

# Business Continuity and Recovery Planning for Schools

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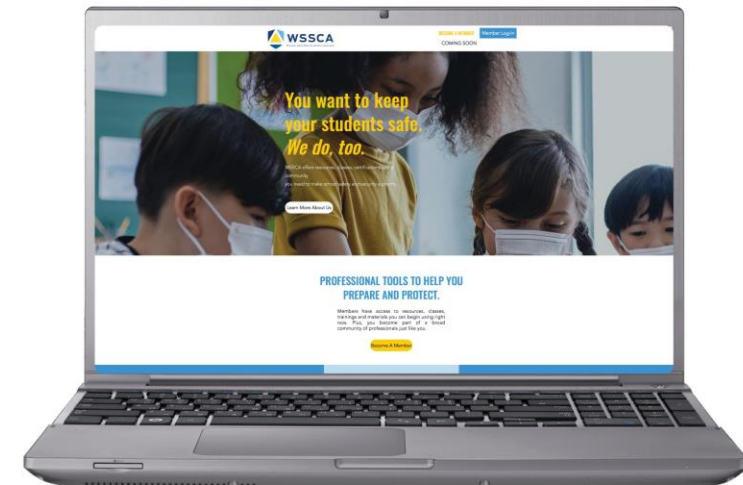
# ABOUT WSSCA

Wisconsin School Safety Coordinators Association



# WHO WE ARE + WHAT WE DO

- A group of professionals dedicated to improving security, safety and health of Wisconsin schools
- We give members tools, training and support through:
  - School Assessment program
  - School Safety Certification program
  - Annual conference
  - Year-round local and virtual classes
  - A library of digital resources at [wssca.org](http://wssca.org).





# BECOME A WSSCA MEMBER

- We help our members:
  - Get connected with peers and colleagues state-wide
  - Stay current and compliant
  - Access resources they need to keep schools safe
- Annual district or corporate memberships
- Join at [WSSCA.ORG/join](https://WSSCA.ORG/join)



# Contact Information

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# Speakers Background

- Michael J. Hinske, Retired Principal and School Safety Coordinator
- WSSCA Safety Trainer
- Safe Havens International Certified Trainer
- Wisconsin State Certified Trainer- Naloxone Administration
- Past President WSSCA
- WSSCA School Assessor
- DPI Program and Policy Analyst

# Learning Targets

Upon completion of the module students will:

1. Understand and identify critical services necessary to return to operations.
2. Identify district personnel necessary to form a continuity team.
3. Identify resources necessary to return to service.

# Learning Targets

4. Define and apply Business Continuity Planning to overall school safety.
5. Understand and demonstrate redundancy programming and operations.
6. Identify NIMS related Span of Control responsibilities used in Business Continuity Planning.
7. Apply knowledge of MOU's to planning.
8. Understand and apply key definitions to planning



# Definitions

- **Business Continuity-** A plan devised to bring a school or business back to regular operational status as quickly as possible.
- **Critical Functions-** Those elements that if lost for a period of **over 48 hours** will significantly impact the business operation. These items are central to the overall mission of the school

# Definitions

- **Essential Functions-** Functions central to the mission of the school or business. Loss of these functions of between **2-5 days** will impact the mission of the organization.
- **Necessary Functions-** Functions whose loss in excess of **one weeks** time would greatly impact the mission of the organization.
- **Desirable Functions-** Not vital to the mission of the organization. These functions provide for a more well rounded and balanced operation but are not essential.

# Definitions

- **Redundancy Planning-** Planning for the operation of critical systems through backup plans and procedures. Designed to move back to operation quickly.
- **Business Continuity Team-** The team designated and responsible for the implementation of the Business Continuity Plan.
- **Resources-** Those people, agencies, or entities who are able to provide services to a business in order to return to business operations.

# When might the BCP be used?

- Power Outage
- Tornado and Severe Weather
- Floods
- Incident of Mega Violence- Shooting
- Mass Casualty Event- Onsite or off
- Fire and Explosion onsite or off
- Pandemic Flu
- General Pandemic- Covid
- Others

# Business Continuity Planning Team

- Designated and included in the comprehensive school safety plan just as a response team. Functions in roles necessary for resumption of services.
- Each school or district designates the main tactical members of the team based on the needs and organization of the district.

# Membership- One Example

- School District Administrator
- School Principal
- Vice Principal or Dean
- Network Operations Officer
- Telecommunications Specialist
- Facilities Operations Coordinator
- Director of Building and Grounds
- Insurance Secretary or Officer
- Administrative Assistant or Accounting Officer
- Board Representative
- Counseling or Psychological Recovery Specialist(s)
- Nursing
- SRO

# A Key Idea

- Recovery requires planning, practice, and building upon scenarios. Do not assume that you are ready to recover from a disaster or incident. Recovery planning is the least used and developed portion of school safety plans. Think, plan, prepare, practice, and recover.

# The Pandemic and Schools

## Breakout I

Discuss with your tablemates the following questions:

1. How well prepared were we for the closures of schools in 2020?
2. How well prepared were you for continuation of educational services?
3. What lessons have we learned since March 13, 2020 regarding providing comprehensive education and instruction?
4. How did you account for extra expenditures associated with the pandemic and the school response? Whose responsibility is it?



# Critical Functions

Look at Critical Functions from the following:

1. Facilities
2. Services
3. Records
4. Food Service
5. Instruction and Curricular Program
6. School Calendar
7. Psychological Services

# Facilities

**Identify critical functions necessary for the resumption of services.**

1. Water and Sewer
2. Structural Integrity of Facility
3. Lights
4. Electricity
5. Gas
6. Fire Control and Alert System
7. Special Alert Devices- WSD example
8. HVAC

# Services

Identify critical functions necessary for the resumption of services.

1. Telephone and External Communications
2. Network Operations??? Is this one a critical or essential function?
3. Nursing or Health Programs
4. Mental Health Services

# Records

Identify critical functions necessary for the resumption of services.

1. Payroll
2. Accounting
3. Student Academic
4. Student and Staff Medical
5. Classroom Gradebooks- Misc.
6. Fees, Fines etc.....

# Food Service

Identify critical functions necessary for the resumption of services.

1. Refrigeration
2. Cooking
3. Sanitation
4. Staffing

# Instruction and Curricular Services

Identify critical functions necessary for the resumption of services.

## I. Staffing

1. Licensed Instruction
2. Supervisory- Non Licensed
3. Specialized Services

- I. Educational Materials including textbooks, support materials, and tech resources

# Crisis Response and Psychological Services

Identify critical functions necessary for the resumption of services.

1. Staffing for extended response to:
  1. Students
  2. Staff
  3. Community Members
  4. Parents
  
2. Agreed Upon Psychological Recovery Model- If necessary- Continuity

# Crisis Response and Psychological Services- An Important Question- Breakout 2

- Situation-During Periods of Closure of the Facility and Movement to Online Instruction for Students. As a group discuss the following questions and be prepared to share some thoughts.
  1. How did you provide mental health, counseling, and/or check in services to your students during the last extended period of closure (Virtual Instruction) that you had?
  2. What did you learn about providing non-educational services to your students without face to face instruction?
  3. Given what you learned from previous virtual instruction and closures how are you now providing non-educational services such as mental health and counseling services to your students.
  4. What special programming or other modes of instruction did you use in order to provide instruction and services to those students covered by an Individualized Educational Plan (IEP)



# School Calendar- Question?

- What are the legal requirements for the resumption of instructional services and how does this closure impact the state mandated hours of instruction. **Can we meet standards through Virtual Instruction? How do we close educational gaps?**
- Does this closure constitute instructional loss that does not need to be made up?

# Getting Started- Preliminary

- Assemble the safety committee/team and begin discussion- Define Business Continuity
- Identify key players in the school not present who would lend responsibility to the process
- Identify the link between any continuity plan and the Emergency Operations Plan or Recovery Plan from the local municipality
- Identify membership of the Business Continuity Team

# Getting Started-Secondary

- Establish small teams from within the school to identify critical, essential, necessary, and desired functions. Meet with various units in the building to make sure that all functions are identified by category.
- **Remember not every function is a critical function!**
- Share the identified functions with the team at large. Update, review and decide formally on a function list and priority.
- Develop a plan for redundancy of operations and backup systems

# Getting Started-Secondary

- Identify costs or alternatives available to the redundancy plan options- Example- Electronic backups of data records, servers etc....
- Identify providers of services that may require an **MOU** for the delivery of services- Examples?
- Compile a comprehensive list of resources necessary to resume operations. Go over it, review it, update it, and use it to identify MOU's.

# Getting Started-Secondary

- Plan for the recording of charges and accounting of the recovery/continuity process
- Plan for the maintenance of financial and loss records- Contact insurance carriers as necessary
- Plan for maintenance and testing of the plan
- Plan for the recording and safe keeping of sensitive passwords- Firewalls etc.....
- Develop and write the checklists for plan use in a disaster or event

# The Resource Listing

- Those people, agencies, services, or entities who are able to provide services to a business in order to return to business operations.
- *Helpful Hint- Check with Emergency Government for your municipality and see if they have a resource list that you can borrow and use for setting up your own.*

# Resources- A Quick List

- HVAC Providers
- Assessor/Appraisals
- Attorneys
- Depositories
- Bus Companies
- Churches
- Cleaning and Restorative Services
- Communications
- Electricians
- Excavating Contractors
- General Contractors
- Plumbing and Plumbing Supplies
- Septic Contractors

# Resources- A Quick List

- Grade and Other Schools
- Hardware Supplies
- Hospital and Medical Services
- Insurance
- Mobile Decontamination
- Movers and Storage
- On Site- Portable Sanitation
- Pest Control
- Public Services
- Radio and Media Outlets
- Security Companies
- Fencing Companies
- Software Support and Computer Operations
- Temporary Services
- Towing Services
- Village/Town Government
- Tree Removal
- Utilities
- Weather Service



# Getting Started-Secondary

- Address the issue of communications and public information as part of continuity/recovery. Don't assume everyone knows.
- Identify Recovery Planning Sites- Backups

# Response Protocol- BCP- Before you write the plan document!

Determine how the plan will be implemented and under whose authority-  
Establish Response Protocol to the BCP

1. Detect and determine a disaster condition- Crisis Response Team (CRT)
2. Notify Persons Responsible for Recovery-BCPT (Business Continuity Plan Team)
3. Initiate the BCP
4. Activate ICS as Necessary
5. Disseminate Public Information
6. Provide Support Services- Primary and call in as necessary

# Getting Started- Tertiary

- Write the Plan- Draft Form
  - Share with team members before review session
  - Come prepared to discuss plan and operations
  - Be critical of the efforts and diagnose problems with vision of:  
What if?
  - Recommend adoption of the plan through motion and forward to the BOE- Becomes formal BOE policy.

# A Good Example and Lesson

- Power Outage- May 13, 2009
  - 4:30 power out to school- West/Center- Line cut on property- impact 100,000 sq. ft- Electric and fire control
  - Recovery team on site by 4:45
  - Inspection of damage and loss of utility determined to be severe
  - Resources and specialists called in
  - Team determines at 7:30 p.m.- Late start is in order- Resources being brought in to resume operations by 9:30 a.m.

# Lesson Continued

- 8:11 P.M. Instant alert to staff notice of Late Start and situation
- 8:20 P.M Instant Alert to all students inform of Late Start
- 8:40-9:30 P.M.- Operations considerations and alternate sites for classes developed- Contingency
- 10:00 P.M. Sleep

# Thursday May 14, 2009

- 6:30 a.m. First portable generator on site
- 7:30 a.m. Backup generator running and powering small circuit operations- No HVAC
- 8:30 a.m. Phone system switched to different circuits and operational
- 8:30 Staff report to school- Meeting
- 9:30 a.m. School starts with modified locations and limits on power- **Fire Department signed off on occupancy using PA system for fire notification**
- 9:30-3:00 Additional generation capacity provided and power restored to impacted areas
- 3:30 p.m. Network powered down for night
- 8:00 p.m. Backup generator powered down for night

# Friday May 15

- 7:25 a.m. Classes run as normal
- 9:00 a.m. Network switched back on with generated electricity to switches
- Generated power at school for 2 weeks or so. Sum total- Recovery took more than two weeks to become fully sound. Educationally:
  - We lost 2 hours of instruction.
  - Lost network capability for 36 hours
  - Lost phone system for 16 hours
  - Lost HVAC for 1 week- Windows and cooler temps helped.
- The plan worked because we were prepared.



# Boring Gone Bad!





# A Couple of Final Thoughts

- Recovery takes time to plan for, implement, and write. Recovery or Business Continuity Planning is the final requirement in comprehensive safety. Never discount its importance.
- Don't forget about the psychological needs of students and staff both in the near term and long term. Don't stop with services until no one shops up and then continue to look for people in trauma.
- There are computerized programs available to assist you in doing the plan. Ex: Sustainable Planner

# Questions?

Thanks for listening...

I hope that this has given you some insight into the development and / or maintenance of the Business Continuity Plan for your District and / or school.

