

# **Edmonds School District**

## **Pandemic Flu Plan**

### **Mitigation/Prevention, Prepare, Respond, Recover**

Edmonds School District has developed a preliminary plan to address the needs of Pandemic Influenza. We have followed the guidelines provided by the Center for Disease Control and are working closely with Snohomish Health District to keep our plan up to date and relevant for our community.

## **Mitigation/Prevention**

In the case of a pandemic flu event, the district will follow established Infectious Disease protocols as outlined by the health department and the “Infectious Disease Control Guide for School Staff “ (June 2004, Washington State Department of Health & Office of Superintendent of Public Instruction).

### **Background Information**

Three influenza pandemics occurred in the last century, and public health experts predict that another will happen, though no one can predict when this will be or the severity. It is, however, prudent to plan for one so that:

- The risk of pandemic influenza to students, faculty, and staff will be minimized;
- Students who require special support will be taken care of;
- Functions essential to operations will continue, even in an altered fashion;
- An information notification system can be set up for staff and families; and
- After the pandemic, normal teaching and school activities will resume as soon as possible.

### **Planning Assumptions**

1. Pandemic flu will be widely dispersed geographically and could potentially arrive in waves.
2. Schools may be asked by public health officials to take social distancing measures such as canceling public events and suspending classes. If a severe outbreak were to occur, classes may be suspended 6-8 weeks.
3. Employee absenteeism will reach up to 40% during a pandemic wave. Absentees will include sick employees and students, and those who must care for others who are sick. Fear will impact rates of absenteeism, and mental health support for employees will play an important role in galvanizing your staff.
4. For planning purposes, assume that absent employees include leaders, heads and personnel with primary responsibility for essential functions.
5. The wave will occur at any time during the year and could last for months.
6. Essential services, materials, and supplies will be limited due to travel restrictions or absentee workers. This will affect utilities, food distribution/access, and banking systems, and rural communities may see much lower levels of resources and supplies.

We will initiate the district planning, response and recovery procedures as follows:

# I. Infectious Disease Control Procedures

In order to safeguard the school community from the spread of certain communicable diseases Edmonds School District follows the recommendations provided by the Washington State Department of Health and Snohomish Health District in regard to:

1. Notifiable Conditions: if a disease is reportable, the local health officer is notified and the Health Officer's directions are followed.
2. The reporting of said conditions and absenteeism above 10%; when a notifiable condition is identified or absenteeism is above 10%, the health department's recommendations are again followed.

We also follow the guidelines provided in the "Infectious Disease Control Guide for School Staff" provided jointly by Washington State Department of Health and the Office of Superintendent of Public Instruction.

## II. Communications

Different forms of communication will be used to keep staff, students and parents informed of announcements and plans from the Snohomish Health District and plans for the district's response if the pandemic should affect Edmonds School District.

Each school district will be responsible for keeping informed of emergencies by monitoring news media reports. Developing a separate communication annex is often useful so that all communications documentation is readily available for supporting updates, advisories, and alerts, which can be defined as:

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

The district has in place the following communication procedures:

## II. Public Notification

District web page: Pan Flu link

District calendar messaging

School Messenger notifications

School parent letters

Local radio and TV announcements for school closures

School Newsletters

The District newspaper will be sent to all district residents two times each school year; at a minimum one newsletter will contain information related to Pandemic Influenza and District planning.

Planning resource guides will be provided on the district website. The following will be posted to assist families/individuals for planning for pandemic emergencies as well as general emergencies:

<http://www.flu.gov/individualfamily/index.html>

<http://www.redcross.org/portal/site/en/menuitem.d8aaecf214c576bf971e4cfe43181aa0/?vgnextoid=72c51a53f1c37110VgnVCM1000003481a10aRCRD&vgnnextfmt=default>

### **III. Staff Notification**

District web page

District email

District and individual school phone trees

School Messenger notification

Poster distribution

The District continues to identify proactive steps to further educate staff and students regarding respiratory etiquette and “stop the spread of germs.”

### **IV. School Functionality**

School functionality will be reviewed by the superintendent staff to determine possible school closures and/or moving of students and work force due to high absenteeism of students and staff. when a site reports 30% absenteeism. This will be completed on a case-by-case basis depending upon pandemic conditions and direction from the Snohomish County Health District. The financial impact must also be determined as a part of this process.

### **V. Education**

Education regarding pandemic influenza regarding healthy habits (washing hands, staying home if ill, cover cough), the pandemic flu plan, and other relevant information will be provided to school staff, administrators, and students/families through meetings or mailings. This information will be provided community relations; student health services/nursing staff, and the district facilities operations department/safety.

### **VI. Staffing Concerns**

- How do we plan for schools to function with significant reduction in workforce?
  - Staggering start times?
  - Combining schools vs. combining grade levels vs. closing schools temporarily.
  - Do we add bus service?
  - Telecommunication work options to provide essential services?
  - What short-term disability options are being considered for staff?

*This section would need to be determined by Human Resources.*

## VII. Emergency Access to Information and Systems

Access to your school information and systems is essential in an emergency; describe your emergency access plan below. This may include remote access (or authorization to allow remote access), contacting IT support, Blackboard, off-site data backup, backup files on flash drives, hard copies, and alternative email systems (e.g., Yahoo). *To be determined by IT department.*

## VIII. Essential Functions

The essential functions to operational continuity and/or recovery, and who is responsible for these functions have been listed below:

Essential Function: Nurses – providing support to vaccinations or health screenings for students.			
Primary Person	Sue Venable, Student and Family Support Administrator	Phone Number/Email	425-431-7137 venables@edmonds.wednet.edu
Alternate	Nancy Sutherland, Health Service Department Chair	Phone Number/Email	425-431-1181 sutherlandn@edmonds.wednet.edu
Second Alternate	Katie Johnson, School Nurse	Phone Number/Email	425-431-1074 johnsonka@edmonds.wednet.edu

Essential Function: Payroll/Benefits – providing payroll to ESD staff to continue income and prevent loss of wages. Ensure employees continue to have medical benefits.			
Primary Person	Debby Carter, HR Executive Director	Phone Number/Email	425-431-7012 carterd@edmonds.wednet.edu
Alternate	Tam Osborne, HR Director of Certificated Staff	Phone Number/Email	425-431-7029 osbornet@edmonds.wednet.edu
Second Alternate	Cathy Birdsong, HR Director of Classified Staff	Phone Number/Email	425-431-7022 birdsongc@edmonds.wednet.edu

Essential Function: Accounts Payable/Purchasing – provide billing and purchasing services to support school community for essential services and for possible repairs to buildings or replacement of items to return schools to functionality.			
Primary Person		Phone Number/Email	
Alternate		Phone Number/Email	
Second Alternate		Phone Number/Email	

Essential Function: Food Services – continue to provide a meal program even during an emergency where feasible. May require drive through handling of lunch sacks.			
Primary Person	Barb Lloyd, Director of Food Services	Phone Number/Email	425-431-7073 lloydb@edmonds.wednet.edu
Alternate	Sara Conroy, Food Services Field Supervisor	Phone Number/Email	425-431-7076 conroys@edmonds.wednet.edu
Second Alternate		Phone Number/Email	

Essential Function: Custodial – to provide cleaning services of buildings prior to re-entry of school after pandemic. Provide cleaning and security services to buildings when unoccupied or use by health district or their vendors for clinics.			
Primary Person	Bob Hansen, Custodial/Warehouse Manager	Phone Number/Email	425-431-7336 hansenr@edmonds.wednet.edu
Alternate	Cherry Sheehan, Custodial Supervisor	Phone Number/Email	425-431-7800 <a href="mailto:sheehanc@edmonds.wednet.edu">sheehanc@edmonds.wednet.edu</a>
Second Alternate	Kip Henson, Custodial Supervisor	Phone Number/Email	425-431-7340 hensonk@edmonds.wednet.edu

Essential Function: Maintenance – provide repairs to district facilities due to damage sustained related to the emergency event. May include full repair or temporary repairs.			
Primary Person	George Marschall, Maintenance Mgr.	Phone Number/Email	425-431-7245 marschallg@edmonds.wednet.edu
Alternate	Brian Harding, Director Facilities Operations	Phone Number/Email	425-431-7334 hardingb@edmonds.wednet.edu
Second Alternate	Bob Hansen, Cust/Ware Mgr.	Phone Number/Email	425-431-7336 hansenr@edmonds.wednet.edu

Essential Function: Psychology Services – provide psychological services – including grief counseling to affected staff and students			
Primary Person	Jo Callaghan, Director Psych & Counseling	Phone Number/Email	425-431-7209 callaghanj@edmonds.wednet.edu
Alternate	Kate Eschen Pothier - Psych Dept Chair	Phone Number/Email	425-431-1077 <a href="mailto:eschenk@edmonds.wednet.edu">eschenk@edmonds.wednet.edu</a>
Second Alternate	Nancy Parle – Elem Counseling Dept Chr	Phone Number/Email	425-431-1285 <a href="mailto:parlen@edmonds.wednet.edu">parlen@edmonds.wednet.edu</a>

<b>Essential Function:</b> Public Relations – Ensure timely communications to parents, staff, and community are published on website, letters, or voice messaging.			
Primary Person	DJ Jakala, Manager Community Relations	Phone Number/Email	425-431-7044 jakalad@edmonds.wednet.edu
Alternate	Jennifer Piplic, Community Relations	Phone Number/Email	425-431-7046 piplicj@edmonds.wednet.edu
Second Alternate		Phone Number/Email	

## IX. Key Internal and External Dependencies

What functions and services do you depend on? All school districts rely on Energy Services, Tech Support, Payroll/Purchasing/Finance, Public Safety and Facilities Services. Below is a list of products, services, suppliers and providers upon which the Edmonds School District depends on. Also, included are mitigating actions for each or provisions to support these components/dependencies. Also, are there any MOU's that are needed to provide the services or products?

	<b>Dependency</b>	<b>Provided by:</b>	<b>Risks and Mitigating Actions</b>	<b>Contact Information</b>
1.	Energy Services	G. Marshall in conjunction with PSE and Snohomish County PUD		Snohomish County PUD – 425-783-1000  PSE – 888-225-5773
2.	Tech Support	Internet - K-20 Network		K-20 Network 360-725-6134
3.	Tech Support	Telephone - Verizon		Verizon 800-444-1111
4.	Human Resources	Payroll		
5.	Business Services	Purchasing - Costco		
6.	Business Services	Purchasing – Lowe's		
7.	Public Safety	L. Skinner in conjunction with emergency responders		Non-emergency #'s: Lynnwood PD 425-670-5600 Lynnwood Fire 425-670-5300 Edmonds PD 425-771-0200 Edmonds Fire 425-771-0215 Mountlake Terrace PD 425-670-2860

				Brier PD 425-775-5452 Snohomish County Sheriff's Office 425-388-3393 Snohomish County Fire District #1 425-551-1200 ESCA 425-776-3722
8.	Custodial Services	Service Paper		
9.	Food Service	Food Services of America	Food and supplies	425-299-2414
10.	Health Services	Snohomish Health District		SHD 425-339-5200
11.	Counseling/Psychology Services	Far West		
12.	Counseling/Psychology Services	Compass Health		
13.	Food Services	Warehouse	Provide food supplies.	425-431-7227
14.	Food Services	Transportation	Fuel for vehicles	425-431-7230
15.	Food Services	Dairy Valley	Milk	1-800-682-7772

# PREPAREDNESS

## I. Education

The district will continue to post flyers and posters and include pandemic information and healthy habit reminders each school year. Information will continue to be posted on the website to notify families and the community of our plans. Pandemic Influenza updates from the Health District will be distributed to the Superintendent, Health Services Department Chairperson, Safety, and Community Relations.

## II. School Closure

Snohomish Health District in coordination w/ the district Superintendent will make the determination when and if to close schools. The district will support their decision making process by providing the reporting of absences according to the established county communicable disease procedures.

## III. Incident Command

The Edmonds School District #15 has a pre-determined organizational chart in regards to incident command for district-wide emergencies/events. This chain of command will be instituted in the event of a pandemic.

Snohomish Health District will make the determination when to close schools and businesses. They will contact the superintendent directly regarding possible school closures. The district will support their decision-making process by providing the reporting of absences according to the county communicable disease procedures.

Communication for school closure will be through the Health District to the Superintendent, Health Services Department Chairperson, Safety, and Community Relations.

## IV. Special Considerations

Additional or unique considerations that may be faced in a pandemic or infectious disease outbreak may include provisions for providing childcare, assisting matriculating seniors in meeting diploma requirements, and providing support to the District's special needs population. Building administrators with support of district staff should develop plans based upon the specific population needs.

Procedures for the schools up to the time of closure will include:

<b>Responsible Staff</b>	<b>Area</b>	<b>Description of Responsibility</b>
Debbie Jakala Jennifer Piplic	Distribution of Information	The district will continue to post flyers and posters as reminders of healthy habits during the late fall and early

		winter months. Information will continue on the WEB page and schools will be encouraged to post reminders in the school newsletter.
Health Services Program Manager/Health Services Department Chairperson <ul style="list-style-type: none"> <li>Health Room staff</li> </ul> Custodial Services Coordinator <ul style="list-style-type: none"> <li>Custodians</li> </ul>	Health Room	Because of limited space in most health rooms, schools may need to identify another location to care for ill students. Students suspected of having the flu should be kept separate from other students using the health room for medication distribution, etc. Schools may need to stock extra gloves, N95 and illness containment face masks, and tissues to address the needs of students and staff ill with influenza. Schools have checked mask supplies; some masks are in stock from the Mt. St. Helens eruption that are still in good working order. <b>N95 respirator masks are for nurses and office staff giving health/illness care only as relates to influenza outbreaks.</b> Extra thorough cleaning may be indicated during influenza outbreaks when schools are open
Administrative Staff	Administrative Absence	District Office and schools will follow their Incident Command emergency chain of command to fill administrative positions due to illness.
Pandemic Influenza Key Committee Members	Administrative Training	Information will be sent out to staff to review symptoms of flu and what to look for in order to identify ill students and staff.
School Administrator	Potential Absences	Schools will identify staff that due to health conditions or pregnancy will not be able to be present at school once the flu has been identified, if indicated by guidance from Snohomish Health District. Information will be shared with Human Resources to be considered along with the absences called in due to illness.
School Administrator	Staff illness	Schools need to be sure staff emergency contact lists are up-to-date. Staff needs to identify someone that will check on them in case of an illness.
Critical Incident Team	Review of available services	Psychological Services will review and identify resources available for grief

		services including the district critical incident command structure. Far West Family Services also available for counseling support for employees.
Incident Command Team	Administrative Training	Additional training for all administrators was provided 10/24/06. If needed training can be provided again.
Pandemic Flu Clinic Sites Identified for SHD use.	MDHS, MTHS	10/2006 Done by Lisa Skinner and SHD. Clinics scheduled Fall of 2009 for use.
Identify information to be translated in representative languages for the district population.	Community Relations, Health Services	Use established forms. Utilize district staff resources for quick turnaround. Utilize Transact forms when possible.

## RESPONSE

<b>Responsible Staff</b>	<b>Area</b>	<b>Description of Responsibility</b>
Nurse/Health Room Staff	Care of students with flu like symptoms.	<p>Students exhibiting <b>flu symptoms</b> will be cared for in a <b><u>separate location away from other health room users.</u></b></p> <p>Limit the number of staff who take care of sick individuals.</p> <p>Parents or emergency contact will be called immediately. Student may wear illness containment masks until picked up. This will reduce but not guarantee the spread of disease.</p> <p>Encourage ill students and staff at higher risk of complications from flu (Children under 5 yrs., pregnant women, people of any age with chronic medical conditions [e.g. pulmonary disease, including asthma, diabetes, neuromuscular disorders or heart disease], and people 65 years or older), to consult w/ their health care provider to get a medical evaluation as soon as possible. Advise that taking antiviral medications may prevent severe complications—this requires health care provider consultation.</p> <p>Pillow cover changed between student use; beds to be cleaned if obviously soiled.</p> <p>If blankets are used with ill students/staff, the blanket is to be discarded and cleaned between usages.</p> <p>Custodian can be contacted for more significant cleaning of the area. If no washing facilities are available, no blankets are to be used.</p> <p>Daily cleaning of the Health Room is done by custodial staff with the product currently recommended by Custodial Services.</p>

Nurse/Health Room staff	<p>Reporting of Illness</p> <p>Flu symptoms:</p> <ul style="list-style-type: none"> <li>• Fever (100° or more)</li> <li>• Headache</li> <li>• Sore throat</li> <li>• Body aches</li> <li>• Cough</li> <li>• Runny nose</li> <li>• Stomach and intestinal discomfort</li> <li>• Extreme tiredness</li> </ul>	<p><b>Nurse/Health Room staff will keep a confidential record of students and staff exhibiting flu symptoms who are sent home.</b> When absences are called in, Health Room staff will note those that are home due to flu like symptoms.</p> <p><b>The building staff is to report these illnesses</b> to their building nurse and the District Health Services Department Chairperson.</p> <p>Students with these symptoms are to be sent home, isolated and cared for until parent/guardian can pick them up.</p> <p>--Reporting of symptoms when Pandemic Influenza suspected: Call SHD if any specific questions—an initial call to the Health Services Department Chairperson may eliminate the need for an SHD call.</p> <p>--Reporting to the Health Department of symptoms when Pandemic Influenza known in community:</p> <ul style="list-style-type: none"> <li>• Only reported to SHD with their Absenteeism reporting form when absenteeism due to illness is over 10%.</li> <li>• Daily reports to the Health Services Department Chairperson is made when schools have 8% or above or if an unusual situation occurs see “Communication to District Staff When at or near 10% absenteeism.”</li> </ul>
School Administrator working with Community Relations and Health Services Department Chairperson.	Communications to Staff	Updates will be given to staff on the extent of infection at each school site and potential changes that may take place.
All staff in communication w/ students and staff about return to work/school guidelines	Return to work/school and illness guidelines	<ol style="list-style-type: none"> <li>1. Any ill individual with symptoms of flu is to remain at home for at least 24 hours after they no longer have a fever (100 °) without using a fever reducing medication.</li> <li>2. An individual who is sick for 7 days should stay home until 24 hours after the symptoms have gone away.</li> <li>3. If the symptoms become more severe, the CDC recommends saying home for 7 days.</li> <li>4. Sick individuals should remain at</li> </ol>

		<p>home except to go to their health care provider's office and should avoid contact with other people. People w/ fevers are more contagious therefore staying at home may help reduce the spread of the disease.</p> <p>5. Family members do not need to remain at home unless they show signs of illness. Family members health should be carefully monitored.</p>
Community Relations with Administrative Staff	Communications to Parents	<p>Will continue provide information to parents on prevention procedures, and provide information in cooperation with Health District staff as to the school status – open or closed and if closed when reopening.</p> <p>Check with Snohomish Health District for any changes in communicated information.</p> <p>Template letters/fact sheets available in the CDC toolkit. Transact has letters for illness notification, school closure, all purpose notification, and FAQ.</p> <p>When there is a “trend” of students with probable and/or confirmed H1N1 illness, consult with the Health Services Department Chairperson about the use of the general parent notification letter (5-19g—also available in Spanish). If this is used, the following school district staff members are also to be notified by the Health Services Dept. Chairperson. :</p> <ol style="list-style-type: none"> <li>1. Community Relations staff</li> <li>2. Elementary Superintendent if students are at the elementary level.</li> </ol>
Health Services Dept. Chairperson	Communication to District Staff when at or near 10% absenteeism	<p>The following staff members are to be notified:</p> <p><i>Note: when absenteeism is 10% due to illness, it is to be reported to Snohomish Health District.</i></p> <ol style="list-style-type: none"> <li>1. Health Services Administrator</li> <li>2. Elementary Superintendent (if supervised schools affected).</li> <li>3. Secondary Superintendent (if</li> </ol>

		<p>supervised schools affected).</p> <ol style="list-style-type: none"> <li>4. Community Relations</li> <li>5. Custodial Services Manager</li> <li>6. Transportation Director</li> </ol>
Administrative Staff	Debriefings/After-action Report	Administrative staff will conduct timely debriefings to identify lessons learned and make necessary changes to the response plan.
Facilities Operations	Building Use during a Pandemic (perhaps by Emergency Services)	<ul style="list-style-type: none"> <li>• Coordinate building during influenza outbreak.</li> <li>• Coordinate cleaning of buildings in use by outside agencies during this time.</li> <li>• Coordinate cleaning at the end of this usage time period.</li> <li>• Verify school safe for use by students and staff after use by outside agencies.</li> </ul>

# RECOVERY

<b>Responsible Staff</b>	<b>Area</b>	<b>Description of Responsibility</b>
Building Administrator	Critical Incident Team services	If necessary, the building administrator will contact Psychology and Counseling Services Manager for assistance in grief counseling support for students and staff.
Community Relations	General Information	Provide information in cooperation with Health District Staff on extent of pandemic flu in the community and activities that may assist students; safe room function and location at each school. Also announce counseling support services available to faculty and staff.
School Nurses	On-going assessments	The school nurses will provide physical assessments or make appropriate community health referrals.
Community Relations working with Critical Incident Team	Families and Staff Information	<p>Make educational materials available to families and staff on topics such as how to support individuals with their recovery from influenza, common symptoms of loss and grief, and constructive ways to cope with stress.</p> <p>Urge staff to use Employee Assistance Program (Far West Family Services) for assistance with coping with loss and stress.</p>
School Nurses working with the Critical Incident Team	Long-term assistance	<p>Identify students, families, and staff who may need long-term physical and mental health support or intervention and develop school and community resources to provide these services.</p> <p>For individuals who are returning after contracting influenza, provide space for rest or assist with setting up reduced day for as long as is needed—this would need by the school team.</p>
Building Administrators	Staff well-being	<p>Monitor the effects of cumulative stress on caregivers such as office staff, school nurses, and teachers, aides, school counselors, and other crisis team members.</p> <p>Work with Human Resources and the Critical Incident Team to provide</p>

		support.
Human Resources	Staff Assistance	Modify work roles and responsibilities or add volunteer or support staff as needed. Review work backlog for employees and provide support.
Critical Incident Team	Student Follow-up	Follow-up with student referrals made to community agencies.
Custodial Services	Disinfection	Cleaning of buildings to prevent spread of disease prior to re-occupancy. Restock of cleaning supplies.
Superintendent Staff	Graduation Requirements	Review classroom curriculum to ensure graduating seniors meet requirements.
Building Administrators/ District Services	Restock of Supplies	Purchase and restock emergency supplies used during the flu – masks, sanitizers, tissues.
Pandemic Flu Planning Committee	Incident de-briefing	Conduct debriefing meeting(s) to document “lessons learned” and incorporate them into revisions and trainings.

## **Pandemic Influenza Relevant Stakeholders**

*(As identified per CDC checklist)*

1. Lead Emergency Response Agency:
  - Snohomish Health District, Snohomish County EOC
  - SNOCOM, EMS, ESEA
  - FEMA
  - Law Enforcement
  - OSPI
2. District Administrators:
  - District Superintendent
  - District Assistant Superintendents & Executive Directors
  - Building Administrators
3. The following in alphabetical (not hierarchical order, for each administrator, the associated staff is included in the picture)
  - Athletics Director
  - Community Relations Manager and Specialist
  - Custodial and Warehouse Services Manager
  - District Administrative Staff
  - Facilities Operations Director
  - Food Services Manager
  - Health Services Program Manager/Health Services Department Chairperson (School Nurses)
  - Parents/Guardians
  - Psychological Services Program Manager (Counselors/Psychologists)
  - Risk Manager
  - Safety and Loss Control Specialist

- Teachers/Educational Staff
- Transportation Director

## **District Pandemic Influenza Committee Members 2006 Committee Members**

Name	Role
Piplic, Jennifer	Community Relations Specialist
Callaghan, Jo	Psychological Services Program Manager
Clarke, Reg	Transportation Manager
Goodison, Clint	Risk Manager
Hansen, Bob	Custodial Services Coordinator
Harding, Brian	Facilities Operations Manager
Jakala, Debbie	Community Relations Manager
Kahan, Ellen	Assistant Superintendent/Educational Staff Representative
Liebert, Lisa	Safety and Loss Control Specialist
Lloyd, Barbara	Food Services Manager
Michaels, Cheryl	Parent
Murphy, Chris	Head Athletic Trainer
Osborne, Tam	Human Resources, Director of Certificated Staff
Schultz, Nancy	Parent
Sheehan, Cherry	Custodial Services
Sutherland, Nancy	Health Services Department Chairperson

## **2009-2010 Committee Members**

Name	Role
Beglau, Jan	Athletics Manager
Birdsong, Cathy	Human Resources, Classified Staff
Callaghan, Jo	Psychological Services Program Manager
Christensen, Craig	Transportation Director
Goodison, Clint	Risk Manager
Hansen, Bob	Custodial and Warehouse Manager
Harding, Brian	Facilities Operations Director
Herzog, Madeline	Health Services Administrative Asst.
Jakala, Debbie	Community Relations Manager
Kahan, Ellen	Assistant Superintendent/Educational Staff Representative
Lloyd, Barbara	Food Services Manager
Madsen, Jennifer	Technology
Piplic, Jennifer	Community Relations Specialist
Skinner, Lisa	Safety and Loss Control Specialist
Sutherland, Nancy	Health Services Department Chairperson
Venable, Sue	Student and Family Support Administrator

## References

**Preparing for the Flu (including 2009 H1N1 Flu): a Communication Toolkit for Schools (Grades K-12)**, Center for Diseases Control, August 2009.

**WHO (World Health Organization): Global Alert and Response Network, 2009.**

**Continuity of Operations Plan (COOP) Template** (Adapted from the University of North Carolina at Chapel Hill Pandemic Influenza Coop), OSPI Draft Pan Flu Preparedness – Version 2.0, December 15, 2008.