

**Lakewood Board of Education
Business Continuity Plan
2025-2026**

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Section I: Introduction

A. How to Use This Plan

In the event of a disaster, which interferes with Lakewood Board of Education's ability to conduct business from one of its offices, this plan is to be used by the responsible individuals to coordinate the business recovery of their respective areas and/or departments. The plan is designed to contain, or provide reference to, all of the information that might be needed at the time of a business recovery.

This plan is not intended to cover the operations of Lakewood Board of Education's separately structured Emergency Response Team.

Index of Acronyms: (EOC) Emergency Operations Center – (EMT) Emergency Management Team – (ERT) Emergency Response Team – (BCP) Business Continuity Plan – (IT) Information Technology

Section I, Introduction, contains general statements about the organization of the plan. It also establishes responsibilities for the testing (exercising), training, and maintenance activities that are necessary to guarantee the ongoing viability of the plan.

Section II, Business Continuity Strategy, describes the strategy that the Lakewood School District will control/implement to maintain business continuity in the event of a facility disruption. These decisions determine the content of the action plans, and if they change at any time, the plans should be changed accordingly.

Section III, Recovery Teams, lists the Recovery Team functions, those individuals who are assigned specific responsibilities, and procedures on how each of the team members is to be notified.

Section IV, Team Procedures, determines what activities and tasks are to be taken, in what order, and by whom in order to affect the recovery.

Section V, Appendices, contains all of the other information needed to carry out the plan. Other sections refer the reader to one or more Appendices to locate the information needed to carry out the Team Procedures steps.

B. Objectives

The objective of the Business Continuity Plan is to coordinate recovery of critical business functions in managing and supporting the business recovery in the event of a facilities (office building) disruption or disaster. This can include short or long-term disasters or other disruptions, such as fires, floods, earthquakes, explosions, terrorism, tornadoes, extended power interruptions, hazardous chemical spills, and other natural or man-made disasters.

A disaster is defined as any event that renders a business facility inoperable or unusable so that it interferes with the organization's ability to deliver essential business services.

The priorities in a disaster situation are to:

1. Ensure the safety of employees and visitors in the office buildings. (Responsibility of the ERT)
2. Mitigate threats or limit the damage that threats can cause. (Responsibility of the ERT)
3. Have advanced preparations to ensure that critical business functions can continue.
4. Have documented plans and procedures to ensure the quick, effective execution of recovery strategies for critical business functions.

The Lakewood School District Business Continuity Plan includes procedures for all phases of recovery as defined in the Business Continuity Strategy section of this document.

C. Scope

The Business Continuity Plan is limited in scope to recovery and business continuance from a serious disruption in activities due to non-availability of Lakewood Board of Education's facilities. The Business Continuity Plan includes procedures for all phases of recovery as defined in the Business Continuity Strategy of this document. This plan is separate from Lakewood Board of Education's Disaster Recovery Plan, which focuses on the recovery of technology facilities and platforms, such as critical applications, databases, servers or other required technology infrastructure (see Assumption #1 below). Unless otherwise modified, this plan does not address temporary interruptions of duration less than the time frames determined to be critical to business operations.

The scope of this plan is focused on localized disasters such as fires, floods, and other localized natural or man-made disasters. This plan is not intended to cover major regional or national disasters such as regional earthquakes, war, or nuclear holocaust. However, it can provide some guidance in the event of such a large scale disaster.

D. Assumptions

The viability of this Business Continuity Plan is based on the following assumptions:

1. That a viable and tested IT Disaster Recovery Plan exists and will be put into operation to restore data center service at a backup site within five to seven days.

2. That the Organization's facilities management department has identified available space for relocation of departments which can be occupied and used normally within two to five days of a facilities emergency.
3. That this plan has been properly maintained and updated as required.
4. That each department has their own Business Continuity Plan.
5. The functions and roles referenced in this plan do not have to previously exist within an organization; they can be assigned to one or more individuals as new responsibilities, or delegated to an external third party if funding for such services can be arranged and allocated.

E. Changes to the Plan/Maintenance Responsibilities

Maintenance of the Lakewood School District Business Continuity Plan is the joint responsibility of the Lakewood School District management, the Facilities Management Department, and the Business Continuity Coordinator.

Lakewood School District management is responsible for:

1. Periodically reviewing the adequacy and appropriateness of its Business Continuity strategy.
2. Assessing the impact on the Lakewood School District Business Continuity Plan of additions or changes to existing business functions, Lakewood School District procedures, equipment, and facilities requirements.
3. Keeping recovery team personnel assignments current, taking into account promotions, transfers, and terminations.
4. Communicating all plan changes to the Business Continuity Coordinator so that the organization's IT master Disaster Recovery Plan can be updated.

Facilities Management Department management is responsible for:

1. Maintaining and/or monitoring offsite office space sufficient for critical Lakewood School District functions and to meet the Lakewood School District facility recovery time frames.
2. Communicating changes in the "Organization IT Disaster Recovery Plan" plan that would affect groups/departments to those groups/departments in a timely manner so they can make any necessary changes in their plan.
3. Communicating all plan changes to the Business Continuity Coordinator so that the master plan can be updated.

The Business Continuity Coordinator is responsible for:

1. Keeping the organization's IT Recovery Plan updated with changes made to Lakewood School District facilities plans.
2. Coordinating changes among plans and communicating to Lakewood School District management when other changes require them to update their plans.

F. Plan Testing Procedures and Responsibilities

Lakewood School District management is responsible for ensuring the workability of their Business Continuity Plan. This should be periodically verified by active or passive testing.

G. Plan Training Procedures and Responsibilities

Lakewood School District management is responsible for ensuring that the personnel who would carry out the Business Continuity Plan are sufficiently aware of the plan's details. This may be accomplished in a number of ways including; practice exercises, participation in tests, and awareness programs conducted by the Business Continuity Coordinator.

H. Plan Distribution List

The Lakewood School District Business Continuity Plan will be distributed to the following departments and/or individuals, and will be numbered in the following manner:

Plan ID No	Location	Person Responsible

Section II: Business Continuity Strategy

A. Introduction

This section of the Lakewood School District Business Continuity Plan describes the strategy devised to maintain business continuity in the event of a facilities disruption. **This strategy would be invoked should the Lakewood Board of Education Lakewood School District primary facility somehow be damaged or inaccessible.**

It is assumed that each critical business function at your location also has their own group/department Business Continuity Plan, which is similar to this plan except the recovery procedures and appendices have been customized for each respective group/department based on size, and complexity.

B. Business Function Recovery Priorities

The strategy is to recover critical Lakewood School District business functions at the alternate site location. This can be possible if an offsite strategy has been put into effect by Office Services and Disaster Recovery/IT Teams to provide the recovery service. Information Systems will recover IT functions based on the critical departmental business functions and defined strategies.

Business Functions by Location are listed in **Appendix B (Recovery Priorities for Critical Business Functions)**. “Time Critical Business Functions,” i.e., those of which are of the most critical for immediate recovery at the secondary location are:

Reference: Appendix B – Recovery Priorities for Critical Business Functions

C. Relocation Strategy and Alternate Business Site

In the event of a disaster or disruption to the office facilities, the strategy is to recover operations by relocating to an alternate business site. The short-term strategies (for disruptions lasting two weeks or less), which have been selected, include:

Primary Location

200 Ramsey Avenue

Alternate Business Site

**Oak Street Elementary School’s
Library**

For all locations, if a long-term disruption occurs (i.e. major building destruction, etc.); the above strategies will be used in the short-term (less than two weeks). The long-term strategies will be to acquire/lease and equip new office space in another building in the same metropolitan area.

D. Recovery Plan Phases

The activities necessary to recover from a Lakewood Board of Education facilities disaster or disruption will be divided into four phases. These phases will follow each other sequentially in time.

1. Disaster Occurrence

This phase begins with the occurrence of the disaster event and continues until a decision is made to activate the recovery plans. The major activities that take place in this phase includes: **emergency response measures, notification of management, damage assessment activities, and declaration of the disaster.**

2. Plan Activation

In this phase, the Business Continuity Plans are put into effect. This phase continues until the alternate facility is occupied, critical business functions reestablished, and computer system service restored to Lakewood Board of Education's Departments. The major activities in this phase include: **notification and assembly of the recovery teams, implementation of interim procedures, and relocation to the secondary facility/backup site, and re-establishment of data communications.**

3. Alternate Site Operations

This phase begins after secondary facility operations are established and continues until the primary facility is restored. **The primary recovery activities during this phase are backlog reduction and alternate facility processing procedures.**

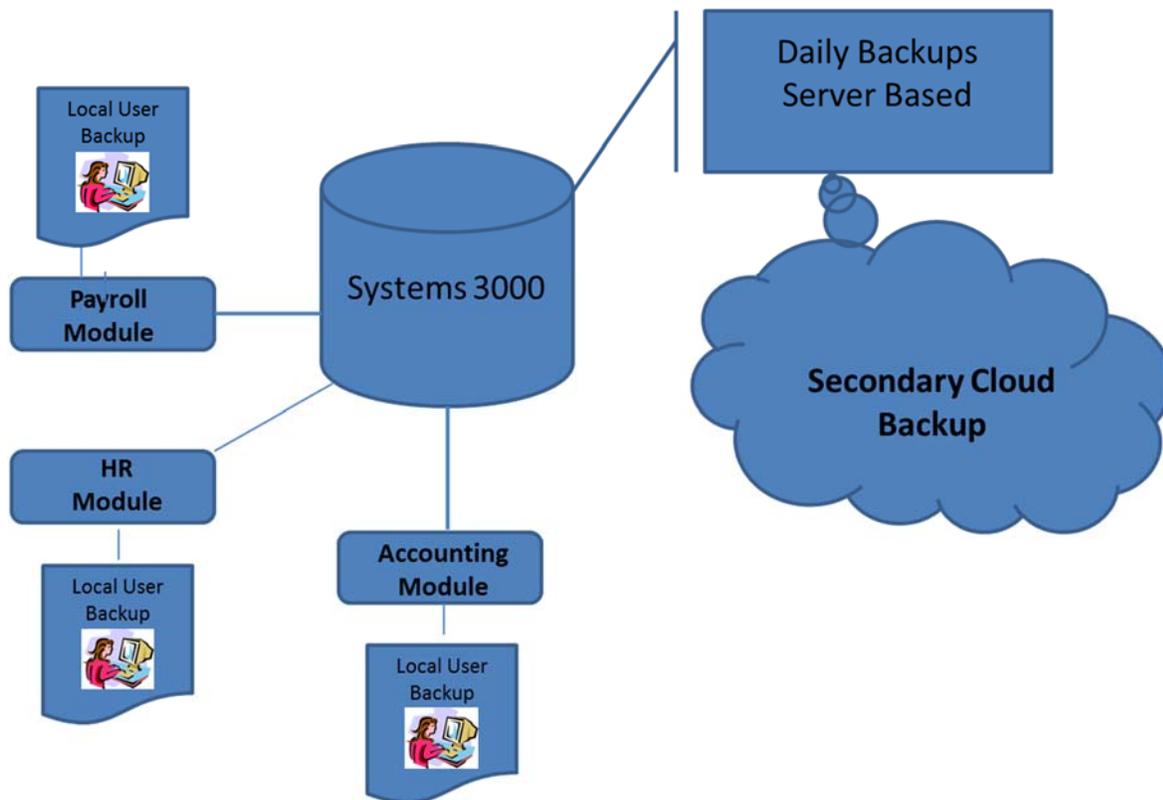
4. Transition to Primary Site

This phase consists of any and all activities necessary to make the transition back to a primary facility location.

E. Vital Systems and Data

Vital data for the Lakewood School District possibly impacted by a facilities disruption is maintained and controlled by the I.T. department. Critical systems (Realtime SIS, Systems3000, Versatrans, Email, Phones, Security Cameras, Access Control) are currently cloud or hosted and available from any location. The limited amount of data files stored locally on servers are backed up nightly in the cloud.

As a secondary precaution, Systems 3000 backups are performed daily (see below) by each module supervisor. Complete backups are completed by the vendor as part of our hosted service.



Vital Student Records

All mandatory student record archives are located in files within the Lakewood School District office, in a secure room.

F. Restoration of Hardcopy Files, Forms, and Supplies

In the event of a facilities disruption, critical records located in the Business Office, Transportation, or Special Services may be destroyed or inaccessible. In this case, the last backup of critical records would be transported to the secondary facility.

The amount of critical records, which would have to be reconstructed, will depend on when the last shipment of critical records to the offsite storage location occurred.

Warehouse management will arrange the frequency of rotation of critical records to the offsite storage site.

The following categories of information can be exposed to loss:

1. Any files stored on-site in warehouse and file rooms.

2. Information stored on local PC hard drives.
3. Documents in offices, computers, and files.

G. On-line Access to Lakewood Board of Education Computer Systems

In the event of a facilities disruption, the Disaster Recovery Plan strategy should be to assist in re-establishing connectivity to Systems 3000, Realtime, and Versa Trans and to establish remote communications to any alternate site. If the data center is affected by a disaster or disruption, the Disaster Recovery Plan should include recovering processing at a pre-determined alternate site. Services covered would include; phones, cellular phones, pagers, communications, and all other services required for restoring limited emergency service to the organization.

In this case, data communications and network will be rerouted from the server room to the respective alternate site. Recovery times below, as long as Internet is available:

Critical Systems Recovery – Estimated timeframe

Realtime – Cloud based. Zero downtime.

Versa Trans – Cloud/Hosted based. Zero downtime.

Systems 3000 – Systems 3000 - Hosted Backup – Zero downtime.

Mail and Report Distribution

During the time that Lakewood Board of Education department operations are run from the secondary facilities, output reports and forms will have to be delivered to that location. The data center may or may not have the same print capability if the disruption affected the data center as well, so it may be necessary to prioritize printing of output.

The EOC Administration Team in conjunction with designated delivery/courier services will distribute mail to all Lakewood Board of Education alternate business sites. Due to the possibility of multiple alternate business sites and the additional travel time required for mail service activities, the number of mail pickups and deliveries could possibly be decreased from the normal daily routine to once daily. Mail pickup and delivery schedules, including overnight mail, will be established and communicated to each alternate business site. Overnight mail/package delivery carriers should be contacted directly by a business function for items requiring pickup after the last scheduled pickup by the EOC Administration Team. All overnight mail service vendors will be notified by the EOC Administration Team of appropriate alternate office addresses to redirect deliverables to Lakewood Board of Education personnel or provide for pick up at the post office by a Team member.

Section III: Recovery Teams

A. Purpose and Objective

This section of the plan identifies who will participate in the recovery process for the Lakewood School District Business Continuity Plan. The participants are organized into one or more teams. Each team has a designated team leader and an alternate for that person. Other team members are assigned either to specific responsibilities or as team members to carry out tasks as needed.

The information in this section is organized into several subsections.

B. Recovery Team Descriptions

This section lists the team definitions for the Lakewood School District Team and gives a short explanation of the function of each team or function.

Lakewood School District Recovery Team:

Responsible for oversight of the Lakewood School District recovery functions.

C. Recovery Team Assignments

This section identifies the team roles and the specific responsibilities that have been assigned to the team.

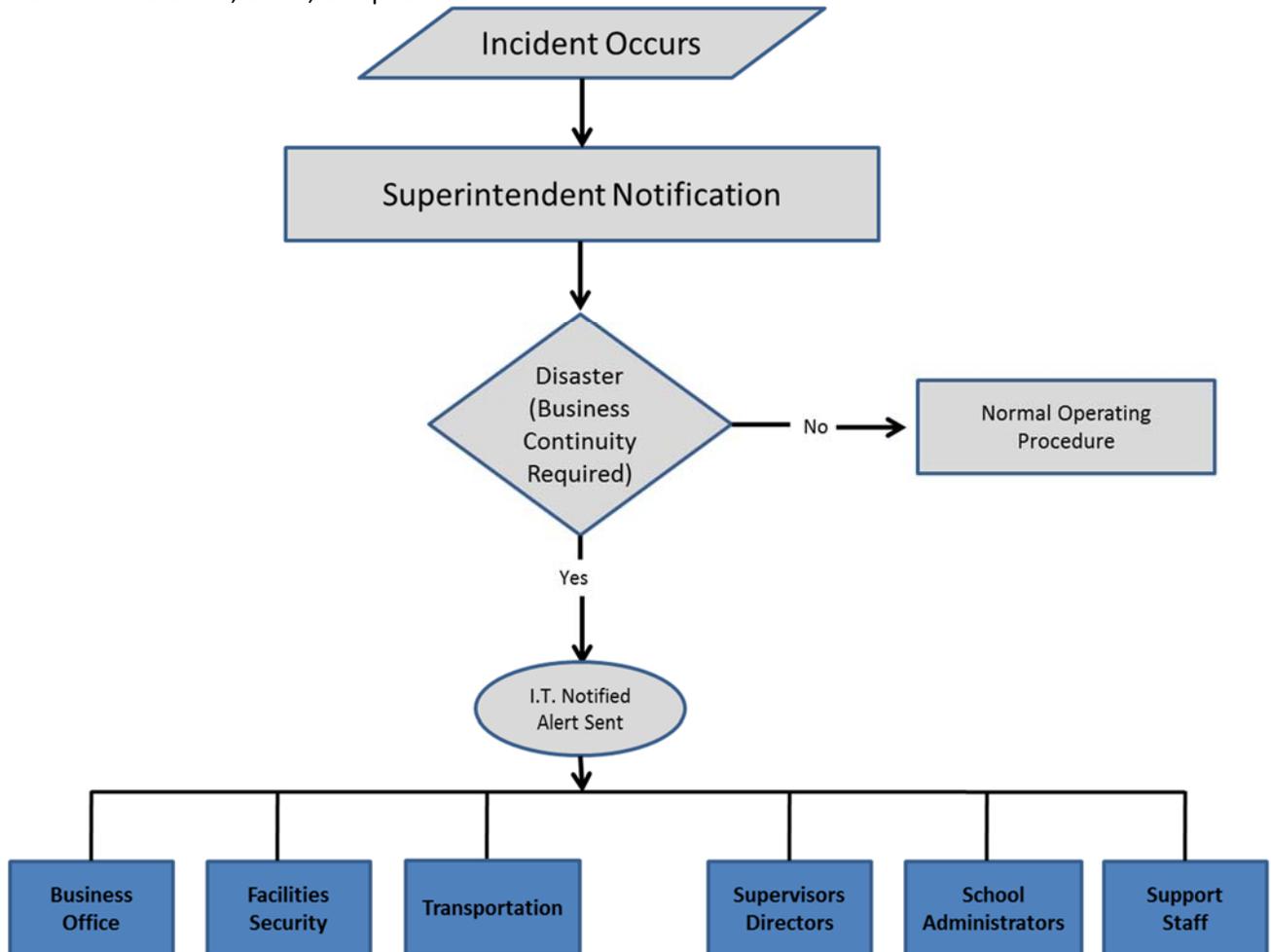
Team leader - Overall coordination of Lakewood School District Recovery Team

Backup Team Leader - Duties to be assigned based on Recovery Team areas of responsibility.

Team Member - Duties to be assigned based on Recovery Team areas of responsibility

D. Personnel Notification

The Lakewood School District will utilize their existing rapid notification system. Messages will be preconfigured and targeted to a specific team: Lakewood School District Emergency Management – Operation Neutralize (DEMON). The system is a fully hosted, cloud-based service with no dependability on Lakewood School District hardware, software, phone system or network. Messages will be sent via text, email, and phone.

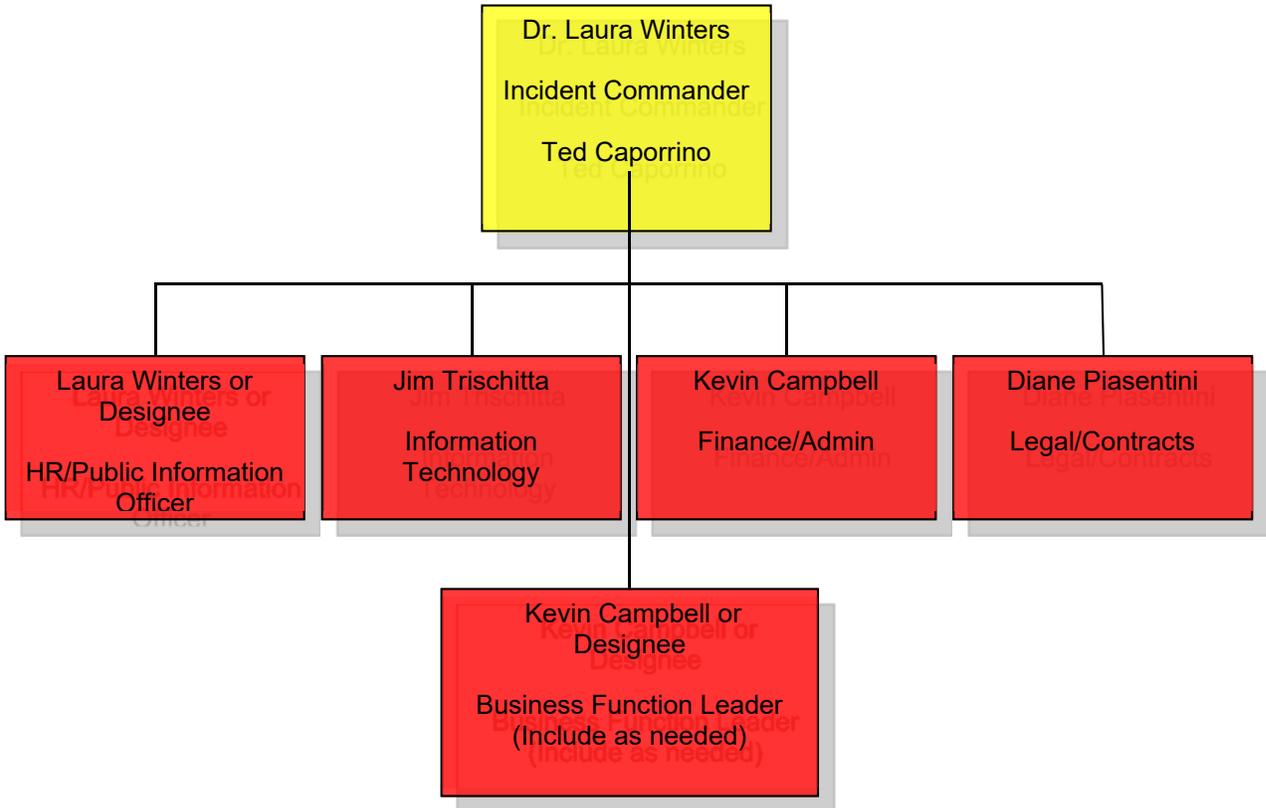


E. Team Contacts

This section identifies other people or organizations outside of the Lakewood School District Team who might need to be contacted during the recovery process. Their names and telephone numbers are provided.

Reference: [Appendix A – Employee Telephone Lists](#)

F. Team Responsibilities



Lakewood Board of Education

Recovery Teams

Departmental Recovery Teams

Name	Department/Position	Floor	Comments
Dr. Laura A. Winters	Superintendent		
Kevin Campbell	Business Office		
Kevin Campbell	Business Office/Payroll		
Jane Gulics	Grants/CPA		
Jim Trischitta	IT		
Ted Caporrino	Safety/Security/Warehouse		
Charlie DePeri	Facilities/Buildings & Grounds		
Michelle DiPietro	Special Services		
Amy Burden/Sonio Segui	Transportation		

Business Continuity Coordinator – Jim Trischitta

In the event of a disaster, the Business Continuity Coordinator is responsible for ensuring that the following activities are successfully completed:

- Works with the Lakewood Board of Education Emergency Management Team to officially declare a disaster, and start the Disaster Recovery/Business Continuation process to recover Lakewood Board of Education’s business functions at an alternate site.
- Alert Lakewood Board of Education’s Senior Management that a disaster has been declared.
- Assist in the development of an official public statement concerning the disaster. The Lakewood Board of Education’s EOC Communications Team Leader is the only individual authorized to make public statements about organization affairs.
- Monitor the progress of all Business Continuity and Disaster Recovery teams daily.
- Present Business Continuity Plan recovery status reports to Senior Management on a daily basis.
- Interface with appropriate work management personnel throughout the recovery process.
- Communicate directions received from Lakewood Board of Education’s Senior Management to the EOC and Departmental Business Continuity Team Leaders.
- Provide on-going support and guidance to the Business Continuity teams and personnel.
- Review staff availability and recommend alternate assignments, if necessary.
- Work with Lakewood Board of Education’s Senior Management to authorize the use of the alternate recovery site selected for re-deploying critical Lakewood Board of Education resources.
- Review and report critical processing schedules and backlog work progress, daily.
- Ensure that a record of all Business Continuity and Disaster Recovery activity and expenses incurred by Lakewood Board of Education is being maintained.

EOC Communications Team – Kevin Campbell

This team is responsible for providing information regarding the disaster and recovery efforts to:

- Lakewood Board of Education and organization offices Senior Management
- Customers
- Vendors/Contracts

- Media
- Regulatory Agencies
- Other Stakeholders
- Coordinating, submitting, and tracking any and all claims for insurance.

EOC Human Resources Team – Kevin Campbell

This team is responsible for:

- Providing information regarding the disaster and recovery efforts to employees and families.
- Assisting in arranging cash advances if out of area travel is required.
- Notifying employee's emergency contact of employee injury or fatality.
- Ensuring the processing of all life, health, and accident insurance claims as required.
- Coordinates temporary organization employee requests.

EOC Administration Team – Kevin Campbell

This team is responsible for:

- Ensuring the recovery/restoration personnel has assistance with clerical tasks, errands, and other administrative activities.
- Arranging for the availability of necessary office support services and equipment.
- Providing a channel for authorization of expenditures for all recovery personnel.
- Arranging travel for employees.
- Tracking all costs related to the recovery and restoration effort.
- Identifying and documenting when repairs can begin and obtaining cost estimates.
- Determining where forms and supplies should be delivered, based on damage to the normal storage areas for the materials.
- Contacting vendors to schedule specific start dates for the repairs.
- Taking appropriate actions to safeguard equipment from further damage or deterioration.
- Coordinating the removal, shipment, and safe storage of all furniture, documentation, supplies, and other materials as necessary.
- Supervise all salvage and cleanup activities.
- Coordinating required departmental relocations to the recovery sites.

- Coordinating relocation to the permanent site after repairs are made
- Assuring that arrangements are made for meals and temporary housing facilities, when required, for all recovery personnel.
- Assuring order placement for consumable materials (forms, supplies, etc.) for processing based upon input from the other teams.
- Notifying the United States Postal Service of delivery disruption.
- Establishing internal mail delivery procedures and process.
- Assuring that mail, and reports are redirected to the proper location as required.

Emergency Response Team – Ted Caporrino

This team is responsible for:

- The safety of all employees.
- Inspecting the physical structure and identifying areas that may have sustained damage.
- Expanding on and/or revising the findings of the Preliminary Damage Assessment.
- Providing management with damage assessment reports and recommendations.

Information Technology Recovery Team (See also Disaster Recovery Plan) – Jim Trischitta

This team is responsible for:

- Activating the IT Technology Recovery Plan (See also Disaster Recovery Plan).
- Managing the IT disaster response and recovery procedures.
- Mobilizing and managing IT resources.
- Coordinating all communications related activities, as required, with telephone & data communications, PC, LAN support personnel, and other IT related vendors.
- Assisting, as required, in the acquisition and installation of equipment at the recovery site.
- Ensuring that cellular telephones, and other special order equipment and supplies are delivered to teams as requested.
- Participating in testing equipment and facilities.
- Participating in the transfer of operations from the alternate site as required.
- Coordinating telephone setup at the EOC and recovery site.
- Coordinating and performing restoration or replacement of all desktop PCs, LANs, telephones, and telecommunications access at the damaged site.

- Coordinating Disaster Recovery/IT efforts between different departments in the same or remote locations.
- Training Disaster Recovery/IT Team Members.
- Keeping Senior Management and the EOC Business Continuity Coordinator apprised of recovery status.

Section IV: Recovery Procedures

A. Purpose and Objective

This section of the plan describes the specific activities and tasks that are to be carried out in the recovery process for Lakewood School District. Given the Business Continuity Strategy outlined in **Section II**, this section transforms those strategies into a very specific set of action activities and tasks according to recovery phase.

The Recovery Procedures are organized in the following order: recovery phase, activity within the phase, and task within the activity.

The recovery phases are described in **Section II.D** of the Plan. In the Recovery Procedures document, the phases are listed in the order in which they will occur. The description for each recovery phase begins on a new page.

Each activity is assigned to one of the recovery teams. Each activity has a designated team member who has the primary assignment to complete the activity. Most activities also have an alternate team member assigned. The activities will only generally be performed in this sequence.

The finest level of detail in the Recovery Procedures is the task. All plan activities are completed by performing one or more tasks. The tasks are numbered sequentially within each activity, and this is generally the order in which they would be performed.

B. Recovery Activities and Tasks

PHASE I: Disaster Occurrence

ACTIVITY: Emergency Response and Emergency Operations Center Designation

ACTIVITY IS PERFORMED AT LOCATION: Main Office or Emergency Operations Center

ACTIVITY IS THE RESPONSIBILITY OF THIS TEAM: All Employees

TASKS:

1. After a disaster occurs, quickly assess the situation to determine whether to immediately evacuate the building or not, depending upon the nature of the disaster, the extent of damage, and the potential for additional danger.

Note: If the main office is total loss, not accessible or suitable for occupancy, the remaining activities can be performed from the Emergency Operations Center (EOC), after ensuring that all remaining tasks in each activity have been addressed. This applies to all activities where the Main Office is the location impacted by the disaster. The location(s) of the EOC are designated in **Appendix D - Emergency Operations Center (EOC) Locations**. The EOC may be temporarily setup at any one of several optional locations, depending on the situation and accessibility of each one. Once the Alternate site is ready for occupancy the EOC can be moved to that location.

2. Quickly assess whether any personnel in your surrounding area are injured and need medical attention. If you are able to assist them without causing further injury to them or without putting yourself in further danger, then provide what assistance you can and also call for help. If further danger is imminent, then immediately evacuate the building.
3. If appropriate, evacuate the building in accordance with your building's emergency evacuation procedures. Use the nearest stairwells. Do not use elevators.
4. **Outside of the building meet near the cemetery. Do not wander around or leave the area until instructed to do so.**
5. Check in with your department manager for roll call. This is important to ensure that all employees are accounted for.

ACTIVITY: Notification of Management

ACTIVITY IS PERFORMED AT LOCATION: At Any Available Phone

ACTIVITY IS THE RESPONSIBILITY OF: Lakewood School District Management Team

PRIMARY: Dr. Laura A. Winters

ALTERNATE: Kevin Campbell

TASKS:

1. Team leader informs the members of the Lakewood School District management team and notifies the Lakewood School District senior management if they have not been informed.
2. Lakewood School District personnel are notified of the disaster by following procedures as included in **Section III. D. - Recovery Personnel Notification.**
3. Depending upon the time of the disaster, personnel are instructed what to do (i.e. stay at home and wait to be notified again, etc.)

ACTIVITY: Preliminary Damage Assessment

ACTIVITY IS PERFORMED AT LOCATION: Main Office Location

ACTIVITY IS THE RESPONSIBILITY OF: Lakewood School District Administrative Team

TASKS:

1. Contact the Organization Emergency Response Team Leader to determine responsibilities and tasks to be performed by the Lakewood School District Management Team or employees.
2. If the Organization Emergency Response Team requests assistance in performing the Preliminary Damage Assessment, caution all personnel to avoid safety risks as follows:
 - Enter only those areas the authorities give permission to enter.
 - Ensure that all electrical power supplies are cut to any area or equipment that could pose a threat to personal safety.
 - Ensure that under no circumstances is power to be restored to computer equipment until the comprehensive damage assessment has been conducted, reviewed, and authority to restore power has been expressly given by the Emergency Management Team.
3. Inform all team members that no alteration of facilities or equipment can take place until the Risk Management representatives (this is a function provided through the Department of Central Services as a statewide service) have made a thorough assessment of the damage and given their written agreement that repairs may begin.
4. Instruct the Organization Emergency Response Team Leader to deliver the preliminary damage assessment status report immediately upon completion.
5. Facilitate retrieval of items (contents of file cabinets -- petty cash box, security codes, network backup tapes, control books, etc.) needed to conduct the preliminary damage assessment.
6. Ensure that administrative support is available, as required.
7. Arrange a meeting with the Emergency Management Team and Management Teams from other GROUPS/DEPARTMENTS in your facility (location) to review the disaster declaration recommendation that results from the preliminary damage assessment and to determine the course of action to be taken. With this group, determine the strategy to recommend to Senior Management (the Emergency Management Team Leader will be responsible for communicating this to Senior Management).

ACTIVITY: Declaration of a Disaster

ACTIVITY IS PERFORMED AT LOCATION: Main Office Location or Alternate Site/Emergency Operations Center

ACTIVITY IS THE RESPONSIBILITY OF: Lakewood School District Administrative Team

TASKS:

1. Actual declaration of a disaster is to be made by the Emergency Management Team, after consulting with senior management. The Lakewood School District Management Team should wait for notification from the Emergency Management Team that a disaster has been declared and that groups/departments are to start executing their Business Continuity Plans and relocate to their Alternate Business Site Location.
2. The person contacted verifies that the caller is someone who is authorized to do the notification.
3. The person contacted notifies the Lakewood School District Senior Management, if they have not yet been contacted.
4. In the event the Emergency Management Team cannot be assembled or reached, the Team Leaders from each Lakewood School District Management Team at the location should assemble, gather appropriate information, consult with senior management, and make the decision whether to declare the disaster.
5. Because of the significance, disruption, and cost of declaring a disaster, appropriate facts should be gathered and considered before making the decision to declare a disaster. Individual groups/department personnel or the respective Lakewood School District Management Teams should not unilaterally make a decision to declare a disaster. This is responsibility of the Emergency Management Team.

PHASE II: Plan Activation

ACTIVITY: Notification and Assembly of Recovery Teams and Employees

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site/Emergency Operations Center

ACTIVITY IS THE RESPONSIBILITY OF: Lakewood School District Administrative Team

TASKS:

1. The team leader calls each member of the management team, instructs them of what time frame to assemble at the Lakewood School District Emergency Operations Center (to be decided at the time), and to bring their copies of the Plan. The location(s) of the EOC are designated in **Appendix D - Emergency Operations Center (EOC) Locations**. The EOC may be temporarily setup at any one of several optional locations, depending on the situation and accessibility of each one. Once the Alternate site is ready for occupancy the EOC can move to that location, if preferred.
2. Review the recovery strategy and action plan with the assembled team.
3. If necessary, adjust the management team assignments based on which members are available.
4. The Management Team contacts critical employees and tells them to assemble at the alternate site. If the alternate site is a long distance from the primary site (i.e. out-of-state), then individuals should make their own travel arrangements to the alternate site. Non-critical employees should be instructed to stay at home, doing what work is possible from home, until notified otherwise.
5. **In the event of a disaster that affects telecommunications service regionally**, the Management Team should instruct critical employees to proceed to the alternate site even if they have not been contacted directly. Delays in waiting for direct communications can have a negative impact on Lakewood Board of Education's ability to recover vital services.

ACTIVITY: Relocation to Alternate Site

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site

ACTIVITY IS THE RESPONSIBILITY OF: All Critical Personnel

TASKS:

1. When instructed by the Lakewood School District Management Team, make arrangements to commute or travel to the alternate site. **Reference item #5 under Notification and Assembly Procedures for exception to this step.**
2. The Lakewood School District Management Team needs to consult with the Emergency Management Team and the Organization Emergency Response Team to determine if access can be gained to the primary (damaged) site to retrieve vital records and other materials. The Organization Emergency Response Team will only allow access to the primary site if the authorities grant access. This will be dependent upon the nature of the disaster and the extent of damage.
3. If allowed access to the primary site to retrieve vital records and other materials, **perform some pre-planning to determine what is most important to retrieve.** This may be necessary since the time you may be allowed access to the primary site may be minimal.
4. Depending on the amount of vital records and other materials you are able to retrieve from the primary site, make arrangements to transport this material to the alternate site. If the material is not too great, this could be accomplished by giving to employees to carry along with them. If the material is a large amount, then make arrangements for transport services and/or overnight courier services.
5. Management and critical employees travel to alternate site.

ACTIVITY: Implementation of Interim Procedures

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site

ACTIVITY IS THE RESPONSIBILITY OF: Lakewood School District Administrative Team

TASKS:

1. After arrival at the alternate site, map out locations that can be used for workspace. This should include unused offices and cubicles, conference rooms, training rooms, lunch/break areas, and open space in hallways or in other areas.
2. Obtain additional tables and chairs, either from the office or from outside rental agencies to provide additional workspace. Place in any available open areas, but be cautious of not blocking exits for fire evacuation purposes.
3. **Determine flexible working schedules for staff** to ensure that client and business needs are met, but also to enable effective use of space. This may require that some employee's work staggered shifts or may need to work evening or nightshifts.
4. Gather vital records and other materials that were retrieved from the primary site and determine appropriate storage locations, keeping in mind effectiveness of workgroups.
5. Determine which vital records, forms, and supplies are missing. Obtain from off-site storage location or from other sources, as needed, per Appendices E & F.
6. Developed prioritized work activities, especially if all staff members are not available.

ACTIVITY: Establishment of Telephone Communications

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site

ACTIVITY IS THE RESPONSIBILITY OF: IT Liaison

TASKS:

1. Contact the Organization Disaster Recovery/IT Team to determine what activities they are taking to reroute telephone communications to the alternate site. **Do not directly contact the telephone company** - this will be handled by the Organization Disaster Recovery/IT Team.
2. If your alternate site is at another Lakewood Board of Education office, prepare a list of phone extensions which your staff will be temporarily using and provide this list to the alternate site switchboard attendant.
3. If your primary office phones will not be switched to the alternate site, let the Organization Disaster Recovery/IT Team know that the phones need to be transferred to the phone numbers you will be using at the alternate site.
4. Coordinate with the Organization Communications Team regarding contacting customers to notify them of the disaster situation, how Lakewood Board of Education is responding, and how you can be reached. **Do not contact customers until the Organization Communications Team has given you directions.**

Organization Communications will provide you with scripts and guidance on how to discuss the disaster with customers to provide assurance that their confidence in Lakewood Board of Education will be maintained.

ACTIVITY: Restoring Data Processing and Data Communications with Primary or Secondary Backup Data Center

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site

ACTIVITY IS THE RESPONSIBILITY OF THIS TEAM: IT Liaison

TASKS:

1. Contact the Organization Disaster Recovery/IT Team to determine when the data center is to be recovered, if affected by the disaster. Also, discuss when data communications will be established between the primary or secondary backup data center and your alternate site.
2. If your alternate site is another Lakewood Board of Education office, determine if that site has access to the computer systems that Lakewood School District uses. If so, work with local office management to determine how workstations can be shared between personnel from their groups/departments and Lakewood School District. This may involve using flexible hours or multiple shifts for your personnel.
3. Discuss with the Organization Disaster Recovery/IT Team when and how replacement PC's and/or terminals will be provided to you at the alternate site and when they will be connected.
4. Discuss with the Organization Disaster Recovery/IT Team when the files from your normal PC/LAN servers and applications will be restored and how you can access those files. Also, work with other Lakewood Board of Education management at your alternate site to discuss using their LAN servers.
5. Discuss with the Organization Disaster Recovery/IT Team your normal application report distributions, such as when you can expect to receive standard computer reports and how they will be distributed to your alternate site.
6. Communicate the IT recovery status to all Lakewood School District personnel who regularly use the systems.

PHASE III: Alternate Site Operations

ACTIVITY: Alternate Site Processing Procedures

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site

ACTIVITY IS THE RESPONSIBILITY OF: Alternate Site Operations Team

TASKS:

1. Communicate with customers regarding the disaster and re-solicit phone contacts (in conjunction with the Organization Communications Team)
2. Acquire needed vital documents
3. Access missing documents and files and reconstruct, if necessary
4. Set up operation

ACTIVITY: Manage work backlog reduction.

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site

ACTIVITY IS THE RESPONSIBILITY OF: Alternate Site Operations Team

TASKS:

1. Determine priorities for work backlogs to ensure the most important backlogged tasks are resolved first.
2. Set an overtime schedule, if required, based on staff and system availability.
3. Set backlog priorities, establish a backlog status reports if necessary, and communicate this to the Lakewood School District supervisor.
4. Report the backlog status to Lakewood School District management on a regular basis.
5. If backlogs appear to be very large or will take a significant time to recover, determine if temporaries could be used for certain tasks to help eliminate the backlogs. If justified, arrange for temporaries to come in.

PHASE IV: Transition to Primary Operations

ACTIVITY: Changing Telephone and Data Communications Back to Primary Site

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site

ACTIVITY IS THE RESPONSIBILITY OF: IT Liaison

TASKS:

1. Coordinate with the Organization Disaster Recovery/IT Team to determine when Lakewood School District will be relocating back to the primary site. Verify that they have a schedule to ensure that telephone and data communications are rerouted accordingly.
2. Discuss when and how PC's, terminals, and printers, if brought into the alternate site, will be de-installed, moved back to the primary site and re-installed.

ACTIVITY: Terminating Alternate Site Procedures

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site and Primary Site

ACTIVITY IS THE RESPONSIBILITY OF: Lakewood School District Administrative Team

TASKS:

1. Determine which alternate site operating procedures will be suspended or discontinued and when.
2. Communicate the changes in procedures to all affected staff.
3. Determine if additional procedures are needed upon return to the primary site, such as to continue resolving work backlogs.

ACTIVITY: Relocating Personnel, Records, and Equipment Back to Primary (Original) Site

ACTIVITY IS PERFORMED AT LOCATION: Alternate Site and Primary Site

ACTIVITY IS THE RESPONSIBILITY OF: Lakewood School District Administrative Team

TASKS:

1. In conjunction with the Emergency Management Team and the Organization Emergency Response Team, determine when Lakewood School District will be scheduled for relocating back to the primary site.
2. Communicate this schedule to all Lakewood School District personnel.
3. Inventory vital records, equipment, supplies, and other materials, which need to be transported from the alternate site to the primary site.
4. Pack, box, and identify all materials to be transported back to the primary site.
5. In conjunction with the Organization Administration Team, make arrangement for a moving company or courier service to transport the boxes back to the primary site.

Section V: Appendices

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[Appendix B - Recovery Priorities for Critical Business Functions](#)

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Lakewood Board of Education

Appendices

Appendix A - Employee Telephone Lists

	Employee	Title/Function	Office Phone #	Home Phone #	Cellular/ Pager #	EMAIL	Time Called	Arrival Time	Comment
*	Dr. Laura A. Winters	Superintendent	732-905-3633		732-278-9924 or 732-597-8102				
**	Kevin Campbell	Asst. Business Admin.	732-364-2400		732-597-3643				
	Jane Gulics	Grants	732-364-2400		732-956-4787				
	Jim Trischitta	IT	732-364-2400		848-210-2648				
	Ted Caporrino	Safety/Security/Warehouse	732-364-2400						
	Sonio Segui	Transportation	732-364-2400		732-600-5327				
	Amy Burden	Transportation	732-364-2400		732-535-3863				

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Appendices

	Michelle DiPietro	Special Services	732-364-2400		308-278-3515				
	Omy Segui	Superintendent's Secretary	732-364-2400						
	Charlie DePeri	Facilities	732-364-2400		732-575-3293				
	Fire, Police, Emergency		911						

* Indicates Team Leader

** Indicates Alternate Team Leader

Appendix B - Recovery Priorities for Critical Business Functions

Department	Priorities	Maximum Allowable Downtime			
		1-2 Days	3-5 days	1-2 weeks	> 2 weeks
Lakewood School District					
Contracts	Critical	X			

Appendix C - Alternate Site Recovery Resource Requirements

General Requirements

#	Description	Current Number	BCP Number	Comments
1.	Number of people			
2.	Square footage needed			
3.	Power Outlets 110V			Can use power strips
4.	Power Outlets 220V			
5.	Telephones			
6.	Telephone lines			
7.	Desks			
8.	Chairs			
9.	Tables			
10.	Typewriters			
11.	Photocopiers			
12.	Calculators			
13.	Microfiche Viewers			
14.	File Cabinets (specify type)			4 drawer lateral file cabinets
15.	Other - Please attach list			

Technical Requirements

#	Description	Current Number	BCP Number	Comments
1.	Telephone Lines (regular)			
2.	Telephone Lines (800 or special)			
3.	Single Line Telephone Sets			
4.	Other Type Telephone Sets TWO LINE			
5.	Stand-alone FAX Machines			
6.	PC's			
7.	LAN/WAN Connections			
8.	Printers - LAN			
9.	Printers - Direct attach to PC			
10.	PC Connectivity outside Lakewood Board of Education* (Internet)			
11.	Other Computers			
12.	Fax – Stand alone			
13.	Other - Please attach list			

Appendix D - Emergency Operations Center (EOC) Locations

Disaster Affecting Which Area/Building EOC Location

Lakewood Board of Education

Recovery Locations and Travel Directions

Alternate Sites

Critical Function	Alternate Site
Desktop and Personnel	
EOC Emergency Management Team	

NOTE - Provide directions to all alternate sites. Include address and phone number of site. Include Maps and Floor Plans.

Appendix H - Desktop Computer Configurations

Description of Desktop: Dell, etc. _____

Used By: All Lakewood School District Employees _____

Business Activity Supported: _____

Connected to Which LAN's: _____

Used for Host Access (Which Applications): network printing _____

Special Features, Boards, Memory Size, Etc.: over 20 Gigs HD, over 128MB Memory _____

Over 850 MHz Processor(s) _____

Ethernet Net Cards, Fax/Modems _____

Proprietary Software required (indicate release number, version and/or level, as applicable):

The IT Department maintains records on all desktop systems. _____

Appendix K - Alternate Site Transportation Information

Employees will be notified (by team members), if a disaster is declared, as to the location and when to report. Since recovery site is local, transportation to the work location is up to the employee unless directed otherwise. Directions will be supplied at the time of notification, if necessary.

Appendix L - Alternante Site Accommodations Information

Should alternate site accommodations be required team members will be notified. Employees will be contacted (by team members), if a disaster is declared, as to the location and where to go. Since accommodations are local, transportation to the work location is up to the employee unless directed otherwise. Directions will be supplied at the time of notification, if necessary.

Appendix M - Severity Impact Assessments
Lakewood School District

Severity of Impact						
		<i>Least -----></i>		<i>to -----></i>		
	Impact Area	1	2	3	4	Greatest
						Comments
1	Cash Flow Interruption					
2	Inoperative Billing Systems					
3	Inoperative Financial Controls					
4	Loss of Customers					
5	Financial Reporting (Banks, IRS, etc.)					
6	Increases in Liability					
7	Loss of Public Image					
8	Lakewood School District and Regulatory Violations					
9	Contractual Violations					
10	Vendor Liabilities & Relations					
11	Customer Liability & Relations					
12	Effect on Employee Morale					
13	Staff Resignations					

Appendix N - Lakewood Board of Education Business Impact Assessment

Department or Function: Lakewood Board of Education Number of Employees in HOME COMMUNITY : Primary Business Function:		Executive: BCP Representative:
What's at Stake: \$ Millions Plus		
<p><u>STRENGTHS</u></p> <p><u>Example</u></p> <p>Able to work from home if access to e-mail and system is available through dial-up access. Will need records and files as well.</p>	<p><u>WEAKNESSES</u></p> <p><u>Example</u></p> <p>Unable to work remotely if access to records and files is restricted.</p>	<p><u>Loss Impact</u></p> <p><u>Example</u></p> <p>Our department would not be able to perform >95% of its work without access to our computers or work areas. It would take time and effort to recreate the contracts and other information (to the extent they can be recreated) before we could work on them.</p>
Maximum Allowable Downtime:> 24 – 48 Hours		

Appendix O - Recovery Tasks List

Recovery Activation Date: _____

Task No.	Task Description	Estimated Time	Actual Time	Assigned To	Assigned Time	Completed Time	Comments
10	Receive Communication on emergency Situation						
20	Identify recovery site						
30	Retrieve Business Continuity Plans						
40	Notify department members identified in Appendix A						
50	Retrieval of department Vital Records						
60	Oversee delivery and placement of office equipment.						
70	Oversee delivery and placement of office supplies.						
80							

Appendix P - Recommended Lakewood Board of Education Organization Office Recovery