Community Counseling Services (CCS) Continuity of Operations Plan

March 2022

PRIVACY STATEMENT

In its entirety, the Continuity of Operations Plan addresses not only high-level overview information about how Community Counseling Services responds to different types of disruptions, but also the operational detail necessary to support these disruptions.

Given the sensitivity of some of the information in this plan, the distribution of the plan and its associated documents will be assessed, and appropriate security measures implemented. CCS may determine the required level of security for this plan elevates this it to a "For Official Use Only" document, resulting in the control and limited distribution of the plan.

Activation of this plan is authorized by the Executive Director, Clinical / Operations Director, President of the Board of Commissioners, or a designee, while implementation is coordinated by the department leadership and COOP leads or alternates. For more information about continuity planning or this COOP, contact CCS @ 662-524-4347.

PROMULGATION STATEMENT

Continuity of operations ensures the continuation of operations and the performance of essential functions during and after a disaster or other disruption to normal operations. As the public mental health provider, CCS plays an integral role in determining the needs of the mentally ill in our region and in providing essential services on a day-to-day basis. Through continuity planning, CCS will further demonstrate its steadfast commitment to the continuation of these services during an emergency or disaster, and the safety and protection of its citizens, employees, and visitors.

Continuity programs and operations are fundamental practices that allow critical services to remain operational under all conditions. Continuity planning establishes the framework to ensure that each CCS Service Area and program could carry out its critical mission, regardless of the circumstances that may result from any natural, technological, or intentional disaster.

CCS's governing body has reviewed and approved this plan, verifying its content to ensure it contains required information and guidance for CCS to sustain its essential services and to minimize potential impacts during and following an emergency.

Signature of Board President
Region VII Mental Health / Intellectual Disabilities Commission

Community Counseling Services
CONTINUITY OF OPERATIONS PLAN

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Approach to Continuity of Operations Planning

The CCS Continuity of Operations Plan (COOP) encompasses the operations and services performed by the Region VII Commission for Mental Health / Intellectual Disabilities. It is tailored to the operations of individual County Offices and Programs and the mission essential functions they perform. This COOP consists of an overarching plan and annexes for each program and service operated within our 7 Counties (Choctaw, Clay, Noxubee, Lowndes, Oktibbeha, Webster, and Winston, as well as our Alcohol and Drug Programs, (Pines/Cady Hill/Recovery House) as well as our Intellectual/Developmental Disabilities and Autism Service Programs. Each County has been evaluated for mission essential functions and has been separated into the following categories:

Key personnel required to maintain the function

Critical resources required to support the function

Vulnerabilities that may affect the function

Interim processes that may be conducted to temporarily support the function

In addition, processes for all continuity capabilities, e.g., succession of leadership, delegation of authority, notification of staff, continuity facilities and communications, essential records management, human resources, test, training, and exercises, devolution of control and direction, and reconstitution and recovery were also identified during the consultation process.

The draft COOP overarching plan was developed and reviewed by the COOP Planning Team.

Section 1

INTRODUCTION

The goal of the all-hazards approach to continuity of operations planning is to maintain CCS's ability to operate and provide vital services regardless of the emergency. This approach includes preparing for natural emergencies such as earthquakes and flooding as well as technological emergencies and intentional incidents, such as acts of terrorism.

1.1 Plan Purpose

All participating Counties and Programs have the responsibility to plan for and respond to disasters. During a COOP activation, Counties and/or Programs may be required to operate from a continuity location and may overextend their resources.

The purpose of the COOP is to provide the framework for Counties and Programs to restore mission essential functions to employees and operations if an emergency disrupts operations. In doing so, the COOP establishes the CCS's COOP program for addressing three types of disruptions:

Inaccessibility to a facility (for example, due to building damage)
Inability to provide full services due to a reduced workforce (for example, due to pandemic influenza)
Inability to provide services due to equipment or systems failure (for example, due to IT systems failure)

The CCS's COOP program also provides policy and guidance to implement actions to continue mission essential functions within the recovery priority time frames established by the COOP Planning Team and to maintain mission essential functions for up to 30 days.

CCS is committed to the safety and protection of its clients, employees, operations, and facilities. This COOP provides the CCS Counties, Programs and personnel a framework that is designed to minimize impact during an emergency. Further, CCS's COOP establishes procedures that the CCS leadership can use to strategically minimize risk to its employees, operations, and facilities.

1.2 Applicability & Scope

COOP planning ensures the preservation and reconstitution of CCS's mission essential functions. An emergency (such as an explosion, fire, or hazardous materials incident) may require the evacuation of one or more locations with little or no notice. Building evacuation, if required, is accomplished via implementation of the standard operating procedures for each location. This COOP is not an evacuation plan or an emergency management plan. The purpose of this plan is to facilitate the restoration of daily functions.

The COOP provides the foundation for continuity of critical services and functions across its organization. The following departments are addressed in CCS's COOP:

CCS Administration: Executive Director, Clinical / Operations Director, Comptroller, Maintenance Supervisor, Purchasing Clerk, Human Resource

CCS County Administrator's

- Choctaw County
- Clay County
- Noxubee County
- Lowndes County
- Oktibbeha County
- Webster County
- Winston County
- PACH / Recovery House
- I/DD Program
- Autism Program

All PSR, SRPSR, Children's Day Treatment Programs

1.2.1 COOP Organization

CCS's COOP overarching plan provides the framework for CCS County Offices and Programs to restore mission essential functions for its staff and citizens if an emergency affects its operations.

The COOP annexes provide a guide for each County Office and Programs to maintain mission essential functions if an emergency denies access to or destroys the County Office or Program's primary location, or significantly reduces the capacity to provide services because of workforce reduction or failure of equipment or critical systems. The annexes supplement this document.

1.3 Situations and Assumptions

Situations and assumptions are documented to describe current operating conditions and to establish the parameters under which the plan may be activated.

Situation

CCS operates 7 County Offices located across NE Mississippi. CCS serves approximately 5,700 children and adults suffering from Severe Mental Illness (SMI), Serious Emotional Disturbances (SED(mental illness in children)), Intellectually/Developmentally Delayed individuals (Adults and children), as well as individuals in Recovery from Alcohol and other substances.

CCS locations are vulnerable to several hazards, including natural, technological, and human-caused. Please refer to Section 3 of this plan for the complete list of potential hazards for the CCS locations.

CCS is located in FEMA Region 4. MEMA has the State of Mississippi divided into Districts and each County has a County EMA. Following are the County EMA Names and Telephone Numbers:

Choctaw County   Brent McKnight   662-285-9705

Clay County	Torrey Williams	662-494-2088
Noxubee County	Corey Brown	662-726-5111
Lowndes County	Cindy Lawrence	662-329-5110
Oktibbeha County	Kristen Campanella	662-338-1076
Webster County	Barry Rushing	662-552-7007
Winston County	Buddy King	662-773-3651

The major traffic arteries in the CCS Service Area are as Follows:

Choctaw County – Highway 15 and Highway 12
Clay County – Highway 50 and Highway 45ALT
Noxubee County – Highway 45 and Highway 14
Lowndes County – Highway 45 and Highway 82
Oktibbeha County – Highway 82 and Highways 25 and Highway 12
Webster County – Highway 82 and Highway 9
Winston County – Highway 14 and Highway 25

The airports in the CCS Service Area are as Follows:

Golden Triangle Regional Airport – Columbus (Lowndes County) MS
Columbus Airport – Lowndes County) MS
George Bryan Airport – (Oktibbeha County) MS
Louisville Winston County Airport – (Winston County)
McCharen Field – (Clay County) MS
Columbus AFB – (Lowndes County) MS

The railways in the CCS Service Area are as Follows:

BNSF (Hamilton, MS – Columbus, MS)
Patriot Rail (Columbus, MS)
CSX (West Point, MS)

The Waterways in the CCS Service Area are as Follows:
Tennessee-Tombigbee Waterway

Assumptions

CCS will continue to be exposed to the hazards and risks identified in the COOP as well as other hazards or risks that may develop in the future.

Leadership personnel will continue to recognize their responsibilities to public and employee safety and exercise their authority to implement the COOP in a timely manner when confronted with real or potential disasters.

Procedures have been developed to support the resumption of time-sensitive operations and functions in the event of their disruption at the facilities identified in the COOP.
CCS is committed to supporting service resumption and recovery efforts at continuity facilities, if required.

In the event of a disaster, Counties and Programs may rely on each other for assistance.
In the event of disaster, resources and personnel may be extremely limited. Resumption of essential services may need to be prioritized and time phased.

CCS has mutual aid agreements with surrounding jurisdictions that can be activated in the event CCS needs assistance in providing critical services in emergencies.

The COOP may be activated because of an emergency response and implementation of the Emergency Operations Plan. Activation of the COOP will occur at the level necessary to resolve the situation.

Some members in COOP positions serve in other roles during disasters, such as the Emergency Operations Center (EOC) or department operations center during an activation. During multiple activations, COOP activities will be coordinated through the EOC.

1.4 Roles and Responsibilities

During a COOP activation, key positions have been identified to fulfill important roles and responsibilities.

1.4.1 Crisis Assessment Team

In the event of a crisis, the Executive Director, Clinical / Operations Director, President of the Board of Commissioners, or their designee will notify County Administrators and Program Directors and/or management personnel to convene the Crisis Assessment Team (CAT). The CAT initially analyzes the situation and determines if the COOP or a departmental COOP annex will be activated. The CAT may also provide further support through management of the crisis or COOP activation, identifying additional risks and exposures, providing direction and guidance to departments and the organization, and protecting stakeholder interests in response to the incident or disaster. The CAT primarily focuses on:

Detecting the early signs of an expanding crisis
Identifying the problem areas and appropriate solutions
Preparing a crisis management plan for the immediate emergency
Determining what internal/external resources are needed to continue essential functions for CCS or affected department(s).

The CAT may also be disbanded due to the establishment of ICS in the field and the appropriate emergency response department assumes management of the incident. During a disaster of such magnitude that the Emergency Operations Center (EOC) has been activated, the CAT may convene determine if the COOP activation will be managed through the EOC, or if separate operations would be beneficial.

1.4.2 COOP Administrator Responsibilities

Approve overall policy directions, guidance, and objectives for COOP planning and activation.

1.4.3 COOP Coordinator Responsibilities

Coordinate the COOP planning process.
Serve as the principal representative to internal and external stakeholders and groups during implementation of the COOP.
Initiate COOP maintenance meetings.
Coordinate test, training, and exercises of the COOP.
Serve as the COOP program point-of-contact.
Serve on the COOP Planning Team.

1.4.4 COOP Planning Team Responsibilities

Provide overall recommendations and objectives for COOP planning.
Coordinate with leadership personnel on policy, development, approval, and maintenance of the COOP and integration of other emergency plans.
Provide departmental information on essential functions, systems, personnel, and records for COOP planning.
Conduct reviews of COOP documents, materials, and the plan.
Keep the organization informed of any changes to the COOP.
Establish, coordinate, and participate in the COOP test, training and exercise program.
Identify issues that may affect the frequency of changes required to the COOP.
Establish a review cycle.
Develop an improvement plan for addressing risk mitigation recommendations to mitigate continuity-specific risks.
Coordinate with functional groups within the City organization in updating the COOP.

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1.4.5 Reconstitution Manager

A reconstitution manager may be assigned as needed and has the following responsibilities:

Report to the COOP Administrator.
Form a reconstitution team.
Develop space allocation and location requirements to meet occupancy regulations.
Coordinate with regional partners to find suitable space if the primary locations are unusable.
Develop a plan for reconstitution listing functions and projects in order of priority.
Assign appropriate staff to ensure buildings are structurally safe.

1.4.6 Responsibilities of Department Leadership

Identify those functions that can be deferred or temporarily stopped during a COOP activation.
Consult with and advise appropriate officials during implementation of the COOP.
Provide direction, guidance, and objectives during an incident for the implementation of the COOP.
Aid continuity efforts at the continuity facility.
Participate in training, testing, and exercises of the COOP.
Initiate appropriate notifications during COOP implementation.
Provide input on the execution of essential functions.
Initiate recovery of the organization as part of reconstitution.
Designate personnel to assist security officials in securing office equipment and files at primary facilities when implementing the COOP.
Coordinate with leadership personnel for movement of key personnel to continuity facilities when the COOP is activated.

Section 2

CONCEPT OF OPERATIONS

A continuity of operations plan must be maintained at a high level of preparedness and must be ready to be implemented without significant warning. CCS's COOP is designed to be fully implemented no later than 12 hours after activation and provides guidance to sustain operations for up to 30 days.

The broad objective of the CCS COOP is to provide for the safety and well-being of personnel and the public. In addition, this plan will facilitate the execution of mission essential functions during any crisis or emergency in which one or more department locations are threatened or inaccessible. Specific annex objectives include the following:

Enable staff to perform mission essential functions to prepare for and respond to all threats or emergencies, including natural, technological, and human-caused disasters.

Identify critical employees and supporting staff who will relocate.
Ensure the continuity facility can support the operations.
Protect and maintain essential records and databases.

2.1 Objectives

Emergencies often occur with little or no warning, requiring immediate activation of the COOP and commitment of resources. The COOP planning concept of operations is expressed in four operational periods:

Readiness and preparedness
Activation and relocation
Continuity operations
Reconstitution and recovery

2.1.1 Readiness and Preparedness

Readiness is the ability of an organization to respond effectively to any event that threatens its ability to continue mission essential functions. It is the responsibility of an organization's leadership to ensure that an organization can perform its mission essential functions before, during, and after all-hazards emergencies or disasters. Readiness and preparedness activities develop the response capabilities needed during an emergency. Planning, training, and exercising are among the activities conducted under this phase. Feedback from these activities should be focused on improving and maintaining the COOP. Mitigation is also a viable part of this phase. Mitigation activities lessen the impact of unavoidable hazards.

CCS is establishing a continuity readiness posture through the development of this continuity plan, assigning COOP Leads and Alternates, forming a Continuity Planning Team, a Crisis Assessment Team, conducting COOP planning and training, and other continuity readiness and preparedness activities. These activities include the review and revision of COOP related plans, conducting tests, training, and exercises, and risk management.

2.1.2 COOP Activation

Activation occurs after a disruption to business operations triggers the need to activate the COOP. An executive decision must be made after a quick and accurate assessment of the situation to determine the best course of action for CCS. The decision process also prevents the premature or inappropriate activation of the COOP. Each department has identified a procedure to notify personnel during on-duty emergencies, off-duty emergencies and for ongoing communications in their COOP annex.
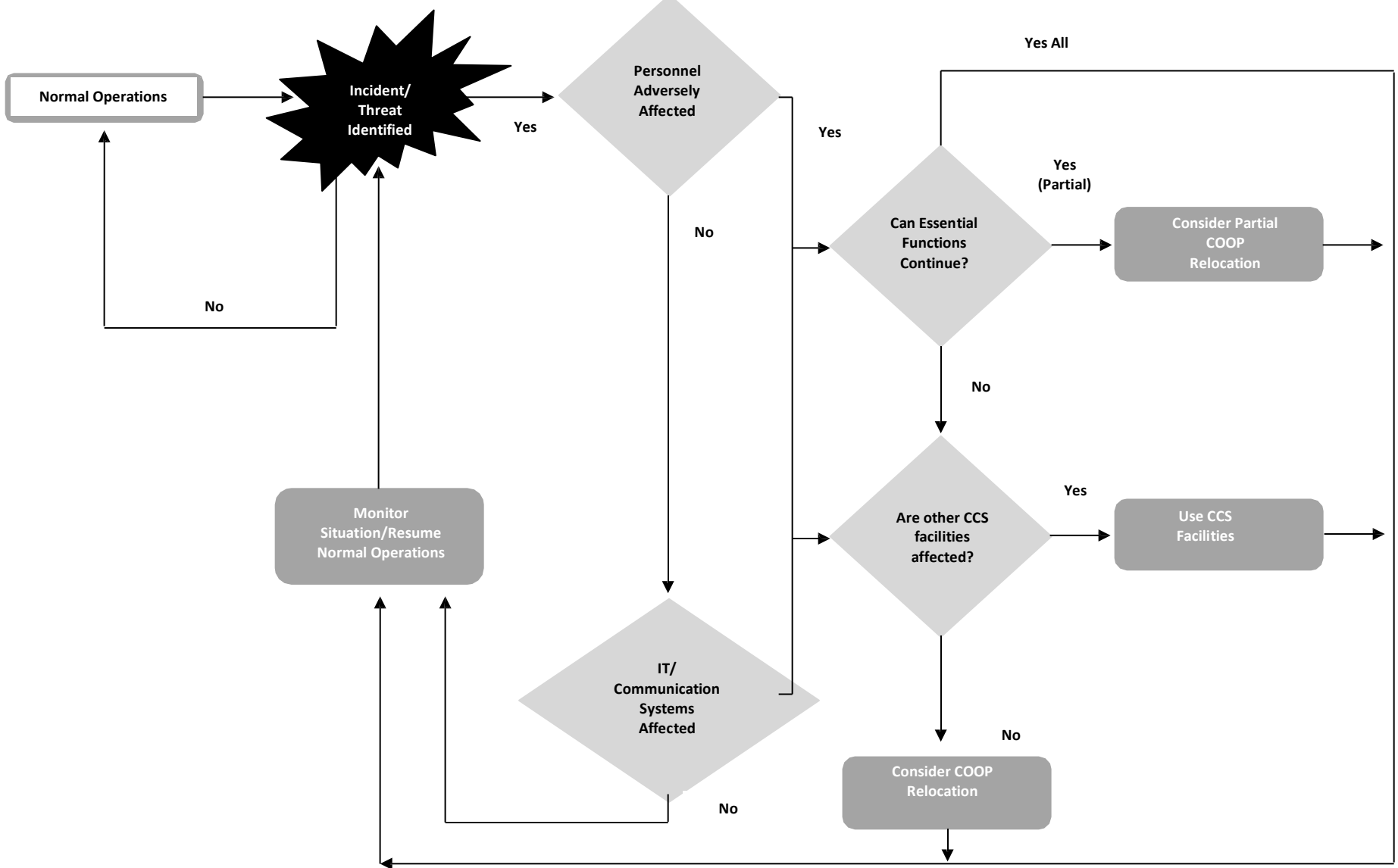
Factors Affecting COOP Activation		
	During Duty Hours	During Non-Duty Hours
Event with Warning	➢ Essential staff is alerted via on-duty notification procedure prior to COOP activation. ➢ Partial activation of the COOP with notification and deployment of key personnel. ➢ Dissemination of messages to CCS staff and the public. ➢ IT issues guidance to CCS staff for protection of data and equipment. ➢ Essential staff will assemble essential records, software, hardware, and other documents and equipment to perform essential functions to prepare for potential COOP activation. ➢ Essential staff will back up essential automated databases and prepare designated essential equipment for possible COOP activation.	➢ Essential staff is alerted via off-duty notification procedure prior to COOP activation. ➢ Recall of key personnel to report to work for partial/full activation of COOP. CCS staff are provided a briefing on the situation once they arrive at work. ➢ IT issues guidance to CCS staff for protection of data and equipment. ➢ Essential staff will report to primary work location to assemble essential records, software, hardware, and other documents and equipment to perform essential functions to prepare for potential COOP activation. ➢ Essential staff will back up essential automated databases and prepare designated essential equipment for possible COOP activation.
Event without Warning	➢ Depending on systems status, essential staff is notified for possible COOP activation. ➢ Depending on the status of primary facilities, staff may evacuate and relocate to a continuity facility. ➢ Depending on the status of primary facilities, essential staff may be sent home if COOP activation is not necessary. ➢ IT will take whatever measures possible to protect data and equipment. ➢ If possible, essential staff will take essential records, software, hardware, and other documents and equipment to perform essential functions if COOP is activated. ➢ If time permits essential staff will back up essential automated databases, and prepare designated essential equipment for possible COOP activation.	➢ Depending on systems status, essential staff are notified to report to work for partial/full activation of COOP. ➢ Depending on the status of the primary facilities, essential staff may report directly to a continuity facility. ➢ Depending on the status of primary facilities, non-essential staff may be sent home. ➢ IT will report to Leadership to take whatever measures possible to protect data and equipment. ➢ If possible, essential staff will report to primary facility to retrieve essential records, software, hardware, and other documents and equipment in order to perform essential functions if COOP is activated. ➢ IT will report to Leadership to back up databases, and prepare designated essential equipment for possible COOP activation.

2.1.3 COOP Relocation

Relocation to an alternate facility occurs when a primary facility is damaged and rendered inoperable or unsafe and staff must evacuate. Each County lists potential alternate continuity facilities in the event relocation is necessary.

Figure 2-1 is a relocation decision matrix which depicts the decision process used to determine if relocation to an alternate facility is necessary.

Figure 2-1 Relocation Decision Matrix

Normal Operations → Incident/Threat Identified

No → (returns to Normal Operations)

Yes → Personnel Adversely Affected

No → IT/Communication Systems Affected

Yes → Can Essential Functions Continue?

Yes (Partial) → Consider Partial COOP Relocation

Yes All

No → Are other CCS facilities affected?

Yes → Use CCS Facilities

No → Consider COOP Relocation

Monitor Situation/Resume Normal Operations

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2.   2.1.4 Continuity Operations

The operations phase focuses on continuing mission essential functions:

Accounting for all personnel
Performing essential functions
Establishing communications
Preparing for reconstitution of all functions

Once the incident has ended, business functions can be resumed.

2.1.5 Reconstitution

Reconstitution is the transition back to normal operations in the primary operating facility. Leadership may designate a reconstitution manager to deal with the complexity of reconstitution issues.

Reconstitution focuses on restoring business operations to normal or improved services. This phase is initiated once all mission essential functions have been restored. Activities associated with reconstitution include:

Supervising an orderly return to the normal operating facility, a move to another temporary facility, or a move to a new permanent operating facility.
Verifying that all systems, communications, and other required capabilities are available and operational, and ensuring the capability to accomplish all essential functions and operations at the new or restored facility.
Identifying if any records were affected by the incident and ensuring the effective transition or recovery of essential records and databases.

Table 1 lists departments that will lead reconstitution efforts.

Table 1: COOP Lead Reconstitution Departments

Situation	Lead Reconstitution Departments
Loss of building	Maintenance
Loss of personnel	Human Resources
Loss of network infrastructure	Information Technology

2.1.6 Alert and Notification Process

Alert Procedures

Depending on the situation, COOP staff may be put on alert. Procedures for alerting and notifying staff are in each County Office and Program. The orders of succession identify which individuals will be alerted.

Notification Procedures

During an event that triggers COOP activation, each County Office and Program contains the procedures to notify personnel for on-duty emergencies, off-duty emergencies, and ongoing communications.

2.2 Mission Essential Functions

Mission essential functions enable each County and Program to provide vital services for staff and citizens. Each COOP location is centered on the mission essential functions. It serves as an operational guide to facilitate the relocation of County and Program staff to a continuity facility and the backup of critical systems and vital records so that mission essential functions may continue. The level and manner of support needed to continue mission essential functions depends on the nature of an incident. Each location includes a list of the County's or Program's mission essential functions. For each mission essential function identified, the list also identifies personnel required to execute the function, the level of priority assigned to the function, and the resources required to support the function. Appendix B includes a matrix of the CCS's essential functions.

2.2.1 Guidelines and Criteria for Prioritization of Mission Essential Functions

In addition to identifying which functions are necessary to support City operations, the recovery time objective (RTO) should be determined for each mission essential function. The RTO is the maximum amount of time the function can be interrupted before it must be restored to an acceptable level of operation after an incident. To ensure that mission essential functions are restored in the order of their time criticality, functions should be categorized using a tier classification system. The following system has been established to prioritize the City of Santa Rosa's mission essential functions according to time criticality.

Table 2: Recovery Time Objective Matrix

Tier	Ratings	Priority
1	**IMMEDIATE:** These functions have a direct and immediate effect on the organization to ensure the safety of individuals and protect property. These functions must be established within the first 12 hours up to 24 hours.	0-12 up to 24 hours
2	**CRITICAL:** These functions can be delayed until Tier 1 functions are restored but must be operational within 72 hours.	24-72 hours
3	**NECESSARY:** These functions can be delayed until Tier 1 and Tier 2 functions are restored but must be operational within 1 week.	72 hours-1 week
4	**IMPORTANT:** These functions can be delayed until Tier 1, Tier 2, and Tier 3 functions are restored but must be established within 30 days.	1 week-30 days

If a function is necessary to keep another function operating, then it should have a shorter priority RTO. Such functions include IT systems, building maintenance, and human resources.

2.3 Orders of Succession

Orders of succession are activated when leadership is unable or unavailable to execute their duties during an emergency. County's must establish, disseminate, and maintain their orders of succession by COOP critical positions. Orders of succession are addressed through internal policy or ordinances. Key personnel for CCS leadership and their successors have been identified in Table 3.

Table 3: CCS Leadership Orders of Succession

Principal Position		Successor Position
Executive Director (ED)	Successor	Clinical / Operations Director
Clinical / Operations Director (COO)	Successors	Human Resource Director
Human Resource Director	Successors	Oktibbeha County Administrator
Principal Position		**Successor Position**
Choctaw County Administrator	Successor #1	Designated OM/MR Staff
	Successor #2	Designated Lead Therapist
	Successor #3	Designated Lead CSS
Principal Position		**Successor Position**
Choctaw County Administrator	Successor #1	Designated OM/MR Staff
	Successor #2	Designated Lead Therapist
	Successor #3	Designated Lead CSS
Principal Position		**Successor Position**
Clay County Administrator	Successor #1	Designated OM/MR Staff
	Successor #2	Designated Lead Therapist
	Successor #3	Designated Lead CSS
Principal Position		**Successor Position**
Noxubee County Administrator	Successor #1	Designated OM/MR Staff
	Successor #2	Designated Lead Therapist
	Successor #3	Designated Lead CSS
Principal Position		**Successor Position**
Lowndes County Administrator	Successor #1	Designated OM/MR Staff
	Successor #2	Designated Lead Therapist
	Successor #3	Designated Lead CSS
Principal Position		**Successor Position**
Webster County Administrator	Successor #1	Designated OM/MR Staff

Principal Position	Successor Position	
	Successor #2	Designated Lead Therapist
	Successor #3	Designated Lead CSS

Principal Position	Successor Position	
Winston County Administrator	Successor #1	Designated OM/MR Staff
	Successor #2	Designated Lead Therapist
	Successor #3	Designated Lead CSS

Principal Position	Successor Position	
PACH / RH Program Director	Successor #1	Designated OM/MR Staff
	Successor #2	Designated Lead Therapist
	Successor #3	Designated Lead CSS

Principal Position	Successor Position	
CSU Director	Successor #1	Designated Nurse
	Successor #2	Designated Lead Therapist
	Successor #3	Designated Lead CSS

Principal Position	Successor Position	
I/DD Program Director	Successor #1	Designated I/DD Lead Staff
	Successor #2	Designated I/DD Program Manager
	Successor #3	Designated I/DD Staff

2.4 Delegations of Authority

Delegations of authority are specified with Board Approval. Certain incumbents in positions specified in the orders of succession are delegated authority to perform all duties and responsibilities of the leadership personnel when this is required. Delegations of authority for each County and Program are listed in the COOP locations. Delegation of authority should be exercised only when immediate action is required and a superior is unable and unavailable to exercise the authority. An individual acting as successor should be relieved of his or her authority once a superior on the list becomes available, is able, and assumes the role of the successor. An individual exercising the authority of a superior should record important actions taken and the period during which the authority is exercised. Planning for delegations of authority involves the following:

Identifying which authorities can and should be delegated
Describing the circumstances under which the delegation would be exercised, including when it would become effective and when it would be terminated
Identifying limitations of the delegation
Documenting to whom authority should be delegated
Ensuring designees are trained to perform their emergency duties

Each County and Program has identified the authority to be delegated, position holding authority, and limitations to their authority. Delegations of authority for key leadership for the CCS are identified in Table 4.

Table 4: Delegations of Authority

Successor to Principal Position 1	Delegation of Authority (Full or Limited)	Description of Limitations
Principal Position 1: Executive Director		
Clinical / Operations Director	Full	
President, Board of Commissioners	Full	
Successor to Principal Position 2		**Description of Limitations**
Principal Position 2: Clinical / Operations Director		
President, Board of Commissioners	Full	
Successor to Principal Position 3	**Delegation of Authority (Full or Limited)**	**Description of Limitations**
Principal Position 3: President, Board of Commissioners		
Oktibbeha County Administrator	Full	
Successor to Principal Position 4	**Delegation of Authority (Full or Limited)**	**Description of Limitations**
Principal Position 4: Oktibbeha County Administrator		
1. Program Director, I/DD Program	Full	
2. Noxubee County Administrator	Full	
Successor to Principal Position 5	**Delegation of Authority (Full or Limited)**	**Description of Limitations**
Principal Position 5: Program Director, I/DD Program		
1. Noxubee County Administrator	Full	
2. L o w n d e s County Administrator	Full	
3. Winston County Administrator	Full	
Successor to Principal Position 6	**Delegation of Authority (Full or Limited)**	**Description of Limitations**
Principal Position 6: Noxubee County Administrator		
1. Lowndes County Administrator	Full	
2. Winston County Administrator	Full	

2.5 Critical Resources

Critical resources are the staff, equipment, and systems required to support mission essential functions. During the planning process, the designated COOP Lead coordinated the evaluation of mission essential functions and listed the corresponding equipment and systems.

COOP Planning Team members must ensure that unique critical equipment and critical information system requirements are considered in planning and, if appropriate, identified as capabilities to be provided by support functions at the continuity facilities. Departments and divisions should maintain all necessary and up-to-date files, computer software, and databases required to carry out mission essential functions. Each County and Program lists the critical systems and critical equipment necessary to reestablish the department's mission essential functions.

2.6 Essential Records

Essential records are records that, if damaged or destroyed, would disrupt operations and information flow and require replacement or re-creation at considerable expense or inconvenience. In continuity of operations planning, vital records are those records that are necessary to carry out mission essential functions. Content, not media, determines their criticality. Essential records are frequently in one of the following three formats: paper, electronic files, or microfiche.

CCS's COOP Planning Team has identified systems to protect and recover essential records during emergencies and normal operations. The Counties' and Programs continually assess the existing essential records maintenance program and continue to address deficiencies.

The following maintenance strategy has been identified by the COOP Planning Team for departments and divisions to protect essential records:

➢ There are currently three data centers in the City that provide redundancy in the back up of data.
➢ Server and application backups are performed nightly. Shares (network files) are backed up every four hours (snapshots).
➢ CCS uses backup servers and data, then mirroring to save backups from one datacenter to the other.
➢ IT performs a backup of the CCS's billing and other systems to the Cloud, nightly. CCS personnel are advised to:
    o Save data to network drives.
    o Scan hardcopy documents to the network drives.
    o Manage and retain records as required by law.

2.7 Continuity Facilities

Each County and Program recognizes that normal operations may be disrupted and that there may be a need to perform mission essential functions at a continuity facility. Each County and Program will coordinate with the Crisis Assessment Team to establish suitable continuity facilities. Appendix D includes a matrix of CCS's continuity facilities.

2.7.1 Continuity Facility Assumptions

Selecting continuity facilities is one of the fundamental elements of a COOP. However, the potential costs for ensuring that a continuity facility is available and ready when needed can be significant. Due to the criticality of the continuity facility and the possible costs associated with the site, it is important that the COOP provide Counties and Programs with a consistent set of planning assumptions for use in planning for and assessing the viability of continuity facilities.

The following considerations should be made when planning for continuity facilities:

- ➢ Ensure that only mission essential functions are performed at the continuity facility.
- ➢ Pool resources among departments and divisions to acquire space for a continuity facility.
- ➢ Co-locate with another department while providing each with individually designated space to meet continuity facility needs.
- ➢ Offer telecommuting, if the essential function allows, as a short-term solution.

The following conditions are necessary for relocation to a continuity facility:

- ➢ A County's primary location has been destroyed or will be unavailable for an extended period.
- ➢ Staff is available to perform mission essential functions defined in the COOP.
- ➢ Off-site storage facilities and materials survived the event.
- ➢ Surface transportation in the local area is possible.
- ➢ Staff can be notified and can report to the continuity facility to perform recovery and reconstruction activities.
- ➢ Like kind essential resources have been pre-positioned or are available at the continuity facility.
- ➢ An adequate supply of critical supplies and provisions is available at the continuity facility or off-site storage.
- ➢ Manual processes are documented for mission essential functions where RTOs will not be met due to delays in restoring mechanized systems.
- ➢ IT services for a particular mission essential function may not be available.
- ➢ CCS has control over the continuity facility and/or has pre-positioned contracts to use the location/resource.

2.8 Communications

Communications, or the ability for personnel to communicate internally and externally, is critical during emergencies. The list below identify communications systems available to CCS to communicate with other Counties or Programs, emergency response units, the media, and external stakeholder agencies and organizations:

- ➢ Land line phone (voice/fax) system
- ➢ Internet access, E-mail, and City website
- ➢ Two-way radios (public safety)
- ➢ Satellite phones
- ➢ Amateur radios
- ➢ SoCo Alert
- ➢ Cell phones
- ➢ Emergency Alert Notification System
- ➢ Alerts on radio stations

Critical information systems used to accomplish mission essential functions during normal operations at the primary location must be accessible at the continuity facility. In addition, CCS personnel should make sure that critical data is stored in such a way that it can be backed up regularly. Each County and Program will coordinate with the IT Department on the specific technical support needed during COOP activation.

Access to critical information systems used to accomplish mission essential functions. The following chart describes each of the communication systems that might be used, the County or Program responsible for maintaining the system, and the key personnel responsible for updating and implementing these systems when needed.

Table 5: Communications Systems Matrix

Communication System Name	System Description	Responsible Department
Land line phone	Office phones to use as a primary source of communications	IT
Internet Access, Email and City website	Access to the Internet through City computers and other devices. Messages sent via Email and posted on City website	IT
Police and Fire Radios	Two-way radios	Maintenance / IT
Satellite Phones	A type of mobile phone that connects to orbiting satellites instead of terrestrial cell sites	IT
Amateur Radios	The use of radio frequency spectrum for purposes of non-public safety commercial exchange of messages.	IT
MS ALERT SYSTEM Alert	MS ALERT SYSTEM t is a free emergency notification service that provides Mississippi first responders the ability to notify residents and businesses by telephone, mobile phone, text message, email, and social media regarding time-sensitive emergency notifications.	Office of Emergency Preparedness/ Police/Fire Department

2.9 Devolution of Command and Control

Devolution is the transfer of legal and statutory obligations from one entity to another entity at a continuity facility or devolution site. The devolution option may be used when the organization's primary operating facility, alternate site, and/or staff are not available. Devolution requires the transition of roles and responsibilities for performance of essential functions through pre-authorized delegations of authority and responsibility. The authorities are delegated from an organization's primary operating staff to other employees internal or external to the organization in order to sustain essential functions for an extended period. Devolution supports the overall COOP and ensures the continuation of mission essential functions. In this situation, management and leadership responsibility, and mission essential functions will devolve to the designated devolution department or agency.

Section 3 - RISKS, VULNERABILITIES, AND MITIGATION STRATEGIES

The FEMA Continuity Guidance for Non-Federal Governments recommends a risk assessment of the vulnerability of the organization and its essential functions to the identified hazards be completed. CCS vulnerability depends on the probability of an event occurring and the impact the event could have on personnel, facilities, infrastructure, operations, and the performance of essential functions.

CCS conducted an assessment of how each hazard affects each County and Program and critical facilities.

The hazards that pose a threat to the CCS include:

Natural Hazards	Technological Hazards	Human Caused Hazards
Earthquakes	Dam Failure/Inundation	Terrorist Attacks
Flooding	Hazardous Materials Incidents	Civil Disturbance
Landslides	Mass Casualty Incidents	Cyber Attacks
Drought	Building Collapse or Explosion	Public Health Emergencies
Wildland/urban interface fires	Train or Airplane Crash	
Extreme weather or storms	Utility Outage	

The actions related to continuity elements include:

To prepare for a continuity event, each Cunty and Program must be prepared to handle three types of emergencies: a localized emergency requiring relocation to an alternate site; a widespread emergency requiring relocation to an alternate site; and a widespread emergency NOT requiring relocation to an alternate site.

The indicators for the types of emergencies and corresponding COOP relocation activities are listed below:

1. Localized Emergency Requiring Relocation to Alternate Site
  ✓ A single County OP Office or Program Location facility sustained damage.
  ✓ All other CCS facilities are not affected.
  ✓ COOP alternate sites are available.
  ✓ The facility is currently closed for normal business activities, but the incident has not affected surrounding buildings, utilities, or transportation systems.
  ✓ Operations can shift to an alternate COOP location in the jurisdiction.
  ✓ Will require continuity of all critical essential functions.

2. Widespread Emergency Requiring Relocation to Alternate Site
  ✓ A single County OP Office or Program Location facility sustained damage.
  ✓ The surrounding area is affected.
  ✓ COOP alternate sites may or may not be available.
  ✓ Parts of major infrastructures (power, sewage, transportation, etc.) may have sustained damage.
  ✓ Operations can shift to an alternate location within the jurisdiction or a neighboring jurisdiction.
  ✓ Will require continuity of all critical essential functions.

3.   <u>Widespread Emergency NOT Requiring Relocation to Alternate Site</u>
- ✓ A single County OP Office or Program Location facility did not sustain damage and remains open.
- ✓ One or more Programs experiences high levels of employee absenteeism.
- ✓ COOP operations will be conducted from the primary location.
- ✓ Will require continuity of all critical essential functions as well as long-term essential functions.

Section 4 - MULTIYEAR STRATEGY AND PROGRAM MANAGEMENT

CCS leadership and the COOP Planning Team will develop standards to help Counties and Programs implement the COOP program. While the COOP and annexes serve as the guide during activation and recovery, the COOP program involves the framework for operational decisions to promote COOP planning. It involves making continuity planning a part of day-to-day operations through initiatives like monitoring protection methods for essential records, inventorying critical systems and equipment, implementing cross-training for critical employees, and establishing mutual aid agreements for facilities and personnel, etc. The COOP program ensures that the COOP reflects the current environment and that staff members are prepared to respond during COOP implementation. Strategy and Plan Maintenance

Plan revisions due to changes in the structure, mission essential functions, or mission of participating departments should be made promptly. Long-term plan maintenance should be undertaken carefully, planned for, and completed according to an established schedule.

During the development of this plan, the COOP Planning Team identified the following plan maintenance strategies:

- Distributing and communicating the COOP to Counties and Programs

- Allowing departments and divisions to develop and maintain their own COOP annexes, provided that they do not conflict with the City's strategy and maintenance processes

- Ensuring departmental review of the overarching plan and annexes

- Identifying issues that affect the frequency of changes required to the COOP

- Establishing a review cycle

Table 8 provides a guide to the COOP Planning Team for scheduled maintenance and updates of the COOP.

Table 8: Plan Maintenance Strategy

Activity	Tasks	Frequency	Responsibility
Update and certify plan.	Review entire plan for accuracy. Incorporate lessons learned and changes in policy and philosophy. Manage distribution.	Annually	Counties and Programs review annexes. Leadership review overarching COOP.
Maintain orders of succession and delegations of authority.	Identify current incumbents. Update rosters and contact information.	Annually	Leadership / Counties & Programs
Maintain continuity location readiness.	Check all systems. Verify accessibility. Cycle supplies and equipment as necessary.	Monthly	Leadership / Counties & Programs
Activity	**Tasks**	**Frequency**	**Responsibility**
Monitor and maintain essential records program.	Monitor volume of materials. Update/remove files.	Ongoing	Counties & Programs
Revise COOP implementation checklist.	Update and revise COOP implementation checklist.	Annually	Leadership
Update contact information for key personnel.	Confirm/update key personnel information.	As changes occur, or no less than Quarterly	Leadership
Make new staff aware of COOP.	Conduct COOP awareness training for new staff.	Within the first 60 days of employment	Human Resource / Counties & Programs
Orient new senior leadership.	Brief senior leadership on existence and concepts of the COOP overarching plan and each departmental annex. Brief senior leadership on their responsibilities under the COOP overarching plan and each departmental annex.	Within the first 30 days of employment	Leadership / Board of Commissioners
Plan and conduct exercises.	Conduct internal COOP exercises. Conduct joint exercises with the state and local emergency management agencies.	Annually	Leadership

2.   Section 5 - TRAINING

The test, training and exercise program will ensure that department employees are aware of their roles and responsibilities in COOP implementation. Regularly scheduled exercises are critical to ensuring that the COOP can be implemented during an emergency. Exercising is one of the most effective ways to discover and document necessary modifications. The test, training and exercise program should be progressive in nature, building from simple, individual tasks to complex, multi-organizational interactions. The program should contain activities that include build-on training and improve capabilities through a series of tests and exercises.

3.   5.1 Training

The following subject matter should be considered for the COOP training program:

Mission essential functions and operations
Operational elements of the overarching COOP and departmental annexes
COOP triggers, activations, and decision-making
Continuity facilities and resumption of normal operations
Leadership during a COOP activation
Safety strategies and policies including proper use of personal protective equipment

Acronyms

CAT	Crisis Assessment Team
COOP	Continuity of Operations
CGC	Continuity Guidance Circular
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
IT	Information Technology
LAN	Local Area Network
NIMS	National Incident Management System
RTO	Recovery Time Objective
SEMS	Standardized Emergency Management System

Definitions

Activation – When all or a portion of the COOP has been implemented.

COOP – Acronym for Continuity of Operations Plan which is plan to ensure the continuance of essential functions and services and the resumption of time-sensitive operations in the event of an emergency or disaster.

Continuity of Operations – The activities of individual units and agencies and their subcomponents to ensure that their mission essential functions are continued under all circumstances. This includes plans and procedures that delineate mission essential functions; specify orders of succession and delegations of authority; provide for the safekeeping of vital files, records, and databases; identify continuity facilities; provide for interoperable communications; and validate the plan through tests, training, and exercises.

COOP Administrator – Responsible for approving overall policy directions, guidance, and objectives for COOP planning and activation. This position is fulfilled by the City Manager.

COOP Coordinator – May be responsible for overall recovery of a department. This person also provides overall project management to ensure the quality and timely delivery of the business impact analysis, vulnerability/risk analysis, and BCP.

COOP Critical Personnel – Personnel designated by their department as critical to the resumption of mission essential functions and services.

Command and/or Control Center – A centrally located facility with adequate phone lines to begin recovery operations. Typically, it is a temporary facility used by the management team to begin coordinating the recovery process and is used until the continuity facilities are functional.

Communications Failure – An unplanned interruption in electronic communication between a terminal and a computer processor or between processors because of a failure of any hardware, software, or telecommunications components comprising the link. See also: network outage.

Communications Recovery – The component of disaster recovery that deals with restoring or rerouting a department's telecommunications network or its components. Similar terms: telecommunications recovery, data communications recovery.

Continuity Facility – A facility, other than the primary facility, used to process data and/or conduct mission essential functions in the event of a disaster. Similar terms: alternate processing facility, alternate facility, and alternate communication facility.

Crisis Assessment Team – A team developed to conduct an initial analysis of the situation to determine if the COOP or a departmental COOP annex will be activated.

Critical Equipment – Includes specific equipment required to reestablish a mission essential function.

Damage Assessment – The process of assessing damage to computer hardware, vital records, facilities, etc., and determining what can be salvaged or restored and what must be replaced following a disaster.

Delegations of Authority – Specifies who is authorized to act on behalf of the department head and other COOP critical officials for specific purposes.

Department Backup Personnel – A list of alternate personnel who can fill a position when the primary person is unavailable.

Disaster – An incident that renders a department unable to provide critical business functions. Similar terms: business interruption, outage, and catastrophe.

Emergency Preparedness – The discipline that ensures an organization's readiness to respond to an emergency in a coordinated, timely, and effective manner.

Essential Records and Databases – Files, records, or databases that, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or re-creation at considerable expense. For legal, regulatory, or operational reasons, these records cannot be irretrievably lost damaged without materially impairing the department's ability to maintain mission essential functions.

Facilities – A location containing the equipment, supplies, and voice and data communication lines to conduct transactions required to conduct business under normal conditions. Similar terms: primary site, primary processing facility, and primary operating facility.

File Backup – The practice of copying a file stored on disk or tape to another disk or tape. This is done for protection in case the active file gets damaged.

File Recovery – The restoration of computer files using backup copies.

File Server – The central repository of shared files and applications in a computer network

Internal Call List – Standard format for an emergency call tree for employees within the scope of the project.

Interruption – An outage caused by the failure of one or more communications links with entities outside of the primary location.

Key Personnel – Personnel designated by their department as critical to the resumption of mission essential functions and services.

Local Area Network – Computing equipment, in proximity to each other, connected to a server that houses software that can be accessed by the users. This method does not use a public carrier. See also: WAN.

Local Area Network Recovery – The component of disaster recovery that deals specifically with replacing equipment and restoring essential data and software following a disaster. Similar terms: client/server recovery.

Logistics Manager – Staff member who has the skills and authority to coordinate the provision of resources and services during an incident.

Mission Essential Functions – Activities, processes, or functions that could not be interrupted or unavailable for several days without significantly jeopardizing the operation of the department.

Mutual Aid Agreements – A signed agreement to provide a service, which includes the method of performance, the fees, the duration, the services provided, and the extent of security and confidentiality maintained.

National Incident Management System – Provides a consistent nationwide template to enable federal, state, local, tribal governments, private sector, and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

Network Outage – An interruption in system availability because of a communication failure affecting a network of computer terminals, processors, or workstations.

Non-mission Essential Function/Data – Business activities or information, which could be interrupted or unavailable indefinitely without significantly jeopardizing a department's mission essential functions.

Nonessential Records – Records or documents that, if irretrievably lost or damaged, will not materially impair the department's ability to conduct business.

Off-Site Storage Facility – A secure location, remote from the primary location, at which backup hardware, software, data files, documents, equipment, or supplies are stored.

Orders of Succession – Identifying alternates for senior and other key positions during an emergency in the event any of those officials are unavailable to execute their legal and/or essential duties.

Reconstitution Manager – Appointed based on nature and type of emergency. Reports to COOP Administrator.

Record Retention – Storing historical documentation for a set period, usually mandated by state and federal law or the Internal Revenue Service.

Recovery – Includes all types of emergency actions dedicated to the continued protection of the public or to promoting the resumption of normal activities in the affected area.

Recovery Strategies – Alternative operating method (platform location, etc.) for facilities and system operations in the event of a disaster.

Recovery Time Objective – The period of time that a function can be suspended before its impact on the department is unacceptable.

Repository – A storage place for object models, interfaces, documents and files.

Response – Those activities and programs designed to address the immediate and short-term effects of the onset of an emergency or disaster.

Risk – An ongoing or impending concern that has a significant probability of adversely affecting a department's ability to maintain mission essential functions.

Risk Assessment/Analysis - The process of identifying and minimizing the exposures to certain threats that a department may experience. Similar terms: risk assessment, impact assessment, corporate loss analysis, risk identification, exposure.

Risk Management – The discipline that ensures that a department does not assume an unacceptable level of risk.

Standardized Emergency Management System – The cornerstone of California's emergency response system and the fundamental structure for the response phase of emergency management unifying all elements of California's emergency management community into a single integrated system and standardizes key elements. SEMS incorporates Incident Command System (ICS), Multi/Inter-agency coordination, Mutual aid, and the Operational Area Concept.

Vulnerability – The susceptibility of a department to a hazard. The degree of vulnerability to a hazard depends upon the risk of the hazard occurring and potential consequences.

4. Appendix

1. Alternate Work Locations

i. In the event operations of a single or multiple location are disrupted either by an emergency or disaster, the following table outlines where each location will move their operations to:

ii.

County	Alt Site 1	Alt Site 2	Alt Site 3	Alt Site 4
Choctaw	Webster	Winston	Oktibbeha	MHC
Clay	MHC	Oktibbeha	Lowndes	Webster
Noxubee	Lowndes	Winston	Oktibbeha	MHC
Lowndes	Noxubee	Oktibbeha	Clay	MHC
Oktibbeha	Lowndes	Clay	Noxubee	MHC
Webster	Choctaw	Clay	Oktibbeha	MHC
Winston	Noxubee	Choctaw	Oktibbeha	MHC
PACH/RH	RH to PACH	PACH to MHC Gym		
MHC	Starkville	Another Building on Campus		
CSU	Mary Holmes Gym	Recovery House	Another CSU Facilty	
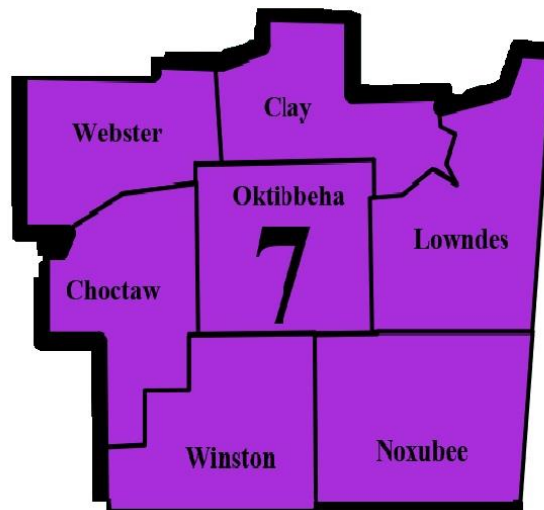
2. Identification of Vital Records and their Locations

    i.   The following facilities keep Vital Records in the following locations:

County	Paper Records	Computer Records
Choctaw	Medical Records Room	BTI and EMR Server backed up off site
Clay	Medical Records Room	BTI and EMR Server backed up off site
Noxubee	Medical Records Room	BTI and EMR Server backed up off site
Lowndes	Medical Records Room	BTI and EMR Server backed up off site
Oktibbeha	Medical Records Room	BTI and EMR Server backed up off site
Webster	Medical Records Room	BTI and EMR Server backed up off site
Winston	Medical Records Room	BTI and EMR Server backed up off site
PACH/RH	Medical Records Room	BTI and EMR Server backed up off site
MHC	Secure room in back of Gym	BTI and EMR Server backed up off site

3. Identification of systems to maintain security of and access to vital records

    i.   All Medical Records offices always have a door that s locked with limited access.

    ii.   Access to the Medical Records room is limited to individuals who have both a medical right (Medical Staff, Clinical Staff) and a need (Chart review, treatment planning, releases signed, discharge planning, etc.) to review a chart. This access is controlled by the OM/MR staff as well as the County Administrator, Compliance Officer, Clinical / Operations Director and Executive Director.

    iii.   Computer access to Medical Records is double password protected and access is controlled through the IT Department at MHC. All data from the BTI and EMR system is backed up nightly, and a backup tape is removed each day and placed in a fireproof safe. In the unlikely event of an emergency/disaster, this back up tape can be reinstalled into the system and restore the data.

    iv.   Network files are also backed up to an off-site location for restoration in the unlikely event of an emergency/disaster.

4. Documentation of Implementation of the Written Emergency/Disaster Plan and COOP

Following Pages describe what is required to be submitted if this COOP or the locations Emergency/Disaster Plan implementation in the even of an Emergency/Disaster event:

1. Copies of the quarterly fire drills and the facility/location
2. Copies of the Monthly fire drills for Supervised Living and/or Residential Treatment service locations, conducted on a rotating schedule per shift.
3. Copies of Quarterly Disaster Drills, rotating nature of the event for the drill based on the Emergency/Disaster Plan, for the facility
4. Copy of the Annual COOP drill for the Agency with documentation at the Main Office.

5. Emergency/Disaster Kit Requirements

The following items must be kept stocked and available at all Supervised Living, Residential Treatment locations and /or Crisis Residential Units in the event of an Emergency/Disaster. There must be enough supplies to support people receiving services for 72 -hours post event and must include the following:

1. Non-Perishable foods
2. Manual Can Opener
3. Water (One Gallon per person, per day)
4. Flashlights and batteries
5. Plastic Sheeting and Duct Tape
6. Battery powered AM/FM radio and Personal Hygiene items

6. Medication, prescription, and non-prescription availability

All Supervised Living, Residential Treatment and/or Crisis Residential locations must follow the following guidelines to ensure medications, prescription and non-prescription, are available for up to 72-hours post-event:

1. The County Commander of an affected facility will direct 2 staff members to gather and secure all medications from a location that has been affected by an Emergency/Disaster and will deliver said medications, both prescription and non-prescription, to the County Commander to account for and hold until a Registered Nurse can ascertain the type and quantity of said medications in order to make them available to the individuals to whom they belong.