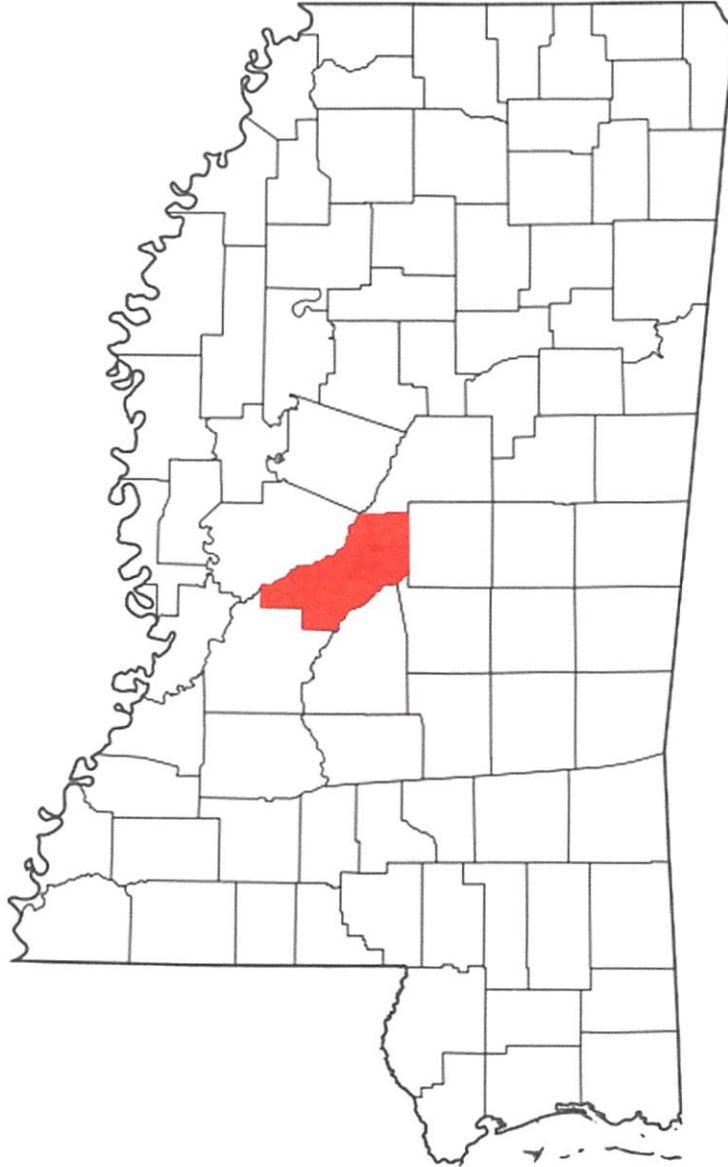


MADISON COUNTY
Continuity of Operations Plan
(COOP)



September 2019

Madison County Continuity of Operations Plan

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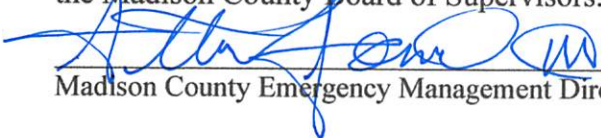
Promulgation Statement

The mission of the Madison County Emergency Management Agency is to prepare, respond and recover from all types of disasters in Madison County Mississippi. The Madison County Emergency Management Agency responds to man-made, natural and technological disasters. We also serve as a support agency for other county departments as well as assisting municipalities as needed. We are the liaison agency between the cities and county to the State of Mississippi and the Federal Government in case of a major disaster.

The E-911 Administrative Division of our office also provides addresses to the un-incorporated areas of the county in order to maintain a database for the 911 system. We are also responsible for the input of all the E-911 data into the 911 Net System for the county, which includes the municipalities. To ensure this mission is carried out, our agency must be prepared to continue operations of its essential functions during any type of threat or emergency. This document provides guidance for developing a viable Continuity of Operations Plan. This plan will ensure measures are in place to continue operations at an alternate site or with alternate personnel, as well as prepare for functions to be reconvened at a primary facility should a continuity event occur.

An agency or organization's resiliency is directly related to the effectiveness of its continuity capabilities. The continuity capabilities outlined in this plan promotes this agency to continue its essential functions during a wide variety of emergencies. The direction in this plan follows the guidance outlined in the Madison County Comprehensive Emergency Management Plan (CEMP) and FEMA's Continuity Guidance Circular (CGC-2018).

This document replaces and supersedes any and all other continuity plans for Madison County. This plan will be effective upon approval from the county Emergency Management Director and the Madison County Board of Supervisors.



Madison County Emergency Management Director

Date

Madison County Board of Supervisors President

Date

Board of Supervisors

Date

Board of Supervisors

Date

Board of Supervisors

Date

Board of Supervisors

Date

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Annual Review

Madison County annually reviews its continuity plan, components, and supporting elements and makes required updates. The table below is a record of review.

Annual Review Table

Element of Plan Reviewed	Date of Last Review	Person Conducting Review
Mission Essential Functions		
Delegations of Authority		
Essential Positions / Lines of Succession		
Alternate Facilities		
Communications		
Applications and Vital Records		
Logistics Support		
Reconstitution		

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Record of Changes

As changes are made to this plan, the following procedures should be followed:

1. The Madison County Emergency Management Director will issue all changes to holders of the plan through electronic media, email, or hard copy.
2. Upon receiving written notification regarding changes to this plan, individuals issued a hard copy should insert new pages and remove and destroy old pages. Minor changes may be made on existing pages by pen and ink.
3. When any change is made, enter the log below accordingly.
4. A revision/update will be performed every year with a review and modification as needed.
5. On an annual basis, or as required, the record of changes will be notified to the Mississippi Emergency Management Agency.

Record of Changes

Change Number	Section or Page Number	Description of Change	Date of Change	Initials

*Minor plan changes (such as grammatical or phone number changes) which do not affect the implementation of the plan do not need to be captured in the Record of Changes table.

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Record of Distribution

The record of distribution table indicates the title and name of the person receiving the Madison County COOP, the agency to which the receiver belongs, the date and method of delivery, and the number of copies delivered. The table below also verifies that tasked individuals and organizations have acknowledged their receipt, review, and/or acceptance of the plan.

Document Transmittal Record

Date of Delivery	Individuals Name and Title/Organization Name	Method of Delivery	Number of Copies Delivered

Madison County Continuity of Operations Plan

Introduction

Continuity of Operations (COOP) is an effort within an agency to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies. Ensuring the performance of an organization's essential functions supports that critical services continue to be provided and that applicable core capabilities continue to be delivered.

Today's threat and hazard environment and the potential for no-notice emergencies, including natural hazards, technological hazards, and man-made hazards, have increased the need for continuity capabilities and planning across the whole community. An organization's and community's resiliency are directly related to the effectiveness of its continuity capability. The continuity capability outlined in this document promotes the organization to continue its essential functions across a broad spectrum of emergencies. The direction included in this plan follows the guidance outlined in the Continuity Guidance Circular.

Purpose

It is the purpose of the Continuity of Operations Plan for Madison County Emergency Management Agency to be able to continue to perform its Mission Essential Functions (MEFs) in the event that normal day to day operations are disrupted at its primary location or with its primary personnel. This document serves as guidance to prepare for such a circumstance.

Scope

This Continuity Plan applies to the functions, operations, and resources necessary to ensure the continuation of Madison County EMA's essential functions in the event its normal operations at Karl M Banks Emergency Services Complex – 1633 W. Peace Street are disrupted or threatened with disruption.

This plan applies to all Madison County EMA personnel. The Madison County EMA staff should be familiar with continuity policies and procedures and their respective continuity roles and responsibilities.

This document ensures that Madison County EMA is capable of conducting its essential missions and functions under all threats and conditions, with or without warning.

Situation and Assumptions

Madison County is vulnerable to many types of emergencies or disasters, which include:

- Foreign and Domestic Terrorism
- Earthquakes
- Tornadoes and Severe Windstorms
- Hazardous Materials
- Pipeline Emergencies
- Hurricanes
- Transportation Emergencies
- Levee/Dam Failures

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- Industrial Fires
- Explosion or Accidents
- Power Failures
- Droughts
- Flash Flooding
- Winter Storms
- Domestic or Civil Disturbances
- Major Fires
- Communications Failures

It is understood that these situations could cause disruption to operations with little or no warning. Therefore, a threat / hazard analysis should be completed, and prepared for, so that the county EMA can be ready to perform when the threat becomes a reality. (See Appendix A.)

Objectives

- To ensure that the Madison County Emergency Management Agency can continue to perform its Mission Essential Functions under all conditions and situations.
- To execute a successful order of succession in the event that primary personnel are rendered unavailable.
- To ensure that necessary operations are able to continue at an alternate location, in the event that its primary location is deemed unusable.
- To protect necessary communications, equipment, and records needed to perform Essential Functions.
- To be able to return to normal operations at the original or a new primary facility (reconstitution).

Authorities

1. *Presidential Policy Directive 8 – National Preparedness*
2. *Presidential Policy Directive 40 – National Continuity Policy*
3. *Presidential Policy Directive 51- National Essential Functions*
4. *Presidential Policy Directive 21– Critical Infrastructure Security and Resilience*

References

Local

1. *Desoto County, Mississippi – Continuity of Operations / Government Draft (2016)*
2. *Forrest County, Mississippi – Continuity of Operations template (2013)*
3. *Tallahatchie County, Mississippi – Continuity of Operations / Government Plan (2010)*
4. *Rankin County, Mississippi – Continuity of Operations Plan*
5. *Hamilton County, Ohio – Continuity of Operations Plan*

State

1. *Mississippi Emergency Management Agency (MEMA) – Continuity of Operations Plan (2017)*

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Federal

1. *FEMA.GOV – Continuity of Operations for Non-Federal Governments Agencies template (2013)*
2. *FEMA – Continuity Assistance Tool (CAT)- Continuity Guidance for Non-Federal Governments (2013)*
3. *FEMA- Continuity Guidance Circular (CGC) (2018)*

Delegation of Authority

To ensure a rapid response to any emergency or disaster, requiring a COOP implementation, the Emergency Management Director will coordinate with the Madison County Board of Supervisors, other county and municipal leadership, as well as state and federal partners. The Madison County Board of Supervisors may delegate emergency powers to the EMA director or his designee in order to address critical needs.

Orders of Succession

Orders of Succession are a formal listing of organizational positions that identify who is authorized to assume an essential role if personnel who perform the essential positions are unavailable or unable to perform their responsibilities. If the leader is capable, he or she will communicate the change to appropriate staff. If a leader cannot be reached or is unavailable to fulfill his or her role, the next sequential successor will automatically assume the leadership role and make notification to appropriate staff.

In the absence or inability to perform his/her duties, the Emergency Management Director may delegate authority to other authorized personnel. This person(s) should be knowledgeable in the duties and responsibilities that will be assigned to them. (See Organizational Chart – Appendix B)

1. Internal Personnel/Organizations

- EMA Director
- Assistant EMA Director
- Deputy Directors
- Administrative Personnel

2. External Personnel/Organizations

- Board of Supervisors

Devolution

In the event that the leadership of the Madison County EMA is incapacitated to a degree that would compromise the performance of the agency's essential functions under this COOP plan,

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Madison County Board Of Supervisors is named the successor organization(s) responsible for the performance of the Madison County EMA's essential functions.

(This may be determined by the EMA Director or Board of Supervisors. A MOU with the successor organization/agency may be needed to document this agreement.)

Mission Essential Functions

Mission Essential Functions (MEFs) are the limited set of an organization's functions that must be continued throughout, or resumed rapidly after, a disruption of normal operations. MEFs are the backbone of continuity planning. They are the functions that absolutely cannot be deferred during an emergency or disaster.

Madison County has identified the following as their Mission Essential Functions (MEFs):
(Insert county specific MEFs)

1. Maintaining safety of life and property
2. Communications
3. 911 Address Mapping
4. Search and Rescue
5. County Fire Services
6. Containment of Hazardous Materials

Concept of Operations

When an incident or event occurs, it will be the responsibility of the Madison County Emergency Management Director (or the designated person, in his/her absence) to initiate the Continuity of Operations Activation process. This decision may be decided for the following reasons:

- Losing access to the facility (in part or in whole),
- Losing services due to a reduction in the workforce, and
- Losing services due to equipment or systems failure.

Phase I – Activation and Relocation

This phase starts with the occurrence of an event or trigger that may necessitate the activation of continuity operations. Activities that are performed in this phase include:

- Evaluating the situation and deciding whether to activate your organization's continuity capability
- Alerting and notifying all organization personnel of the continuity event
- Notifying county leadership of the disruption
- If necessary, relocating to an alternate site
- If necessary, devolving to other personnel
- Accounting for all personnel needed to perform the essential functions
- Identifying available leadership within the organization

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1. Notification

When a disaster occurs creating a Continuity Event, the EMA Director should begin communications with county leadership, EMA staff and the Relocation Group, as well as other stakeholders. The Mississippi Emergency Management Agency (MEMA) should also be notified. Contact information should be kept both accessible to the proper personnel, as well as secure to maintain confidentiality. The Madison County Continuity of Operations contact list is found in (Appendix C).

Essential Personnel are those positions that are vital to the continuation of performing Essential Functions.

Essential Personnel

- EMA Director
- Assistant EMA Director
- Deputy Directors
- Administrative Staff
- Animal Control Officer

Continuity Communications

During a continuity event, maintaining communications is the main element in being able to continue Essential functions. Madison County utilizes the following communications methods:

- MSWIN
- Madison County Digital High Band
- Landline phones
- Cell phones
- Facsimile
- Email

2. Continuity Facilities

During the Activation Phase, the county EMA Director will make the decision concerning moving operations to a “Continuity Facility”. A Continuity (or alternate) Facility, describes an area that Essential Functions can be carried out from. This location must provide:

- Sufficient space
- Adequate power and backup generators
- Consideration for health and safety of personnel
- Ability to sustain Interoperable Communications
- Ability to allow computer equipment and software to function as needed

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The alternate facilities for Madison County are:

- Madison County Chancery Building
- Madison County Tax Assessor Office (Madison Office)

See Appendix D for further details.

Madison County Mobile Command contains GIS equipment, wireless internet, and can be used to perform office duties temporarily.

3. Telework

In certain situations, such as a pandemic or severe weather which inhibits essential personnel to travel, it should be a consideration to perform “telework”. Telework is that act of performing essential functions from home or another telework site.

Essential personnel who may need to telework are provided the following required equipment:

- Laptops
- Radio
- Cell phones
- Thumb drives or external hard drives

Phase II – Continuity of Operations

During the Continuity of Operations Phase, the Madison County EMA will perform the following tasks:

- Account for all personnel
- Perform essential functions
- Establish and maintain communications with support organizations, stakeholders, and customers
- Prepare for reconstitution

1. Critical Functions

There is certain equipment that is necessary to maintain operations and continuation of essential functions of this agency. The ability to access and relocate this equipment is key to providing the essential functions at another facility, if needed. If possible, duplicates to these critical functions may need to be placed at the alternate facilities or a storage site.

The critical equipment needed to carry out the mission of Madison County EMA is listed below:

- Computers
- Laptops

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- Printers
- External hard drives
- Facsimile

2. Critical Applications/Vital Records

Vital records are those electronic and hardcopy documents, references, files that are needed to support the essential functions. Critical applications include information systems and data management software and equipment that support accessing and maintaining your vital records. Identifying, protecting, and ensuring access to these records and applications enables the performance of essential functions and the reconstitution to normal operations.

Critical Applications

The protection of these applications is crucial in communications with stakeholders as well as state and federal agencies. They also allow this agency to continue to carry out its functions at alternate sites. They will be maintained or serviced by the respective IT department or company.

- Email Program - Madison County IT
- AS400/MSAG and CSAG Data Records

Vital Records

- Continuity of Operations Plan
- Comprehensive Emergency Management Plan
- E-911 Addressing Record
- Outside Facility EAP Records
- High Hazard Dam EAPs
- Other Essential Records

These records should be kept secure for confidential purposes. However, in a continuity event, these records must also be accessible to the proper positions to continue to perform the operations assigned to this agency.

The Madison County EMA maintains its essential vital records by storing duplicate hardcopies or additional electronic copies at the following locations:

- Records Stored – Madison County Server IT Department
- Records Stored – Madison County Personnel Go Kit

Phase III – Reconstitution

Reconstitution is the process by which organizational personnel resume normal operations at the original or a replacement facility. It embodies the ability of an

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organization to recover from an event that disrupts normal operations and consolidates the necessary resources so that the organization can resume its operations as a fully functional entity. During Reconstitution, day to day operations should first be transferred to the original or new primary facility. Essential functions should be the last duties that are transferred to the primary facility.

Task that should be accomplished during the Reconstitution Phase are:

- Verify that the threat or emergency no longer exists.
- Have the appropriate personnel determine whether the normal operating facility can be used again, or should a different normal operating facility be used. (*Should a different permanent location be necessary- identify and contract the use of that facility*)
- Provide instructions for the resumption of normal operations.
- Supervise the orderly return to the normal operating facility.
- Report agency/department status, as appropriate.
- Conduct an after-action review (AAR) of continuity operations and develop a corrective action plan based on the AAR.

Logistics/Resource Support

During a continuity event, resources and supplies need to be re-routed, increased, decreased, or stopped completely for some time period. Madison County EMA will be responsible for notifying their suppliers and vendors of the situation.

Considerations of information to provide are:

- The nature of the incident/what happened
- Status of the organization
- When they should resume deliveries/supplying a service
- Where they should ship/supply their service (especially if operating at an alternate facility)
- Contact information for: Alternate leadership and continuity facilities

Risk Management/Mitigation

A Risk Management assessment should be completed to identify the vulnerabilities that Madison County may face that could impede the continuation of Essential Functions. It is important to take into account the safety and security of those who will be working in that area. Not only is the security of the individuals important, but the continuity facility will also have vital records stored there for some time. Those records need to be kept secure and confidential.

It is crucial that Madison County take into consideration these vulnerabilities and take steps to mitigate against their effects.

Some areas of Risk Management that should be considered are:

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- **Security** – Will keys or proxy cards need to be distributed to the appropriate personnel? Will there need to be police or security guard present?
- **Fire Safety** – Does the prospective continuity facility meet fire codes? Are smoke detectors and fire extinguishers present and operable?

Budgeting

When planning for a continuity event, it is necessary to consider the financial obligations that are associated with the event. It is important to consider facilities rent, fuel, transportation, utilities cost, as well as additional cost of supplies, and overtime to employees. All these things must be taken into account. Madison County has completed an approximate cost analysis to prepare for such an event. (See Appendix F.)

Test, Training, and Exercise

The effectiveness of a Continuity of Operations Plan depends on employee awareness of its requirements. Each employee that has an essential role in the Madison County EMA's readiness, including designated successors and each department/agency that provides support, must know how to execute its portion of the plan.

To accomplish this goal, the Madison County Emergency Management Agency will train all essential personnel on COOP planning and conduct COOP drills, where personnel will use the COOP plan in response to a mock disaster.

COOP personnel will also test their plans. It is through testing that gaps can be identified, and modifications can be made. Following a COOP exercise, an after-action review should be conducted to assist with outcomes and suggestions. A table to notate conducted test can be found in Appendix G.

Plan Maintenance

Madison County will review their Continuity of Operations Plan annually. The Madison County EMA Director is responsible for maintaining, updating and distributing any changes to this plan as required based on improvement areas through drills, exercises, after action reviews, and/or changes to policy, mission, or organization structure.

Appendices

Appendix A: Threat Matrix

Appendix B: Organizational Chart

Appendix C: Primary Facility/Contact List

Appendix D: Continuity Facilities/Contact List

Appendix E: Vendors, Resources, and Maintenance Contact List

Appendix F: Madison County Continuity Cost Analysis

Appendix G: Test, Training, and Exercise Table

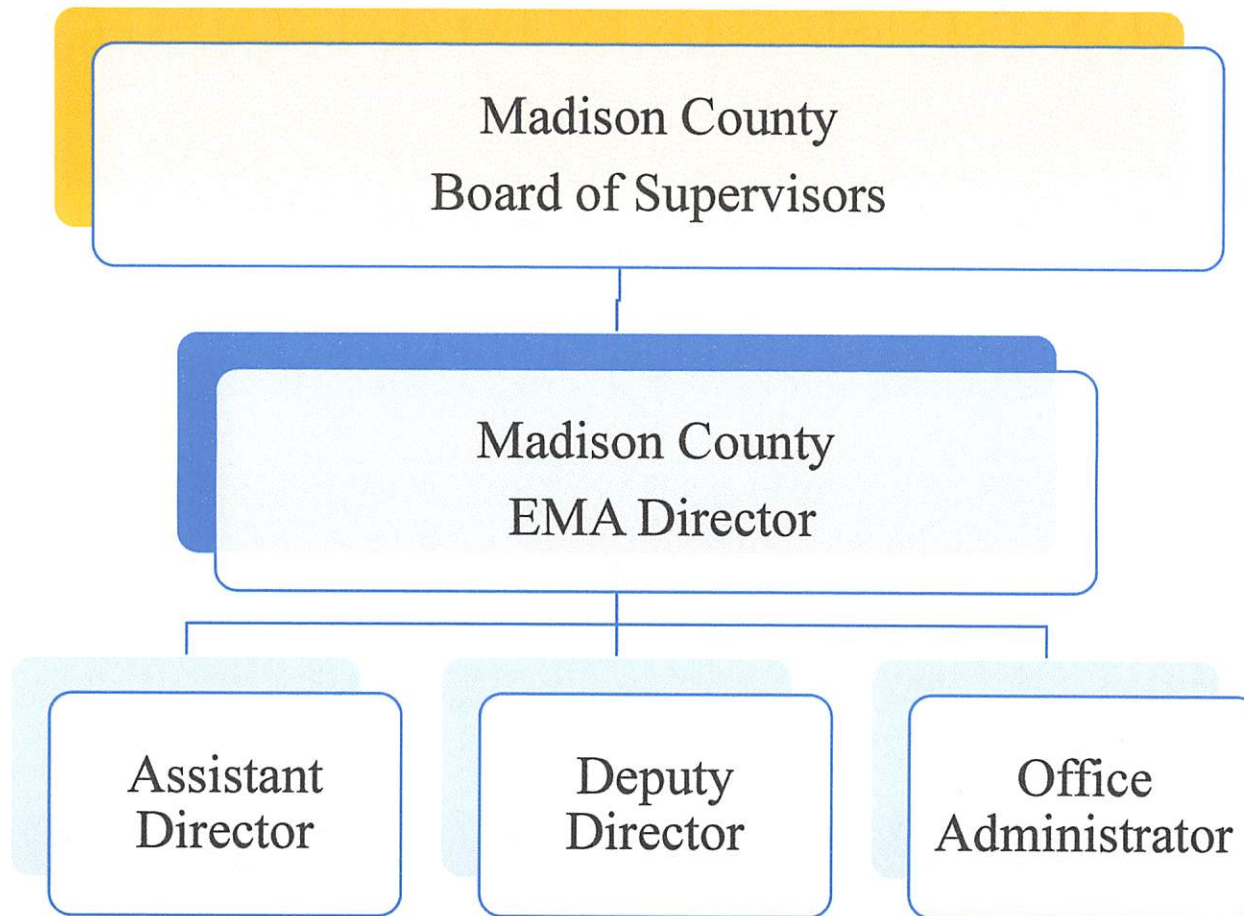
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Appendix A: Threat Matrix

(Likelihood)
 1-Least Likely
 5- Most Likely
Mark with X

Threat	5	4	3	2	1
Tornado / Windstorm	X				
Earthquake			X		
Pandemic/Illness				X	
Cyber Attack				X	
Communications Failure			X		
Terrorist Act			X		
Power Failure	X				
Fire / Explosion			X		
Flood	X				
Hazardous Material	X				
Building Damage (Other)					X

Appendix B: Organizational Chart



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Appendix C: Primary Facility/Contact List

Primary Facility

Name of Facility	Address	Contact Person	Phone Number
Madison County EMA	1633 West Peace Street Canton, MS 39046	Albert Jones III Director	(601) 859-4188

Contact List

Position	Name	Primary Phone	Secondary Phone	Email	Address
EMA Director	Albert Jones III	(601) 855-5622	(769) 257-1352	albert.jones@madison-co.com	1633 W. Peace Street Canton, MS 39046
County Administrator	Shelton Vance	(601) 855-5502	(601) 497-0207	shelton.vance@madison-co.com	125 W. North Street Canton, MS 39046
Assistant Director	Tom Lariviere	(601) 850-8489	(601) 855-5553	tom.lariviere@madison-co.com	1633 W. Peace Street Canton, MS 39046
Deputy Director	Seth Everett	(769) 572-1045	(601) 790-2552	seth.everett@madison-co.com	1633 W. Peace Street Canton, MS 39046
Deputy Director	Kyrie Lucas	(769) 572-2806	(601) 790-2551	kyrie.lucas@madison-co.com	1633 W. Peace Street Canton, MS 39046
Office Administrator	Jennifer Knight	(601) 259-2260	(601) 859-6485	jennifer.knight@madison-co.com	1633 W. Peace Street Canton, MS 39046

Appendix D: Continuity Facilities/Contact List

Continuity Facilities

Name of Facility	Address	Contact Person	Phone Number
Madison County Chancery Building	125 N. West Street Canton, MS 39046	Shelton Vance	(601) 855-5502
Madison County Tax Assessor Office (Madison Office)	171 Cobblestone Dr Madison, MS 39110	Shelton Vance	(601) 855-5502

Continuity Contact List

Position	Name	Primary Phone	Email	Address
County Administrator	Shelton Vance	(601) 855-5502	shelton.vance@madison-co.com	125 N. West Street Canton, MS 39046
Building & Grounds Director	Danny Lee	(601) 855-5533	danny.lee@madison-co.com	125 N. West Street Canton, MS 39046

Appendix E: Vendors, Resources, and Equipment Maintenance Contact List

Resource	Company Name	Contact Name	Telephone Number	Email Address
Generators	TAW	Bruce Kennon	(601) 317-3262	bruce.kennon@tawinc.com
Weather Sirens	Precision Communications	Brad Moore	(662) 256-3118	precisioncommunicationsinc@gmail.com
Madison County	Information Technology	Duane Thompson	(601) 421-5255	dthompson@madison-co.com
Madison County	Building & Grounds	Danny Lee	(601) 842-9661	danny.lee@madison-co.com

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Appendix F: Madison County Continuity Cost Analysis

Type of Cost	Cost Per Day	Cost Per Week	Cost Per Month
Example: Facilities Rent			
Example: Utilities			
Example: Fuel			
Example: Transportation			
Example: Overtime			
Other Cost			
Other Cost			
Other Cost			

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Appendix G: Test, Training, and Exercise Table

Capability Tested	Date Tested	Description	Initials
Example: Backup Communications (at alternate facility)			
Example: Backup power (at alternate facility)			
Example: Lines of Succession			
Example: Devolution			
Example: Full Scale COOP			
Example: Telework			
Example: Records Recovery			