Continuity of Government

A Presentation to:

2005 PPA Conference
Agenda

- Introductions
- Background
- Continuity of Government (COG) Discussion
Background

2003 County Emergency Operations Planning Grant
- Deliverables included:
  - Revised EOP
  - **Continuity of Government Plan**
  - Incident Management System (NIMS/ICS)
  - Critical Infrastructure Inventory/Assessment
  - Development of Citizens Corps Council
    - Includes CERT
Continuity of Government Overview

- Be prepared
- Vulnerabilities – Capabilities

A Viable COG Plan must:
- Be maintained at a high level of readiness
- Be capable of implementation w/ or w/o warning
- Be operational no later than 12 hours after activation; and for up to 30 days
- Identify agency critical essential functions
- Address succession and delegation of authority
- Take maximum advantage of existing infrastructure

Buy-in
Objectives

- Ensure the safety of personnel and visitors
- Provide for the ability to continue mission essential operations
- Provide for the protection of critical equipment, records, and other assets
- Maintain efforts to minimize damage and losses
- Provide for the orderly response and recovery from any incident
- Serve as a foundation for the continued survival of leadership
- Provide for pre-delegation of authority
Responsibilities

COG Planning Team:
- Identifies essential functions, programs, and personnel (including contingency staffing)
- Develops procedures for plan implementation and personnel notification and accountability
- Recommends delegations of authority and lines of succession
- Identifies alternate facilities and related infrastructure (including interoperable comms)
- Develops schedules and procedures for periodic testing, training, and exercising
Planning Considerations

Ensure your agency:
- Is prepared for emergencies
- Can respond to emergencies
- Can recover from emergencies
- Can mitigate against the impacts of future disasters

County COG Plan:
- Part of the County EOP
- Supported by a Department Emergency Procedures Guide
Planning Considerations

Ensure your agency is prepared to provide critical services:
- In an environment that is under potential threat
- From a site that has diminished capabilities
- From a site that may be, or may become, incapacitated
- From an emergency relocation, i.e., alternate site
Planning Considerations

Ensure your agency is prepared to:

- Maintain uninterrupted communications within the internal organization of the agency and externally to other county agencies, the state, and critical customers.
- Facilitate the return of County Government to normal operating conditions as soon as practical, based on circumstances and the threat environment.
Essential Elements of Viability

- Plans and Procedures
- Mission Essential Functions
- Delegations of Authority
- Orders of Succession
- Alternate Facilities
- Interoperable Communications
- Vital Records & Databases
- Logistics and Administration
- Personnel Issues & Coordination
- Security
- Testing, Training, Exercising
- Program Management

Leveraging Change
Plans and Procedures

- Develop Staff Roster(s)
- Ensure personnel accountability
- Attain operational capability within 12 hrs of activation
- Develop processes to acquire additional resources to sustain operations for 30 days
- Identify unusual operational issues, unique technology or personnel factors, and/or resource limitations that effect the plan
- Standard Operating Guidelines – Incident Specific Checklists and Department Emergency Procedures Guide
Mission Essential Functions

- Compile all organizational functions
- Determine criteria for selecting critical activities
- Prioritizing those functions
- Roster personnel to complete those functions based on skills & knowledge
- Assess alternate facility capability based on functions & rosters
- Determine requisite resources & equipment
Delegation of Authority

- Identify and maintain delegation of authority
- Ensures rapid response to the needs of constituents
- Pre-delegation ensures policy decisions are not delayed
Order of Succession

- Establish succession for key leadership positions within the County government

- Establish an order of succession to the position of agency head

- Develop rules and procedures to address conditions of succession, method of notification, timeframe, and organizational limitations
Order of Succession

- Describe succession order by position or title rather than by person
- Consider assigning successors among the contingency staff
- Ensure officials are prepared to perform their emergency duties
Emergency Relocation Sites

- Alternate facilities
- Identify from existing facilities, if possible
- Consider cooperative agreements, sharing with other agencies, and virtual office technologies
- Ensure sufficient space and equipment to accommodate the relocating of personnel
- Provide for reliable logistic support, service, and infrastructure systems
Emergency Relocation Sites

- Ensure the ability to sustain operations for 30 days
- Consider pre-positioning assets and resources at the alternate facility
- Ensure appropriate physical security
- Safe traffic routes to/from the alternate facility
- Interoperable communications
Interoperable Communications

- Identify the data and communications systems to support mission essential functions
- Provide for both internal and external communications
- Consider mobile communications capabilities
Vital Records and Databases

- Identify vital records, systems, and data (hard copy and electronic) critical to performing functions
  - Emergency operating records, plans and directives, orders of succession, delegation of authority, staffing assignments
  - Legal and financial records: personnel records, social security records, payroll records, insurance records, contracts, etc.
Vital Records and Databases

- Plan for protection, duplication, and movement or records; and disposal, as necessary
- Ensure accuracy and currency of records, update as necessary
- Ensure agency's/department's disaster recovery plans coincide with the Disaster Recovery ESF of the County EOP
Resources

- Identify, pre-position, and maintain equipment and other resources required at an emergency relocation site, such as:
  - computers hard/software
  - office furniture
  - office supplies
  - vehicles
- Prep for telecommunications and information technology support
Resources

- Prepare and pre-position drive-away kits
- Establish provisions for personnel transportation, parking, lodging, and dining at alternate facility
- Prepare and maintain support procedures that identify the initial requirements for receiving, supporting, and relocating personnel
Personnel Issues and Coordination

- Prepare communications plan to disseminate information to essential and non-essential personnel
- Address the health, safety, emotional well-being of all employees and their families
- Address pay status, administrative leave, and layoffs
- Address medical, special needs, and travel issues
Security

If applicable, consider:

- Operations Security and IT Guidelines for the handling of COG Plan and Standard Operating Guidelines
- Consider restricting information through limited distribution of documents
- Physical security of current office and at alternate facility
- Personnel access controls for employees and critical customers
- Security of communications
Testing – Training – Exercising

- Appoint a training coordinator
- Put together a training working group
- Work with EMC
- Coordinate with department head on prioritizing and scheduling training events
Testing – Training – Exercising

- Individual department training evolutions, multiple departments, or may be included in countywide exercises
- Develop a 12-month cycle
- Training section of EOP has more details and may give you ideas
Plan Maintenance

- Designate a Department Emergency Procedures Guide Manager
- Review after each exercise or actual emergency, but annually, at a minimum
- Coordinate with Department Head and EMC
- Coordinate with other departments
- Countywide working group
Summary

- Working group(s)
- Critical functions/essential services
- Order of succession
- Delegation of authority
- Assess vulnerabilities and capabilities
- Review existing resources and unmet needs – plan and budget accordingly
- Training
- COG Plan is a living document
- Buy-in
- Be prepared – “Hope is not a method”
Next Steps

- Develop/review Department Emergency Procedures Guide
- Form departmental working group(s) to implement steps in the guide
- Develop a timeline for implementation
- Provide continuous feedback to EMC
- Coordinate with other departments
- Obtain any required resolutions
- Implementation
- Review and revise – an iterative process
Contact Information

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