

COOP Planning for States and Local Governments: A Step-by-Step Guide – Part II

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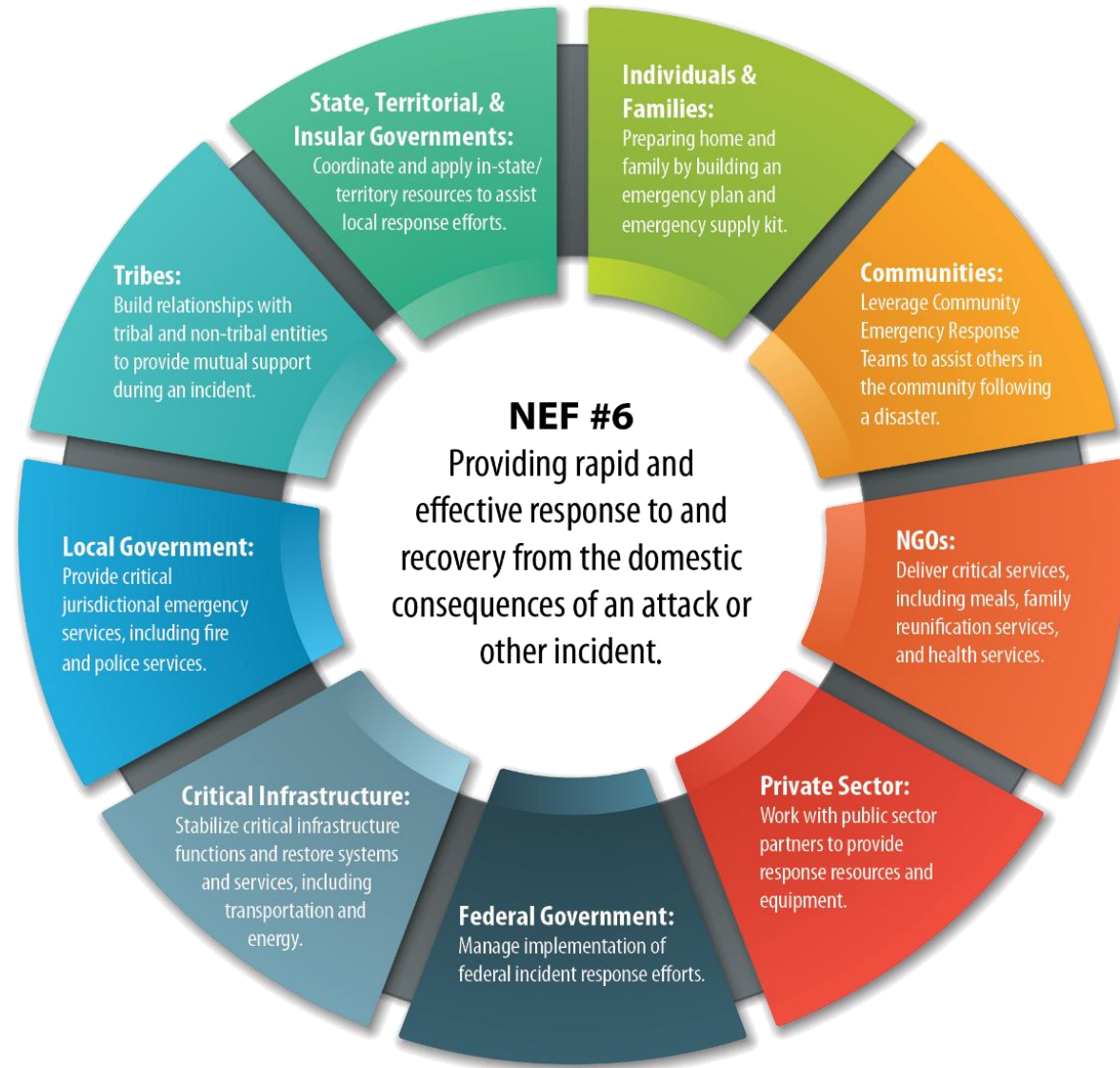
Importance of Continuity Planning

- National preparedness is a shared responsibility of the whole community
- Continuity capabilities build and sustain a more resilient nation
 - Community-based organizations provide essential safety-net services
 - Many such organizations do not survive disasters due to lack of planning
 - Some disaster survivors may be without access to essential services when needed the most
 - Community recovery becomes costlier and longer
- The FEMA 2017 Hurricane Season After-Action Report recommends that FEMA assist states and local municipalities with technical assistance on continuity



Whole Community Continuity

- The **whole community** directly contributes to the nation's ability to continuity performance of the NEFs
- Disasters are local events, and if the state, local, tribal, or territorial government response capacity is disrupted, the effectiveness of the federal response is diminished



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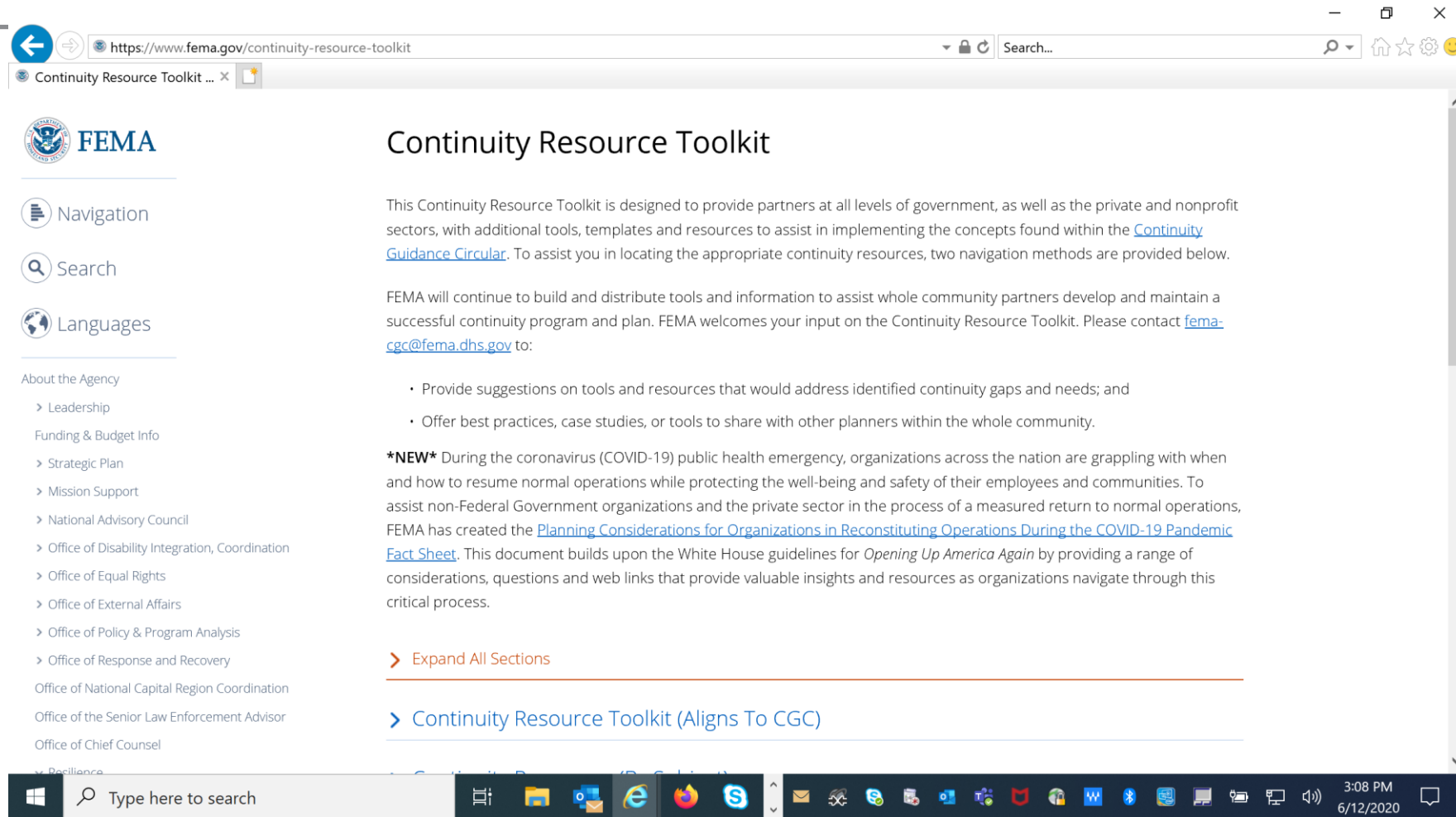
Available Continuity Resources

- **Continuity Resource Toolkit** provides examples, tools, and templates (www.fema.gov/continuity-resource-toolkit)
- Continuously updated training and other supporting materials, tools, and templates:
 - CGC translated into Spanish
 - Continuity Plan Template and Devolution Planning Guide/Template
 - BPA/BIA Users Guide
 - FEMA Fact Sheet: Planning Considerations for Organizations in Reconstituting Operations
 - New introductory online continuity course: IS-1300
 - Partnership with Emergency Management Institute to host virtual Tabletop Exercises
 - Continuity GovDelivery platform to distribute updates



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CRT Homepage



The screenshot shows a web browser window with the URL <https://www.fema.gov/continuity-resource-toolkit>. The page features the FEMA logo and a navigation menu on the left with links for Navigation, Search, and Languages. The main content area is titled "Continuity Resource Toolkit" and includes a paragraph explaining the toolkit's purpose, a paragraph about FEMA's commitment to building and distributing tools, and a list of bullet points. A section titled "Expand All Sections" is visible, followed by a link to "Continuity Resource Toolkit (Aligns To CGC)". The Windows taskbar at the bottom shows the search bar and various application icons.

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Navigation

Search

Languages

About the Agency

- > Leadership
- Funding & Budget Info
- > Strategic Plan
- > Mission Support
- > National Advisory Council
- > Office of Disability Integration, Coordination
- > Office of Equal Rights
- > Office of External Affairs
- > Office of Policy & Program Analysis
- > Office of Response and Recovery
- Office of National Capital Region Coordination
- Office of the Senior Law Enforcement Advisor
- Office of Chief Counsel
- Resilience

Continuity Resource Toolkit

This Continuity Resource Toolkit is designed to provide partners at all levels of government, as well as the private and nonprofit sectors, with additional tools, templates and resources to assist in implementing the concepts found within the [Continuity Guidance Circular](#). To assist you in locating the appropriate continuity resources, two navigation methods are provided below.

FEMA will continue to build and distribute tools and information to assist whole community partners develop and maintain a successful continuity program and plan. FEMA welcomes your input on the Continuity Resource Toolkit. Please contact fema-cgc@fema.dhs.gov to:

- Provide suggestions on tools and resources that would address identified continuity gaps and needs; and
- Offer best practices, case studies, or tools to share with other planners within the whole community.

NEW During the coronavirus (COVID-19) public health emergency, organizations across the nation are grappling with when and how to resume normal operations while protecting the well-being and safety of their employees and communities. To assist non-Federal Government organizations and the private sector in the process of a measured return to normal operations, FEMA has created the [Planning Considerations for Organizations in Reconstituting Operations During the COVID-19 Pandemic Fact Sheet](#). This document builds upon the White House guidelines for *Opening Up America Again* by providing a range of considerations, questions and web links that provide valuable insights and resources as organizations navigate through this critical process.

> Expand All Sections

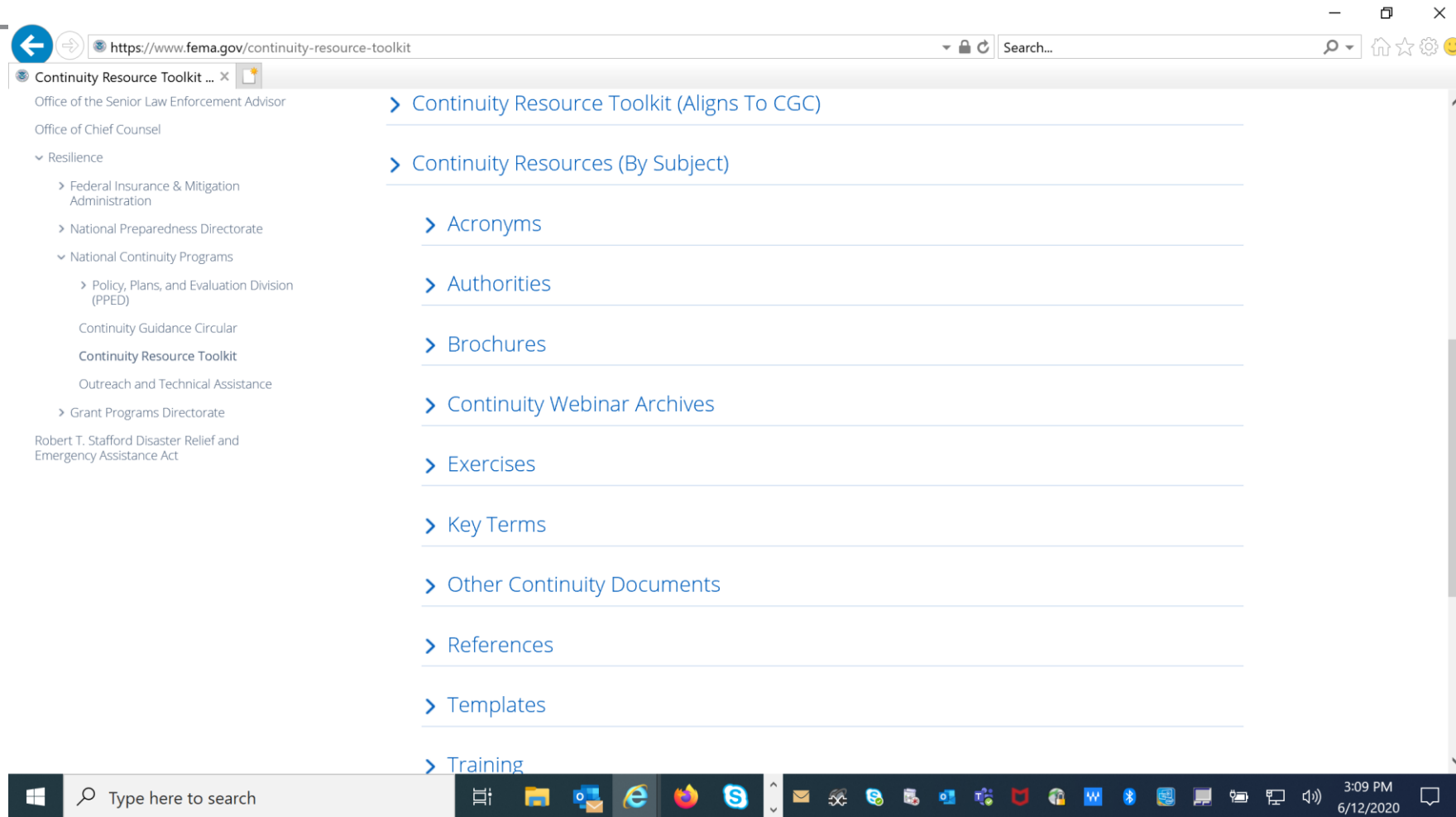
> Continuity Resource Toolkit (Aligns To CGC)



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CRT Drop Downs



The screenshot shows a web browser window with the URL <https://www.fema.gov/continuity-resource-toolkit>. The browser's address bar includes a search icon and a search box labeled "Search...". The page features a sidebar on the left with a navigation menu. The sidebar menu includes the following items:

- Continuity Resource Toolkit ...
- Office of the Senior Law Enforcement Advisor
- Office of Chief Counsel
- Resilience
 - Federal Insurance & Mitigation Administration
 - National Preparedness Directorate
 - National Continuity Programs
 - Policy, Plans, and Evaluation Division (PPED)
 - Continuity Guidance Circular
 - Continuity Resource Toolkit**
 - Outreach and Technical Assistance
 - Grant Programs Directorate
- Robert T. Stafford Disaster Relief and Emergency Assistance Act

The main content area displays a list of resource categories, each preceded by a right-pointing chevron (>):

- Continuity Resource Toolkit (Aligns To CGC)
- Continuity Resources (By Subject)
 - Acronyms
 - Authorities
 - Brochures
 - Continuity Webinar Archives
 - Exercises
 - Key Terms
 - Other Continuity Documents
 - References
 - Templates
 - Training

The Windows taskbar at the bottom shows the search bar with the text "Type here to search", several application icons (including File Explorer, Edge, Firefox, and Skype), and the system clock displaying "3:09 PM 6/12/2020".



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CRT and the CGC

Continuity Resource Toolkit ...

Office of the Senior Law Enforcement Advisor

Office of Chief Counsel

Resilience

- Federal Insurance & Mitigation Administration
- National Preparedness Directorate
- National Continuity Programs
 - Policy, Plans, and Evaluation Division (PPED)

[Continuity Guidance Circular](#)

Continuity Resource Toolkit

Outreach and Technical Assistance

Grant Programs Directorate

Robert T. Stafford Disaster Relief and Emergency Assistance Act

Continuity Resource Toolkit (Aligns To CGC)

Foreword: A National Continuity Philosophy

This section of the [CGC](#) provides the foundation of continuity planning across the nation and the whole community. The Foreword outlines a vision for continuity, roles and responsibilities, and integration points across the whole community and with preparedness and emergency management.

Introduction, Vision and Purpose, and Continuity Planning:

- [Presidential Policy Directive-21](#), *Critical Infrastructure Security and Resilience*, defines resilience as “the ability to prepare for and adapt to changing conditions and recover rapidly from operational disruptions.”
- FEMA hosts an introductory Independent Study course on continuity through the Emergency Management Institute. [IS-1300](#), *Introduction to Continuity of Operations*, is a one-hour course designed to provide a general overview of continuity principles.
- UPDATED!** FEMA has developed an updated [Whole Community continuity brochure](#) and [Federal continuity brochure](#), which outline important principles in continuity planning.
- FEMA hosts a quarterly [Continuity Webinar Series](#). The webinars address continuity-related topics and include presenters from varied backgrounds and experiences. The webinars are free and open to the public. FEMA also maintains [archives](#) from previous webinars. FEMA has also created a [brochure](#) providing overview information on the Webinar Series.
- [Sign up](#) for the latest continuity news and information from FEMA.

Guiding Principles:

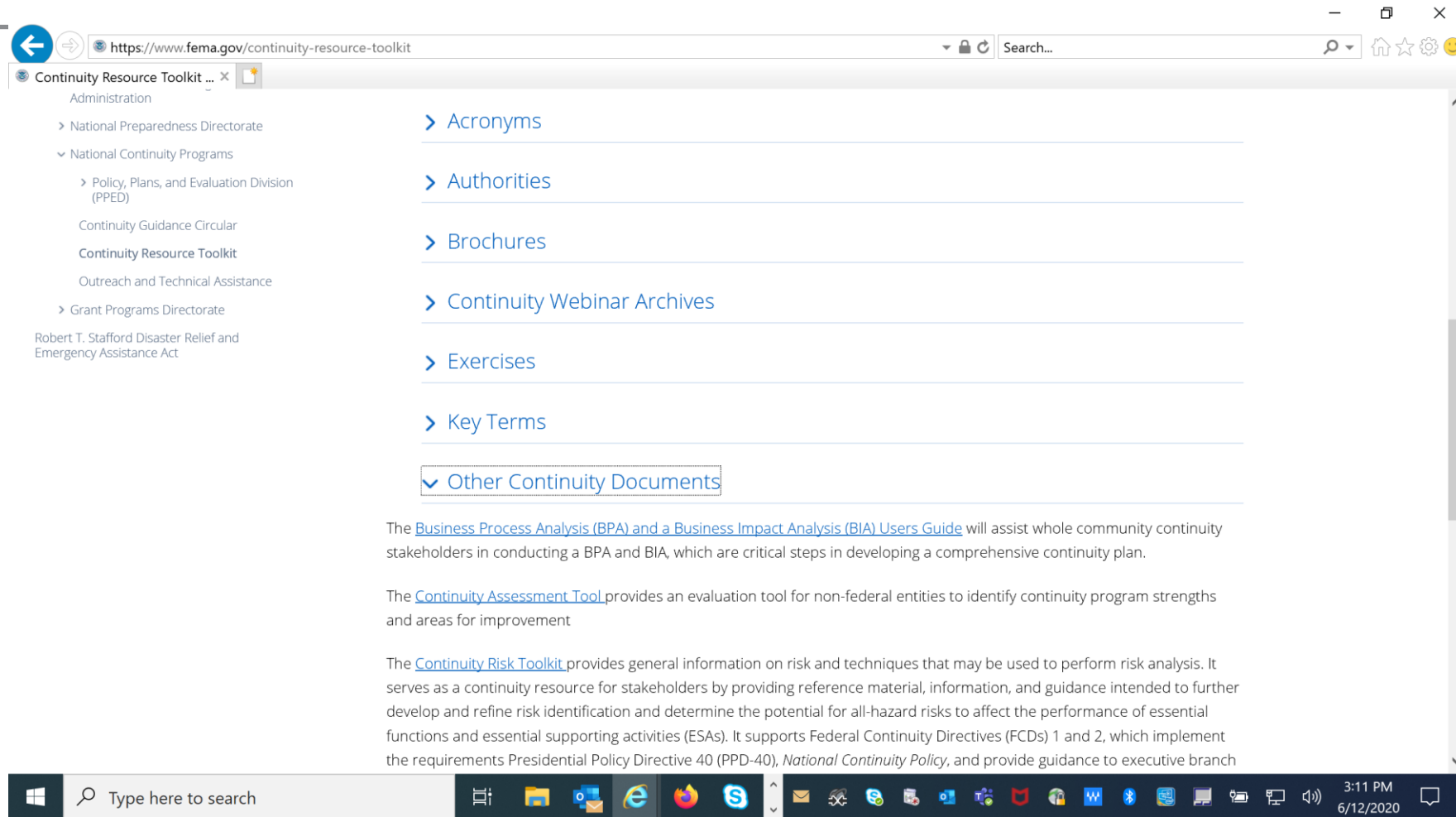
- [Presidential Policy Directive-8](#), *National Preparedness*, outlines the whole community approach to emergency management. Continuity is an important part of preparedness.
- The [National Preparedness Goal](#) states that continuity is an integral part of each core capability across the five mission areas of protection, prevention, mitigation, response and recovery within the National Preparedness System.



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CRT Example

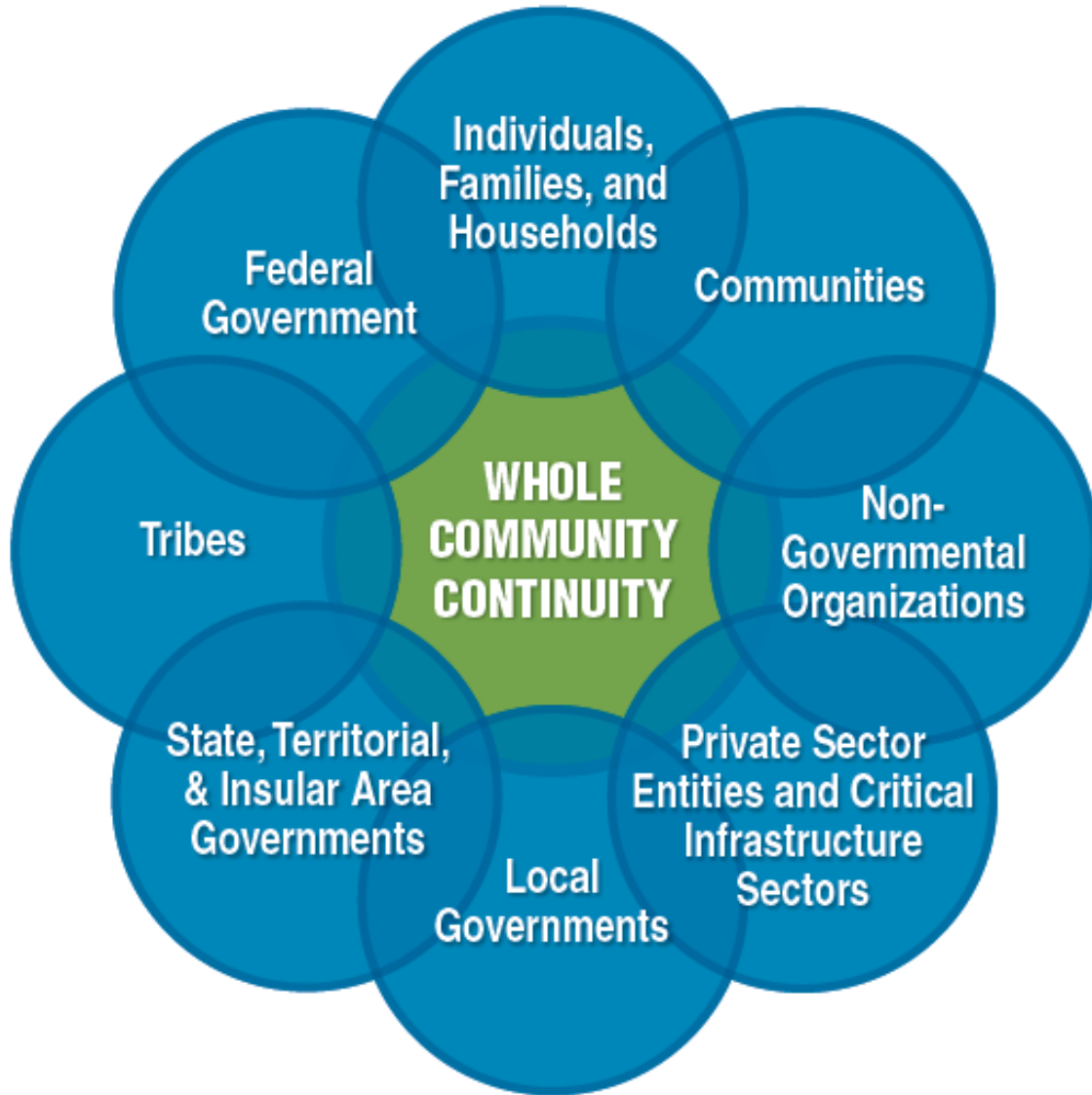


The screenshot shows a web browser window with the URL <https://www.fema.gov/continuity-resource-toolkit>. The page features a left-hand navigation menu with the following items: Administration, National Preparedness Directorate, National Continuity Programs (expanded), Policy, Plans, and Evaluation Division (PPED), Continuity Guidance Circular, Continuity Resource Toolkit (highlighted), Outreach and Technical Assistance, Grant Programs Directorate, and Robert T. Stafford Disaster Relief and Emergency Assistance Act. The main content area displays a list of links: Acronyms, Authorities, Brochures, Continuity Webinar Archives, Exercises, Key Terms, and Other Continuity Documents (expanded). Below these links, there are three paragraphs of text: 1. The [Business Process Analysis \(BPA\) and a Business Impact Analysis \(BIA\) Users Guide](#) will assist whole community continuity stakeholders in conducting a BPA and BIA, which are critical steps in developing a comprehensive continuity plan. 2. The [Continuity Assessment Tool](#) provides an evaluation tool for non-federal entities to identify continuity program strengths and areas for improvement. 3. The [Continuity Risk Toolkit](#) provides general information on risk and techniques that may be used to perform risk analysis. It serves as a continuity resource for stakeholders by providing reference material, information, and guidance intended to further develop and refine risk identification and determine the potential for all-hazard risks to affect the performance of essential functions and essential supporting activities (ESAs). It supports Federal Continuity Directives (FCDs) 1 and 2, which implement the requirements Presidential Policy Directive 40 (PPD-40), *National Continuity Policy*, and provide guidance to executive branch.



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Continuity Guidance Circular

- FEMA led a whole community effort to review and revise the CGC
 - Guides whole community efforts to develop and maintain continuity capabilities – not just for states and locals
 - is **flexible and adaptable** for a broad range of audiences, threats, and capabilities
- The CGC is a resource for Federal and non-federal entities integrate and coordinate continuity efforts



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CGC Overview

- Designed to present **overarching principles** behind the incorporation of continuity planning throughout the whole community by:
 - Describing **fundamental theories and concepts**
 - Describing **Federal and non-federal continuity efforts**
 - Outlining **roles, responsibilities, and coordinating structures**
 - Describing the processes for **building and maintaining continuity capabilities**

The vision

for continuity is a more resilient Nation through whole community integration of continuity plans and programs to sustain essential functions under all conditions.



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What is the CAT?

- The Continuity Assessment Tool (CAT) is a resource for organizations and jurisdictions to assess their continuity plan and programs against the CGC
- The CAT helps identify areas of strength, areas for improvement, best practices, and lessons learned
- The CAT should be used on a regular basis to identify gaps and to help prioritize needs
- The current version replaces the Continuity Assistance Tool, dated September 2013

Using the CAT

- There are three sections for evaluation, corresponding to the three chapters of the CGC:
 - Getting Started
 - Building a Capability
 - Maintaining a Capability
- Each section includes activities and supporting tasks critical to the CGC chapters
- Supporting tasks are further divided into five areas:
 - Planning
 - Organization
 - Equipping
 - Training
 - Exercise
- The CAT uses a 10-point scoring system



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Scoring System

- Intended to provide metrics to track progress
 - 0 to 3 indicate little to no progress
 - 4 to 7 indicate moderate progress, but gaps remain
 - 8 to 10 indicate substantial progress or the objective has been met and is maintained

Label	No Progress	Limited Progress			Moderate Progress			Substantial Progress			Objective Achieved
Explanation	Score of 0 indicates that, while this aspect of the continuity capability may be applicable to the organization, no progress has been made towards achieving the identified objective. This may be because there has been no activity in this area or because of insurmountable barriers.	<ul style="list-style-type: none"> Preliminary efforts have been initiated. Needs related to this objective have been recognized and the organization is beginning to identify requirements in this area. Few, if any, steps have been implemented successfully so far. 			<ul style="list-style-type: none"> Significant efforts are under way but the objective has not yet been fulfilled. Important gaps remain. Challenges that could potentially undermine achievement exist and have not yet been resolved. 			<ul style="list-style-type: none"> Efforts to achieve this objective are established and stable. Some weaknesses or barriers that prevent success persist, but strategies to resolve them are documented and well under way. 			Score of 10 indicates that the organization has fully achieved this objective with regard to its continuity capability. All barriers to success have been overcome. Strengths are robust and likely to be sustained. Evidence is readily available attesting to this level of achievement.
Scale Value	0	1	2	3	4	5	6	7	8	9	10



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Scoring system

Getting Started: Initiating an Organizational Continuity Capability

	Continuity Capability Objective	0	1	2	3	4	5	6	7	8	9	10	Score
1.1	Has the organization developed a continuity project plan to guide the development of the organization's continuity capability?	No effort nor recognition of need for a continuity project plan.		The organization has made preliminary efforts to develop a continuity project plan, timeline, and milestones, but has not drafted the project plan.			The organization has drafted a continuity project plan, timeline, and milestones, but the plan is not finalized or approved.			The organization has approved and adopted the continuity project plan, timeline, and milestones and is preparing to implement the plan.		The organization has adopted the continuity project plan and is implementing the plan as outlined.	
1.2	Has the organization identified applicable regulations and requirements to guide development of the continuity plan?	No effort nor recognition of need to identify continuity regulations or requirements.		The organization has conducted preliminary efforts to identify existing, applicable continuity regulations or requirements.			The organization has created a list of applicable continuity regulations and requirements.			The organization reviewed the list of applicable continuity regulations and requirements and is coordinating requirements with current planning efforts.		The organization uses applicable continuity regulations and requirements to guide program planning purposes. Requirements are reviewed at least annually.	
1.3	Has the organization integrated critical external partners into the continuity planning process?	No effort nor recognition of need to identify potential partnerships within the community as it relates to continuity.		The organization conducted preliminary efforts to identify community partnerships have been made.			The organization met with critical community partners and discussed ways to incorporate them into the continuity program, but no official activities have taken place.			The organization integrated most, but not all, of the identified critical community partners into the organization's continuity planning effort.		The organization integrated critical community partners into the continuity planning effort. These partners are active participants in continuity program activities.	



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The CAT Summary Worksheet

- Comprehensive scores automatically populates in the Summary worksheet, broken down by:
 - The POETE elements
 - Initiating, Building, and Maintaining a continuity capability
 - Comprehensive continuity capability score
- Scores designated **red** or **yellow** should be considered capability gaps and prioritized as areas requiring improvement
- Worksheet is formatted to serve as a one-page snapshot of an organization's continuity capability

The CAT Summary Worksheet

Stage of Continuity Planning	AVERAGE
Getting Started: Initiating an Organizational Continuity Capability. This section examines whether the organization has addressed the foundational elements of a continuity program that will increase the success of continuity planning and operations.	0.0
Building an Organizational Continuity Capability. This section examines whether the organization has built a comprehensive continuity plan and program.	0.0
Maintaining an Organizational Continuity Capability. This section examines whether the organization is maintaining a viable continuity capability and maturing its continuity program and plan.	0.0

Organizational Continuity Capability by POETE Element

These supporting tasks are further divided according to the five solution areas found within the State Preparedness Report: planning, organization, equipment, training, and exercises (POETE). Through this format, an organization can identify its overall progress against the three steps of initiating, building, and maintaining a continuity capability, as well as identify its progress against the POETE elements. This summarizes the score for each organization by each POETE element and by each stage of continuity planning.

POETE ELEMENTS	Initiating	Building	Maintaining	AVERAGE
Planning	0.0	0.0	0.0	0.0
Organization	0.0	0.0	0.0	0.0
Equipment	0.0	0.0	0.0	0.0
Training	0.0	0.0	0.0	0.0
Exercise	0.0	0.0	0.0	0.0

Comprehensive Continuity Capability Score

This summary page calculates and provide the comprehensive score for the organization's continuity capability, as well as a summary score for each chapter, each POETE element, and each POETE element within each chapter.

Comprehensive Continuity Capability Score

0.0



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Continuity Scenario

- Welcome to Gushank, the thriving capital of Nowhere.
- Gushank is home to more than 70,000 people in a very diverse community.
- The state capitol, municipal offices, and several federal agency field offices are also located in Gushank.





City of Gushank

- Gushank is the thriving capital of Nowhere, home to a diverse community of more than 70,000 people.
- The state capitol, municipal offices, and several federal agency field offices are located in Gushank.
- The Gushank Office of Public Safety (GOPS) is responsible for:
 - Highway and Roadway Safety
 - Citywide Emergency Management
 - Emergency Services (Law enforcement, Fire, EMS, Hazardous Materials, Search & Rescue)
 - Public Safety Licensing and Regulatory Services
- GOPS employs approximately 1,000 employees.



Continuity Guidance and Background

- Continuity planning:
 - Ensures the continuity of essential functions across a wide range of emergencies and events.
 - Enables organizations to continue the functions on which their customers depend.
 - Is part of the fundamental mission of all organizations.
- Today's changing threat environment has increased the need for a continuity program and plan.
- Continuity is a good business practice!

Weather Event Challenges

- Last year, Gushank had a significant weather event that closed roads.
- Road closures caused the following impacts:
 - Supply chain disruption impacting grocery stores.
 - Access to medical care.
 - Limited first responder access.
 - People could not report to work.
 - Power lines were down.



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2020

Answer: Continuity

Because Gushank had a viable continuity program:

- **Officials used backup communication methods to notify Public Works.**
- **Public Works had pre-identified personnel trained in emergency debris clearance.**
- **Continuity ensured the whole community had planned for ways to provide essential services and conduct functions when normal operations were disrupted.**



Essential Functions

- **What are essential functions?**
 - Essential functions are a subset of organizational functions that are the critical activities. These essential functions are then used to identify supporting tasks and resources that must be included in the organization's continuity planning process.
 - In most organizations, not all functions are essential functions. Essential functions are those that are absolutely required for the organization to accomplish its mission.
 - Next, let's look at the multiple functions of a hospital.



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Breaking Down Functions

- During a personnel shortage, the hospital may have to close the elective surgery section.
- The hospital cannot close the emergency room, and in a staffing shortage, this area must be the priority.
- If the hospital cannot keep the emergency room open they may use other facilities or even set up triage tents.

—————→ While this section is important, it is not essential.

—————→ The emergency room has an **essential function** within the community to provide emergency medical care.

—————→ By moving the mission, and essential function to a different facility, the hospital is still able to provide emergency medical care. This is an example of continuity.

Hospital Impacted

- If a catastrophic event impacts a hospital's ability to provide emergency medical care they can either:
 - Relocate medical services to another facility.
 - Ask another hospital to assist.



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All of this is Continuity!

- **Since the hospital can still conduct essential functions, this is an example of a continuity plan activation.**
 - **The personnel who staff the alternate facility are called the continuity personnel. Organizations may refer to this as the Emergency Relocation Group (ERG).**
 - **The hospital is responsible for ensuring that all staff are trained and can continue their essential functions.**
 - **While they are operating out of the alternate facility, the primary facility can be repaired. During this time, not all staff will be working in the temporary hospital and may have alternate work arrangements.**



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Gushank's Organizational Functions

The following are organizational functions of the Gushank Office of Public Safety. Based on these overarching functions, the EFs were developed.

- Provide professional first responder services (Law Enforcement, Fire, EMS, Hazardous Materials, Search & Rescue) during steady state and emergency situations in order to ensure the safety of the citizens of Gushank.
- Coordinate city wide emergency management before, during, and after an event so the city of Gushank and its citizens can prepare for, respond to, and recover quickly from an emergency.
- Serve as the licensing and regulatory authority for public safety to ensure businesses and the citizens of Gushank are in compliance with public safety rules and regulations, promoting the safety of the entire city.



Gushank's Essential Functions

The City of Gushank Office of Public Safety has identified the following essential functions, a limited set of its overall functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities.

1. Ensure availability of emergency services for the people of Gushank including emergency management, law enforcement, fire, emergency medical services, search & rescue, and hazardous materials.
2. Coordinate emergency response and recovery efforts after a natural or human-caused disaster.
3. Operate the emergency communications telephone and radio system.

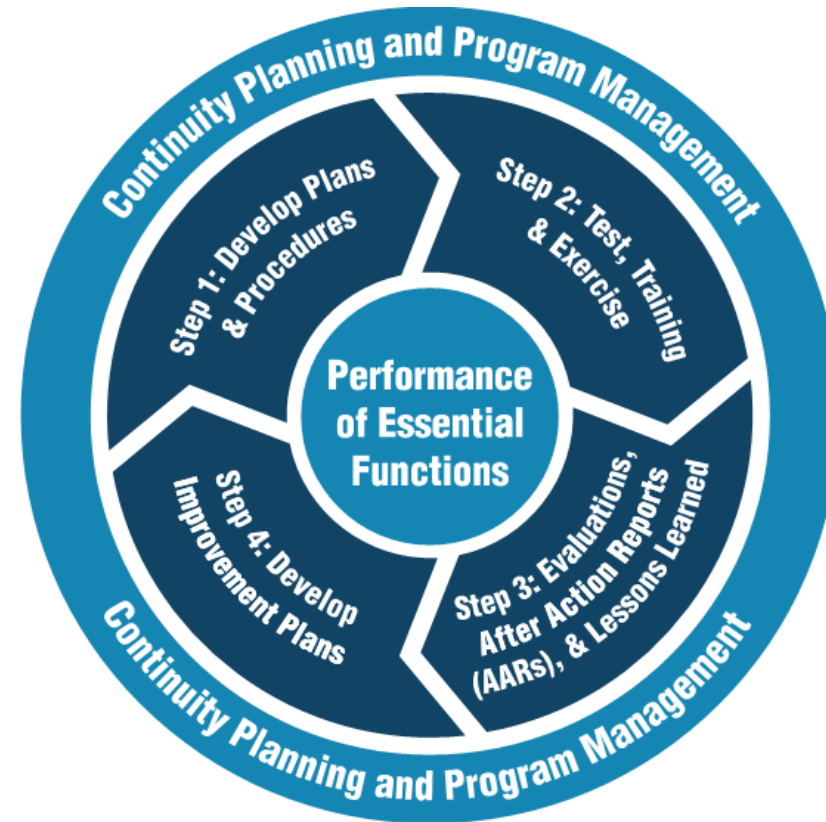
Continuity Program Management

- A comprehensive program helps prepare organizations and improve continuity plans.
- Continuity Programs are:
 - Supervised by Continuity Coordinators (in large organizations), managed by a Continuity Program Manager, and supported and implemented through continuity working groups.
 - Typically, the working group can consist of representatives from each division. Representative examples: Information Technology (IT), facilities, leadership, finance, and logistics.
- Working groups follow a program management cycle to develop and maintain capabilities.




Continuity Program Management Cycle

- Provides consistency across programs and facilitates the development and implementation of resilient continuity programs.
 - Step 1: Develop Plans & Procedures
 - Step 2: Test, Training, & Exercising
 - Step 3: Evaluations, After Action Reports (AARs), & Lessons Learned
 - Step 4: Develop Improvement Plans



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BPA/BIA location



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Navigation

Search

Languages

Multimedia (Photos, Video, and Audio)

Multimedia Collections






Documents and Resources

Document Collections


Photo, Video Use Guidelines

Business Process Analysis / Business Impact Analysis Users Guide


This users guide and associated resources will assist whole community continuity stakeholders in conducting a Business Process Analysis (BPA) and a Business Impact Analysis (BIA), which are critical steps in developing a comprehensive continuity plan. It incorporates the concepts found in the FEMA *Continuity Guidance Circular* and places them in a user's guide for those individuals that must determine an organization's essential functions, how those essential functions are conducted and resourced and how to mitigate impacts to the performance of those functions..

		Size	Publication Date
	Business Impact Analysis (BIA) Risk Management Worksheet	0.48M	
	Business Process Analysis (BPA) / Business Impact Analysis (BIA) Users Guide	0.01G	
	Business Process Analysis (BPA) Worksheet	0.47M	
	Organization Function Worksheet	0.51M	
	Business Process Analysis (BPA) / Business Impact Analysis (BIA) Worksheets	0.02M	

Resource Type: Document / Report | Last Updated: August 9, 2019



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6/12/2020



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BPA Table

Browser address bar: https://www.fema.gov/media-library-data/1565364767960-771197cf15ae239d988f02153b2b2442/BPA_Worksheet.pdf

Business Process Analysis / Business Process Analysis Worksheet | fema.gov

Share

Business Process Analysis Data Sheet

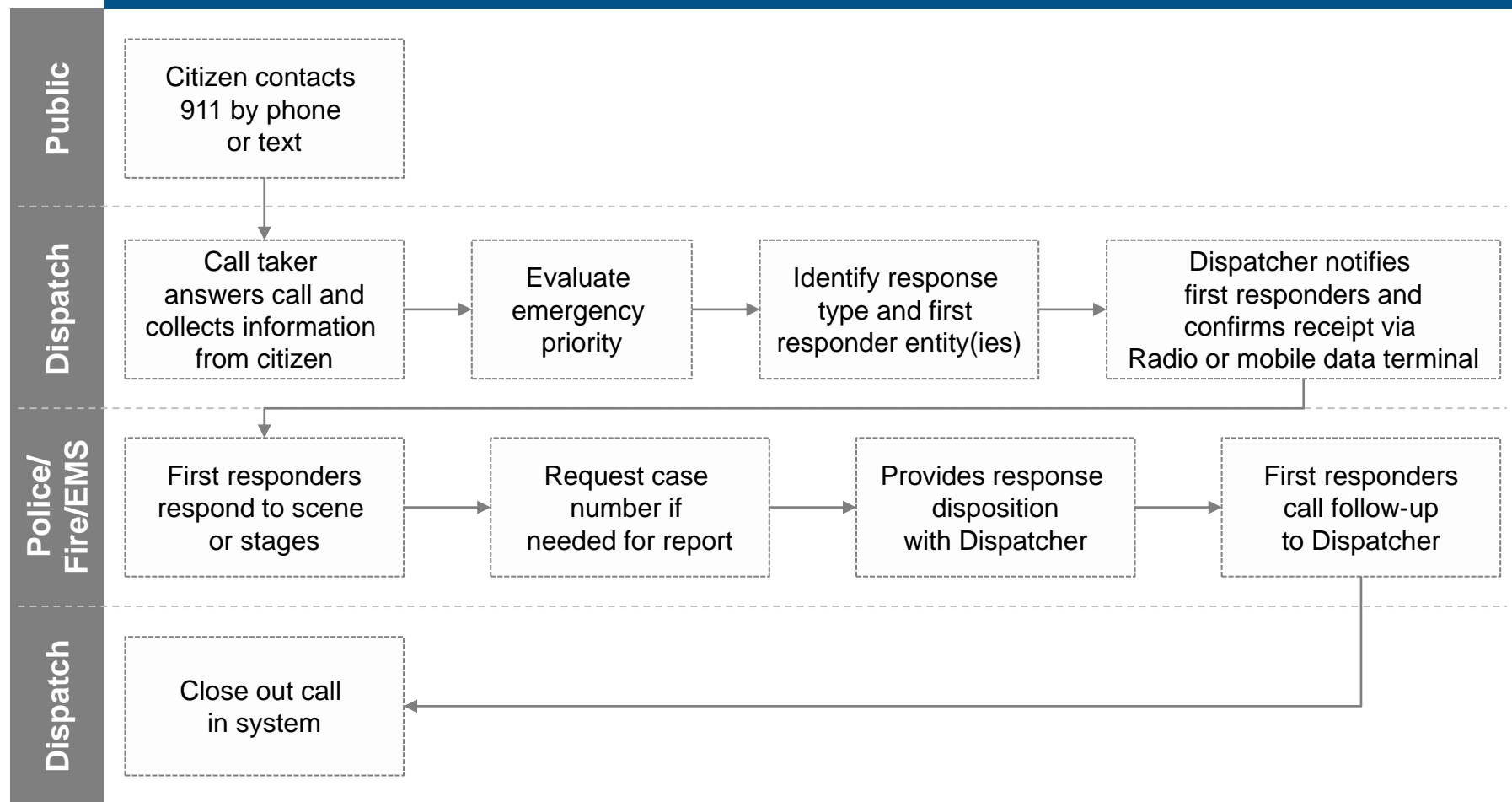
Business Process Analysis Data Sheet	
EF Statement and Description:	
EF Outputs (Step 1):	
EF Inputs (Step 2):	
Dependencies and Interdependencies (Step 3):	



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Essential Function #3
Operate the emergency communications telephone and radio system





Example: Gushank EF #3 Statement

Essential Function #3: Operate the emergency communications telephone and radio system from the 911 dispatch center, where calls are received and the appropriate first responders are alerted. (Responsible Office: Dispatch Center)



Example: Gushank EF #3 Outputs

- Dispatcher notifies the appropriate first responders and shares all relevant situation information.
 - Performance measure: length of time between dispatcher starting call and alerting appropriate first responder
 - Performance measure: if the correct department is notified
- First responders proceed to the location of the situation.

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Essential Functions

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- Be aware of functions that only become essential after/during an emergency
 - Montgomery County (MD): distribution of medical supplies during H1N1; not completed daily, but is critical during an outbreak
 - Requires the critical support service of line management too
- Think about functions that require coordination with other jurisdiction
 - Evacuation of Washington, D.C. requires coordination with state and local governments in Maryland, Virginia, and West Virginia





Example: Gushank EF #3 Inputs

- Calls from the public to 911
 - Routed to the dispatch center by the telephone carrier
- Dispatch communications system
 - Telephone carrier and telephone equipment
 - Computers and dispatch software platform
 - Radio equipment
 - These inputs are purchased from private vendors
- First responder status updates (e.g., apparatus availability) by function



Example Gushank: EF #3

Dependencies/Interdependencies

- **Dependency:** Dispatch communications system includes the telephone carrier and telephone equipment, computers and the software platform installed on them, and the radio equipment. These must be purchased from and serviced by private vendors.
- **Dependency:** Accurate information from the 911 caller.
- **Interdependency:** Effective communication between the dispatch center and the first responder units/departments (both ways).

Human Capital and Key Positions

- Understanding Personnel Distribution:
 - Annapolis (MD) is situated on the Chesapeake Bay and susceptible to coastal flooding, hurricanes, and winter storms
 - Many of those who occupy key positions live on Maryland's eastern shore and cross the Bay Bridge daily
 - When the bridge is unavailable commute times can be dramatically impacted
- Personnel location can have dramatic impacts on filling key positions, as well as succession planning



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Example: Gushank EF #3 Leadership

- Primary:
 - Mayor
 - Dispatch Center Manager
- Secondary:
 - Emergency Management Director
 - Fire Department Chief
 - Police Chief
 - Emergency Medical Services (EMS) Chief
- Note: All positions are located at the Gushank Emergency Operations Center (EOC) but can work from the alternate location.
 - The Emergency Management Director, Fire, Police, and EMS Chiefs can also work in the field as required.



Example: Gushank EF #3 Staff

- 911 Dispatchers and Supervisors
 - Dispatchers and supervisors are required to complete a shadowing and supervision training period in order to learn the communications system, dispatch protocol and techniques
 - Emergency Medical Dispatcher (EMD) Certification (or equivalent)
 - Supervisors required to have at least 9 months of dispatch experience
 - 18 dispatchers, 1 supervisor across three 8-hour shifts, with surge support as needed
- First responders are trained to receive calls from dispatch
 - Firefighters, Police, Emergency Medical Technicians (EMTs)/Paramedics are trained in their respective disciplines

Alternate Facilities



- **Mitigating Risk:**
 - Cincinnati (OH) leadership is located downtown; susceptible flooding and other threats
 - Backup site is located in the elevated bluffs above downtown; does not remove all risk, but mitigates the impact of flooding
- **Balancing Security and Access:**
 - Montgomery County (MD) Health Department; provides services to various stakeholder groups
 - Distribution of medical supplies requires heightened security
 - Many WIC recipients depend on mass transit to get to the site and receive their benefits



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Example: Gushank EF #3 Communications

The dispatch communications system includes:

- Telephone carrier and telephone equipment
- Computers and dispatch software platform
- 800 MGHZ Radio equipment for both dispatch center and first responder departments
- These are purchased from private vendors

Input to the dispatch communications system:

- The public relies on personal telephones to contact 911



Example: Gushank EF #3 Alternate Location

- Space for up to 30 dispatchers and 2 supervisors.
 - Includes surge support capacity
- Dispatchers must be able to hear callers clearly.
 - Separate cubicles or enough space between dispatchers.
 - Relatively quiet environment.
- Minimum of 32 desks with power supply.
- Access control capabilities.
- “Warm” site with telephone system, telephone equipment and computers with software installed.
- Basic life safety/life support functions.

Vital Records/Vital Equipment



■ Vital Records:

- Must ensure that you have the proper equipment to access your records
- Washington, D.C. – backup laptops had not gone through routine software updates and could not open newer files containing vital records

■ Vital Equipment:

- Testing must take place under a variety of circumstances and conditions
- Lake Charles (LA) – backup generators were tested before and after hurricane season (the city's biggest threat)
- While sensible, this did not test the strain that the HVAC system would place on the generators during summer months



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Example: Gushank EF #3 Resources

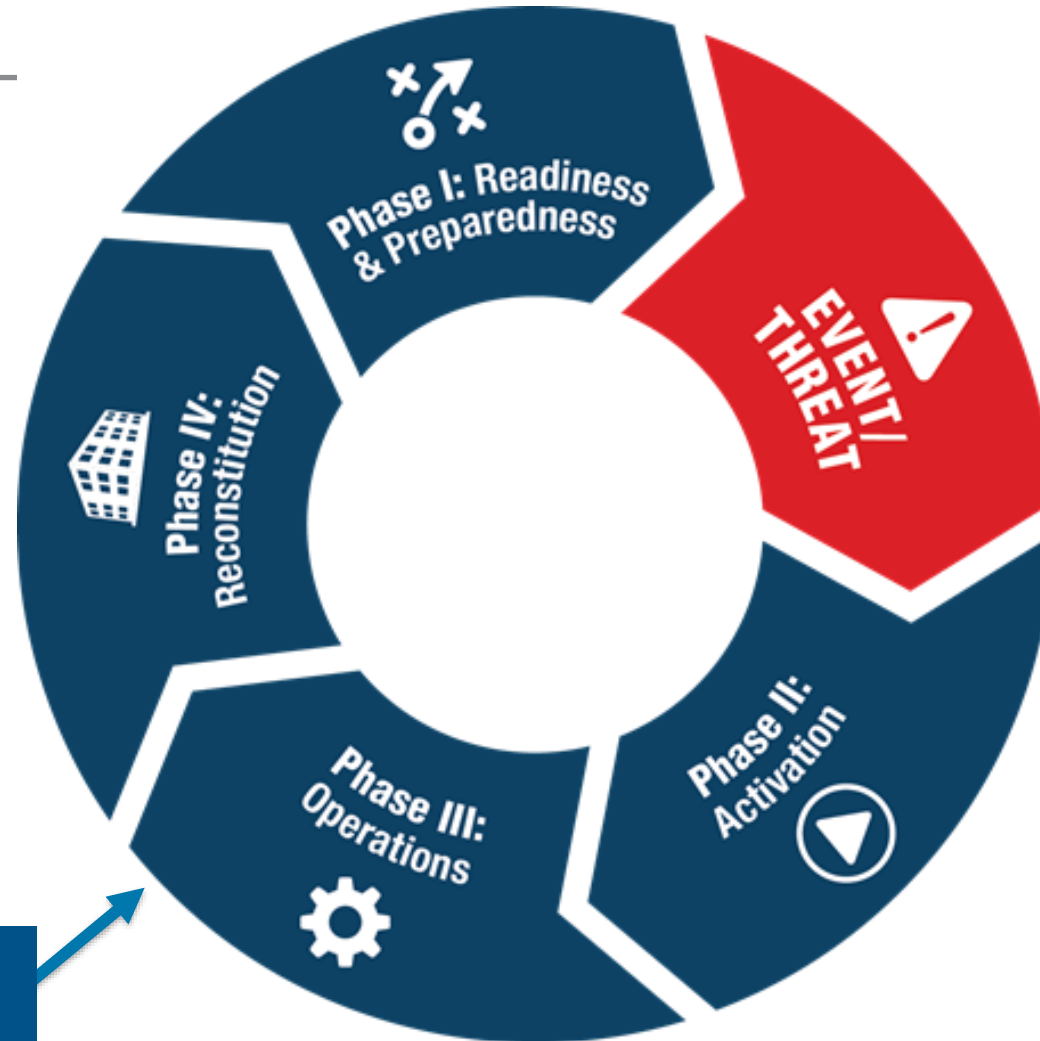
- Funding for alternate location
 - For the space and the location requirements
 - Supplemental funding for post-event facility recovery per MOU
- Telephone carrier contract
- Telephone equipment with mobile capabilities
- Dispatch terminals with software platform
- 100 - 800 MGHZ radios
- Surge support and overtime pay for dispatchers and supervisors



Process Details

In order for first responders to be dispatched to a situation, the emergency communications telephone and radio system must be fully operational. This operation is executed at the 911 dispatch center, where calls are received from the public and the appropriate first responders (police, firefighters, EMTs/paramedics) are alerted and informed of the situation by the dispatchers. The first responders then respond appropriately. Specific communications systems and equipment is required for both the 911 dispatch center and the first responders. An alternate location for the 911 dispatch center would also require these systems and equipment.

Phases of Continuity



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Reconstitution

- Reconstitution is returning to normal, or new normal, sustainable operations once leadership determines continuity operations can terminate.
 - This may mean returning to the original facility, staffing and schedules, or a new facility.
 - It can also mean changing how functions are accomplished.
- Planning for the recovery of the organization occurs during the readiness and preparedness phase, but the process of reconstitution will generally start when an incident occurs or soon after the incident concludes.
- Organizations are responsible for:
 - Providing an executable plan for returning to normal operations.
 - Coordinating and pre-planning options for reconstitution regardless of the level of disruption.

Reconstitution Planning Considerations

- Begin now by developing a plan and procedures for how your organization will resume operations. Organizations may need to consider a time-phased approach to prepare a facility to be reoccupied. Offices, functions, and returning personnel may need to be prioritized or work in staggered shifts.
- Communicate with employees and inform them of the process for returning to work. Consider providing online training and guidance for employees before returning.
 - PACE = Primary, Alternate, Contingency, Emergency
- Coordinate with partners and stakeholders. Determine what methods you will use to inform your employees, customers, and stakeholders that your operations are being resumed.

Planning Considerations cont.

- Address physical/psychological impacts to personnel through employee and family support plans and other human resource measures.
- Develop an After-Action Report/Improvement Plan to note lessons learned and improve plans.

Conclusion

- Continue utilization of telework and other workforce flexibilities.
- Incorporate social distancing measures, including limiting capacities, staggering shifts, closing common areas, rotating “office days” for shared offices, and limiting non-essential travel.
- Allow high-risk/vulnerable individuals additional flexibility or continue isolation without repercussions.
- Acquire cleaning supplies, PPE, and implement personal protective policies or measures (handwashing, hand sanitizer, etc.) to limit the spread of the virus and protect employees and customers.
- Conduct health screenings to monitor employee wellness and prevent further infections, and develop or revise human resource policies to detail processes for sick employees or family members or those exposed to the virus.
- Conduct cleaning and sanitizing according to Centers for Disease Control and Prevention (CDC) and the Occupational Safety and Health Administration (OSHA) guidance.



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Questions and Answers



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Discussion and Questions

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