

# Continuity of Government

*A Presentation to:*  
**2005 PPA Conference**



**DELTA DEVELOPMENT GROUP**

INC.

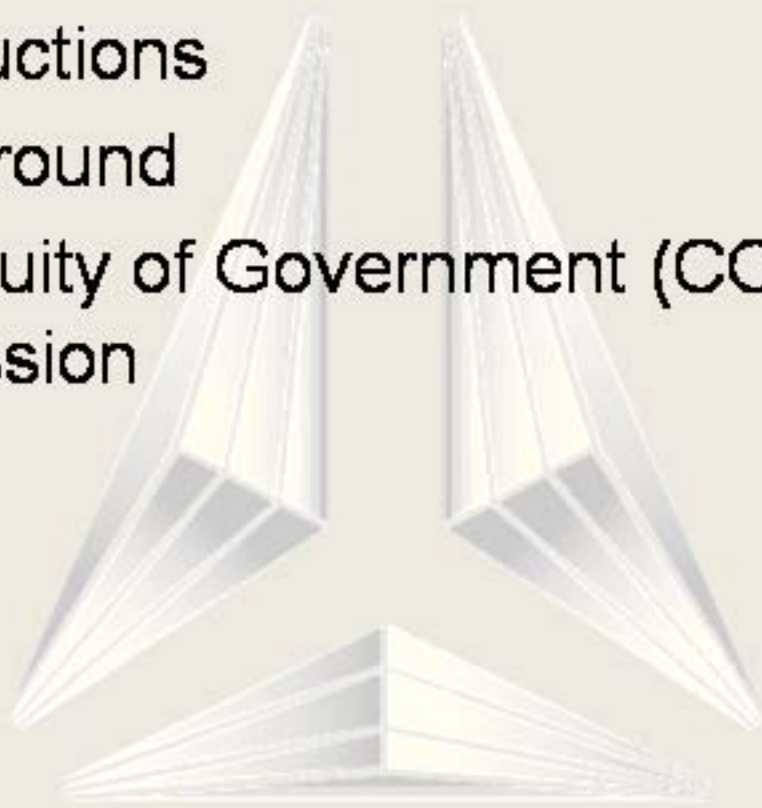
*Leveraging Change.*



# 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**



# Plans and Procedures

---

- Develop Staff Roster(s)
- Ensure personnel accountability
- Attain operational capability w/in 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 of 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



DELTA DEVELOPMENT GROUP  
INC.

# Contact Information

---

Tom Arminio  
Director of Emergency Management Services  
Delta Development Group, Inc.  
2000 Technology Parkway, Suite 200  
Mechanicsburg, PA 17050-9407  
717-441-9030  
tarminio@deltaone.com  
www.deltaone.com