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National Continuity Programs

Telework Exchange Town Hall Meeting

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Continuity of Operations Division
National Continuity Programs Directorate
September 24, 2009

FEMA National Continuity Programs

- The Federal Emergency Management Agency is identified in National Security Presidential Directive-51 / Homeland Security Presidential Directive-20, as the lead agent for the Federal Executive Branch, responsible for implementing the nation's continuity policy
- Through the National Continuity Policy Implementation Plan, signed by the President in August 2007, the Continuity of Operations Division coordinates with Federal, State, territorial, tribal and local governments in an effort to enhance the nation's continuity capabilities by providing guidance in the development and management of continuity plans to assist both Federal and non-Federal entities in their ability to perform essential functions during all-hazards and emergencies

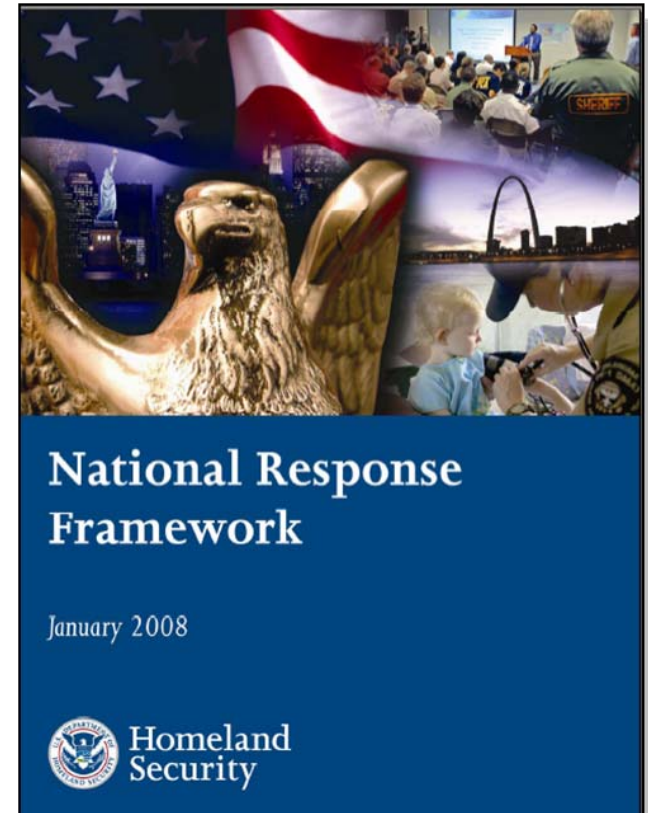


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National Response Framework (NRF)

The National Response Framework (NRF) is a guide to how the Nation conducts all-hazards response.

- It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation
- It describes specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters



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Federal Continuity Directive 1 (FCD 1)

- **Annex I of FCD 1 addresses requirements for vital records programs to include the following key points for the Federal government:**
 - Create a vital records program
 - Determine which records are vital to operations
 - Assign responsibility for the identified vital records
 - The vital records program must be included in Continuity Plans



Federal Continuity Directive 1 (FCD 1)
Federal Executive Branch National Continuity Program and
Requirements

February 2008



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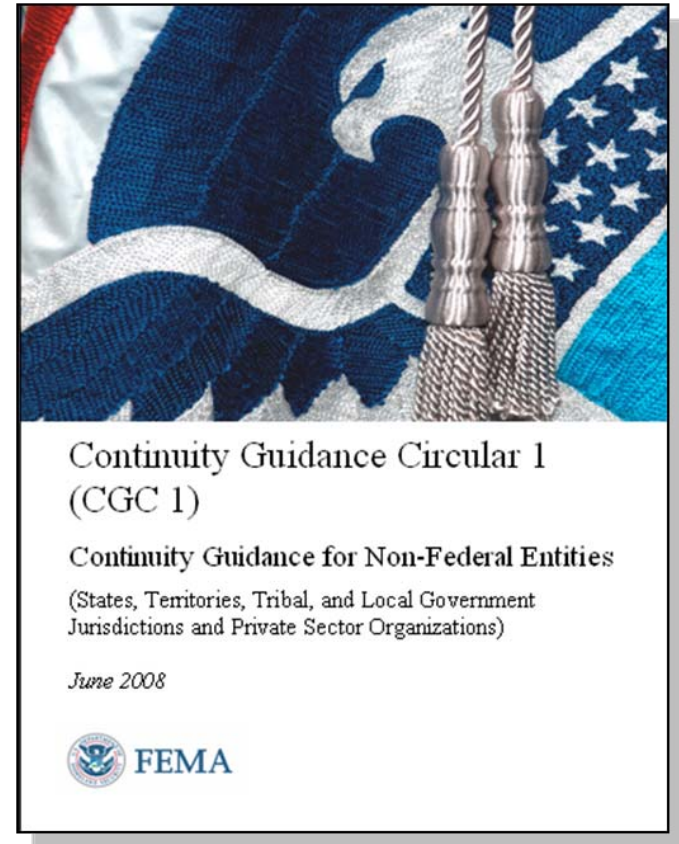
FCD 1 Vital Records cont'd

- Annex I of FCD 1 addresses requirements for vital records programs to include the following key points for the Federal government:
 - Consider multiple redundant media
 - Maintain a complete inventory of records, with a copy of this inventory maintained at an alternate site
 - Identify physical risks at current locations and identify offsite storage requirements
 - Lists of records recovery vendors/experts
 - Include a vital records training program for all staff
 - Annual testing of capabilities for protecting vital records and accessing them from alternate facilities



Continuity Guidance Circular 1 (CGC 1)

- Annex I of CGC 1 addresses requirements for vital records programs that should include the following key points for the non-Federal Entities:
 - Create a vital records program
 - Determine which records are vital to operations
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 - The vital records program should be included in Continuity Plans



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CGC 1 Vital Records cont'd

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 - Consider multiple redundant media
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Continuity of Operations Plan

- Governments at all levels have a responsibility to develop detailed, robust, all-hazards response plans.
 - These plans should have clearly defined leadership roles and responsibilities, and they should clearly articulate the decisions that need to be made, who will make them, and when
 - These plans should include both hazard-specific as well as comprehensive all-hazards plans that are tailored to each respective jurisdiction
 - They should be integrated, operational, and incorporate key private-sector and Non Governmental Organizations elements and persons with disabilities



Continuity Alternate Facilities

- As part of their continuity plans and procedures, all agencies shall designate:
 - Alternate facilities
 - Alternate usages of existing facilities
 - Virtual office options including telework as appropriate
- Agencies need to prepare their personnel for the possibility of an unannounced relocation to these facilities



Continuity and Telework

- Our changing threat environment - - coupled with such events as the California wildfires, Hurricane Bill, and the looming H1N1 influenza season - - continues to focus awareness on the need for strengthened continuity of operations capabilities to ensure essential functions and services to our nation's citizens are provided, under all conditions
- Telework is one such important continuity tool that can greatly improve the level of readiness, which is critical to the country to help avoid significant interruptions in essential government services during emergency situations
- In fact, OPM states that the number of agencies that have fully integrated telework into emergency planning increased to 60% in 2007 from 42% in 2006



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Telework People

- In order to prepare for a pandemic or any other emergency situation that will require employees to function in remote locations, agencies should have strong, regular telework programs in place
- It is essential to have telework agreements in place between managers and employees, clearly outlining expectations, especially during an emergency
- There are a number of important points that a manager has to take into consideration:



Telework Considerations

- Do the employees have the skills to do the work that is necessary?
- Can the work be done at a secure alternate facility or can it be done from home?
- Do they have dependents who have been sent home due to the emergency?
- Do they have family members who are ill and need care?



Telework ☐ Test, Training, and Exercises

- An agency that utilizes telework as their continuity facility must 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 must also have a help desk available to assist ERG members with IT issues over the phone in case they encounter problems



How does pandemic planning differ from traditional continuity of operations planning?



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Pandemic Planning vs. Continuity Planning

- Pandemic Planning affects personnel, while traditional continuity planning focuses on the loss or inability to use supporting infrastructure
- Unlike traditional Continuity planning considerations, pandemic influenza may be widely dispersed geographically and will potentially arrive in waves that could last several months at a time
- Organizations are encouraged to establish an annex to their Continuity plans to ensure that additional considerations during a pandemic are adequately addressed



Baseline Pandemic Planning Assumptions

- Susceptibility to pandemic influenza virus will be universal
- The clinical disease attack rate could be 30 percent in the overall population during a pandemic
- Absenteeism may fluctuate between 30-40% during the peaks of the pandemic waves
- On average, each infected person could transmit the virus to two other people
- Epidemics may last six to eight weeks in affected communities
- Multiple waves are expected, lasting two to three months each

Based on the National Strategy for Pandemic
Influenza Implementation Plan
May 2006



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How prepared is your organization to function under pandemic conditions?

What would you consider to be your overall readiness to continue operations during a pandemic?

- No Progress
- Limited Progress
- Moderate Progress
- Substantial Progress
- Objective Achieved



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Pandemic Influenza COOP Plan Annex

- FEMA has developed and disseminated continuity guidance focused specifically on the threat, to include a pandemic continuity planning template, brochure, and a tabletop exercise to ensure that essential functions remain operational during a pandemic outbreak
 - Pandemic Influenza Continuity Annex Template Instructions
 - Key Elements of Departmental Pandemic Influenza Operational Plans
 - Pandemic Influenza Continuity Considerations Checklist
 - Continuity of Operations for Pandemic Influenza Brochure
 - H1N1 Influenza Preparedness Summit Briefing
- NCP web site for more information:
www.fema.gov/about/org/ncp/



Continuity Guidance

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

www.FEMA.gov

Organization Structure

About Us

**National Continuity
Programs**



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Continuity of Operations Division Website

- Directives, Guidance & Planning
- Training
- Exercises
- Evaluations and Assessments
- Outreach & contact Information
- Templates
- Pandemic Influenza
- www.fema.gov/about/org/ncp/index.shtm



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Homeland Security Information Network

DOCUMENTS & VIDEOS:

- Pandemic Influenza Template/ Instructions
- Pandemic Brochure
- CDC Interim Pre-Pandemic Planning Guidance
- OSHA Preparing Workplaces for an Influenza Pandemic
- HSPD 20/NSPD 51
- Initial Requirements for Departments & Agency Heads
- National Continuity Policy Implementation Plan
- Federal Continuity Directives 1 & 2
- Federal Continuity Directive Attachments A, B, C
- Continuity Guidance Circular 1 for Non-Federal Entities
- Vital Records Brochure
- Telework Guide
- Practitioner Requirements—Levels 1 & 2
- Determined Accord
- After Action Template
- General Observation Form
- Participant Questionnaire
- Team Leads Checklist
- Meta Checklists
- Continuity Evaluation Tool, V6
- USFA Continuity of Operations Page
- COOP Tribal Video
- COOP Connection Video/ IS546/IS547
- Improving Continuity Capability
- Delegation Successor Notification Letter – Template
- Devolution Template



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HSIN cont'd

Links

- Department of Homeland Security (DHS)
- Emergency Management Institute (EMI)
- Federal Emergency Management Agency (FEMA)
- Geospatial Multi-Agency Coordination Group
- Homeland Security Digital Library
- Homeland Security Exercise and Evaluation Program (HSEEP)
- iCAV Geospatial Information
- International Association of Emergency Managers
- Lessons Learned Information Sharing (LLIS)
- National Continuity Policy Implementation Plan
- National Hurricane Center
- National Interagency Coordination Center
- National Weather Center
- HSPD20/NSPD 51
- Ready – Prepare, Plan, Stay Informed
- Toxic Release Inventory Tool
- US Government Avian and Pandemic Flu
- USGS Natural Hazards Support System



HSIN cont'd

- To request access:
 - E mail: FEMA-NCPD-HSIN@dhs.gov
 - Access Criteria
 - Work in emergency management
 - Have a valid government or military e-mail
 - Involved in continuity planning (e.g. contractors, hospitals, etc.)
 - FEMA can not approve any commercial e-mails such as Juno, AOL, Hotmail, Yahoo, etc.
 - Raana Garner, 202-646-3385



Continuity Training

- Courses are available for students at all levels, from those who are new to continuity to those who have been involved with continuity for years
- This training provides an opportunity for personnel to develop and enhance their continuity knowledge and helps prepare them to respond to events requiring continuity of operations activation
- Training is offered online and in classrooms and covers continuity awareness, exercise design, and planning, documentation, and alternate site preparedness and activities
- Train-the-Trainer courses are also offered



Continuity Courses

- IS 546: Continuity of Operations Awareness Course
- IS 547: Introduction to Continuity of Operations
- IS/G 139: Exercise Design Course (Continuity of Operations)
- B/E/L 548: Continuity Managers Train-the-Trainer Course
- B/E/L 550: Continuity Planners Train-the-Trainer Course
- B/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

- EMI Independent Study Program:
<http://www.training.fema.gov/EMIWeb/IS/>

For more information, contact Willie York at willie.york@dhs.gov



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Continuity of Excellence Series

- On April 16, 2008, the FEMA Administrator established the Continuity Excellence Series
- Level I, Professional Continuity Practitioner and Level II, Master Continuity Practitioner Programs
- These programs are designed to enhance excellence in the development and implementation of the Nation's continuity programs
- For more information, contact Willie York at willie.york@dhs.gov



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Continuity of Excellence Series –

Level I –Requirements

- IS 546: COOP Awareness Course
 - IS 547: Introduction to COOP
 - IS 242 or equivalent E/L course: Effective Communication
 - E/L 548: COOP Manager’s T-t-T Course or E/G/L 549: Continuity of Operations (COOP) Program Manager Course or UM Courses
 - E/L 550: COOP Planner’s T-t-T Workshop
 - IS 100: Intro to Incident Command System or ICS 100: Introduction to Incident Command System or ICS 200: Incident Command System for Single Resources and Initial Action Incidents
 - IS 230 or equivalent E/L course: Principles of Emergency Management
 - IS 700.a: Intro to National Incident Management System (NIMS) or IS 700
 - IS 800-B: A National Response Framework (NRF), An Introduction
 - E 136 or IS 139: Exercise Development Course/Exercise Design Course/or COOP Exercise Design/Development T-t-T Course
 - Complete attendance in continuity exercise Determined Accord
- ** NARA/CoSA Vital Records Training (optional, recommended)



Continuity of Excellence Series – Level II –Requirements

- Applicants must attain a Continuity Excellence Series – Level I, Professional Continuity Practitioner
- IS 130: Exercise Evaluation and Improvement Planning or E132 (limited to EMI Resident MEPP candidates) or G130: Exercise Evaluation
- IS 240 or equivalent E/L course: Leadership and Influence
- E/L 551: Devolution Training
- E/L 156: Building Design for Homeland Security T-t-T Course for Continuity of Operations or E/L 155: Building Design for Homeland Security
- E/L 262: Instructional Delivery for Subject Matter Experts or G265: Instructional Delivery Skills (formerly G261: Instructional Presentation Skills)
- *** Instruct COOP Manager’s T-t-T Course
- *** Facilitate COOP Planner’s T-t-T Workshop
- *** Written Comprehensive Exam (150 questions) – Applicants are eligible to take the comprehensive exam once meeting all other Level II requirements



Continuity Exercises

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



National Level Exercise 2010 (NLE 10)

- Full-scale exercise (FSE) date: May 17–21, 2010
- Participating venues
 - National Capital Region (NCR): Headquarters elements of Federal departments and agencies (D/As)
 - Select States and localities in FEMA Region IX; primary venues include Clark County, NV, and Los Angeles, California
 - Potential international participants
- Scenario concept
 - Will utilize National Planning Scenario #1: Improvised Nuclear Device



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Exercise Participation

- NCPIP requires that on an annual basis an integrated continuity training exercise is developed and incorporated into the National Exercise Program, and the results are reported to the National Continuity Coordinator (NCC)
 - Federal Executive Branch D/As are required to participate in order to meet their annual exercise requirements
 - Others are encouraged to participate:
 - Federal D/As outside of NCR
 - Judicial and Legislative Branches
 - State, tribal, and local governments
 - Private sector organizations
 - NLE 10 offers a building block process into NLE 11 support to regional, State, tribal, and local continuity exercise planning.



Regional Exercises

- All regional exercises have been developed with the Federal Executive Boards (FEB) and FEMA, supported by contractors
- None of the exercises have been “one size-fits all,” but tailored to the specific needs of that particular FEB/Federal Executive Association
- The regional exercises have benefited from the synergy of using the same support team, and lessons learned have been implemented quickly
- A database of regional exercise materials is under construction by the support team



Regional Exercises cont'd

- More than 50 exercises conducted in FY 09 and they ranged from small agency specific tabletops to large interagency full-scale events
- Major exercises with FEMA and FEBs and FEAs during the past year:
 - Rising Storm – New York, 60 agencies and more than 1,000 participants
 - Sound Response – Seattle, 48 agencies and more than 500 participants
 - Liberty Down '09 – Philadelphia, more than 300 participants and included both a full-scale and table top exercise
- More than 27 exercises already tentatively scheduled for FY 10



FEMA Regions



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Regional Continuity Managers

REGION I	Patrick W. Mooney 617-832-4798 -- Patrick.mooney@dhs.gov Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
REGION II	Russell Fox, (Acting) 212-680-8504 -- Russell.fox@dhs.gov New Jersey, New York, Puerto Rico, U.S. Virgin Islands
REGION III	Mike Hajdak 215-931-5605 -- Michael.hajdak@dhs.gov Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia
REGION IV	Joseph Canoles 770-220-5453 -- Joseph.canoles@dhs.gov Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee
REGION V	Sean O'Leary 312-408-5389 -- Sean.oleary@dhs.gov Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin



Regional Continuity Managers cont'd

REGION VI	Brad McDannald 940-898-5131 -- Bradr.mcdanald@dhs.gov Arkansas, Louisiana, New Mexico, Oklahoma, Texas
REGION VII	David Teska 816-283-7082 -- David.teska@dhs.gov Iowa, Kansas, Missouri, Nebraska
REGION VIII	Ken Hudson 303-235-4658 -- Ken.hudson@dhs.gov Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming
REGION IX	James Macaulay 510-627-7009 -- James.macaulay@dhs.gov American Samoa, Arizona, California, Hawaii, Guam, Nevada, Commonwealth of the North Mariana Islands, Federated States of Micronesia, Republic of the Marshall Islands
REGION X	June Uson 425-482-3721-- June.uson@dhs.gov Alaska, Idaho, Oregon, Washington



Summary

- With the advent of the H1N1 influenza last spring, continuity managers and planners were provided the opportunity to assess and test continuity plans and activities, including telework. With the fall flu season upon us, it is critically important to be telework ready. The Federal Government cannot shut down and will be expected to continue essential functions during all phases of a pandemic influenza or any other continuity event.
- Agencies need to maintain a robust routine telework program. As many employees as possible should have current telework arrangements, connectivity, and equipment commensurate with their work needs, and frequent opportunities to telework so that systems are tested and known to be functional.



National Continuity Programs Directorate

- Damon Penn, Assistant Administrator, National Continuity Programs Directorate (202-646-4145; Damon.Penn@dhs.gov)
- Rex Wamsley, Director, National Continuity of Operations Division (202-646-2897; rex.wamsley@dhs.gov)
- Eric Kretz, Deputy Director, National Continuity of Operations Division (202-646-3754; eric.kretz@dhs.gov)
- Matthew Smith, Chief, Federal Coordination Branch (202-646-3685; matthew.smith@dhs.gov)
- Tracy Queen, Chief, FEMA Branch (202-646-4282; tracy.queen@dhs.gov)
- James Opaczewski, Chief, State and Local Branch (202-646-4128; james.opaczewski@dhs.gov)



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Questions?



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