CONTINUITY OF GOVERNMENT PLAN

County of Allen County

December 2010
Memorandum from the Allen County Board of Commissioners

To: All County Department Heads

Date: December 17, 2010

Re: Promulgation of the County of Allen Continuity of Government Plan

The County of Allen County faces the threat of disasters and emergencies. To this end, government at all levels has a responsibility to provide essential functions during an emergency even if their primary facility is uninhabitable.

It has been proven normal day-to-day procedures are sometimes not sufficient during an emergency. Therefore, it is important for departments to identify essential functions and be able to provide these functions at an alternative site within 12 hours of the emergency. The Allen County Continuity of Government Plan (COG) identifies and addresses possible emergency complications that could potentially hinder operations for local government.

Each department has completed their own COOP to be included as an appendix to the plan.

The Allen County COG shall outline the necessary steps for local government and emergency partners to:

- Implement their COOP plans with and without warning
- Be operational no later than 12 hours after activation
- Be capable of maintaining sustained operations for up to 30 days
- Incorporate regularly scheduled testing, training, and exercising of personnel, equipment, systems, processes, and procedures used to support the agency during COOP/COG activation
- Locate alternate facilities and have access to telecommunications, vital records, etc

The Fort Wayne – Allen County Office of Homeland Security has been designated as the primary agency responsible for the coordination and preparation of the COG. It shall be consistent with the National Response Framework, the National Incident Management System, Federal Preparedness Circular-65, as well as other key state and federal policies and standards.

This plan is effective December 17, 2010

Bill Brown
Commissioner

Nelson Peters
Commissioner

Linda Bloom
Commissioner
Record of Changes

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FORWARD

Allen County has operations that must be performed, or rapidly and efficiently resumed, in an emergency or disaster. While the impact of an emergency or disaster cannot be predicted, planning for operations under such conditions can mitigate the impact of the emergency or disaster on our people, facilities, and mission.

Allen County and its individual departments have prepared a Continuity of Government Plan to ensure essential functions and services can be performed during an emergency or disaster. The Continuity of Government plans are important resources in providing essential service, maintaining vital records and systems, and continually performing essential functions.

PREFACE

CONTINUITY OF GOVERNMENT PLAN

This Continuity of Government plan provides guidance for Allen County personnel to ensure offices maintain the capability to fulfill all of its assigned essential functions during all hazards.

Recommended changes to this plan may be sent to the Fort Wayne – Allen County Office of Homeland Security.
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I. ACRONYMS AND DEFINITIONS
1.0 INTRODUCTION

Allen County is required to have the capability to maintain continuous operations regardless of the complexity of an emergency. Therefore, each organization must be prepared to continue to function during an emergency or threat of an emergency, and to efficiently and effectively resume critical operations if they are interrupted. Departments must be able to function at an alternate location in a worse case scenario, which requires them to identify what critical systems they will need to provide their essential functions and how these functions can operate from an alternate location. Planning for meeting the demands of a wide spectrum of emergency scenarios is necessary, and is accomplished by developing continuity of operations plans.

Allen County has determined that it can best meet these requirements by having each department prepare and coordinate individual COOP plans that become the foundation for Allen County’s Continuity of Government (COG) Plan. Therefore, Allen County has developed a basic COG in which each department’s continuity of operations plan (COOP) will be tied to that will address how each individual agency plans to continue to provide essential functions and services during COG activation.

Each department’s plan identifies key personnel needed to perform essential functions and outline the course of action to be taken during an emergency. Personnel not required to report to the primary/alternate facility are to remain at their residences in an on-call, standby status. For emergencies that occur during normal working hours that would require the closing of County Offices please refer to the Emergency Closing Compensation Policy in Appendix A. If COG activation extends beyond one pay cycle the Auditor’s Office, in conjunction with Human Resources, will issue special instructions to all department heads on how to process payroll.

1.1 DISTRIBUTION

Distribution of the County COG plan, to include all the appendices, will be restricted to the Commissioner’s Office, the Office of Homeland Security, and the Executive Committee. A restricted version of the plan will be released to department heads and elected officials. Each department may make their own procedures for how they choose to release their departments COOP.

2.0 PURPOSE

The Continuity of Government initiative is an internal program within County government providing policy and guidance to assure the capability exists to continue essential component functions across a wide range of potential emergencies, including localized acts of natural and man-made emergencies.

Presidential Decision Directive 67 (PDD-67) as guidance requests Allen County to establish and maintain a viable Continuity of Government capability that ensures the
continuation of essential functions and services during an emergency, or situation that may disrupt normal operations.

The COG environment is an emergency response environment. Allen County has determined that the COG will detail the logistics of continuity planning with specific function details at the department level.

3.0 MISSION

The primary goal of COG planning is to direct and guide appropriate actions to assure the capability exists to continue essential functions and activities, and to achieve an orderly recovery from emergency situations across a wide range of potential emergencies or threats, including natural and man-made.

COG planning is simply a “good business practice” and part of the fundamental mission of agencies as responsible and reliable public institutions. The objectives of a COG plan include:

- Ensuring the continuous performance of the agency’s essential functions/operations/services during an emergency,
- Protect essential facilities, equipment, vital records, and other assets,
- Reduce or mitigate disruptions to operations,
- Reduce loss of life and minimize damage and losses, and
- Achieve a timely and orderly recovery from an emergency and resumption of full service to customers.

3.1 Policy

This document will be the responding policy of Allen County to all levels of threats, emergencies or disasters, to include natural and manmade emergencies or threats, in order to continue essential internal operations and to provide service to citizens. COG capabilities must be maintained at a high level of readiness regardless of the type of emergency, be capable of being activated both with and without warning, achieve operational status no later than 12 hours after activation, and have the capability to sustain operations for up to 30 days or until termination. Departments should be aware of transitioning or expanding roles depending on the type of emergency and plan to provide applicable service to other departments and citizens.

4.0 APPLICABILITY AND SCOPE

This plan provides guidance for, and facilitates the preparation of, site- or activity-specific plans and procedures that help ensure the safety of all County personnel at the City-County Building and all other County owned locations and allows County departments to continue essential operations in the event of an emergency or threat of an emergency. The planning guidance and the plans to be developed in accordance with it do not address day-to-day activities that enable an organization to conduct or safeguard routine operations.
This plan is applicable to the full spectrum of natural and manmade emergencies and threats.

5.0 **AUTHORITIES AND REFERENCES**

Allen County has developed this COG with guidance from the Federal Preparedness Circular 65, Presidential Decision Directive 67 and other laws, statutes, executive orders, State and Federal mandates related to continuity of operations during an emergency. Principle documents mandating the development and implementation of the COG include:

**Authorities**
- City/County Letter, Formal request for COOP plans for each department/division, dated May 11, 2009, by Mayor Tom Henry, Commissioner Linda Bloom, Commissioner Bill Brown, and Commissioner Nelson Peters. Appendix B

**References**

6.0 **BACKGROUND**

Recent events have illustrated the need for the County to create a COG plan and require each department to make their own COOP. Local government does not stop for a disaster. Essential functions and services still need to be provided in an emergency.
Depending on the size and severity of the emergency several departments may be affected or the entire County government may be involved. Therefore, it is important to have a plan that is flexible and takes an all hazards approach. Each department should be prepared to relocate and/or operate in a virtual setting so that essential functions are able to be performed within 12 hours of activation.

The majority of the County’s plan lies within each department’s COOP. This is due to the fact that an emergency has varying degrees of severity and all departments may not be involved in the response and recovery. Therefore, it is important to make each department in charge of determining what is needed to continue providing essential functions and services in time of an emergency.

7.0 PLANNING ASSUMPTIONS

The business and service environments for local government are constantly evolving. Emergencies and events that can impact the ability to satisfy an organization’s operational mission are based on a combination of assumptions that can affect the operation. Not all of the departments within Allen County are housed within the same building. Therefore, it is important to incorporate the physicality of an entire department within the COG because not all areas may be affected. In any case, assumptions will be specific to the location for which the plan is developed.

The COG planning strategy is based on four basic scenarios that may disrupt normal business activities.

(1) **Level 1: Part of a County Owned Building/s are Affected.**

(2) **Level 2: Entire County Owned Building/s Affected.**

(3) **Level 3: County Owned Building/s and Surrounding Area Affected.**

(4) **Level 4: Fort Wayne- Allen County Affected.**

For more detail of these four levels, see 10.0 Concept of Operations

7.1 Risk Analysis

General categories of planning considerations should include:

**Government Operations**

- Funding constraints
- Budget
- Government accountability
- Facilities, both primary and alternate
- Employees and family support planning
- Risk, Safety, and Health of employees
- Transportation and parking
- Waste management
- Security
- Operating infrastructure (water, sewer, power, communications)

**Technical or technology changes**
- Rapid cycle of change or duration between initiation and obsolescence
- Telecommunications
- Cable systems and media
- Bandwidth requirements

**Information systems (hardware and software)**
- Computer migration from mainframe (centralized) to LAN
- Connectivity
- Complexity of network environment
- Dependence on software and reliability of systems
- Internet and Intranet applications and agreements

### 8.0 ESSENTIAL FUNCTIONS

Those functions, stated or implied, that are required to be performed to provide vital services, exercise civil authority, maintain the safety and well being of the general populace, and sustain the industrial and economical base in an emergency, or other functions deemed essential by the heads of principal organizational elements.

Standard definitions of essential function priority level have been developed to maintain consistency across Allen County government.

- **Low priority**- helping facilitate smooth operations, but not always immediately required.
- **Medium priority**- pertinent to operations, but may be performed in a timely manner as needed.
- **High priority**- vital to the function of the department or local government and must be done in a timely manner.

Department essential functions include the priority level relating to the duration of the incident and what personnel are needed to perform the specified function. Essential functions can be viewed by individual departments located in Appendix C.

### 8.1 PAYROLL

Payroll will not need to be issued at the department level unless the emergency extends beyond 2 weeks and the department has the means to do so. The Auditor's Office will use the last submitted payroll for departments who cannot enter current information. At
the conclusion of the emergency any overages or shortages will be taken care of on an individual basis.

For employees not working during COOP activation sick, vacation, and personal time will need to be used. If none is available the employee will enter a no pay status, which will not affect their anniversary date.

8.2 CLAIM VOUCHER

For the claim voucher payment process the Auditors Office will not process payment unless the emergency extends beyond 6 weeks. If the emergency extends beyond 6 weeks the Auditors Office in conjunction with the Purchasing Department will issue special instructions to department heads.

9.0 RESPONSIBILITIES, DELEGATIONS OF AUTHORITY AND SUCESSION PLANNING

9.1 IDENTIFICATION OF ESSENTIAL PERSONNEL

The County has compiled a prioritized list of department essential operations and functions; these can be found in Appendix D. Departments were asked to complete a series of questions regarding each essential function they had listed in their COOP. The results were analyzed by the COOP Executive Committee to determine, in a worst case scenario, the order of alternate location activation if needed. Many departments have made prior arrangements to have an alternate location and county assistance may not be needed unless there are specific IT needs. However, the Executive Committee will use the prioritized list of essential functions to aid departments who have not yet identified an alternate location. The focus of the COG plan will be the continuation of the identified essential function activities in a transition phase until they can be resumed in the original facility or other long term accommodations can be made available.

9.2 DELEGATIONS OF AUTHORITY.

Delegations of authority ensure that qualified personnel have been identified to carry out each essential function. They specify who is authorized to make decisions or act on behalf of key department personnel. There are two types of authority that may be delegated:

- Emergency Authority- the ability to make decisions related to an emergency (i.e. COOP plan activation, evacuation of primary facility, or determining which personnel should report to duty and where). Typically this authority expires once the emergency has expired.
- Administrative Authority- the ability to make decisions that have effects beyond the duration of the emergency (i.e. hiring, firing, drafting policy, or fiscal encumbrances). Statutory or constitutional law may limit delegation of this kind of authority, and it may be necessary to consult with the County Attorney when considering delegation of administrative authority.
9.3 ORDERS OF SUCCESSION

Succession planning is done to ensure that key positions that are suddenly vacant can be continued effectively by making appropriate provisions. Orders of succession should be completed for each essential function.

10.0 CONCEPT OF OPERATIONS

Allen County has developed an executive decision process that takes into account the best course of action for response and recovery to various emergencies and disasters.

- The Commissioners or their designee may activate the County COG. The COOP Program Officer will perform an assessment, based on the information gathered by the PIO, of the emergency and make a recommendation based on the findings. The effected department heads or their designee will take such actions as necessary in order to continue operations within a 12-hour period of the event.

  Based on the guidance in this plan:

  - Individual departments may activate their COOP if they are forced to operate from home or an alternate facility.
  - The severity of the event determines how long the COG will remain activated.
  - The COG will phase out and transition essential functions as normal operations resume.

Coordination with City County Building Evacuation Plan

The Allen County COG Plan is designed to work in coordination with the City County Building (CCB) Evacuation Plan found in Appendix E, although each plan has a different purpose. In general, the CCB Evacuation Plan ensures that associates, visitors, contractors, and others at the time of an emergency event are safely evacuated. In contrast, the COG Plan provides for the continuation of essential government activities and functions if the buildings or parts of the buildings cannot be quickly reoccupied after an evacuation.

Planning Scenarios

This COG Plan is based upon the following scenarios:

(A) **Level 1: County Owned Building/s Affected.** A building housing key Local Government functions is operational, but regular business operations are suspended in a room, floor, level, or section because of fire, explosion, water damage, or other localized incidents.

(B) **Level 2: Entire County Owned Building/s Affected.** A building is closed for regular business activities, but the cause of the disruption has not affected surrounding buildings, utilities, or transportation systems. Likely cause of disruption of business is structural fire; system/mechanical failure; loss of utilities, including water or steam; or an explosion that causes no significant damage to surrounding buildings or utility systems.
(C) **Level 3: County Owned Building and Surrounding Area Affected.** At least one county building, as well as surrounding buildings and area are closed to regular business activities as a result of widespread damage. Under this level of emergency there could be uncertainty regarding whether additional events such as secondary explosions, after shocks, or cascading utility failures could occur.

(D) **Level 4: Fort Wayne - Allen County Affected.** The Allen County area is closed to regular business activities as a result of a wide-spread disaster or emergency, including natural disasters, technological failures, and terrorist threats or incidents. Under this level of emergency, the Commissioners will likely request the Governor to declare a State of Emergency, and many, if not all, local department/agency COOP plans will be activated.

The above listed levels will be used for descriptive purposes to provide detail as to the severity of the activation. The level will be designated by the COOP Program Manager in consultation with the Allen County Board of Commissioners (hereinafter referred to as the Commissioners).

11.0 **IMPLEMENTATION**

The Commissioners or their designee may implement the County plan. The implementation notification will be done through the Commissioners Public Information Officer (PIO), or their designee, who will first notify all department heads. The effected departments will then activate their COOP procedures and be responsible for notifying their employees. The PIO will release information pertaining to the COG activation to include the effected departments, what services they will be providing, where they are located, and what personnel will be working. The COG is implemented based on known or anticipated threats and emergencies that may occur with or without warning. Allen County will use a time-phased approach for implementation where critical resources are deployed early and other resources will follow as needed.

- **Known threats and emergencies (with warning):**
  
  There are some threats to operations that may provide advance warning that will permit the orderly alert, notification, evacuation, and if necessary, the relocation of employees. Situations that might provide such warning include a tornado, a transportation accident resulting in a threat of a release of Hazardous Material (HAZMAT) or a threat of a terrorist incident.

- **Unanticipated threats and emergencies (no warning):**

  **During Non-Duty Hours:**

  Incidents may not be preceded by warning, e.g., earthquakes, arson, HAZMAT, or terrorist incidents, or may occur while the majority of on-site staff is not at work. In these circumstances, while our operations from home site may be impossible, the majority of our employees will still be able to respond to instructions, including the requirement to relocate following proper notification.
During Duty Hours:

Incidents may also occur with no warning during normal office hours. In these circumstances, execution of the COG, if indicated by the circumstances of the event, would begin by execution of the respective Evacuation Plans to move employees out of the building expeditiously.

Widespread versus Localized Emergencies

The distinction between a widespread versus a localized event is based on an assessment of the impact of an event on an agency, department, and business unit or facility operations. Normally, if an event impacts a significant number of employees or could force the relocation of a significant number of employees, the event is considered widespread. Localized events are usually limited to smaller or isolated areas of a facility, such as a department or business unit.

In either case there is a need to account for all employees. Either case may trigger activation of the COG and result in the automatic implementation of certain COG procedures. Depending upon the scope of the impact of the emergency, the actions taken to continue operations may vary.

Deployment Planning

When COG activation has been declared, gathering the necessary items to support an extended stay may be difficult. To satisfy the organization’s recovery objectives, the “miscellaneous” or secondary items that can be frequently overlooked become important.

Unlike planning for a casual trip, activities related to an emergency event are usually stress driven and frequently rushed. As part of the planning process, it is suggested that pre-planning and possible pre-positioning of items be considered. The items selected will support the business requirements of the organization and personnel needs for an event that could demand relocation or isolation for an extended period of time.

Go Kits

Go kits are packages of records, information, communication and computer equipment and other items or material related to an emergency operation. The kits are used by persons supporting an external or internal response or are deployed to relocation sites/alternate facilities. The kits contain primary and backup sources of information and respective agency/departments. Flash drives that are password protected may be a great tool for document backup assistance.

Any kit containing unclassified, sensitive and classified documents must be handled and protected in accordance with Local, State and Federal regulations. Security measures should encompass the spectrum of considerations:

- Personnel (access, control)
- Physical (storage, transportation)
- Operational (validation)
- Information (integrity, protection)
12.0 VITAL RECORDS, DATABASES AND SYSTEMS

The protection and availability of documents, references, records, and information systems needed to support essential functions and missions, under the full spectrum of emergencies, is another critical element of a successful COG plan. Vital records are typically in three forms: paper, electronic, or microfilm. Agency personnel must have access to and be able to use these records in providing their essential functions.

The COOP of each department will identify and document proper handling procedures for its vital records. Significant effort has been made to identify all vital records needed to support each Essential Function identified in Appendix C. Departments with vital records not residing on the County computer network, are encouraged to create a duplication of the information to be included as part of their Go Kits at an offsite location. It is the individual department’s responsibility to identify and secure all vital records for their area.

Electronic information and systems that reside on the County network are backed up on a daily bases with a rotation of tapes to an offsite facility. Beginning Friday a full backup is started and runs through the weekend. Monday-Thursday a differential backup is performed of the systems. Differential tapes and the first three Friday full backups are kept for two weeks. The fourth Friday of the month, the full backup tape is kept for one year.

County financial information that resides in the H T E financial system is supported by Sungard, Inc. If the County Data Center becomes unavailable, special arrangements have been made with Sungard to provide alternate access to the financial systems by contacting them and having internet access available.

13.0 ALTERNATE FACILITIES

Concept of Essential Operations in an Alternate Facility: The purpose of an alternate facility is to provide a means of accomplishing the COG mission essential functions in the event of an emergency or threat when the primary location cannot be occupied. A thorough understanding of the agency mission, essential functions, communications connectivity requirements, and the resources allotted are essential for alternate facility considerations.

The Emergency Relocation group has performed alternate facility assessments on all county owned buildings; a description of all COOP related position descriptions can be found in Appendix F. This will allow the ERG to determine the best use for alternate facilities based on the circumstances of the emergency, a spreadsheet of the facility assessments can be found in Appendix G. Pre-identified sites for specific departments will not be done if the department has not already done so themselves. Rather, the prioritized essential function list will be used to determine how best to accommodate effected departments.
Alternate Facility Reevaluation
Any alternate facility must be reevaluated for sustainability and functionality on an annual basis. The ERG will report any changes to the COOP Planning Team.

Deployment of Essential workers to Alternate Facilities
Departments who have personnel who are not being used to provide essential functions or services may be deployed to the alternate location to provide assistance to the ERG. These personnel would be able to be paid for their work. The COOP Program Manager will contact their respective department head to request personnel be deployed to the alternate location. The personnel will receive notification of their activation from their department head. The personnel deployed will then be under the supervision of the ERG until notified otherwise by their department head.

Reconstitution
Reconstitution planning will begin at the onset of the emergency. The Reconstitution Manager will be in charge of coordinating the transition of departments back to their primary facility and resumption of normal operations. The Reconstitution Manager will notify departments of the expected timeframe for the transition.

14.0 INTEROPERABLE COMMUNICATIONS
Communications systems are vital elements that support critical processes and services. In turn their associated functions are an essential element of COOP Communications to include all forms of Voice Fax and Data lines, Cell phones, Pagers, E-mail, Internet access, Instant Messenger Services, Blackberry, other Personal Digital Assistants (PDA’s) and Radio Communications. During an emergency or disaster these forms of communication will be impacted directly or indirectly. Interagency as well as intra-agency communications will become more essential. Accurate and timely information must be communicated according to specific policies which support the continuation of essential activities as the event or situation evolves.

15.0 MEDIA COMMUNICATIONS
EMPLOYEES
The lead PIO will work with the news media as the primary method for the agency to communicate initially with all employees as well as the local community regarding any crisis impact on Allen County, changes in working hours and conditions, to include any special instructions. This information will also adequately explain what employees and the community can expect, and provide a clear understanding of what is being done to protect public health and safety, and what is being done to mitigate the impact of the event and recover and restore operations of the facility. In addition the news media, other means of communication include e-mail, 211, and Nixle. Employees can expect that all of these means will be provided information so that regardless of the circumstances of the emergency, personnel should be able to access the information.
NEWS MEDIA

The Commissioner’s PIO is responsible for developing, providing and ensuring orderly and accurate information through the local media. Department heads are also responsible for briefing the Commissioners and keeping internal and external communications channels open and clear.

16.0 TRAINING

The training of personnel is essential to improving the capability of agencies to execute their COG plans and familiarize their members with the essential functions that they might have to perform in an emergency. The continued viability of a COG is largely dependent on training and the evaluation of the results of the training programs. The Fort Wayne-Allen County Office of Homeland Security has developed a training program for departments to tailor to their individual departments COOP plan. This will allow departments to train their personnel on the responsibilities they are expected to carry out during COOP activation. Refresher training will take place each year as identified in the Multi-year Strategy and Program Management Plan.

Personnel carrying out specific COOP roles will be trained on their expected duties.

17.0 TESTING, EXERCISES AND AFTER ACTION REPORTS

The Office of Homeland Security has developed a Multi-year Strategy and Program Management Plan that outlines the long-term development and maintenance of the plan. In addition, they have developed a Test, Training, and Exercise program to evaluate the effectiveness of the plan. The Program, includes tests and exercises of varying types and scope, and is used to improve the overall Allen County response capabilities at the department level. The Office of Homeland Security must evaluate the plan annually or after any COG activation. The multi-year program is listed in Appendix H.

The key objectives of the Testing and Exercising Program are to:

- Maintain departmental readiness.
- Execute procedures by deploying designated personnel and equipment to an alternate facility to perform essential functions and operations during an emergency.
- Test and validate equipment as to its operability and capability with other agencies.
- Familiarize associates with the issues encountered during a major emergency or threat thereof and possible lessons learned.
- Validate emergency communications contacts.
- Validate plans, policies, procedures, and systems to identify and perform corrective actions.

Exercises will be used, under simulated but realistic conditions, to validate policies and procedures for responding to specific emergency situations and to identify deficiencies that need to be corrected. Associates participating in these exercises should be those
who will make policy decisions or perform the operational procedures during an actual event. (I.e. critical personnel)

_The No Fault concept applies to Exercise Programs. Performance by individuals or organizations is not graded. Exercise evaluation is only intended to identify systemic weaknesses and to suggest corrective actions that enhance readiness. However, following an exercise, an after-action review and report will be completed._

Each department is responsible for their own internal funding of exercises. The Office of Homeland Security will conduct County wide Full-scale, Table-top, and/or discussion based exercises that include local agencies as funding is made available.

### 17.1 AFTER ACTION REPORT PROGRAM

An After Action Report is a very effective tool used to assess the overall capabilities of personnel and resources following an exercise.

When an exercise is completed, the facilitators or exercise controllers should bring the exercise participants together to: discuss activities during the course of the exercise, identifying key issues, and areas that either need to be improved, modified or maintained. This session is known as an After Action Review.

Once the review meeting has been completed, information from the exercise and the meeting itself, will be integrated into a formal written report – the After Action Report, will be provided to all those who assisted and participated in the exercise for reference and a tool to improve future exercise. Process improvements will be identified and assigned to personnel to include a projected completion date.

### 18.0 PLAN MAINTENANCE

Allen County COG must be reviewed annually and is required to remain accurate and current. The Office of Homeland Security will perform this review. The Office of Homeland Security is tasked to determine whether the emergency capabilities of the each department are sufficient and whether the COG meets all essential factors identified in applicable State and Federal guidelines. A review cycle is established to update and review internal directives and external rules and regulations for information that may impact the COG. The COG should be reviewed annually. This review shall be complete no later than December 31 of each year or upon any COOP/COG activation or any exercise conducted to test elements of the COG.

Other Responsibilities of the Executive Committee and/or Office of Homeland Security include:

- Maintaining overall plan currency and readiness, to include procedures, equipment, systems, personnel and rosters;
• Addressing and resolving COG Plan policy issues;

• Advising the COOP Program Manager on COG-related matters;

• Coordinating with related plans;

• Conducting training, testing and exercises;

• Updating plans annually to incorporate lessons learned from testing and exercises as well as any actual events that occurred during the year.
EMERGENCY CLOSING COMPENSATION POLICY

The purpose of this policy is to guarantee a minimum number of hours or a minimum amount of pay for Allen County employees who report to work at their regularly scheduled time and are sent home due to an event or emergency beyond their control; herein known as "event". Examples include but are not limited to: snow, power outage, natural gas leak, bomb threat, or other declared emergency.

A. Full-time Hourly Employees

A1. Employees will be paid for time worked on the day of the initial event only. If the time worked is less than four (4) hours, employees will be eligible for emergency closing pay that when added to time worked equals a maximum of four (4) hours, on the day of the initial event only. Employees will be required to use available paid time off if necessary in order to be paid for a full shift. Employees must be scheduled for work on the day of the incident and have reported to work at the regularly scheduled time to be eligible.

A2. Employees whose shift starts after the emergency has been declared and are notified not to report to work will not be eligible for emergency closing pay. Employees will be required to use available paid time off.

A3. If an event causes the closure of the workplace for more than the day the event occurred, employees will be required to use available paid time off.

A4. Employees who go into “no-pay” status due to an event shall not be subject to disciplinary action or the Benefit Date Adjustment Policy for the duration of the event.

B. Salaried Exempt Employees

B1. Employees will be eligible for their regular daily pay on the day of the initial event. Employees must be ready, willing, and able to work on the day of the incident.

B2. If an event causes the closure of the workplace for more than the day the event occurred (within the same work week), employees will be paid their regular weekly wage and will not be required to use available paid time off during the period of the closure. Employees must be ready, willing, and able to work each day of the closure and respond when contacted.

B3. If event causes the closure of the workplace that extends into a new work week, non-essential employees will be placed in in-active status and required to use available paid time off.

B4. Employees who go into “no-pay” status due to an event shall not be subject to disciplinary action or the Benefit Date Adjustment Policy for the duration of the event.

C. All Employees

C1. Employees with pre-approved time off using vacation, personal time, funeral leave, military leave, or floating holiday(s) will not be eligible for emergency closing pay. Employees on short-term disability, long-term disability, disciplinary suspension, workers compensation leave, FMLA leave or
any other administrative or medical leave will not be eligible for emergency closing pay. Employees in any of these situations will be paid according to the pre-approved time off arrangement.

C2. Part-time employees who are sent home or are told not to report due to an emergency situation will be paid strictly for time worked and not receive any additional compensation.

C3. Any questions regarding the application of this policy will be decided by the Board of Commissioners.

Approved this 6th day of November, 2009.

Board of Commissioners of the County of Allen, Indiana

Wm. E. Brown, president

F. Nelson Peters, vice-president

Linda K. Bloom, secretary

ATTEST

Lisbeth A. Blosser, Allen County Auditor
May 11, 2009

Dear City and County Department Heads and Elected Officials,

In light of the recent worldwide outbreak of the novel H1N1 influenza virus, the Allen County Board of Commissioners and the Fort Wayne Mayor’s Office are working with Homeland Security and Department of Health officials in an effort to ensure City and County governments are as prepared as possible for a true pandemic or other disaster that could impact our day-to-day operations. It is our goal to minimize the impact on each of your departments and to ensure continuity of service provision to the citizens as best we can during such an event.

To that end, we are including in this email, a template for a Continuity of Operations Plan (COOP) which will walk you through the needed steps to determine how your department could/would function during a disaster which might change the way you operate in certain respects.

Please complete the template and return it to Katie Scherer with the Fort Wayne-Allen County Office of Homeland Security (katria.scherer@co.allen.in.us) by June 19, 2009. She will compile all templates in conjunction with Bernie Beier and assist in the completion of the overall City/County COOP Plan.

The completion of the Plan not only will assist us in knowing how you would function and who your critical staff are, but it will help us determine what other steps we need to engage in to prepare for overall continuity of government.

We sincerely appreciate your assistance with this important project and thank you for your time.

Sincerely,

Mayor Thomas C. Henry

Commissioner Wm. E. Brown

Commissioner F. Nelson Peters

Commissioner Linda K. Bloom
Appendix C: Department COOP’s

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Appendix D: Prioritized Essential Functions

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Appendix E: County Building Evacuation Plans

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COOP Program Manager

This position is responsible for coordinating and managing all activities relating to COOP and COG during any activation to allow the County to perform its essential functions. This is an interim lead position designed to facilitate a smooth transition during times of emergency to allow for normal response and incident management to the emergency while ensuring the COG. The position will work closely with the EOC and carry out any administrative duties not conducted by the EOC to include, but not limited to:

- Participate in COOP Planning Team
- Coordinate the notification of department heads and elected officials upon activation of the COOP/COG plan.
- Arrange for activation of any needed alternate locations
- Coordinate the transfer of necessary Allen County Departments affected, that do not have the ability to telework, from their facility to an alternate location.
- Act as a liaison to the EOC. All requests for resources must be channeled through the EOC.
- Maintain consistent communication with the Board of Commissioners and the EOC.
- Communication with department heads when alternate locations have been activated (i.e. what departments are utilizing them, the expected duration, and operational hours of the facilities).
- Manage the oversight of resource allocation and demobilization to ensure accurate reporting of uses. This should be reported to the EOC for tracking.
- Coordinate employee notification process for work reporting times, location, and assignments (i.e. if personnel are being utilized outside of their normal roles).
- Ensure tools are in place to track personnel reporting to alternate locations or other assigned locations.
- Ensure the continuance of essential operations within 12 hours of the onset of the emergency.
- Assist with the reconstitution process.
This position will be filled by the Board of Commissioners PIO or their designee. The individual will work closely with the COOP Program Manager, ERG team, EOC, and the Reconstitution Manager when applicable. This individual will coordinate the transmission of COOP related information in addition, but not limited to the following responsibilities:

- Coordinate and integrate public information functions for County government
- Develop accurate and complete information on the event for both internal and external distribution
- Gather contact information for personnel who information may have changed due to operating for an alternate facility and distribute it both internal and externally as needed
- Provide authorized news releases to the media while keeping senior leadership informed of message content
### Reconstitution Manager

This position is responsible for the transition of affected County Departments to return to normal operations. This position will rely on the ERG to complete the phase back. The following duties and other as assigned will be expected to be completed.

- Coordinate with COOP Planning Team to draft preliminary reconstitution procedures prior to COOP activation.
- Manage the transition from an alternate location back to the permanent facility or the new facility while ensuring the continuation of essential functions.
- Coordinate the notification of department heads, elected officials, and the public when the reconstitution will take place and how it will be phased back.
- Manage the oversight of resource allocation and demobilization to ensure accurate reporting of uses. This should be reported to the EOC for tracking.
- Coordinate with IT and building maintenance to determine the appropriate schedule to phase departments back to normal operations.
- Maintain consistent communications with the Board of Commissioners, COOP Program Manager, and the EOC.
- Direct tasks to the ERG for the phase back process.
Executive Committee

The Executive Committee was created to carry out the following functions:

- Oversee countywide COOP/COG efforts
- Provide guidance to the Planning Team and County Departments
- Ensure the objectives within the MYSPMP are met
- Draft policy

Members of the Executive Committee shall include, but not limited to representatives from:

- Board of Commissioners
- IT
- Health Department
- Homeland Security
- HR
Emergency Relocation Group (ERG)

The ERG team is responsible for coordinating and managing operations at the alternate locations. The team shall be composed of representatives from IT, building maintenance, and others as needed. The following duties, but not limited to, will be assigned to specific individuals:

- Coordinate with the COOP Planning Team to prepare preliminary documentation for facility, equipment, and personnel utilization prior to COOP activation.
- Prepare the alternate location/s upon notification from the Program Manager as instructed.
- Coordinate the transfer of necessary Allen County Departments affected to alternate locations
- Track personnel and resources used at the alternate locations.
- Acquire any needed resources through the EOC.
- Ensure appropriate working conditions are provided to enable the continuation of essential functions.
- Ensure the alternate location has the appropriate security needed for the personnel it is housing.
- Assist with the reconstitution process as instructed by the Reconstitution Manager and the COOP Program Manager.
Office of Homeland Security

The Fort Wayne – Allen County Office of Homeland Security is responsible for carrying out the following duties:

- Serve as the Chair of the Executive Committee
- Develop and maintain a COOP Planning Team
- Coordinate and conduct test, training, and exercises to validate COOP/COG plans.
- Maintain the COG and MYSPMP
- Activate the EOC upon COOP/COG activation
Appendix G: Facility Assessment

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Continuity of Government
Multi-year Strategy and
Program Management Plan

2010
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I. EXECUTIVE SUMMARY

The mission of the Allen County Multi-Year Strategy and Program Management Plan (MYSPMP) is to provide a detailed framework ensuring the continuation of essential functions within County government during times of emergency. The MYSPMP will provide strategic guidance, objectives, performance measures, and resource requirements for the successful implementation of Continuity of Government (COG) and Continuity of Operations (COOP) for all County departments. COOP and COG is a new concept within County Government and will need to be implemented in several stages over the course of 3 years. Specific yearly objectives have been identified within the MYSPMP to assist in performance measures, both at the executive and department level.

The initial phase will involve each County department creating their own COOP plan. For the COOP and COG to be effective the planning process must be revolving and not yield at the writing of the plan. Hence, the following steps will become more comprehensive involving the test, training, and exercises of the departments COOP to validate their plans. Upon testing corrective actions must be taken to improve the processes. Furthermore, the plans must be maintained on a regular basis to ensure the accuracy of essential functions and that the proper vital records have been identified to perform those functions.

II. INTRODUCTION AND PURPOSE

Today’s changing threat environment and the potential no-notice emergencies, including localized acts of nature, accidents, technological system failures, and military or terrorist attack-related incidents, have increased the need for continuity capabilities and planning across all levels of government and the private sector. A strong continuity plan provides departments with the means to address the numerous issues involved in performing essential functions and services during an emergency. To accomplish this, a detailed review of each essential function will need to be done to identify resources and vital records needed to perform each function. In addition, a well thought out communication plan to activate during the crisis, alternate facilities identified, and human resources with suitable alternatives will also need to be identified. Without detailed and coordinated continuity plans, and effective continuity programs to implement these plans, Allen County risks leaving citizens without vital services in what could be their time of greatest need.

At the onset of the worldwide outbreak of the novel H1N1 influenza virus, the Allen County Board of Commissioners asked that every County department create a COOP plan. The purpose of COOP development was to ensure that
essential functions could continue to be provided regardless of the type or complexity of the emergency. The ice storm that began in the winter of 2008, also illustrated the need for COOP planning as extensive power outages struck Allen County. Therefore, an Executive Committee was formed to coordinate needed action and oversight of the COG planning. This plan contains the strategy and program management concepts that will be used to ensure and improve upon the Allen County COOP and COG capabilities over the next three years.

The following are actual situations where a COOP would have been utilized:

- On October 18, 2007 an F3 Tornado touched down in Nappanee, IN, 60 miles east of Allen County. The tornado’s path extended for 20 miles with a maximum width of one half mile and a peak intensity of F3 with winds estimated at 165mph.
- On June 7, 2010 a tornado was part of a batch of strong storms that hit the Midwest, destroyed the police administration building in Lake Township Ohio. Over $100 million in damages to severely damaged houses. The twister had a preliminary rating of 3 on a 0-5 scale, with a 5 being the most severe. Storms that rate a Category 3 can have wind speeds of 136 to 165 mph.
- The Columbus, IN United Way building housing 37 governmental offices and social service groups, was gutted by fire on Dec. 24, 2009 in Bartholomew County.
- February 2010 an extended blizzard hit the Mid-Atlantic region, shutting down the Washington D.C. metropolitan area and triggering widespread power outages. This storm closed businesses and government offices as plows were not able to get out on the streets.

III. AUTHORITIES AND REFERENCES

The COG MYSPMP has been formed with guidance from the Federal Preparedness Circular 65, Presidential Decision Directive 67 and other laws, statutes, executive orders, State and Federal mandates related to continuity of operations during an emergency. It shall also be consistent with the National Response Framework and the National Incident Management System.

Principle documents mandating the development and implementation of the COG include:

Authorities

• City/County Letter, Formal request for COOP plans for each department/division, dated May 11, 2009, by Mayor Tom Henry,
Commissioner Linda Bloom, Commissioner Bill Brown, and Commissioner Nelson Peters.

References

• HSPD 7, Critical Infrastructure Identification, Prioritization, and Protection (CIP), dated Dec 17, 2003.

• HSPD 8, National Preparedness, dated December 17, 2003.


IV. PROGRAM MANAGEMENT AND RESPONSIBILITIES

All planning documentation relating to COOP/COG will be managed by the Office of Homeland Security (OHS). The OHS has formed a planning team, which has drafted this plan in addition to the Allen County COG. An Executive Committee has been formed to spearhead the COOP/COG project. The Executive Committee as well as other key position (i.e. COOP Program Manager, Reconstitution Manager, and COOP ERG) will be utilized during various phases of COOP/COG. The Executive Committee presides over all activities, while the Program Manager directs the activities during COOP activation and relocation. The Reconstitution Manager will be responsible for the transition back to a permanent work facility. The COOP Emergency Relocation Group (ERG) team will be utilized to assist in activities such as the activation of alternate locations, placement of departments, and acquisition and demobilization of resources.

V. SUMMARY OF STRATEGIC PLANNING OBJECTIVES
The strategic planning objectives listed below are the objectives of a viable COOP program as defined by FPC 65:

(1) Ensuring the performance of essential functions / operations;
(2) Reducing loss of life, minimizing damage and losses;
(3) Executing as required, successful succession to office with accompanying authorities in the event a disruption renders agency leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities of office;
(4) Reducing or mitigating disruptions to operations;
(5) Ensuring that alternate facilities are available from which to continue to perform their essential functions;
(6) Protecting essential facilities, equipment, vital records, and other assets;
(7) Achieving a timely and orderly recovery from a COOP situation and maintenance of essential functions to both internal and external clients;
(8) Achieving a timely and orderly reconstitution from an emergency and resumption of full service to both internal and external clients; and
(9) Ensuring and validating COOP readiness through a dynamic, integrated test, training, and exercise program to support the implementation of COOP plans and programs.

VI. ESSENTIAL FUNCTIONS

Essential functions are those functions that enable an organization to provide vital services, exercise civil authority, maintain the safety of the general public, and sustain the industrial/economic base during an emergency. Essential functions are determined by each individual department and then analyzed county wide to provide a prioritized listing. Portions of the following criteria should be met for functions to be considered essential:

- Function effects safety/protection of the public
- Function effects health of the public
- Function has dependency of another department (verified through the essential function forms in formatta filler)
- Mandated by statute/ordinance or contract
- Consequences for failing to provide function (immediate loss of life, legal action, loss of funds, disruption of work flow)
VII. PERFORMANCE MEASURES AND ENABLING TASKS

The identification of performance measures and enabling tasks will help ensure that Allen County has a clear vision for our COOP plan. Performance measures and enabling tasks have been identified in great detail to list specific objectives that are to be accomplished in a timely manner. By identifying these objectives Allen County can take a coordinated step in ensuring that we are prepared for an emergency that may cause a significant disruption to our normal working operations.

The Allen County performance measures and enabling tasks can be found in Annex A.

VIII. EXTERNAL FACTORS

There are multiple scenarios under which the Allen County COG plan would be implemented. As is referenced under 10.0 Concept of Operations of the COG, there are four levels of severity that may disrupt normal activities. The following scenarios are examples under which the COG plan may need to be applied. This list may not be exhaustive.

- Fire
- Water damage
- System/mechanical failure
- Loss of utilities, including water or steam
- Explosion
- Natural disaster such as a flood, tornado, ice storm, and severe thunderstorm
- Technological failure
- Pandemic
- Terrorism

Since the majority of the COG plan lies within each department’s COOP, it will be imperative for these departments to continually review the threats that may be faced. These external factors may have a tendency to change on a yearly basis depending upon the surrounding environment and/or events in the community or country. As a result, the COG MYSPMP recommends that both the overall plan and all potential external factors be evaluated annually.

The severity of these natural and man-made disasters may alter the current plan when necessary and require additional, accelerated planning to support the Allen County COG.
IX. MYSPMP MAINTENANCE

This plan, including essential functions and supporting activities, shall be reviewed annually, and depending on the changes, will be either updated or rewritten to ensure the MYSPMP contains the most current information. This review shall be complete no later than March 31 of each year or upon any COOP/COG activation or any exercise conducted to test elements of the COG. Upon the return to normal operations, following a COOP/COG activation or exercise, the OHS will host an after action meeting. This meeting will allow for the identification of areas needing improvements and exhibited strengths. This will also allow for a corrective action plan to be created which will assign duties and responsibilities to key positions to allow for process improvements. The OHS will have overall responsibility for updating and managing this plan. Please provide any comments or suggestions for updating and improving the COG MYSPMP to the Fort Wayne-Allen County Office of Homeland Security.
ANNEX A: PERFORMANCE MEASURES AND ENABLING TASKS

The following matrix will describe the performance measures and enabling tasks, the quarter within each year they are to be completed, and who the responsible party(ies) are. The letter x has been placed in the objectives pertaining to corrective action plans as these will be to be completed each time an exercise is conducted or there is a COOP activation.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Number</th>
<th>Performance Measure</th>
<th>Enabling Task</th>
<th>Quarter</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Essential Functions</td>
<td>1.1</td>
<td>Identify each county department’s essential functions.</td>
<td>Meet with individual departments to identify essential functions</td>
<td>4</td>
<td>COOP Planning Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Completion of individual department essential function forms</td>
<td>4</td>
<td>County Departments</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Review individual department's essential functions</td>
<td>4</td>
<td>COOP Planning Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Prioritize county essential functions</td>
<td>4</td>
<td>COOP Planning Team</td>
</tr>
<tr>
<td>1.2</td>
<td></td>
<td>Ensure performance of essential functions</td>
<td>Identify facilities and other resources to support essential functions</td>
<td>4</td>
<td>ERG</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Identify required staffing, logistics, information, assets, and other requirements to support essential functions (i.e. go kits)</td>
<td>2</td>
<td>Individual Departments</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Test, train, &amp; exercise (see objective 9)</td>
<td></td>
<td></td>
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<tr>
<td>2. Minimizing Loss</td>
<td>2.1</td>
<td>Develop COOP/COG policy, plans and guidance</td>
<td>Review, update, coordinate, and distribute COOP/COG planning and preparedness</td>
<td>4</td>
<td>COOP Planning Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Identify key individuals needed to maintain COOP/COG</td>
<td>4</td>
<td>COOP Planning Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>COG promulgation and maintenance</td>
<td>4</td>
<td>COOP Planning Team</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Update and maintain MYSPMP</td>
<td>4</td>
<td>COOP Planning Team</td>
</tr>
<tr>
<td>Objective</td>
<td>Description</td>
<td>Result</td>
<td>Owner(s)</td>
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<td>2.2</td>
<td>Maintain and enhance effective, redundant, and interoperable communications to support the COOP/COG plans</td>
<td>Review and maintain interoperable communications capabilities and requirements to support COOP/COG related information</td>
<td>ERG and Individual Departments</td>
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</tr>
<tr>
<td>2.3</td>
<td>Develop and maintain a system for tracking resources</td>
<td>Draft policy for personnel accountability during COOP/COG activation</td>
<td>COOP Planning Team</td>
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<tr>
<td>2.4</td>
<td>Ensure the capability of IT infrastructure</td>
<td>Conduct risk and vulnerability assessment at primary and alternate facilities</td>
<td>OHS</td>
<td></td>
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<tr>
<td>2.5</td>
<td>Ensure successful execution of leadership succession</td>
<td>Include leadership succession guidance in COOP training Program</td>
<td>COOP Planning Team</td>
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<tr>
<td>2.6</td>
<td>Ensure the capability of IT infrastructure</td>
<td>Create redundant environment</td>
<td>ATOS</td>
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<tr>
<td>3.1</td>
<td>Review and distribute delegation of authority(ies) guidance</td>
<td>Include delegation of authority(ies) in COOP training program</td>
<td>COOP Planning Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Ensure availability of critical information</td>
<td>Create telework policy</td>
<td>Executive Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>Mitigate disruptions to operations</td>
<td>Test, train, &amp; exercise (see objective 9)</td>
<td>COOP Planning Team</td>
<td></td>
<td></td>
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<tr>
<td>4.2</td>
<td>Identify alternate facilities</td>
<td>Create alternate facility evaluation tool</td>
<td>COOP Planning Team</td>
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<tr>
<td>5.1</td>
<td>Perform evaluation</td>
<td></td>
<td>ERG</td>
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<tr>
<td>Objective</td>
<td>Task Description</td>
<td>Responsible Party</td>
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<tr>
<td>5.2</td>
<td>Ensure alternate facility access within 12 hours</td>
<td>Provide detailed preparation instructions to achieve activation at each site</td>
<td>COOP Planning Team and ERG</td>
<td></td>
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<td></td>
<td>List resources needed at activate each site</td>
<td>Test, train, &amp; exercise (see objective 9)</td>
<td>COOP Planning Team and ERG</td>
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<tr>
<td>6. Protection of Assets 6.1</td>
<td>Ensure the availability, maintenance and protection of assets to support COOP/COG operations</td>
<td>Encourage electronic imaging of key documents</td>
<td>COOP Planning Team</td>
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<tr>
<td></td>
<td>Encourage individual/department alternate backup of emergency documents</td>
<td>Test, train, &amp; exercise (see objective 9)</td>
<td>COOP Planning Team</td>
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<td></td>
<td>Create and maintain a redundancy of IT system</td>
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<td>ATOS</td>
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<tr>
<td>7. COOP Recovery 7.1</td>
<td>Develop and support plans and procedures to ensure a timely and orderly recovery from a COOP event so that essential functions are continued despite any threat or operation interruption</td>
<td>Plan for and address internal and external requirements to support essential functions</td>
<td>Individual Departments</td>
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<td></td>
<td>Coordinate operations to ensure the continuation of essential functions while preparing for transition to normal operations</td>
<td></td>
<td>COOP Planning Team and Reconstitution Manager</td>
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<tr>
<td>8. Reconstitution 8.1</td>
<td>Ensure an effective and orderly reconstitution form an emergency to attain full service without interruption and continued operation of essential functions</td>
<td>Create position description for Reconstitution Manager and provide training</td>
<td>COOP Planning Team</td>
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<td></td>
<td>Identify and address internal and external issues related to reconstitution</td>
<td></td>
<td>COOP Planning Team, ERG, &amp; Reconstitution Manager</td>
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<tr>
<td>9. COOP Tests, Training and Exercise (TT&amp;E)</td>
<td>Provide training to county departments regarding COOP/COG</td>
<td>Create training program for departments to adapt to their personnel</td>
<td>4</td>
<td>3</td>
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<td></td>
<td></td>
<td>Create training schedule</td>
<td>4</td>
<td>4</td>
<td>OHS</td>
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<tr>
<td>9.1</td>
<td>Develop assessment tools and provide an integrated test program to support the implementation of the COOP/COG plans</td>
<td>Develop a test schedule</td>
<td>4</td>
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<td>COOP Planning Team</td>
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<td></td>
<td></td>
<td>Conduct after action and corrective action plans</td>
<td>X</td>
<td>X</td>
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<tr>
<td>9.2</td>
<td>Conduct COOP/COG exercises to validate plans</td>
<td>Develop exercise schedule</td>
<td>4</td>
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<td>OHS</td>
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<tr>
<td></td>
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<td>VPN Functionality- Test</td>
<td>2</td>
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<td>OHS, Executive Committee, Public Information Officer, selected departments</td>
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<td>Activation- Functional Exercise</td>
<td>3</td>
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<td>OHS, Executive Committee, Public Information Officer, selected departments</td>
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<td>Telework- Drill</td>
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<td>OHS, Executive Committee, Public Information Officer, selected departments</td>
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<td>Alternate Location- Table Top Exercise</td>
<td>2</td>
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<td>OHS, Executive Committee, Public Information Officer, selected departments</td>
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<td>Alternate Location- Full Scale</td>
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<td>OHS, Executive Committee, Public Information Officer, selected departments</td>
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<tr>
<td>Conduct after action and corrective action plans</td>
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<td>X</td>
<td>X</td>
<td>COOP Planning Team &amp; OHS</td>
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</table>
# Acronyms and Definitions:

**Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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<tbody>
<tr>
<td>CIP</td>
<td>Critical Infrastructure Identification, Prioritization, and Protection</td>
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<tr>
<td>COG</td>
<td>Continuity of Government</td>
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<tr>
<td>COOP</td>
<td>Continuity of Operations Plan</td>
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<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
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<td>ERG</td>
<td>Emergency Relocation Group</td>
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<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
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<tr>
<td>FPC-65</td>
<td>Federal Preparedness Circular created guidance on what needed to include in a COOP for all federal agencies.</td>
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<tr>
<td>FWAC OHS</td>
<td>Fort Wayne-Allen County Office of Homeland Security</td>
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<td>HAZMAT</td>
<td>Hazardous Material</td>
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<td>HSPD</td>
<td>Homeland Security Presidential Directive</td>
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<td>IT</td>
<td>Information Technology</td>
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<td>MYSPMP</td>
<td>Multi-Year Strategy and Program Management Plan</td>
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<td>NIMS</td>
<td>National Incident Management System</td>
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<tr>
<td>OHS</td>
<td>Office of Homeland Security</td>
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<tr>
<td>PIO</td>
<td>Public Information Officer</td>
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<td>RTO</td>
<td>Resumption Time Objective</td>
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<tr>
<td>RPO</td>
<td>Recovery Point Objective</td>
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<tr>
<td>TT&amp;E</td>
<td>Test, Training &amp; Exercise</td>
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</table>
Definitions

All hazards- includes all the potential threats for disaster that Allen County faces. For example, flood, ice storm, tornado, etc.

COG- Continuity Of Government is the principle of establishing defined procedures that allow a government to continue its essential operations in case of catastrophic event. COG plans help prevent leaving a vacuum at any governmental level in the aftermath of major disaster, which could lead to anarchy or to an unlawful assumption of authority.

COOP- In the public sector, COOP planning typically emanates at the department or agency level and refers to the preparations to ensure that essential functions will be provided for in a state of emergency or when a primary facility is uninhabitable for employees.

EOC- Emergency Operations Center is where representatives from all primary and support response agencies gather, either physically or virtually, to coordinate emergency response needs.

FPC-65- Federal Preparedness Circular created guidance on what needed to be include in a COOP for all federal agencies.

NIMS: National Incident Management System, a national incident management system that allows agencies of different disciplines and jurisdictions to work together during times of crisis or disaster.


MYSPMP- The Multi-year Strategy Program Management Plan is designed to illustrate County objectives, performance measures, enabling tasks, and the yearly quarter they are to be achieved in. The plan is meant to provide a vision for the management of COOP & COG over the course of the designated time period.