



Continuity of Operations (COOP) Planning for K-12 Schools and School Districts

August 5, 2016 | 2:00 PM ET



U.S. Department of Education
Office of Safe and Healthy Students

info@remstacenter.org | <http://rem.ed.gov/>

Housekeeping

- To download a copy of the presentation slides and other pertinent handouts, use the Downloads Box on your screen. Select the name of the handout(s) you want and click the “Download File(s)” button.
- There is no dial-in for this webinar. Audio is available via the link provided. If you are experiencing difficulty hearing the audio stream, make sure your computer speaker volume is turned up.
- If you experience technical difficulties during the webinar, please contact the REMS TA Center at info@remstacenter.org or 1-855-781-REMS [7367]. You may also request technical assistance using the Q&A Tool. These questions are viewable to the webinar moderator only.
- If you would like to pose questions to our presenters during the Webinar and are not able to do so via the Q&A chat feature on your screen, please email your questions to info@remstacenter.org.

Questions and Answers

Please pose any questions using the Q&A Tool on the lower right side of your computer screen.

Welcome



U.S. Department of Education | Office of Safe and Healthy Students

- **Hamed Negron-Perez, CSP Education Program Specialist & GSEM Program Officer**
- **Amy Banks, Management and Program Analyst & GSEM Program Officer**

Federal- and State-Level Representatives

- **Emma Poon, Federal Emergency Management Agency (FEMA)**
- **Felicia McGee, Texas School Safety Center**
- **Thomas Gambino, New Jersey Department of Education**

REMS TA Center

- **Akshay Jakatdar, Director of Technical Assistance**
- **Erika Hill, Research Assistant**



Meeting Purpose

Learn about developing a COOP Annex and the connection to the six-step planning process.

Hear insight from FEMA on resources, information, and processes used to develop a COOP Functional Annex.

Hear insight from state practitioners on activating COOP within 12-hours and 30-days following an event

Meeting Agenda

1. Overview of COOP and the COOP Annex

2. FEMA Perspective on COOP

3. Activating the COOP Annex (12 Hours Post-Event)

4. Activating the COOP Annex (30 Days Post-Event)

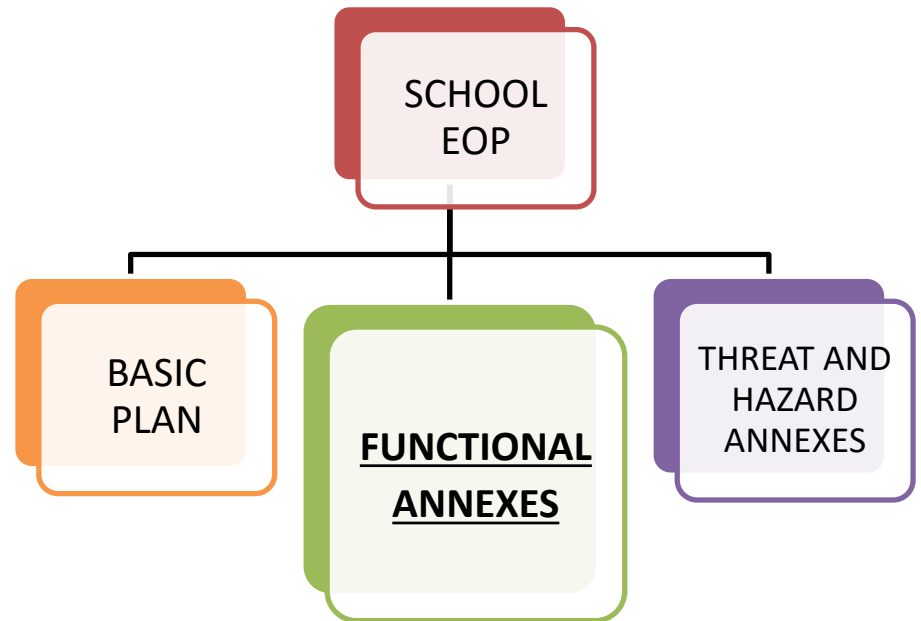
5. Q&A Session

What is a COOP Functional Annex?

A COOP Annex describes how a school and district will ensure that **essential functions** continue during an emergency and its aftermath.

- Restores essential functions within 12 hours of activation
- Sustains restored essential functions for up to 30 days

A COOP Annex is located in the Functional Annexes section of a school EOP.



Essential and Non-Essential Functions

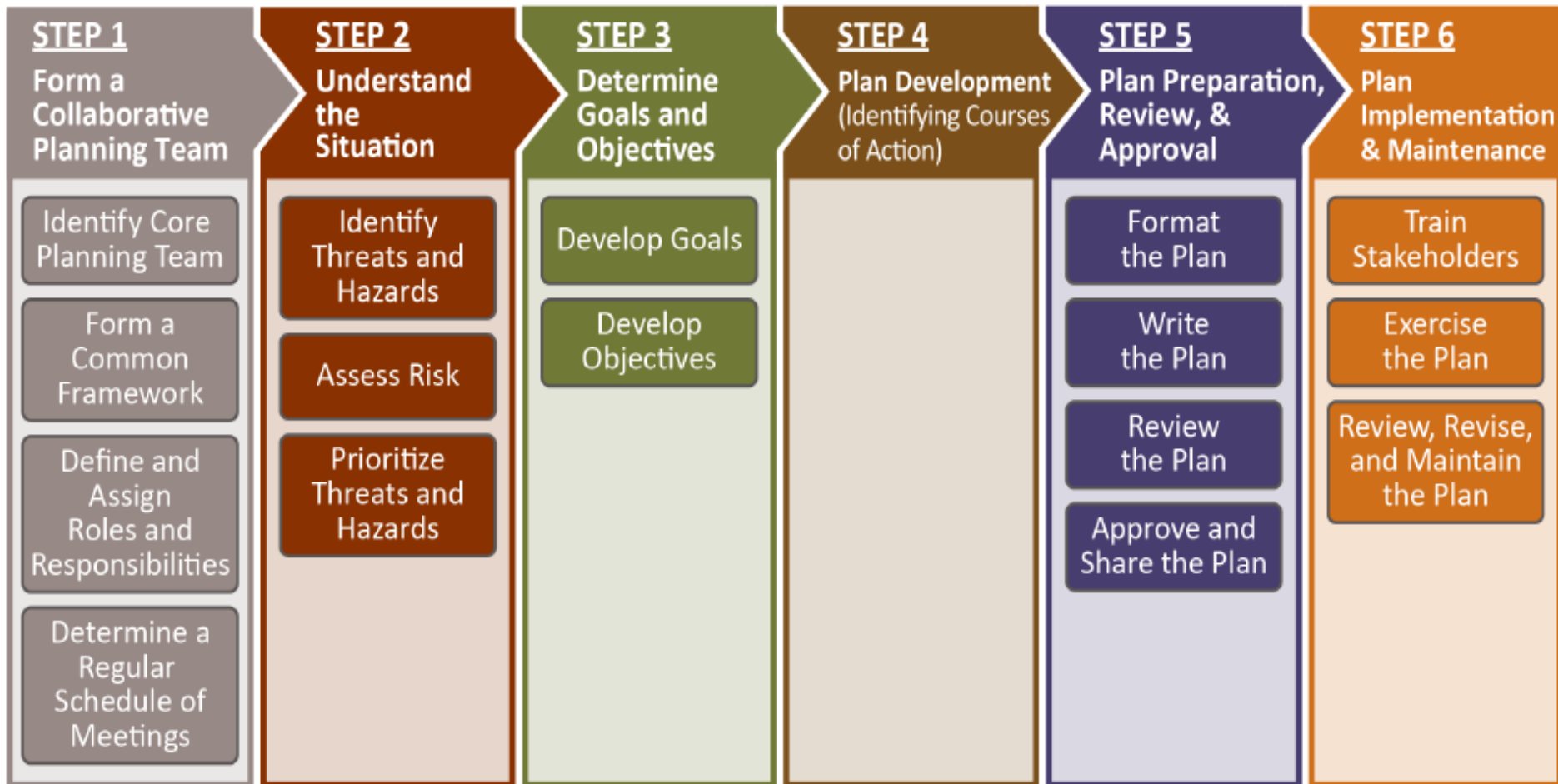
- Essential functions are those organizational functions and activities that must continue under any and all circumstances, including when school is closed.
- Non-essential functions are those services and activities that could cease in an emergency situation.
- Two approaches for determining essential functions include:
 - Identifying broad functional areas and then prioritizing services and tasks related to those functional areas; or
 - Identifying non-essential functions.

Developing a COOP Annex

Nine Elements of a COOP Annex:

- | |
|--|
| 1. Define essential functions . |
| 2. Create orders of succession . |
| 3. Create delegations of authority . |
| 4. Identify alternate facilities/ locations . |
| 5. Establish communications plans . |
| 6. Create plan for accessing vital records . |
| 7. Create plan for human capital management . |
| 8. Create plan for devolution (in extreme scenarios). |
| 9. Create plan for reconstitution . |

Connection to the Six-Step Planning Process



Meeting Agenda

1. Overview of COOP and the COOP Annex

2. *FEMA Perspective on COOP*

3. Activating the COOP Annex (12 Hours Post-Event)

4. Activating the COOP Annex (30 Days Post-Event)

5. Q&A Session



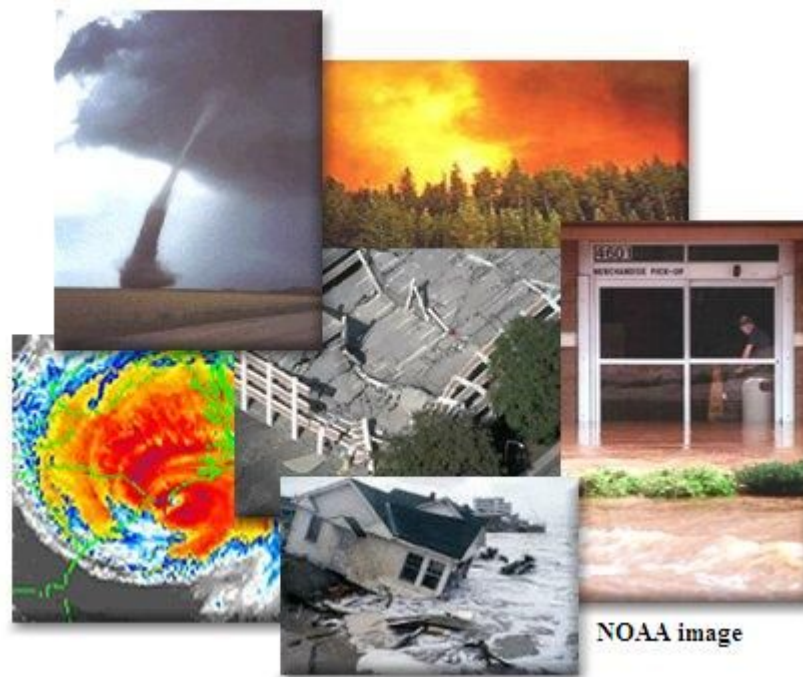
Emma Poon

Federal Emergency Management Agency



U.S. Department of Education
Office of Safe and Healthy Students

FEMA's Perspective on COOP



Benefits of COOP Planning

Anticipate threats

Adapt to sudden changes

Increase operational performance

Determine the essential resources

Improve communication

COOP Planning Objectives

Ensure the continuous performance of essential functions and operations

Protect essential facilities, equipment, records, personnel, and assets

Reduce or mitigate disruptions to operations

Minimize loss of life and property damage

COOP Planning Assumptions

Communities will

- Maintain a high level of readiness
- Be capable of implementing plans with and without warning, be operational within 12 hours and up to 30 days or whenever the threat/hazard no longer exists
- Maximize use of existing critical infrastructure, facilities, and resources
- Coordinate planning and exercises with local emergency management representatives and first responders

COOP Planning Assumptions

Having a school emergency plan provides benefits to the school and community by:

- Presenting opportunities to engage the whole community – students, parents, staff, emergency responders, and community members
- Giving families a basis to develop their own emergency plans
- Clarifying roles and responsibilities
- Improving response to an emergency situation to prevent injuries, save lives, and allow for a more rapid return to normal school operations
- Providing a comprehensive understanding of the hazards the school faces



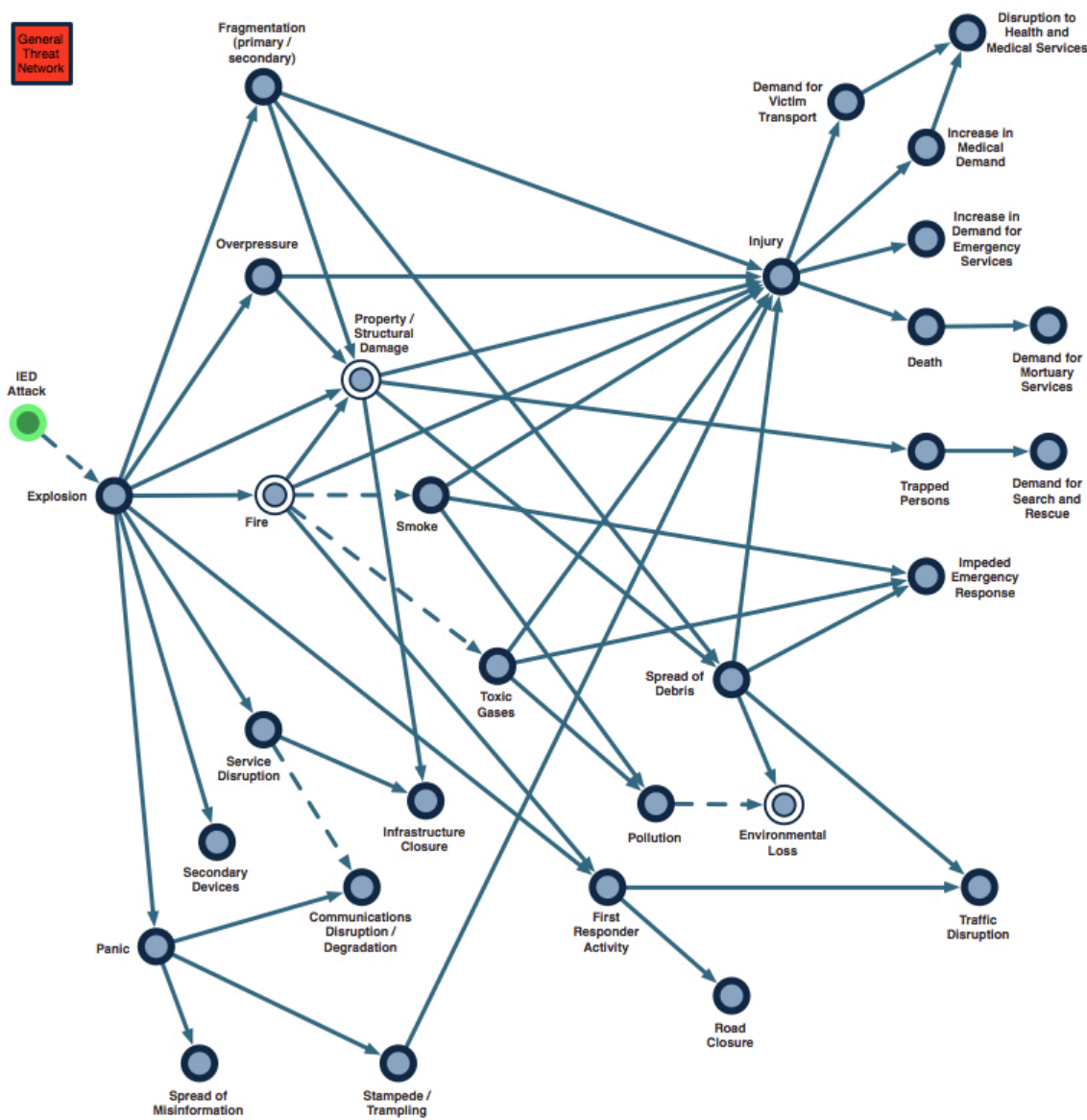
Why is COOP Planning Important?

Community Threats and Hazards



Community Threats and Hazards

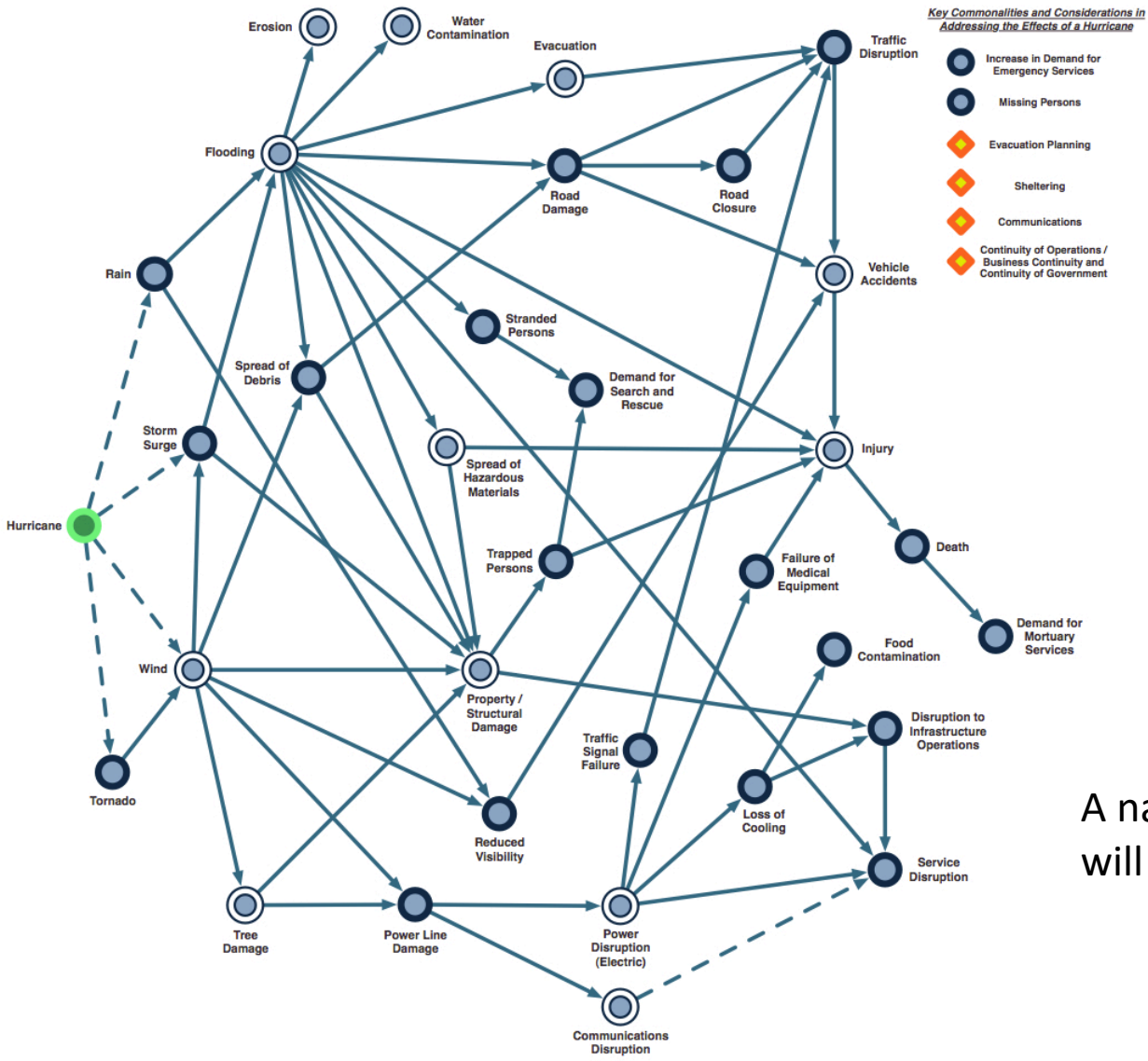




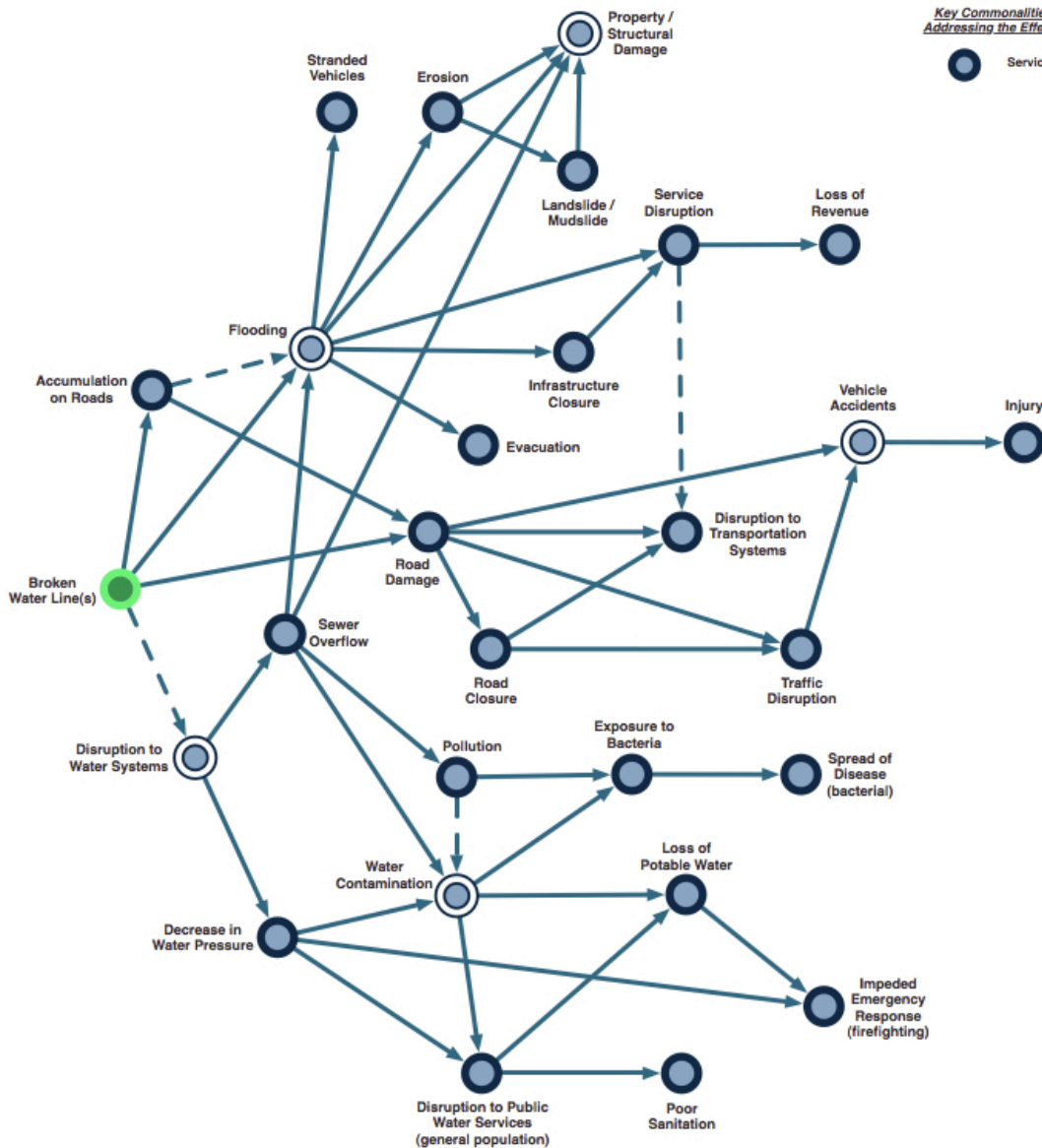
Key Commonalities and Considerations in Addressing the Effects of an IED Attack

- Evacuation
- Service Disruption
- Increase in Medical Demand
- ◆ Communications

An IED attack has a large number of potential downstream hazards.

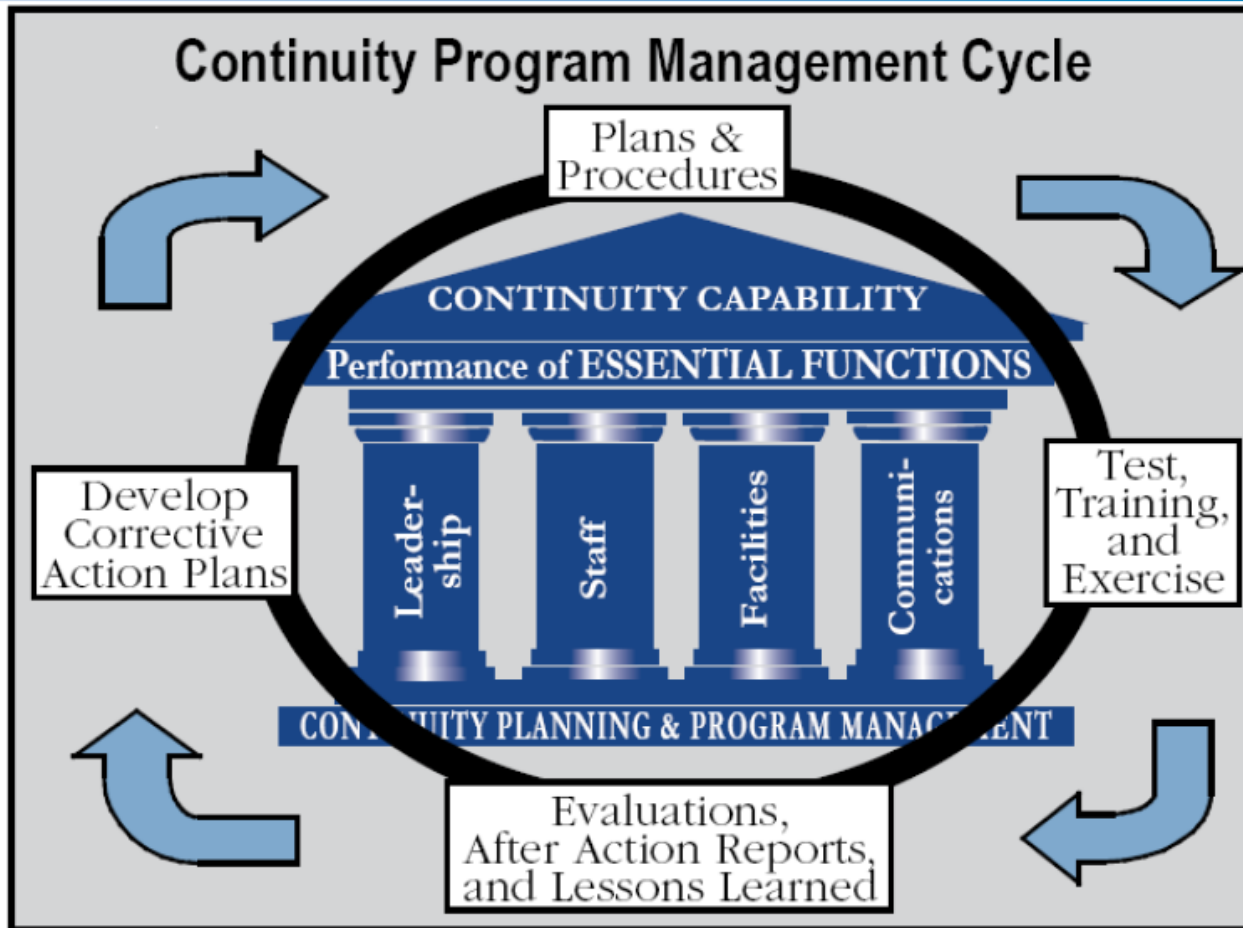


A natural disaster like a hurricane will also have far-reaching effects.



But it doesn't have to be a large scale disaster, a mere broken water pipe can have significant impacts to a community.

Elements of a Viable Continuity Capability



Elements of a Viable Continuity Capability

Essential Functions

Orders of Succession

Delegations of Authority

Continuity Facilities

Continuity Communications

Essential Records

Human Resources

Test, Training, and Exercise

Devolution

Reconstitution

Post-Incident Recovery and Reconstitution

Plans should include recovery/reconstitution procedures that address:

• **Academic Recovery**

- Continuing instruction
- Communicating with parents
- Re-evaluating curriculum

• **Physical Recovery**

- Where to relocate?
- Transportation and food services
- Classroom equipment, books, and materials
- Restoration of buildings and grounds

• **Business Recovery**

- Designate people responsible for decision making
- Designate systems for rapid contract execution
- Have a system for registering displaced students in other districts
- Line of succession

• **Emotional and Psychological Recovery**

- Disruption of regular school functions.
- Psychological injury to students and/or staff.
- Pressure from the media

Looking Forward

- FEMA Regional Continuity Managers can assist with continuity training and exercises in their regions



How FEMA Can Help

Virtual training available through FEMA's Emergency Management Institute's (EMI) Independent Study program: <http://training.fema.gov/IS/>

The Monthly Continuity Webinar Series covers a variety of continuity topics from a diverse cadre of speakers: <http://www.fema.gov/continuity-webinar-series/>

FEMA National Continuity Programs is the lead agency for continuity, for additional information or guidance: <http://www.fema.gov/continuity-operations/>

Meeting Agenda

1. Overview of COOP and the COOP Annex
2. FEMA Perspective on COOP
- 3. *Activating the COOP Annex (12 Hours Post-Event)***
4. Activating the COOP Annex (30 Days Post-Event)
5. Q&A Session



Felicia McGee

Texas School Safety Center



U.S. Department of Education
Office of Safe and Healthy Students

Key Considerations

Key Considerations

- Comprehensive and Collaborative
- Building and improving organizational resilience
- Maintaining and even improving credibility
- Essential functions/critical processes identified
 - Continuity of instruction/credit
 - Business operations
 - Communications and technology
 - Food service
 - Transportation
- Delegations of authority/lines of succession established
- Employee roles and responsibilities delineated

Key Considerations

Current MOUs/MAAs in effect

Alternate facilities/methods (Plan B and C and...)

Service providers (local, regional, broader)

Transportation

Communications: interoperable internally and within the local community (COGs, etc.)

Multiple channels of communication

Key Considerations

Vital records
(student/business),
technology

Staff management
(consider a staff
check-in protocol:
cloud based, etc.)

Procurement
procedures in place
for emergency
resources

Key Considerations


Ability to perform critical district functions remotely until normal operations can be restored

Training, testing, and exercising are vital

Devolution and reconstitution

Key Considerations

Essential functions operational within 12 hours and sustainable for up to 30 days



Implemented when normal operations are affected, buildings damaged, staff unavailable



Staff familiar with roles and whether their position is an essential function

Additional Information

For additional information contact the
Texas School Safety Center:

txssc.txstate.edu
1-877-304-2727



Meeting Agenda

1. Overview of COOP and the COOP Annex
2. FEMA Perspective on COOP
3. Activating the COOP Annex (12 Hours Post-Event)
- 4. *Activating the COOP Annex (30 Days Post-Event)***
5. Q&A Session



Thomas Gambino

New Jersey Department of Education



U.S. Department of Education
Office of Safe and Healthy Students

Introduction

Monday, October 29, 2012

Superstorm Sandy hit New Jersey, resulting in a level of damage never before experienced in this state.

Hurricane Sandy

- Deadliest and most destructive hurricane of the 2012 Atlantic hurricane season
- Second-costliest hurricane in United States history
- Category 3 storm at its peak intensity when it made landfall in Cuba
- While it was a Category 2 storm off the coast of the Northeastern United States, the storm became the largest Atlantic hurricane on record
- Less than a Category 1 storm when it hit New Jersey on October 29th, it was deemed a Superstorm
- Estimated damage \$75 billion, a total surpassed only by Hurricane Katrina
- *At least 233 people were killed and 59 were killed in New Jersey*

Individual Assistance Program

Over 25 Schools, Colleges/Universities and Conference Centers were used as Temporary Shelters

Sandy Transitional Shelter Assistance (TSA)

- 5,546 Families (ended 04/2013)

Sandy Direct Housing Operations Program

- 122 Units at Fort Monmouth and
- 85 Manufactured Housing Units



How Bad Was the Storm?



How Bad Was the Storm?



How Bad Was the Storm?



How Bad Was the Storm?



Union Beach School District

October 28, 2012 student enrollment 730 students

Pre School through 8th Grade... One school building

25% of the district employees reside in Union Beach

Memorial School designated as an evacuation site for residents in the event of an emergency

Memorial School is one of the highest points in Union Beach

Union Beach School District is a walking district, however operates three school buses for high school and out of district students

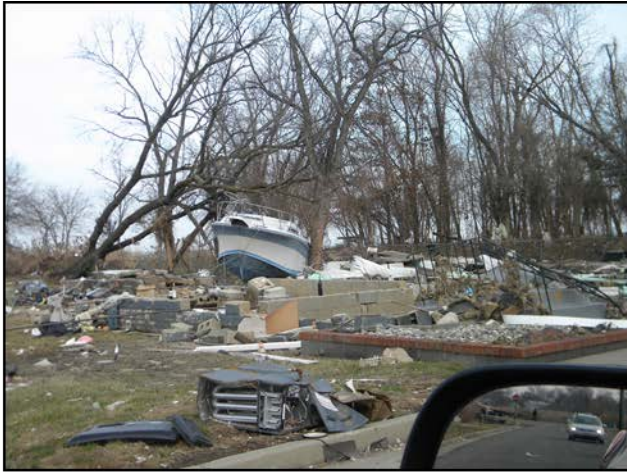
Impact of the Storm



Impact of the Storm



Impact of the Storm



Damages to the School

Category 3 Contamination: Black Water [sewer, street, salt]



Impact of the Storm



Emergency Assistance to the Community



Relocation

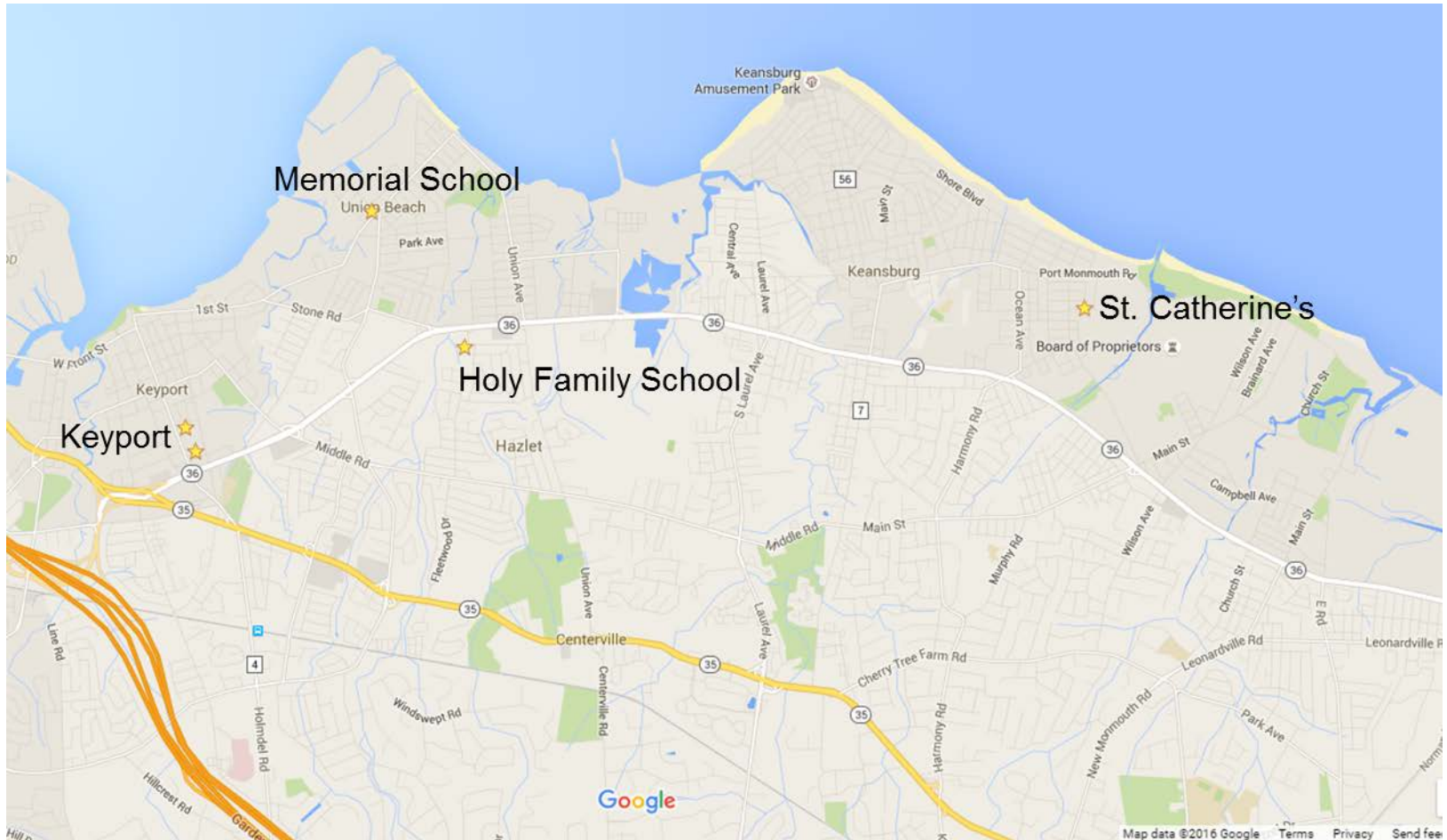
St. Catherine's Elementary School [K-5]

- 26,140 square foot school building in Middletown, NJ
- Grades K-3 used classrooms
- Grades 4-5 used the gymnasium
- Students ate lunch across the street in a separate building
- Principal

Keyport School District [6-8th grade]

- 12 classrooms were made available at Keyport High School and at Central School
- Grades 6 and 7 at Central School
- Grade 8 at the high school
- Director of Curriculum/Instruction

Relocation



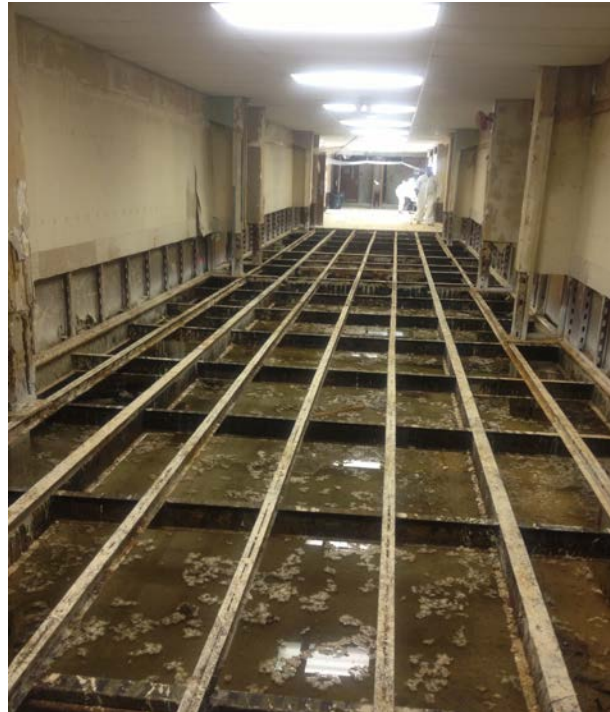
Response and Mitigation: Insurance Restoration Specialists



Teacher, Staff, and Students' Personal Belongings



Asbestos Mitigation



Locating Students, Teachers, and Staff

No means of communication

No means to connect to student information suite [Admin Plus]

Communication achieved through the use of signage

Purchased Verizon mobile “hot spots” for Internet service

Scheduled several parent meetings at Holy Family Church

Searched for alternate locations to continue educating students

Arrange transportation for displaced students

How a COOP Plan Would Have Assisted District Leadership

Previously identified key people, their roles and a way to assess the situation

Emergency contact information, method of communication, accountability, etc.

Established a succession of authority and provides decision making abilities to the district leadership members

Assessment of the risks and vulnerabilities of the primary facility and prior selection of alternate facilities

Strategy for testing, training, and exercising continuity plans

Lessons Learned

Have emergency contacts ready for immediate response and damage mitigation

Cloud-Based software and applications

Consider transportation needs and vendors

Secure agreements with local school districts and local vacant schools for temporary use

School Security Plans for temporary facility

Work closely with municipality and OEM to plan for future emergencies

Final Thoughts

HAVE A COOP PLAN!

Meeting Agenda

1. Overview of COOP and the COOP Annex
2. FEMA Perspective on COOP
3. Activating the COOP Annex (12 Hours Post-Event)
4. Activating the COOP Annex (30 Days Post-Event)
5. *Q&A Session*

Q&A Session



Contact Information

Emma Poon, FEMA

- 202-716-2700
- emma.poon@fema.dhs.gov

Felicia McGee, Texas School Safety Center

- 1-877-304-2727
- fm1011@txstate.edu

Thomas Gambino, New Jersey Department of Education

- 609-422-7153
- thomas.gambino@doe.state.nj.us

Further Information



Phone: (855) 781-7367 (REMS)
Email: info@remstacenter.org

<http://rems.ed.gov>

[Get the
Guide](#)

[Join our
Community
of Practice!](#)

[Access
Virtual
Trainings](#)

[Request an
On-site
Training](#)

Twitter Chat

@REMSTACenter

#PreparingForContinuity