

Briefing Guide: Senior Leadership Briefing



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Objectives

- Explain Legal Authorities
- Provide an understanding of Continuity and Continuity of Operations
- Emphasize the benefits of Continuity
- Explain the importance of and need for securing support from senior leadership
- Emphasize the need for Continuity planning considerations for agencies and organizations
- Describe role of leadership
- Summarize the Continuity Program



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General Authorities

- Presidential Policy Directive (PPD) 40,
- PPD-8, March 2011
- PPD-21, February 2013
- Federal Continuity Directive (FCD) 1, January 2017
- FCD-2, June 2017
- Continuity Guidance Circular, February 2018
- National Response Framework, June 2016
- DHS Management Directive 9300.1, *Continuity of Operations and Continuity of Government Functions*, July 2004



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What is Continuity?

- Continuity is the result of efforts to plan for ways to continue essential functions and provide essential services when normal operations are disrupted.
- A comprehensive continuity plan will help you when an event happens that disturbs normal day-to-day work.
- A continuity plan is part of a more extensive continuity program.
- All organizations should have a continuity program.



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Why Continuity?

“A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk
(National Preparedness Goal)

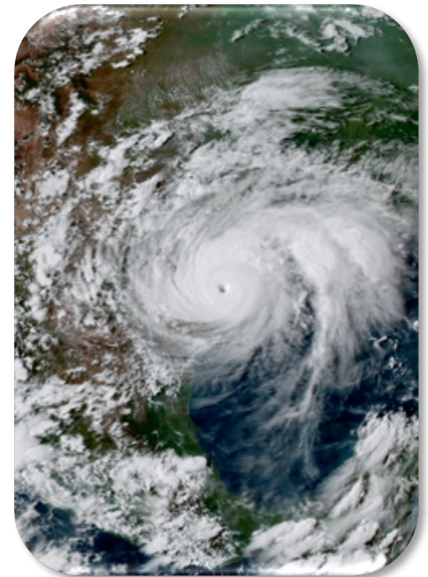
“The vision for continuity is a more resilient Nation through whole community integration of continuity plans and programs to sustain essential functions under all conditions”
(Continuity Guidance Circular)



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Case Study: Hurricane Harvey

- More than 19 trillion gallons of rainwater fell causing catastrophic flooding. Flooding covered southeast Texas the size of the state of New Jersey.
 - 203,000 homes damaged;
 - 24 hospitals evacuated;
 - 75 Houston area schools closed;
 - 800 wastewater treatment sites flooded; 61 communities lost drinking water;
 - Critical infrastructure destroyed or not functional.



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Case Study: Hurricane Harvey

- Impacts to the Harris County Criminal Justice Center, TX
 - Over 700 staff displaced.
 - Staff divided between 10 different locations.
 - Criminal judges shared court rooms with family and civil courts.
 - Hundred of hearings postponed.
 - Old jail cell blocks converted into court rooms.
 - Lives put on hold. Defendants' livelihoods and child custody cases disrupted.



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Case Study: Hurricane Maria

- Hurricane Maria, with 150 mph winds, made landfall in Puerto Rico on September 20, 2017.
- Impacts included:
 - 3 million people without power for over 30 days;
 - 95% of people were without cell service;
 - 56% of people were without clean water;
 - Many hospitals and gas stations were out of service;
 - Widespread destruction of homes;
 - 11,000 people were in shelters.



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Case Study: Hurricane Maria

- 30 days after Hurricane Maria landed in Puerto Rico:
 - 61% of people had cell service;
 - 69% of people had clean water;
 - 6,100 patients had been cared for;
 - 78% of gas stations were open;
 - Only 21% of people had power.
- It is estimated that it will take years for Puerto Rico to recover from the impacts of Hurricane Maria



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Case Study: Hurricane Maria

- Hurricane Maria crippled a key maker of IV fluid bags in Puerto Rico, one of the only US manufacturers.
- Hospitals across the Nation faced critical shortages of IV bags, some of which had to pay a 600% markup.
- Hospitals and other health care settings reported running critically low on IV fluid bags and the US health care system was on the brink of a significant public health crisis.



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Federal Continuity Directives 1 & 2

U.S. Department of Homeland Security
Federal Emergency Management Agency
Federal Continuity Directive 1
Issue Date: January 17, 2017



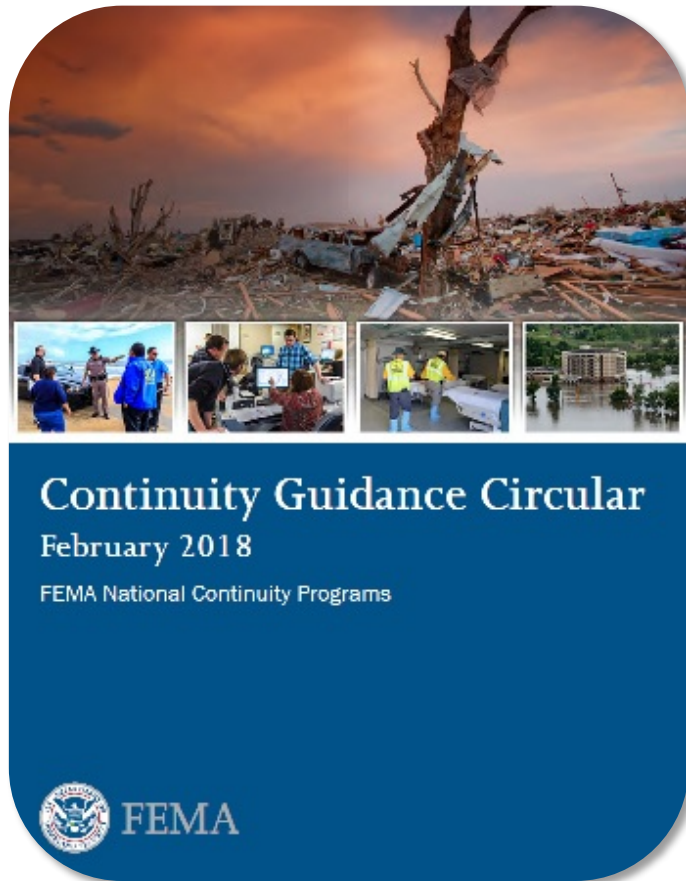
Federal Continuity Directive 1
*Federal Executive Branch National Continuity
Program and Requirements*

- Provides direction for the development of Continuity plans and programs for the Federal Executive Branch
- Provides guidance for Identifying Mission Essential Functions (MEFs) and Primary Mission Essential Functions (PMEFs)
- Sets criteria for what a “Continuity facility” must provide
- Establishes minimum Continuity communications requirements
- Emphasizes the management of vital records as an essential element of Continuity planning
- Provides instructions on how to perform a Business Process Analysis and a Business Impact Analysis



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Continuity Guidance Circular



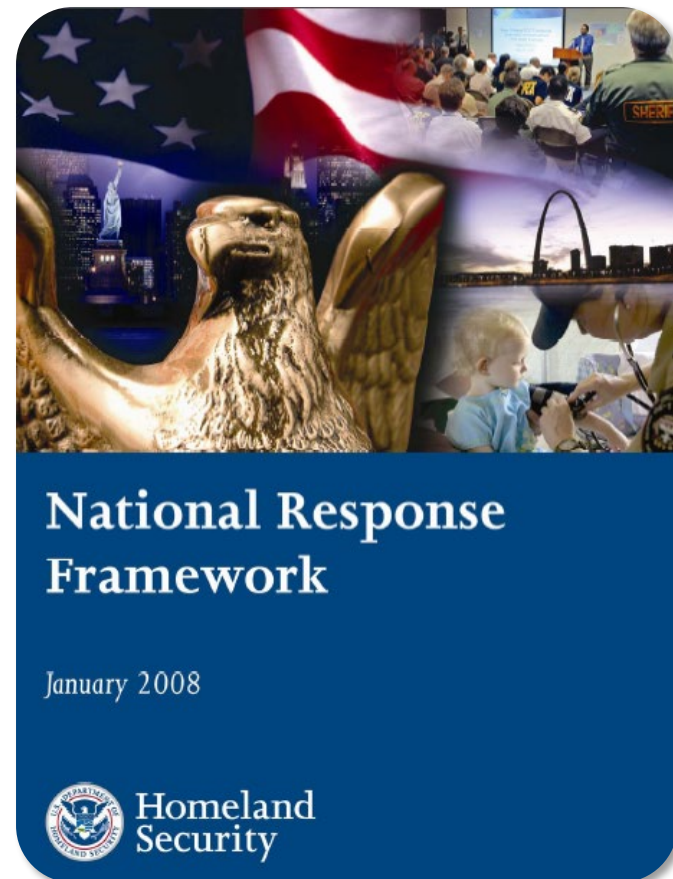
- The Continuity Guidance Circular (CGC) provides continuity guidance for the whole community and provides guidance on the integration of continuity concepts and planning across the whole community.
 - Provides a comprehensive perspective to foster the integration and coordination of continuity activities.
 - Outlines continuity guiding principles to inform planning, coordination, and operations.
 - Describes scalable, flexible, and adaptable coordinating structures, as well as key roles and responsibilities for integrating continuity plans across the whole community to support national resilience and essential functions.



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National Response Framework

- The National Response Framework (NRF) is a guide to how the Nation conducts all-hazards response
- Continuity provides the foundation for the tiers to the NRF, operational governments at the local, state and federal levels capable of performing their essential functions under all conditions



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Benefits of Continuity Programs

- Supports good business practice
- Enables agencies and organizations to continue their essential functions
- Protects the fundamental mission of all agencies and organizations
- Saves lives
- Minimizes against property loss
- Improves budget planning process
- Identifies threats and mitigates risk



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Leadership Support for Continuity

- Leaders should support Continuity because it:
 - Ensures the capability of continuing agency essential functions during a wide range of potential emergencies
 - Ensures critical planning gaps, budgetary, and management challenges are identified and addressed



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Importance of Continuity

- Consider the impacts on your organization:
 - Leadership
 - Staff
 - Facilities
 - Communications



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Role of Leadership

- Appoint a Continuity Coordinator
- Appoint a Continuity Program Manager
- Integrate Continuity planning into daily operations
- Identify and prioritize the Essential Functions
- Approve the Continuity plan
- Ensure budgetary support
- Identify successor and delegation of authority
- Approve the Multi-Year Strategy and Program Management Plan



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Summary of Continuity Program

- Creating a proactive planning culture within the organization
- Developing a multi-year strategy and program management plan
- Defining planning priorities
- Integrating Continuity into day to day operations
- Incorporating critical information from internal and external stakeholders
- Managing expectations
- Managing facilities
- Implementing a Test, Training and Exercise Program and Corrective Action Program



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Questions?



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