

**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 21<sup>st</sup> 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 Operations 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 addressed the specific activities necessary to keep schools open and operating while providing a clean and safe environment during an influenza pandemic. The second scenario addressed the essential functions that must be performed by FCPS if schools are closed. 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 the 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 pandemic influenza response plans that support the continuity of FCPS operations in the event of pandemic influenza.

## **Introduction**

FCPS has operations that must be performed, or rapidly and efficiently restored and made operational 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 a 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 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 pandemic 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 July 2002
- *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.
- *Virginia Department of Health Emergency Operations Plan, Attachment Pandemic Influenza* dated March 2006
- *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 a pandemic event, 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 4810.8, 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: Schools are open.** Under this scenario, the school division is open with students attending classes but a limited number of individual operations and/or administrative facilities may be closed for normal business activities due to high absenteeism rate or the redeployment of critical staff that would result in a cessation of service, or the isolated disruption of public utilities, public safety and/or transportation services, as well as, resource shortages, or civil unrest/disturbance.
- **Planning Scenario 2: Schools are closed.** Under this scenario, all non-essential FCPS operations have been suspended and schools and 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.

## **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 approximately 7-10 days or until they are well and can no longer spread the infection to others (ill individuals will be treated with influenza antiviral medications, as appropriate, if these medications are effective and available).
2. Asking members of households with a person who is ill to voluntarily remain at home for approximately 7 days (household members may be provided with antiviral medications, if these medications are effective and sufficient in quantity and feasible mechanisms for their distribution have been developed).
3. 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 centers or facilities that provide care to any number of children in a nonresidential setting, large family childcare homes that provide care for seven or more children in the home of the provider and small family childcare homes that provide care to six. Recommendations for dismissing students from schools will depend upon the severity of the pandemic. 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)

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
<b>Case Fatality Ratio (%)</b>	<0.1%	0.1<0.5%	0.5<1.0%	1.0<2.0%	≥2.0%
<b>Excess Death Rate (per 100,000 population)</b>	<30	30-<150	150-<300	300-<600	≥600
<b>Illness Rate (% of population)</b>	20%- 40%	20%- 40%	20%- 40%	20%- 40%	20%- 40%
<b>Potential Number of Deaths* (based on 2006 U.S. population)</b>	<90,000	90,000-<450,000	450,000-<900,000	900,000-<1.8 million	≥1.8 million
<b>20<sup>th</sup> Century U.S. Experience</b>	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 as short as two weeks to as many as 12 weeks. 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 may include providing and collecting school homework assignments by mail, providing student instruction by way of telephone, teleconference, radio, internet, television, and other media. 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 for 7-10 days or until they are well and can no longer spread the infection; asking members of households with a person who is ill to remain at home for 7 days; 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. DOC, ADOC, decentralize operations, 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. mass sheltering operations, food preparation for person(s) under order of isolation or quarantine, facilitating the distribution of Strategic National Stockpile assets, 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 activation and be able to continue essential operations until termination of the event.
- Normally available staff members may be rendered unavailable due to illness, the need to care for ill family members, and/or fear of infection from 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 schools have been closed, all directors, principals, and program managers will have procedures in place for contacting their respective staffs and ascertain their availability to report to work. The directors, principals, and program managers will forward to the DOC information concerning their respective facility or program's ability to reopen and perform its essential functions. Based on minimum staffing requirements and safety considerations, the Superintendent will determine when FCPS can reopen.

## **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, VA. Code 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, VA Code 32.1-43); or the School Board and/or the Division Superintendent or designee have determined

that circumstances present a threat to the health and safety of students that result from public utilities problems, e.g. power and communication outages, insufficient number of teachers, or staff, or civil unrest.

Table 2. Steps in Escalation of Response Actions

<b>Steps</b>	<b>Activity</b>
<b>Step I- Alert</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Coordinate with affected local, regional and state agencies.</li> <li>• Notify employees and contractors regarding impending activation of plan and their status.</li> <li>• Order last minute essential equipment/supplies.</li> </ul>
<b>Step II- Standby</b>	<ul style="list-style-type: none"> <li>• Assemble documents/equipment (personal protection equipment, if applicable) required for essential functions at facilities.</li> <li>• Staff the AEOC</li> <li>• Open and staff the DOC to monitor the situation, if needed.</li> </ul>
<b>Step III- Activate</b>	<ul style="list-style-type: none"> <li>• Transition direction, control and risk communication from the individual facility to a centralized Department Operations Center (DOC).</li> <li>• 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.</li> <li>• Provide information on operational status of FCPS to the public.</li> <li>• Make available crisis counseling services to staff and their families.</li> <li>• Identify replacements for missing/absent essential personnel.</li> </ul>
<b>Step IV- Recovery</b> (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"> <li>• 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</li> <li>• 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.</li> <li>• Continue to make available crisis counseling services to staff and their families.</li> <li>• Assess and document the economic and educational impact of the pandemic.</li> <li>• 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.</li> </ul>

Table 3. Triggers for Implementation of Mitigation Strategy

<b>Pandemic Phases, Stages, Categories, and Steps</b>			
<i><b>World Health Organization Phases</b></i>	<i><b>Federal Government Response Stages</b></i>	<i><b>Pandemic Severity Index</b></i>	<i><b>FCPS Response Step</b></i>
<b>Interpandemic Period</b>  <b>Phase 1.</b> and <b>Phase 2.</b> No new influenza virus subtypes have been detected in humans.			
<b>Pandemic Alert Period</b>  <b>Phase 3.</b> – 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.	<b>Stage 1</b> - Suspected human outbreak overseas		
<b>Phase 4.</b> Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.	<b>Stage 2</b> – Confirmed human outbreak overseas		
<b>Phase 5.</b> 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).	<b>Stage 2</b> – Confirmed human outbreak overseas	<b>Category 4 &amp; 5.</b>	<b>Alert</b>
<b>Pandemic Period</b>  <b>Phase 6.</b> Pandemic: increased and sustained transmission in the general population.	<b>Stage 3</b> – Widespread human outbreaks in multiple locations overseas	<b>Category 1-3</b>	<b>Alert</b>
		<b>Category 4 &amp; 5</b>	<b>Standby</b>
	<b>Stage 4</b> – First human case in North America	<b>Category 1-3</b>	<b>Standby or Activate (if case is local)</b>
		<b>Category 4 &amp; 5</b>	<b>Standby or Activate (if case is local)</b>
	<b>Stage 5</b> – Spread throughout United States	<b>Category 1-5</b>	<b>Activate</b>
<b>Stage 6</b> - 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 the 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 Alternate Emergency Operations Center (AEOC) 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 Office of Community Relations (OCR) 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.

OCR will continue to communicate specific FCPS administrative decisions to 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. OCR 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.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



## 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"> <li>Review entire plan for accuracy</li> <li>Incorporate lessons learned and changes in policy and philosophy</li> <li>Manage distribution of plan updates</li> </ul>	Annually	Office of Safety and Security
Designation of essential personnel	<ul style="list-style-type: none"> <li>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</li> </ul>	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"> <li>Update lines of successor</li> <li>Update Delegation of Authorities</li> </ul>	Annually	Assistant Superintendents, Program Managers or Directors
Maintain alternate work site readiness, i.e. DOC, ADOC	<ul style="list-style-type: none"> <li>Check computer and audio visual systems</li> <li>Verify access codes and links</li> <li>Cycle supplies and equipment as needed</li> </ul>	Semi-annual	Office of Safety and Security
Orient new Leadership Team members	<ul style="list-style-type: none"> <li>Brief Leadership Team members on Pandemic Influenza Response Plan and his/her responsibilities under the Plan</li> </ul>	Within 120 days of appointment	Office of Safety and Security
Plan and conduct exercises	<ul style="list-style-type: none"> <li>Conduct internal exercises</li> </ul>	Semi-annually	Office of Safety and Security
	<ul style="list-style-type: none"> <li>Conduct joint exercises with local, regional, and/or state agencies</li> </ul>	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

<b>ADOC</b>	Alternative Department Operations Center
<b>AEOC</b>	Alternative Emergency Operations Center
<b>DOC</b>	Department Operations Center
<b>EOP</b>	Emergency Operations Plan
<b>FCPS</b>	Fairfax County Public Schools

### Definitions

**Activate:** Implementation of pandemic mitigation measures.

**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.

[REDACTED]

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

[REDACTED]

**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.

**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.

**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.