical positions;
- facilitate decision-making during the crisis;
- provide resources and capabilities to develop plans for restoring or reconstituting regular activities, depending upon the scope and severity of the pandemic;
- fulfill FCPS' responsibilities, as outlined the Fairfax County Emergency Operations Plan;
- achieve an orderly recovery from emergency operations;
- assist affected employees and their families;

Essential Functions

When confronting events which may disrupt individual facilities or the entire school division and the community, FCPS is committed to provide essential functions which must be continued even under the most challenging emergency circumstances. Sustaining operations under conditions of pandemic influenza will be a challenge due to the possible wide spread loss of instructional and support staff, public safety and medical services, public utilities, transportation and information systems due to high absenteeism and/or

loss of key personnel, implementation of social distancing measures, and/or recommendation by the Fairfax County Health Department to curtail/cancel public activities.

FCPS departments have identified as essential functions only those business functions or lines of business that must continue with no or minimal disruption to provide for the safety and security of students, staff, emergency responders and the general public; to facilitate emergency response operations; to limit the spread of disease throughout the duration of a pandemic; provide effective educational services; and to support the restoration of FCPS operations.

During activation of the FCPS Pandemic Influenza Response Plan, some activities may be suspended to enable departments to concentrate their resources on providing the essential functions and building the internal capabilities necessary to increase and eventually restore critical operations. Appropriate notification and communications with regular or expected users of suspended services will be a priority.

In the appendices of this plan, the individual FCPS departments have identified and prioritized essential functions, essential supporting activities, critical processes, services, systems, and equipment and selected essential personnel necessary to support each essential function. Essential personnel, as defined in FCPS Regulation 4810.9, will report to work, as required. Delegations of Authority and Lines of Succession may be implemented to replace personnel performing essential functions.

Concept of Operations

Planning Scenarios

The FCPS Pandemic Influenza Response Plan has been developed around the following two planning scenarios:

- **Planning Scenario 1: Emergency dismissal of students from a single school or a group of schools.** Under this scenario, a large percentage of the division's schools are in session but a single school or a small group of schools have dismissed students from classes to limit/restrict social contact and slow the transmission of the influenza virus. The superintendent may authorize the dismissal of students from class based on recommendations from the local health department director. Instructional program support and divisionwide support services may be limited due to high absenteeism rate or the redeployment of critical staff that would result in a cessation of service. Furthermore, FCPS facilities maybe closed for normal business activities due to the isolated disruption of public utilities, public safety and/or transportation services, as well as, resource shortages, or civil unrest/disturbance associated with a pandemic.

The chief operating officer is responsible for making the decision to close a facility in such emergency situations, as outlined in FCPS Regulation 1350.7.

- **Planning Scenario 2: Division-wide emergency dismissal of students from school.** Under this scenario, students have been dismissed from school either by order of the Commissioner, Virginia Department of Health to limit/restrict social contact and slow the transmission of the influenza virus or by order of the Division Superintendent or the School Board due to falling class attendance and/or rising staff absenteeism. FCPS facilities may remain open to faculty and staff to support continuity of learning or fulfill FCPS' responsibilities, as outlined the Fairfax County Emergency Operations Plan.

Planning Assumptions

The goals of planning for an influenza pandemic are to save lives and to reduce adverse personal, social, and economic consequences of a pandemic. The primary strategies for combating influenza are 1) vaccination, 2) treatment of infected individuals and prophylaxis of exposed individuals with influenza antiviral medications, and 3) implementation of infection control and social distancing measures. The single most effective tool for mitigating a pandemic is a well matched pandemic strain vaccine. Since an effective pre-pandemic vaccine against an emerging pandemic strain is not currently available, and it is not known if influenza antiviral medications will be effective against a future pandemic strain or if sufficient quantities of the antiviral medications will be available, the selection and timing of selected nonpharmaceutical intervention strategies and recommendations for their use, matched to the severity of a future influenza pandemic, is an effective public health response. While it is not possible, prior to the emergence, to predict with certainty the severity of a pandemic, early and rapid characterization of the pandemic virus and initial clusters of human cases may give insight into its potential severity. The main determinant of a pandemic's severity is its case fatality ratio (the proportion of deaths among clinically ill persons). Other factors, such as efficiency of transmission, are important for consideration as well. The Centers for Disease Control and Prevention (CDC) will monitor the public health risk associated with emergence and spread of a new influenza virus subtype and adjust the severity index (category 1-5) to correspond with pandemic conditions and mortality rates (see Table 1. Pandemic Severity Index by Epidemiological Characteristics). CDC will identify response measures the federal government will take and recommend actions that state and local public health agencies should implement based on the severity index classification system (see Table 3. Triggers for Implementation of Mitigation Strategy). Recommendations may include the following:

1. Asking ill people to voluntarily remain at home and not go to work or out in the community for a period of time to be determined by the Fairfax County Health Department and CDC guidelines.

2. Asking members of households with a person who is ill to voluntarily remain at home for a period of time to be determined by the Fairfax County Health Department and CDC guidelines.
3. If the illness is severe, CDC and the Fairfax County Health Department may recommend dismissing students from schools (including public and private schools as well as colleges and universities) and school-based activities and closure of childcare programs for up to 12 weeks, coupled with protecting children and teenagers through social distancing in the community to include reductions of out-of-school social contacts and community mixing. Childcare programs include the Fairfax County School Age Child Care (SACC) program, centers or facilities that provide care to children in a nonresidential setting, and family childcare homes. The current three-tiered planning approach includes 1) no dismissals in a Category 1; 2) short-term (up to four weeks) dismissal of students from schools during a Category 2 or Category 3 and 3) prolonged (up to 12 weeks) dismissal of students from schools during a severe influenza pandemic (Category 4 or Category 5)
4. Recommending social distancing of adults in the community, which may include cancellation of large public gatherings; changing workplace environments and schedules to decrease social density and preserve a healthy workplace to the greatest extent possible without disrupting essential services; ensuring work-leave policies to align incentives and facilitate adherence with the measures outlined above.

Table 1. Pandemic Severity Index by Epidemiological Characteristics

Characteristics	Pandemic Severity Index				
	Category 1	Category 2	Category 3	Category 4	Category 5
Case Fatality Ratio (%)	<0.1%	0.1<0.5%	0.5<1.0%	1.0<2.0%	≥2.0%
Excess Death Rate (per 100,000 population)	<30	30-<150	150-<300	300-<600	≥600
Illness Rate (% of population)	20%- 40%	20%- 40%	20%- 40%	20%- 40%	20%- 40%
Potential Number of Deaths* (based on 2006 U.S. population)	<90,000	90,000-<450,000	450,000-<900,000	900,000-<1.8 million	≥1.8 million
20th Century U.S. Experience	Seasonal Influenza (illness rate 5%-20%)	1957, 1968 Pandemic	None	None	1918 Pandemic

(<) less than (≥) greater than or equal to

*Assumes 30% Illness Rate and Unmitigated Pandemic without Interventions

Assumptions used to support FCPS' planning for each of the two planning scenarios include the following elements:

- Pandemic influenza or the threat of pandemic influenza can adversely impact FCPS' ability to continue to support the essential functions necessary to operate a safe and efficient public school system. Classroom instruction may be suspended due to the implementation of social distancing measure for a period of time. Expect two or three waves of disease outbreak over a period of a year or more with outbreak in the community lasting about 2-3 months. Continuity of learning or instruction plans include the posting of lessons, classroom assignments, worksheets, etc., on FCPS 24/7 Learning website, providing and collecting school homework assignments by e-mail, providing student instruction by way of telephone, teleconference, cablecast television channel 21, and other media.
- Education opportunities will also continue to be provided to students with Individualized Education Program (IEP) developed under Individuals with Disabilities Education Act (IDEA) or a plan under section 504, and Title II of Americans with Disabilities Act (ADA), if schools are closed. If continuing educational opportunities are provided to students without disabilities, FCPS must consider ways of ensuring that the planned activities are accessible to students with disabilities. If students with disabilities will not be able to receive some or all of the special education and related services that are specified in the IEP or Section 504 Plan, the student's IEP team, or Section 504 team, can meet by teleconference or other means to determine if some, or all, of the identified special education and related services can be provided through alternate or additional methods such as through tutoring by phone, the internet, or closed-circuit programming. Once school resumes, it is appropriate for a student's IEP team, or Section 504 team, to make an individualized determination as to whether, and to what extent, compensatory services are needed to ensure that the student receive educational benefit. Compensatory services may include: extended school years services, extended school day, tutoring before and after school, or provision of additional services during regular school hours. All such compensatory services must be directly linked to the denial of educational benefits, including any decline in the student's skills and occurred as a result of a student not receiving services during the outbreak.
- Continued instruction is not only important for maintaining learning but also serves as a strategy to engage students in a constructive activity during the time that they are being asked to remain at home. The rescheduling of the instructional calendar after the period of contagion has passed will have to be considered.
- Community mitigation measures may be implemented to reduce contact between people, e.g. asking ill people to remain at home; asking members of households with a person who is ill to remain at home; and social distancing measures which may include cancellation of large public gatherings and changing workplace sites and employee work schedules (shift work) to reduce social density and preserve a healthy workplace.

- Health protection measures may be implemented, e.g. wearing of protective equipment (see personal protection equipment recommendations in the Specific Issues section of this plan), daily cleaning of contact surfaces with appropriate cleaning solution, reinvigorate the FCPS hand washing awareness and cough and sneeze etiquette campaigns, limiting access to facilities, cessation of field trips.
- Pre-planned movement of selected key personnel and technical specialists to an alternate operating facility, e.g. Department Operations Center (DOC), decentralize operations, or telework from home.
- Delegation of emergency authorities to management and technical personnel has been authorized in writing by the appropriate Division or Department head.
- FCPS will continue to provide support to the essential operations of the Fairfax County government and external agencies, as outlined in the Fairfax County Emergency Operations Plan and the Fairfax County Pandemic Influenza Response Appendix, i.e. Health Department School Illness Monitoring System (HD-SIMS), mass sheltering operations, food preparation for person(s) under order of isolation or quarantine, facilitating the distribution of Strategic National Stockpile assets, use schools as Point of Dispensing (POD) sites to dispense pharmaceuticals (vaccine and oral medications), provide transportation assets as needed, etc.
- When a pandemic influenza event is declared, FCPS departments, offices, sections, or shifts will implement elements of the Pandemic Influenza Response Plan as directed.
- FCPS will provide operational capability within 2 hours of the plan's activation and be able to continue essential operations until termination of the event.
- Normally available staff members may be unavailable due to illness, the need to care for ill family members, and/or fear of becoming infected with the influenza virus.
- FCPS employees may be reassigned to compensate for workforce depletion. Cross-training staff, temporary hires and volunteers to support essential functions may be necessary.
- Training aids and written procedures to carry-out essential functions are available so that someone other than the person primarily responsible for the task can perform the work.
- A pandemic may require students, staff, and local agencies to function with limited automated support and some degradation of critical services until full recovery is made.
- Post pandemic recovery will consist of measures and mitigative actions taken to restore the community after the pandemic. Recovery will focus on psychosocial effects that arise as a result of the emergency and FCPS staffing issues.
- If school has been closed due to summer vacation, school holidays, or students have been dismissed from school due to influenza outbreak, all directors, principals, and program managers will have procedures in place for contacting their respective staffs and ascertaining their availability to report to work. When directed by the Superintendent's office, directors, principals, and program managers will forward to their respective Assistant Superintendent all pertinent

information concerning their facility or department's ability to reopen and perform its essential functions. The Assistant Superintendents will provide a status report to the Director, Office of Safety and Security on their respective facilities and/or department's ability to resume operations. Based on minimum staffing requirements, safety considerations, and recommendations from the Health Department, the Superintendent will determine when individual schools, centers, facilities, or the school division can resume operation.

Plan Implementation

The steps between recognition of a pandemic threat and the decision to activate a response are critical to successful mitigation of the contagion. The FCPS Pandemic Influenza Response Plan will use a four-step approach: alert, standby, activation and recovery (see Table 2. Steps in Escalation of Response Actions). Identifying the optimal time for implementing the activation step of this plan will be challenging because implementation needs to be early enough to preclude the initial sharp increase in the morbidity rate and needs to be sustained long enough to cover the peak of the anticipated epidemic curve while avoiding mitigation fatigue. Identifying the appropriate time for instituting the recovery phase will also be challenging because relaxing nonpharmaceutical intervention measures too soon could result in extending the pandemic wave. FCPS will coordinate the implementation and de-escalation of pandemic nonpharmaceutical intervention strategies with local, state and federal public health agencies.

The Division Superintendent, Deputy Superintendent, Chief Operating Officer or designee may implement the Pandemic Influenza Response Plan and close schools based on the following factors: the Governor has declared a state of emergency, and has ordered the evacuation of buildings (in effect preventing the occupancy of school buildings), Code of Virginia at §44-146.17; under a state of emergency, the State Health Commissioner has issued an order of quarantine, or an order of isolation under exceptional circumstances to control the spread of a communicable disease of public health threat (in effect preventing students and staff from using school buildings for educational purposes), Code of Virginia at §32.1-43; or the Board of Health has issued an order to close schools in order to prevent a potential emergency caused by a disease dangerous to public health, Code of Virginia at §32.1-42; or the School Board and/or the Division Superintendent or designee can close school under the authority inherent in Article VIII, Section 7 of the Constitution of Virginia.

Table 2. Steps in Escalation of Response Actions

Steps	Activity
Step I- Alert	<ul style="list-style-type: none"> • FCPS will utilize the Message Alert System to alert and notify the Leadership Team, principals and program managers of impending activation of Pandemic Influenza Response Plan. • Coordinate with affected local, regional and state agencies. • Notify employees and contractors regarding impending activation of plan and their status. • Order last minute essential equipment/supplies.
Step II- Standby	<ul style="list-style-type: none"> • Assemble documents/equipment (personal protection equipment, if applicable) required for essential functions at facilities. • Staff the AEOC • Open and staff the DOC to monitor the situation, if needed.
Step III- Activate	<ul style="list-style-type: none"> • Transition direction, control and risk communication from the individual facility to a centralized Department Operations Center (DOC). • Commence execution of operations supporting essential functions, and terminate non-essential operations, as directed. Notify essential personnel of the need to report for work, implement shift work, and/or move to alternate facilities if appropriate. • Provide information on operational status of FCPS to the public. • Make available crisis counseling services to staff and their families. • Identify replacements for missing/absent essential personnel.
Step IV- Recovery (begins after the cessation of the pandemic virus outbreak or between multiple waves of illness that could occur with each wave lasting 2-3 months)	<ul style="list-style-type: none"> • After consultation with public health agencies, inform all personnel that the immediate threat posed by the pandemic virus has declined and schools will attempt to reopen • Directors, principals, and program managers will contact their respective staffs and ascertain their availability to report to work. Based on staff availability, minimum staffing requirements, and access to essential supplies, resources and public safety response systems the superintendent will determine when FCPS can reopen. • Continue to make available crisis counseling services to staff and their families. • Assess and document the economic and educational impact of the pandemic. • The Deputy Superintendent will hold a post-incident meeting as outlined in the Recovery section of the FCPS Systemwide Emergency Response Plan to review, assess, and document the response and amend the plan as needed.

Table 3. Triggers for Implementation of Mitigation Strategy

Pandemic Phases, Stages, Categories, and Steps			
<i>World Health Organization Phases</i>	<i>Federal Government Response Stages</i>	<i>Pandemic Severity Index</i>	<i>FCPS Response Step</i>
Interpandemic Period Phase 1. and Phase 2. No new influenza virus subtypes have been detected in humans.			
Pandemic Alert Period Phase 3. – Human infection(s) are occurring with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.	Stage 1 - Suspected human outbreak overseas		
Phase 4. Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.	Stage 2 – Confirmed human outbreak overseas		
Phase 5. Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).	Stage 2 – Confirmed human outbreak overseas	Category 4 & 5.	Alert
Pandemic Period Phase 6. Pandemic: increased and sustained transmission in the general population.	Stage 3 – Widespread human outbreaks in multiple locations overseas	Category 1-3	Alert
		Category 4 & 5	Standby
	Stage 4 – First human case in North America	Category 1-3	Standby or Activate (if case is local)
		Category 4 & 5	Standby or Activate (if case is local)
	Stage 5 – Spread throughout United States	Category 1-5	Activate
Stage 6 - Recovery and preparation for subsequent waves			

CDC’s recommendations for dismissing students from schools are based upon the severity of the pandemic in a specific state or region. The current three-tiered planning approach includes 1) no dismissals in a Category 1 pandemic, 2) short-term (up to four weeks) dismissal of students from schools during a Category 2 or Category 3 pandemic, and 3) prolonged (up to 12 weeks) dismissal of students from schools during a severe influenza pandemic (Category 4 or Category 5 pandemic).

Essential Personnel

In the event of activation or partial activation of this response plan, predesignated staff will provide management and technical skills necessary to maintain/establish essential functions within 2 hours of notification. In addition, supporting personnel have been identified, in accordance with FCPS Regulation 4810.9, to perform critical activities necessary to sustain essential functions until termination of the emergency. Regulation 4810.9 requires program managers, in advance of need and at least once annually, to designate those employees who are considered essential personnel and who will not be covered under the liberal leave or emergency administrative leave provisions.

Alternate Facilities

FCPS recognizes that normal operations may be disrupted due to the implementation of social distancing measure and that there may be a need to perform essential functions at alternate facilities. Alternate facilities may be the homes of the individual FCPS employees from which they could Telework.

Operational Hours

During activation of the Pandemic Influenza Response Plan, operating hours at some FCPS facilities may be extended as necessary to support essential functions and provide additional services.

Notification and Alert

It is anticipated that FCPS will be given advance notice (at least several hours) prior to the release of a public health emergency declaration. Public health officials will coordinate with FCPS and other agencies via the Emergency Operations Center (EOC) on issues concerning the pandemic influenza emergency. This advance notice will enable the full execution of this plan with a complete and orderly alert, notification, and deployment of essential personnel. Notification will occur through pagers, email and telephonic methods.

Lines of Succession and Delegations of Authority

In the event that executive leadership, senior management or senior technical personnel are unavailable during an emergency, FCPS has developed a set of procedures to govern both lines of succession and delegations of authority.

- Authorized successors have been identified for essential management and technical positions. Lines of succession for each department and/or office can be found on the first page of each Essential Functions template located in the Department Appendices of this plan.
- Written delegations of authority specify who is authorized to act on behalf of the Division, Department, Office heads or other official for specified purposes. Authorities have been pre-delegated for making policy determinations and decisions, and procurement authorization. All such pre-delegations specify what the authority covers, what limits may be placed upon exercising it, which person (by title) will have the authority, and under what circumstances.

Communications

Communications with employees and stakeholders will be one of the most critical strategies for successfully mitigating the severity of the pandemic. The purpose of the communication varies between the two groups; the employees' information is provided so that employees can make informed decisions, take adequate precautions to protect themselves and their families, and prevent the spread of the disease; the stakeholders will be provided with information on the operational status of FCPS.

The U.S. Centers for Disease Control and Prevention and the Virginia Department of Health will continue to provide communications materials to raise awareness and knowledge of pandemic influenza during the Pandemic Alert (WHO Phase 3, 4, 5). When the WHO detects the increased and sustained transmission of the influenza virus in the general public and declares a Pandemic Period (WHO Phase 6.), the Department of Communications and Community Outreach (DCCO) will collaborate with Fairfax County Government agencies within the organizational structure of a Joint Information Center and assist in the dissemination of emergency information to the general public.

DCCO will continue to coordinate a series of communications designed to promote wellness, inform employees and stakeholders of FCPS initiatives, and to clarify roles, responsibilities and expectations of employees and stakeholders by way of the media, Message Alert Systems, e-mail, Keep in Touch, FCPS website, Cable TV Crawl, intranet site (FCPSNet), and hotlines. DCCO will coordinate instructional, administrative and public use of cable television productions. Individual FCPS departments, offices and sections are responsible for establishing communications plans and procedures for contacting their essential employees and volunteers.

Responsibilities

This section contains a broad listing of responsibilities and activities associated with continuity of operations during a pandemic influenza outbreak.

Chief Operating Officer

- Monitoring and maintaining physical plant operations
- Developing safety and health awareness programs and acquiring personal protection equipment (PPE)
- Providing transportation services
- Providing staffing for the EOC and Department Operations Center (DOC), as needed.
- Providing maintenance, construction and other facility related services.
- Coordinate the use of FCPS facilities by the Fairfax County Health Department and the Medical Reserve Corp as Point of Dispensing sites (non-medical model where citizens self screen and determine their own medical needs) or Quick Distribution Center sites (medical dispensing model where medical professionals will dispense pharmaceuticals).

Chief Financial Officer

- Providing payroll services
- Maintaining procurement and delivery of essential materials
- Providing food services
- Tracking emergency related expenses (specifically County EOP obligations) for future reimbursement, in particular
- Working through workers' compensation and risk management issues

Assistant Superintendent, Department of Special Services

- Provide counseling services and information on crisis intervention to students, families, and staff.
- Provide continuing education opportunities to students with IEP developed under IDEA or a plan under section 504, and Title II of ADA.
- Liaison and coordinate with the Fairfax County Health Department on student health and Health Department-School Illness Monitoring System (HD-SIMS) issues.

Chief Information Officer, Information Technology

- Provide technical support and maintenance of information technology systems.
- Maintain internal communication systems and system redundancy
- Assisting other departments and external partners, as needed with information technology support.
- Evaluate and expand the Telework Program (telecommuting) and the conference call capability, as needed.
- Coordinate use of FCPS television/broadcast productions resources with Fairfax County Office of Public Affairs

Assistant Superintendent, Department of Communications and Community Outreach

- Maintain media and public relations
- Liaison and coordinate the release of information with Fairfax County government communicators
- Assist with information gathering for the School Board and Leadership Team.

Assistant Superintendent, Department of Human Resource

- Monitor the use of sick leave, transfer of leave and advancement of sick leave
- Monitor the Employee Assistance Program
- Monitor health, disability and life insurance contracts
- Review hiring and promotional processes to support continuity of critical services during a pandemic

Assistant Superintendent, Instructional Services

- Coordinate the planning, development, implementation, and evaluation of continuity of learning and instruction plans, including the posting of lessons, classroom assignments, worksheets, etc., on FCPS 24/7 Learning website, providing and collecting school homework assignments by the Keep in Touch e-mail system, instruction by way of telephone, teleconference, cablecast television channel 21, and other media if school is canceled for an extended period.
- Educational support plans for students who are isolated or quarantined.
- Rescheduling of the instructional calendar after the period of contagion has passed.

Assistant Superintendent for Clusters I – VIII

- Upon request, collect and report daily the number of staff absences with influenza like illness at their respective cluster schools to the Director, Office of Safety and Security or the Department Operations Center, if the DOC has been activated.
- Assist school-based administrators with continuity of operations planning and implementation.

Plan Maintenance

FCPS has developed an approach to maintaining a viable emergency preparedness and response capability. This approach ensures the review and update of emergency plans and its supporting documents; the orientation training of both existing and newly hired/appointed personnel; and the evaluation of emergency preparedness and response capability through internal, local, regional and state exercises.

Activity	Tasks	Frequency	Responsibility
Plan update and distribution	<ul style="list-style-type: none"> • Review entire plan for accuracy • Incorporate lessons learned and changes in policy and philosophy • Manage distribution of plan updates 	Annually	Office of Safety and Security
Designation of essential personnel	<ul style="list-style-type: none"> • Designate those employees who are considered essential personnel and who will not be covered under the liberal leave or emergency administrative leave provisions described in Regulation 4810.9 	In advance of need and at least once annually	Assistant Superintendents, Program Managers or Directors
Maintain and update Lines of Succession	<ul style="list-style-type: none"> • Update lines of successor • Update Delegation of Authorities 	Annually	Assistant Superintendents, Program Managers or Directors
Maintain alternate work site readiness, i.e. DOC	<ul style="list-style-type: none"> • Check computer and audio visual systems • Verify access codes and links • Cycle supplies and equipment as needed 	Semi-annual	Office of Safety and Security
Orient new Leadership Team members	<ul style="list-style-type: none"> • Brief Leadership Team members on Pandemic Influenza Response Plan and his/her responsibilities under the Plan 	Within 120 days of appointment	Office of Safety and Security
Plan and conduct exercises	<ul style="list-style-type: none"> • Conduct internal exercises 	Semi-annually	Office of Safety and Security
	<ul style="list-style-type: none"> • Conduct joint exercises with local, regional, and/or state agencies 	Annually	Office of Safety and Security

Glossary

This glossary was created to provide users clarification and definitions for significant terms and acronyms used throughout the planning process.

Acronyms

ADA	Americans with Disabilities Act.
CDC	Centers for Disease Control and Prevention
DOC	Department Operations Center
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FCHD	Fairfax County Health Department
FCPS	Fairfax County Public Schools
HD-SIMS	Health Department-School Illness Monitoring System
IDEA	Individuals with Disabilities Education Act
IEP	Individualized Education Program
PPE	Personal Protective Equipment
SACC	School Age Child Care
VHD	Virginia Department of Health
WHO	World Health Organization

Definitions

Activate: Implementation of pandemic mitigation measures.

Americans with Disabilities Act: A wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.

Alert: The initial step between recognition of a pandemic threat and the decision to activate a response. The alert step includes notification of essential personnel and critical resources of impending response and mitigation measures to the pandemic threat.

Alternate Facility/Work Site: A location, other than the normal facility, used to conduct critical functions and/or process data in the event that access to the primary facility is denied or the primary facility is damaged. The alternate site provides the capability to perform essential functions until normal operations can be resumed.

Continuity of Operations (COOP): An internal effort within individual components of an organization to assure that capability exists to continue essential functions across a wide range of potential emergencies through a planning document.

Continuity of Operations Plan: A set of documented procedures to resume or restore critical business processes following a disruption.

Delegation of Authority: Pre-delegated authorities for making policy determinations and decisions, as appropriate.

Devolution: Transfer of rights, powers, property, or responsibility to another.

Disaster: Any event that creates an inability on an organization's part to provide essential business functions for some predetermined period of time.

Department Operations Center (DOC): The site from which school officials exercise direction and control during an emergency. FCPS' DOC is located at the Office of Safety and Security, Johnnie Forte Support Center.

Emergency: A sudden, unexpected event requiring immediate action due to potential threat to health and safety, the environment, or property.

Emergency Operations Center (EOC): The site from which civil government officials (municipal, county, State and Federal) exercise direction and control in an emergency. Fairfax County's EOC is located at 4890 Alliance Drive, Fairfax, VA 22030.

Emergency Operations Plan (EOP): A plan that provides agency-wide procedures for emergency situations that generally includes personnel safety and evacuation procedures.

Emergency Procedures: A plan of action to commence immediately to prevent the loss of life and minimize injury and property damage.

Essential Functions: Those functions that enable an organization to provide vital services, maintain the safety and well being of its constituents, sustain the activities or information, which could not be interrupted or unavailable for several days without significantly jeopardizing the operation of the organization.

Individuals with Disabilities Education Act (IDEA): A United States federal law that governs how states and public agencies provide early intervention, special education, and related services to children with disabilities.

Individualized Education Program: the IDEA requires public schools to develop an IEP for every student with a disability who is found to meet the federal and state requirements for special education.

Lines of Succession: A formula that specifies by position or name that will automatically fill a position once it is vacated.

Reconstitution: The process by which surviving and/or replacement personnel resume normal operations from the original or replacement primary operation facility.

Reconstitution Plan: Plan outlining the process by which agency personnel resume normal agency operations from the original or a replacement primary facility.

Response: Those activities and programs designed to address the immediate and short-term effects of the onset of an emergency or disaster.

Social Distancing: A set of practices used to minimize the kind of social contact that enables influenza virus transmission. Some examples of social distancing practices are: limiting functions that require assembling many people into a small indoor area, avoid shaking hands, substitute teleconferences for face to face meetings, avoid commuter rush periods on public transportation.

Stakeholder: is a person or organization that has a legitimate interest in a program, project or entity.

Standby: The second step in escalation of response action between the alert step and activation step. The standby step includes initiation of decision-making processes for imminent activation, including mobilization of resources and personnel.

Telework: A Fairfax County government program where eligible employees perform regular work at an alternate location during the employees normal work hours. Teleworkers work at home or another location such as a field site, library, or telework center.