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National Continuity Programs

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National Continuity Plans and Preparedness
Division

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Continuity programs provide the foundation for
Enduring Constitutional Government
(NSPD-51/HSPD-20)

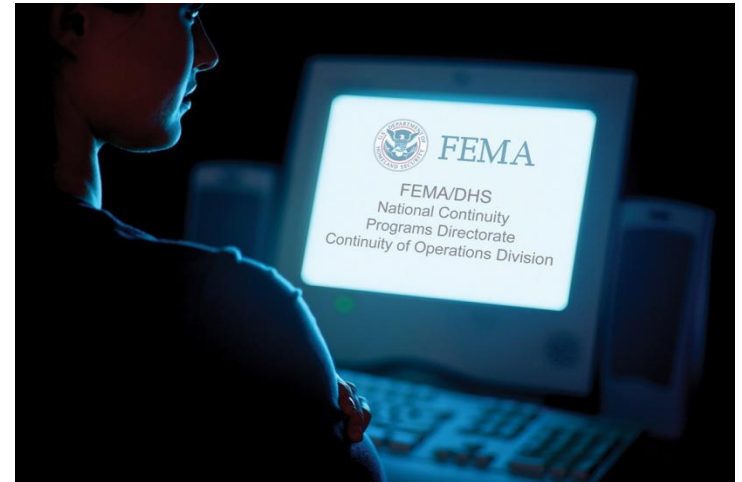
and the Nation's First Essential Function,
“Ensure the continued functioning of our form of government under the Constitution, including the functioning of the three separate branches of government.”



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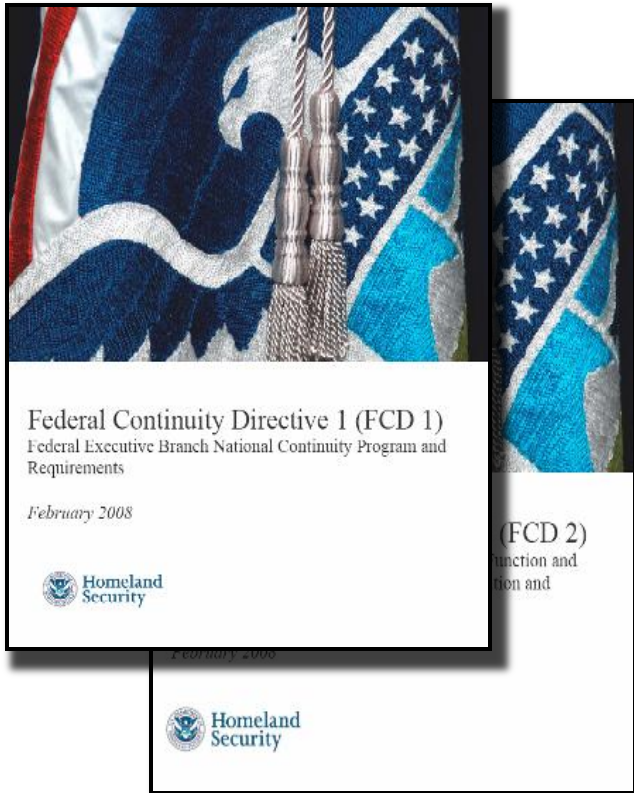
Continuity of Operations

The mission of the National Continuity Plans and Preparedness Division is to help ensure that Federal, State, Territorial, Tribal, and Local governmental jurisdictions can continue their essential functions, under all conditions.



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Federal Continuity Directives 1 and 2



- Approved by the DHS Secretary in 2008
- Provides direction for the development of continuity plans and programs for the Federal Executive Branch
- Sets criteria for what a “continuity facility” must provide
- Provides guidance on virtual office options, including telework
- Establishes minimum continuity communications requirements
- Emphasizes the management of vital records as an essential element of continuity planning
- Provides guidance for Identifying Mission Essential Functions (MEFs) and Primary Mission Essential Functions (PMEFs)



Continuity Guidance Circular 1 and 2



- CGC 1 Approved by the FEMA Administrator on January 21, 2009
- CGC 1 provides Continuity guidance on:
 - Continuity Program Management information for non-federal agencies
 - Elements and components of a viable continuity capability
 - Virtual office options, including telework
 - Coordination of interdependencies
 - Continuity plan operational phases and implementation
- CGC 2 Approved and signed July 22, 2010
- CGC 2 provides Continuity guidance on:
 - Identifying Mission Essential Functions
 - Conducting a Business Process Analysis and a Business Impact Analysis



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Continuity Training & Professional Certification

Develop and present resident classroom and online training

- Training courses, including Train-the-Trainer, address the full spectrum of continuity of operations preparedness
 - More than 2,300 continuity professional trained through resident courses in FY 10
 - An additional 51,582 Continuity professionals trained through online classes
- Continuity Excellence Series developed in 2008 for continuity professionals to enhance the excellence in the development and implementation of Continuity programs
 - Level I, Professional Continuity Practitioner
 - Level II, Master Continuity Practitioner
 - 270 continuity professionals certified to date



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Continuity Courses

- IS 546.a: Continuity of Operations Awareness Course
- IS 547.a: Introduction to Continuity of Operations
- IS 520/522: Pandemic Influenza Determined Accord Workshop
- E/L/G 548: Continuity Managers Train-the-Trainer Course
- E/L 550: Continuity Planners Train-the-Trainer Course
- E/L 551: Devolution Planning Train-the-Trainer Course
- B/E/L 156: Continuity of Operations Building Design for Homeland Security Train-the-Trainer Course

NCP Course Manager, Willie York at willie.york@dhs.gov



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Continuity Exercises

Conduct full scale, functional, and table top interagency Continuity exercises in the National Capital Region and within the 10 FEMA regions

- Plan and conduct annual, integrated Continuity exercise for the Federal Executive Branch departments and agencies (Eagle Horizon)
 - Conduct biennial assessments of 62 Department and Agency continuity capabilities based upon criteria established in FCDs and provide report to White House
- Plan and conduct annual, integrated FEMA Headquarters Continuity exercises
 - Assess all FEMA regional offices and provide regional quarterly metrics
 - Plan and conduct FEMA Telework Exercises
- Provide assistance and template material to Federal and non-Federal governments nationwide to conduct Continuity exercises



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Continuity Exercises

- Vigilant Horizon - FEMA Devolution (Full Scale)
- Vigilant Strategy – Devolution (TTX)
- Vigilant Sentinel – Devolution (Functional)
- Resilient Accord – Cyber (TTX)
- Determined Sentry – Telework (Full Scale)
- Determined Accord – Multi-agency Pandemic Influenza (TTX)
- Cardinal Accord – Terrorism Scenario Exercise (TTX)
- Determined Challenge – Multi-agency, Natural Disaster (TTX)
- Quiet Strategy – Single Agency (TTX)
- Quiet Sentinel – Single Agency (Full Scale, Deployment Only)
- Quiet Strength – Single Agency (Full Scale)
- Eagle Horizon – Multi-agency (Full Scale)



Regional Continuity Exercises

- Nearly 150 regional exercises conducted in the past two years, FY 09 - FY 10 and they ranged from small agency specific tabletops to large interagency full-scale events
- Full Scale exercises with FEMA and FEBs and FEAs during the past year:
 - Rising Storm II – New York, 62 agencies
 - Sound Response 2010 – Seattle, 48 agencies
 - Rolling Earth I: Shockwave – Upstate New York, 25 agencies
 - Liberty Down 10 – Philadelphia, 20 agencies
 - Mile High D.I.C.E. – Denver, 130 participants
- Additional exercises include Portland, OR (Rose Guardian 2010), Pittsburgh, PA (Resilient Accord), Ft. Lauderdale, FL (Coastal Glow I), Atlanta, GA (Rumbling Peach), Honolulu, HI (Aloha Storm 2010)



State and Regional Continuity Coordination

NCP supports many Continuity Working Groups (CWGs) nationwide

- FEMA Regional Continuity Working Groups
 - Federal Executive Boards (28)
 - Federal Executive Associations (32)
 - Regional State Continuity Working Groups (56)
- Small Agency Council Continuity Working Group
- Intelligence Community Continuity Working Group
- Internal Department and Agency Continuity Working Groups



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Other Continuity Coordination Groups

NCP also leads or participates in other specialized groups

- Devolution Working Group (HQ and Regional Members)
- Vital Records Working Group
- FEMA National Capital Region Coordination Working Group
- Homeland Security Exercise and Evaluation Program (HSEEP) Steering Committee
- Joint Federal Committee (JFC)
- DC and Metropolitan Councils of Government



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Continuity of Operations Strategic Planning Conference

- Goals
 - Share new information on continuity policy
 - Facilitate exchange of ideas and best practices
 - Introduce participants to new innovative tools and resources
- Participants
 - Representatives from the 50 States, Territories, and the District of Columbia
 - Representatives from various tribes across the nation
 - Representatives from the Federal Executive Boards/Federal Executive Associations, and FEMA Continuity HQ and Regional staff



Continuity of Operations Strategic Planning Conference

States • Territories • District of Columbia
Galveston Island Convention Center • Galveston, Texas
March 16-18, 2010

"Pursuing Continuity Excellence through Collaboration and Innovation"

Registration and
General Information:

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Division Website

- NCP provides resources on its website for government planners including:
 - Continuity Plan Template
 - FEMA Devolution of Operations Plan Template
 - Pandemic Influenza Continuity Annex Template Instructions
 - Continuity Multi-Year Strategy and Program Management Plan
 - Template with Guide
 - Budget Resource Requirements Addendum
 - Links to Guidance: FCD 1, FCD 2, CGC 1, CGC 2, Continuity Pandemic Influenza Guidance
 - Continuity Assessment Questionnaire/Worksheet
 - Links to Training Courses

<http://www.fema.gov/about/org/ncp/coop/index.shtm>



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Continuity of Operations Planning

Continuity planning satisfies two main objectives

- To ensure continued operation of the organization's essential functions in the event of a continuity event
 - Continuity planning is simply a good business practice to be incorporated into day-to-day planning in order to reduce vulnerability and ensure the execution of essential functions
 - Continuity planning is a fundamental responsibility of public and private entities responsible to their stakeholders
- To ensure a rapid response to any emergency situation requiring Continuity Plan implementation



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Continuity Plan Scope

- The Continuity Plan documents:
 - What to expect in a continuity situation
 - How and how quickly continuity actions must occur
 - Who will participate in continuity operations
 - Where continuity operations will occur



Elements of a Viable Continuity Capability

- Essential Functions
- Orders of Succession
- Delegations of Authority
- Continuity Facilities (including Telework)
- Continuity Communications
- Vital Records Management
- Human Capital
- Test, Training, & Exercises
- Devolution
- Reconstitution



Telework Test, Training, and Exercises

- An agency that utilizes telework as their continuity facility should conduct and document an annual test to ensure the remote server can support all ERG members trying to access their electronic email and vital records. Often times, virus software patches are not up-to-date
- This will also test the ERG members' capability to access their communication system and software required to support entry into the remote server. Employees often forget their password and how to access the VPN
- The agency should also have a help desk available to assist ERG members with IT issues over the phone in case they encounter problems



Exercise Determined Sentry

- FEMA conducted Exercise Determined Sentry in September 2009, which was a one-day telework exercise
- The goals were to:
 - Test FEMA's telework capability and IT infrastructure
 - Increase FEMA's continuity readiness for a regional or nationwide event, such as a pandemic influenza, where social distancing policies were implemented and relocation to the primary alternate facility was not the only or first feasible option



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Determined Sentry Objectives

- The objectives focused on FEMA HQ's telework plans, procedures, and capabilities, which included:
 - To test the ability to access vital files, records, and databases in a telework environment
 - To continue FEMA HQ's Mission Essential Functions in a telework or socially-distanced environment
 - To test communications capabilities (i.e., GETS, WPS, telephones, Blackberries, laptops, and large-scale teleconferencing)



Determined Sentry Objectives (cont'd)

- To test social distancing telework sites for operational capabilities
- To test the Emergency Relocation Group (ERG) members' abilities to continue to function as a cohesive body while teleworking
- To stress test the network remote access capabilities
- To identify solutions or alternative actions to Continuity challenges presented during a telework event



Practice, Practice, Practice

- Telework exercises can highlight the lack of familiarity and comfort employees have with telework
- Employees need to know and understand the behaviors that are expected of them when working remotely
- The key is comfort. If employees work remotely on a somewhat regular basis, they are prepared to access their work and know how to do so



Contact Information

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