

# **CITY OF ROCKY MOUNT**



**ROCKY MOUNT, NC**  
THE CENTER OF IT ALL

# **CONTINUITY OF OPERATIONS PLAN**

## **PRIVACY STATEMENT**

In its entirety, the Continuity of Operations Plan (COOP) addresses not only high-level overview information about how the City of Rocky Mount responds to different types of disruptions but also the operational detail necessary to support these disruptions. These details are outlined in each respective department's COOP Annexes led by the City's general COOP.

Given the sensitivity of some of the information in this plan and all department plans, the distribution of the plan and its associated documents will be assessed, and appropriate security measures implemented. The City may determine the required level of security for this plan elevates this 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 City Manager, while implementation is coordinated by the department leadership and COOP leads or alternates. For more information about continuity planning or this COOP, contact the Office of the City Manager.

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# **BASIC PLAN**

## **I. PROMULGATION STATEMENT**

Continuity of operations ensures the continuation of government and the performance of essential functions during and after a disaster or other disruption to normal government operations. The City of Rocky Mount (CRM) plays an integral role in determining the needs of the public and in providing essential services on a day-to-day basis. Through continuity planning, the City will further demonstrate its steadfast commitment to the continuation of these services during an extended 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 City department or division has the ability to carry out its critical mission, regardless of the circumstances that may result from any natural, technological, or intentional disaster.

The City Manager has reviewed and approved this plan, verifying its content to ensure it contains required information and guidance for the City of Rocky Mount to sustain its essential services and to minimize potential impacts during and following an emergency.



### III. RECORD OF DISTRIBUTION

A copy of this Continuity of Operations Plan, including all appendices, department plans, and annexes, will be distributed to the following individuals, departments, or agencies:

Date of Delivery	Number of Copies	Electronic/Print	City Department
	7		City Manager's Office
	4		Emergency Operations Center
	4		Fire Department
	4		Police Department
	3		Public Works
	1		Community & Business Development
	1		Development Services
	1		Communications
	1		Human Resources
	1		Finance
	3		Parks & Recreation
	3		Energy Resources
	1		Human Relations
	3		Water Resources

Note: These are original copies that will be distributed. Each department may copy and distribute additional copies as necessary to meet the intent of this plan

## **IV. PURPOSE, SCOPE, SITUATIONS, AND ASSUMPTIONS**

The goal of the all-hazards approach to continuity of operations planning is to maintain the City'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.

### **A. PURPOSE**

All participating City departments and divisions have the responsibility to plan for and respond to disasters. During COOP activation, departments may be required to operate from a continuity location and may overextend their resources.

The purpose of this COOP is to provide the framework for City departments and divisions to restore mission essential functions to employees and City operations if an emergency disrupts services. In doing so, the COOP establishes the City's plan for addressing three types of disruptions. Those disruptions are as follows:

- 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 City'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 and to maintain mission essential functions for up to 30 days.

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

### **B. SCOPE**

COOP planning ensures the preservation and reconstitution of the City's mission essential functions. An emergency (such as an explosion, fire, or hazardous materials incident) may require the evacuation of one or more department locations with little or no notice. Building evacuations, if required, is accomplished via the 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 jurisdiction and is augmented by departmental annexes developed by key department and division personnel. The following departments are addressed in the City's COOP:

- City Administration: City Manager's Office, Mayor & Council, City Clerk, City Attorney's Office, Budget & Evaluation, Internal Auditor, Communications, and Marketing and Public Relations
- Finance/IT

- Fire Department
- Community & Business Development
- Human Resources
- Human Relations
- Energy Resources
- Development Services
- Police Department
- Parks & Recreation
- Public Works
- Water Resources

The City of Rocky Mount Continuity of Operations Plan represents our commitment to serving the citizens of Rocky Mount in the worst and best of times. The Office of the City Manager asks each city employee to familiarize themselves with actions that must be taken to continue City operations during a disaster and to continue to provide a full spectrum of public services to all who live and visit the City of Rocky Mount.

### **C. SITUATION OVERVIEW**

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

The City of Rocky Mount is located on the western fringe of the Coastal Plain in northeastern North Carolina. The western two-thirds of the City lies within Nash County, while the eastern one-third of the City is found in Edgecombe County. The City is bisected (north/south) by Wesleyan Boulevard and the CSX Railroad. The City limits encompass 45.34 square miles and include 268 miles of roadways. Major transportation corridors, Interstate 95 and US Highway 64 intersect on the western side of Rocky Mount. Rocky Mount sits atop the geographic fall line between the state’s Piedmont and Coastal Plain regions. The area is generally flat, with an increase in small rolling hills to the west. Most of the area in the City and the surrounding area encompasses residential, business, commercial, street networks, and agricultural parcels. The Tar River flows through the middle of the City from the southwest to the east and several tributaries to the Tar River drain throughout the area.

### **D. PLANNING ASSUMPTIONS**

The City 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. The City is committed to supporting service resumption and recovery efforts at continuity facilities if required. In the event of a disaster, departments and divisions may rely on each other for assistance. In the event of a disaster, resources and personnel may be extremely limited. Resumption of essential services may need to be prioritized and time-phased.

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

as a result of 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 of 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.

## **E. OBJECTIVES**

The objective of this COOP Plan is to ensure that a viable capability exists to continue essential functions across a wide range of potential emergencies, specifically when the City of Rocky Mount's primary facilities are either threatened or inaccessible. The objectives of this Plan are to:

- Ensure the continuous performance of the City's essential functions/operations during an emergency.
- Protect essential facilities, equipment, records, and other assets.
- Reduce or mitigating disruptions to operations.
- Reduce loss of life and minimizing damage and losses.
- Achieve a timely and orderly recovery from an emergency and resuming full service to customers.
- Identify alternate operations locations in the event that primary operations facilities are not functional and identify the operating capability of the alternate facility.
- Conduct essential operations from an alternate location within 12 hours of the event onset for a period of up to 30 days.
- Establish lines of succession and delegation of authorities.
- Identify personnel needed to perform the department's essential functions.
- Identify means of communication within the department and with other departments, jurisdictions, and the public.
- Establish requirements for regularly scheduled testing, training, and exercising of department personnel equipment, systems, processes, and procedures used to support the department/agency during a COOP event.
- Establish requirements for development, maintenance, and annual review of the department's/agency's COOP Plan and COOP capabilities.

## **F. SECURITY AND PRIVACY STATEMENT**

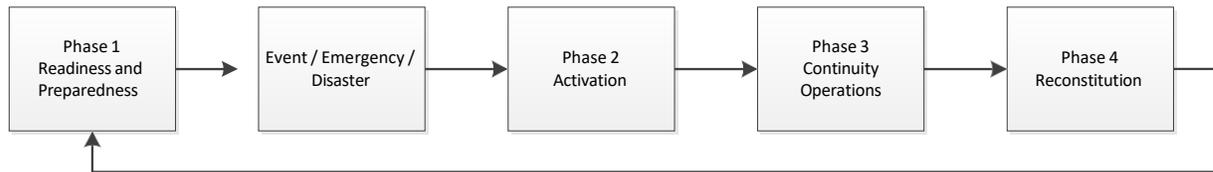
The City may determine the required level of security for this plan elevates this to a "For Official Use Only" document, resulting in the control and limited distribution of the plan. Portions of this document are confidential and exempt from disclosure pursuant to North Carolina Statutes §132-1.2. Do not copy, distribute, or release without the express written permission of the City of Rocky Mount. It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with North Carolina General Statutes and is not to be released to the public or other personnel who do not have a valid "need to know" without prior approval of the City Manager.

Some of the information in this Plan, if made public, could endanger the lives and privacy of employees. In addition, the disclosure of information in this plan could compromise the security of essential equipment, services, and systems of the City of Rocky Mount or otherwise impair its ability to carry out essential functions. Distribution of the COOP in whole or in part is limited to personnel who need to know the information in order to implement the plan successfully.

The City will distribute copies of the COOP Plan on a need to know basis. In addition, copies of the plan will be distributed to other organizations as necessary to promote information sharing and facilitate a coordinated interagency continuity effort. Further distribution of the Plan, in hard copy or electronic form, is not allowed without approval from the City Manager. The City will distribute updated versions of the COOP Plan every five years or as critical changes occur.

## V. CONCEPT OF OPERATIONS

The City of Rocky Mount will implement this COOP through the following four successive phases: (1) Readiness and Preparedness, (2) Activation, (3) Continuity of Operations, and (4) Reconstitution. Devolution correlates with each phase. Each phase is addressed more fully in this section of the COOP.



### A. PHASE I: READINESS AND PREPAREDNESS

The City of Rocky Mount will participate in the full spectrum of readiness and preparedness activities to ensure personnel can continue essential functions in an all-hazards environment. Readiness activities are divided into two (2) key areas:

- Organization readiness and preparedness
- Staff readiness and preparedness

The City incorporates a hazard/threat warning system outlined in Emergency Support Functions (ESF) of the City's Emergency Operations Plan. The City will utilize phone/radio (via telecommunications) and email for primary notifications in conjunction with the Code Red Alert and Notification System. The City will also use the communications center for notifications and the monitoring of incidents.

#### Organization Readiness and Preparedness

Although readiness is a function of planning and training, it is ultimately the responsibility of City's leadership to ensure that the City of Rocky Mount, through normal procedures or with a continuity plan, can perform its mission essential functions (MEFs) before, during, and after all-hazards emergencies or disasters.

## ACTIVATION DECISION MATRIX

Level of Emergency	Category	Potential Event	Impact on the Ability to Perform MEFs	Decisions
IV	Normal Operations	An event with no indication of which would warrant the City Manager to elevate the activation level from “Normal Operations” to “Monitoring” and have Communications center/Fire Dept. send out notices to stakeholders.	A day-to-day operational level with no impact on an organization’s ability to perform mission essential functions or primary mission essential functions which might have an adverse impact on any portion of the City, staff, or equipment/systems for a period of time that exceeds recovery time objectives and does not require any specific response beyond what is normally available.	No Continuity of Operations Plan activation required.
III	Monitoring	Hurricane storm approaching adjacent areas of the City; system or equipment failure may or may not be expected; possible emergency reported with minimal impact to staff.	An actual or anticipated event estimated to have minimal impact on operations that might require the organization to act as part of their normal duties and responsibilities.	Partial activation of the COOP Plan.
II	Partial Activation (soft opening)	Small fire localized to one wing or floor of a building; system or equipment failure expected to last more than one day; public health emergency declared with moderate impact to staff.	An actual event estimated to disrupt the operations of Mission Essential Functions for more than the established recovery time objectives or 24 hours.	Partial activation of the COOP Plan.
I	Full Activation	Gas line explosion has caused extensive structural damage to a facility; system or equipment failure expected to last for an extended period of time; public health emergency declared with significant staff impact. Hurricane/flooding to impact the immediate area.	An actual event that significantly disrupts the operations of multiple MEFs for a period of time exceeding the MEF recovery time objectives.	Full Continuity of Operations Plan approved by the City Manager.

## **Staff Readiness and Preparedness**

The City of Rocky Mount personnel must prepare for and remain ready for a continuity event. City personnel has been instructed to plan what to do in an emergency and to develop a family support plan to increase personal and family preparedness. To develop a family support plan, personnel should use the template available at <https://www.ready.gov/plan>. This site includes information on medical, special needs, travel, and other important issues for the employee and their families. This site also explains the importance of planning and provides tools that family members can use to develop a specific family plan.

## **Family Plan and Drive-Away Kits**

Designated department members have the responsibility to create and maintain drive-away kits. Identified members are also responsible for carrying the kits to the alternate relocation facility or pre-storing the kits. FEMA has identified what these kits should contain in the following table on page 11. Additional information can be found at [www.ready.gov](http://www.ready.gov).

## COOP Drive-Away KIT

Drive Away Kit	
<p>Identification and charge cards</p> <p>Government identification card</p> <p>Driver's license</p> <p>Government travel card</p> <p>Health insurance card</p> <p>Personal charge card</p> <p>Communication equipment</p> <p>Pager/BlackBerry</p> <p>Government cell phone</p> <p>Personal cell phone</p> <p>Government Emergency Telephone</p> <p>Service card</p> <p>Hand-carried vital records</p> <p>Directions to continuity facility</p> <p>Maps of the surrounding area</p> <p>Business and leisure clothing</p> <p>Continuity plan</p> <p>Flashlight</p>	<p>Business and personal contact numbers</p> <p>Emergency phone numbers and addresses (relatives, medical doctor, pharmacist)</p> <p>Toiletries</p> <p>Extra Batteries for phones, GPS, and laptops</p> <p>Bottled water and non-perishable food (i.e., granola, dried fruit, etc.)</p> <p>Communication equipment</p> <p>Bottled water and non-perishable food (i.e., granola, dried fruit, etc.)</p> <p>Pager/BlackBerry</p> <p>Government cell phone</p> <p>Personal cell phone</p> <p>Government Emergency Telephone</p> <p>Service card</p> <p>Medical needs</p> <ul style="list-style-type: none"> <li>• Insurance information</li> <li>• List of allergies/blood type</li> <li>• Hearing aids and extra batteries</li> <li>• Glasses and contact lenses</li> <li>• Extra pair of eyeglasses/contact lenses</li> <li>• Prescription drugs (30-day supply)</li> <li>• Over-the-counter medications, dietary</li> <li>• supplements</li> </ul>

**B. PHASE II: ACTIVATION**

Based on the type and severity of the emergency situation, the City of Rocky Mount’s COOP Plan may be activated by one of the following methods:

- The City Manager may request that the Mayor initiate a Local State of Emergency.
- The City Manager or designee may initiate the Continuity of Operations Plan for the entire organization based on an emergency or threat directed at the organization or City.

The Continuity of Operations Plan activation and relocation are scenario-driven processes that allow flexible and scalable responses to the full spectrum of emergencies and other events that could disrupt operations with or without warning during duty and non-duty hours. This COOP is not required for all emergencies and disruptive situations, since other actions may be deemed appropriate. The decision to activate the City of Rocky Mount (CRM) COOP Plan and corresponding actions to be taken are tailored for the situation, based upon projected or actual impact and severity, that may occur with or without warning. The City Manager may use the below decision matrix to assist in the decision to activate the COOP Plan.

Based upon the type and severity of the incident(s), the COOP may be activated by the City Manager. COOP activation will not be required for incidents for minor disruptions or short-term evacuations. The degree to which the plan is implemented depends on the type, magnitude, and circumstances of the incident(s). The decision matrix outline supports decision-making for determining when to activate the COOP.

Decision Matrix for Continuity of Operations Plan Implementation		
	Duty Hours	Non-Duty Hours
<b>Incident With Warning</b>	<ul style="list-style-type: none"> <li>• Is the threat aimed at the facility or surrounding area?</li> <li>• Is the threat aimed at organization personnel?</li> <li>• Are employees unsafe remaining in the facility and/or area?</li> </ul>	<ul style="list-style-type: none"> <li>• Is the threat aimed at the facility or surrounding areas?</li> <li>• Is the threat aimed at organization personnel?</li> <li>• Who should be notified of the threat?</li> <li>• Is it safe for employees to return to work the next day?</li> </ul>

<p><b>Incident Without Warning</b></p>	<ul style="list-style-type: none"> <li>• Is the facility affected?</li> <li>• Are personnel affected? Have personnel safely evacuated or are they sheltering-in-place?</li> <li>• What are instructions from first responders?</li> <li>• How soon must the organization be operational?</li> </ul>	<ul style="list-style-type: none"> <li>• Is the facility affected?</li> <li>• What are instructions from first responders?</li> <li>• How soon must the organization be operational?</li> </ul>
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As the decision authority, the City Manager will be kept informed of the threat environment using all available means, including official reports, local reporting channels, and news media. The City Manager will evaluate all available information relating to:

- Direction and guidance from higher authorities
- The health and safety of personnel and families
- The ability to execute essential functions
- Changes in readiness or advisory levels
- The potential or actual effects on communication systems, information systems, office facilities, and other vital equipment
- The expected duration of the emergency situation
- The ability to execute emergency response and recovery operations
- The need to execute continuity of government operations

In general, the following procedures are to be followed in the execution of the CRM COOP, in the event the organization is subjected to an environment that is threatened, diminished, or incapacitated. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel is on-duty or off-duty, and the extent of damage to the facilities and its occupants. This plan is designed to sustain services during or after a disaster. The degree to which this plan is implemented depends on the type and magnitude of the event.

**COOP Management Team (CMT):** The CMT, composed of the Executive Leadership Team or designees per order of succession, is primarily responsible for advising and assisting the City Manager with the execution of the COOP. The CMT plays a pivotal part with plan development, alternate site relocations, coordination of special recovery activities (e.g., resource procurement, damage assessments, clean-up and restoration, and supplemental planning), and monitoring the activities of the functional recovery. The Team’s specific responsibilities include:

- The assessment of damage after an incident.
- The recommendation of an emergency response strategy to the City Manager.
- Assist in the decision to relocate critical functions and affected facilities.
- Contact of alternate facilities and the initiation of the set-up and activation of an alternate site.

## **Notification Process**

The notification process as related to COOP activation should, if necessary, allow for a smooth transition of personnel to an alternate facility to continue the execution of mission essential functions across a wide range of potential emergencies.

## **Initial Actions**

Based on the situation and circumstance of the event, the COOP Management Team (CMT) consisting of the City's Executive Leadership, will evaluate the capability and capacity levels required to support the current mission essential functions of the affected facility and select an appropriate alternate site.

- The City Manager directs the immediate deployment of select CMT members to the designated alternate site.
- The CMT notifies the alternate site facility to expect the relocation of the personnel/ operations.
- Personnel will report to the alternate site to resume mission essential functions.
- All staff that has evacuation resources (drive-away kits) ensures that they are complete with current documents and equipment, and commence movement of the resources.
- All staff assembles the remaining documents and other assets as required for the performance of mission essential functions and begins preparations for the movement of these resources.
- All personnel of the affected facility should implement standard security procedures for areas being vacated.
- The personnel of the affected facility should take appropriate measures to ensure the security of the equipment or records remaining in the building.

## **Activation Procedures Duty Hours**

Once the CM is notified of an emergency requiring activation of the CRM COOP.

- The CM notifies the CMT and activates the COOP.
- The CMT notifies the liaison for the alternate site facilities.
- The CM directs the CMT to begin preparations to activate the alternate site.
- Affected personnel immediately deploy to the alternate site to assume mission essential functions.
- The tasks listed above in Initial Actions are completed in their entirety.

## **Activation Procedures Non-Duty Hours**

- On-scene Incident Commanders (IC) notifies the appropriate department director of an emergency requiring activation of the COOP.
- The director notifies the CM, and he/she activates the COOP and the CMT.
- The CMT notifies the liaison for the alternate site facilities.
- The CM directs the CMT to begin preparations to activate the alternate site.
- The affected personnel immediately deploys to the alternate site to assume mission essential functions.
- The tasks listed above in Initial Actions are completed in their entirety.

## **Deployment and Departure Procedures**

The City Manager will determine allowances for partial pre-deployment of personnel/equipment needed for any mission essential functions, which are critical to operations, at the time the COOP activation is directed. This determination will be based on the event or the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate site. Specific instructions will be provided at the time a deployment is ordered.

- The CM, with the assistance of the CMT, will activate the alternate site and immediately begin the movement, if applicable. Admin/staff will most likely use privately owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation.
- Non-essential staff present at the affected facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information regarding evacuation routes that should be used to depart the facility or other appropriate safety precautions. During non-duty hours, nonessential personnel will remain at their homes pending further guidance.
- Once the COOP is activated, all other personnel will most likely commute to the new site using POV's, as well. If already on duty, compensation is earned at regular pay rate during travel time. If not on duty, compensation is unaffected, as any variance will be adjusted after normalization of operations.

### **Transition to Alternate Operations**

Following the activation of the CRM COOP, the City Manager or his/her designated successor orders the cessation of operations at the affected facility. As appropriate, all pertinent personnel will be notified that resources from the affected facility have been temporarily relocated. All personnel transitioning to the alternate site will receive direction from the CMT as required.

### **Site Support-Responsibilities**

Following notification that the relocation of a facility has been ordered or is in progress, the CMT will notify the liaison for the alternate facility and prepare them to receive personnel within six hours and be fully functional within twelve hours.

## **C. PHASE III: CONTINUITY OPERATIONS**

Upon activation of the Continuity of Operations Plan, all departments will continue to operate at their primary facility until ordered to cease operations by the City Manager. At that time, essential functions will transfer to the alternate relocation facility. The CMT must ensure that the COOP Plan can become operational within the minimal acceptable period, but in all cases within 12 hours of plan activation.

The CMT, or designees, will ensure that the receiving facility prepares the site for the arrival of the relocation personnel. Upon arrival at the relocation facility, the CMT will:

- Ensure infrastructure systems, such as power and HVAC are functional
- Prepare check-in duty stations for the arrival of relocation personnel
- Field inquiries regarding the transition

As the relocation personnel arrive at the alternate facility, Department Directors, or designees, will in-process the staff to ensure accountability. In-processing procedures are conducted and will consist of the following steps:

- Report immediately to your supervisor for check-in and in-processing
- Receive all applicable instructions and equipment
- Report to their respective workspace or as otherwise notified during the activation process
- Retrieve pre-positioned information and activate specialized systems or equipment
- Monitor the status of personnel and resources
- Continue essential functions
- Prepare and disseminate instructions and reports, as required

During COOP operations, affected departments may need to acquire necessary personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed. The City Manager maintains the authority for emergency acquisition, so all request for additional resources will be forwarded to the City Manager’s Office

**D. PHASE IV: RECONSTITUTION OPERATIONS**

Reconstitution is the transition back to normal operations in the primary operating facility. The City Manager 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.

Situation	Lead Reconstitution Department

**E. DEVOLUTION OF CONTROL AND DIRECTION**

The City of Rocky Mount is prepared to transfer all of their essential functions and responsibilities to personnel at a different location should emergency events render leadership or staff unavailable to support the execution of City essential functions. If deployment of continuity personnel is not feasible due to the unavailability of personnel, temporary leadership of the City of Rocky Mount will devolve to identified agencies depending upon the type and severity of the event.

The City Manager maintains responsibility for ensuring the currency of the City of Rocky Mount’s devolution plan. The City’s devolution plan should:

- Include the elements of a viable COOP capability: program plans and procedures,

budgeting and acquisitions, essential functions, orders of succession and delegations of authority specific to the devolution site, interoperable communications, vital records management, staff, test, training, and exercise (TT&E), and reconstitution.

- Identify prioritized essential functions, defines tasks that support those essential functions, and determines the necessary resources to facilitate those functions.
- Include a roster that identifies fully equipped and trained personnel who will be stationed at the designated devolution site and who will have the authority to perform essential functions and activities when the devolution option of the COOP is activated.
- Identify what would likely activate or “trigger” the devolution option and specifies how and when direction and control of City operations will be transferred to and from the devolution site.
- Determine, list, and reference the necessary resources (i.e., equipment and materials) to facilitate the immediate and seamless transfer of and performance of essential functions at the devolution site.
- Establish and maintain reliable processes and procedures for acquiring the resources necessary to continue essential functions and to sustain those operations for extended periods. The [Finance Department and Budget & Evaluation] is responsible for acquiring resources during a devolution situation.
- Establish and maintain a capability to restore or reconstitute the City of Rocky Mount’s authorities to their pre-event status upon termination of devolution.

The City of Rocky Mount conducts and documents annual training of devolution staff and an annual exercise to ensure devolution capabilities are prepared and capable of performing essential functions.

## **VI. DIRECTION, CONTROL, AND COORDINATION**

### **Mayor and City Council**

The ultimate responsibility for policy, budget, and political direction for the City government is directed by the Mayor/City Council. During emergencies, this responsibility includes encouraging citizen involvement and citizen assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and federal officials. Additionally, the council will provide elected liaison with the community and other jurisdictions. In the event that a declaration of emergency is needed, the Mayor (or designee) will initiate and terminate the State of Emergency. The Mayor Pro Tem in the Mayor’s absence may declare a Proclamation of Emergency. This authority is codified in North Carolina General Statute 14-288-12 and Article IV Emergency Management, Sections 2-186 through 2-190 of the City Code. The proclamation is necessary to activate State and Federal resources.

### **City Manager (CM)**

The ultimate responsibility for command and control of City departments and resources lies with the City Manager. City emergency operations, both on-scene and in the City EOC, will be conducted in a manner consistent with NIMS, including the use of ICS. During a City-declared disaster, control is not relinquished to County or State authority but remains at the local level for the duration of the event

The City Manager has the authority to activate all resources under the City's control and influence. Emergency operations (EO) shall include all activities which are directed toward reduction of the immediate hazard, establishing situation control and restoration of normal operations within the City. As deemed necessary due to the type of event or incident, the City Manager, and all pertinent emergency operations staff will operate from the Emergency Operations Center (EOC). The City Manager, or their designee, will activate, organize, and operate the Emergency Operations Center in a flexible manner based on the magnitude of the situation. The organizational structure of the Emergency Operations Center will be arranged according to the type of incident, agencies and/or jurisdictions involved, objectives and strategies selected to resolve the situation and the demands of the emergency.

The City Manager shall serve as the COOP Administrator and is responsible for approving overall policy directions, guidance, and objectives for COOP planning and activation. The CM shall serve as emergency operations director for the duration of an incident and provide guidance throughout the activation of all COOP plans. The CM shall also serve as the central point of contact (CPOC) for all incident information dissemination to City Council, Rocky Mount residents and general public. Assistant City Managers shall provide support for the period the City Manager serves as emergency operations director or other designee per the order of succession.

#### **Department Heads (Executive Leadership Team)**

During any disaster or major emergency, the Department Head is expected to direct and/or assign all personnel according to existing City and department plans and/or annexes.

At a minimum each Department Head shall be responsible for:

- Maintaining current personnel rosters and lines of succession that provide for continuous leadership and authority during emergency operations, including COOP operations.
- Maintaining a department continuity of operations plan that will interface with the City's overall COOP.
- Negotiating, coordinating, and preparing agreements, as appropriate, with alternate facilities.
- Identifying emergency sources of critical equipment and/or supplies.
- Securing and maintaining primary and secondary communications systems.
- Participating in periodic exercises designed to evaluate the effectiveness of the City's COOP and Emergency Operations plans and/or annexes.
- Providing for the protection of all department records, facilities, and equipment.
- Providing emergency operations procedures as necessary to protect emergency response personnel.
- Ensuring that all personnel are adequately trained to implement City and Department COOPs and/or annexes in a disaster or major emergency.
- Maintaining procedures detailing how the department intends to handle large volumes of calls for service, in a disaster or major emergency.

#### **Senior officers**

Supervisors of the various City departments, or the department designees who have primary responsibility for the situation, will establish on-site direction and control. On-scene activities of emergency response personnel will be managed utilizing an Incident Command System.

**Employees**

Each City employee shall be familiar with the contents of the City’s COOP, including all relevant City and Department Rules & Regulations and/or policies, as appropriate to ensure its execution. During any disaster or major emergency all employees are expected to report for work at their assigned workplace unless otherwise directed by the City Manager.

**VII. ORDERS/LINES OF SUCCESSION**

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill his/her essential duties, successors have been identified to ensure there is no lapse in executive leadership. Authority shall return to the department director when he/she is capable of resuming essential duties or a permanent replacement has been chosen in accordance with City policy. The City of Rocky Mount’s orders of succession and method of notification to personnel are:

<b>Position</b>	<b>Notification Method</b>	<b>Successor #1</b>	<b>Successor #2</b>	<b>Successor #3</b>
City Manager	Email/ Cell phone	Assistant City Manager	Assistant City Manager	Public Safety Directors
Fire Chief	Email/Cell phone	Assistant Fire Chief	Assistant Fire Chief	Division Chief

## **VIII. COMMUNICATIONS**

Communications, or the ability for personnel to communicate internally and externally, is critical during emergencies. The list below identify communications systems available to the City to communicate with other departments, 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)
- Cell phones
- Emergency Alert Notification System (Code Red)
- Alerts on local 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, City personnel should make sure that critical data is stored in such a way that it can be backed up regularly. Each department will coordinate with the IT Department on the specific technical support needed during COOP activation.

## **IX. BUDGETING AND ACQUISITION OF RESOURCES**

The City of Rocky Mount's budgets for and acquires those capabilities that are essential to COOP. A copy of the budget is found in the CM's office and on the City's website. Within this budget, the City budgets for COOP capabilities in accordance with National Security Presidential Directive (NSPD)-5/Homeland Security Presidential Directive (HSPD)-8, Administration/Finance Section Coordinating Procedure and the Logistics Section Coordinating Procedures or other applicable directives and provides for the acquisition of those resources necessary for COOP on an emergency basis for up to 30 days or until normal operations can be resumed.

## **X. MULTI-YEAR STRATEGY AND PROGRAM MANAGEMENT PLAN (MYSMP)**

The City Manager and the COOP Management Team will develop standards to help departments and divisions 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.

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. Plan maintenance strategies identified are as follows:

- Distributing and communicating the COOP to City departments and divisions
- 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

## **XI. PLAN EVALUATION, MAINTENANCE, AND REVISION**

The Emergency Management Coordinator is responsible for maintaining the City of Rocky Mount’s Continuity of Operations Plan (COOP).

The City of Rocky Mount’s COOP’s essential functions, and supporting activities will be reviewed/evaluated by the Emergency Management Coordinator annually from the date of the approved Plan, and revised every five (5) years as part of the maintenance of Continuity of Operations Plan and procedures.

The City Manager’s Office (CMO), in coordination with the Emergency Management Coordinator is responsible for the annual plan review and evaluation. In addition, the plan will be revised when there are significant organizational or procedural changes, other events that impact continuity processes or procedures, or every five (5) years as part of a regular revision cycle. Comments or suggestions for improving this plan may be provided to the CMO at any time. The coordinated management of the plan will ensure maintenance, operation, and funding for the viable COOP capacity of the organization.

The CMT (Executive Leadership Team) will ensure its staff is trained and familiar with the COOP, and will exercise the plan annually. Following a real-world activation of the COOP or any portion therein, an After-Action Review (AAR) will be conducted and improvements documented. The Plan will also be re-evaluated and maintenance revision(s) made based on the recommendations from the After-Action Review from the incident. The organization will adhere to the process established by the City of Rocky Mount for all testing elements of plan maintenance

## **XII. TEST, TRAINING, AND EXERCISE**

### **Exercise Program**

The City will conduct exercises no less than annually to test and evaluate this COOP. The City will coordinate with agencies; organizations (nonprofit, for profit, and volunteer); neighboring jurisdictions; and State and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises. The Emergency Management Coordinator will work with other City/County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

### **After-Action Reporting**

In order to document and track lessons learned from exercises, the Emergency Management Coordinator will conduct a review, or “hot wash,” with exercise participants after each exercise. The Emergency Management Coordinator will also coordinate an AAR, which will describe the objectives of the exercise, document the results of the evaluation, and improve the City’s readiness.

Reviews and AARs will also be facilitated after an actual disaster. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. The Emergency Management Coordinator will ensure that equipment, training, and planning shortfalls identified following an incident are shared with the City Manager.

### **XIII. AUTHORITIES AND REFERENCES**

#### **Authorities**

National Security Presidential Directive-51/Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20), National Continuity Policy

Continuity Guidance Circular (CGC1) Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdiction) July 2013

#### **References**

FEMA Continuity Guidance Circular (CGC1) Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdiction) July 2013

FEMA Continuity Plan Template and Instructions for Non-Federal Governments, September 2013, <https://www.fema.gov/media-library-data/1389194640607-1a5f9a6d6557846f6e5924eea089f798/Non+Federal+Continuity+Plan+Template+and+Instructions.pdf>

Palm Beach County, Florida, Continuity of Operations Plan Template 2019, <https://discover.pbcgov.org/publicsafety/dem/Publications/COOP%20Plan%20Template.docx>

## **ANNEX A. FUNCTIONS**

The City of Rocky Mount's Emergency Operations Plan is developed based upon Emergency Support Functions (ESFs). There are 15 ESFs. They allow for manageable components of an emergency to be delegated to appropriate departments. Departments responsible for an ESF should manage specific tasks necessary to mitigate, prepare, respond, and recover from disasters. Overall coordination of the 15 ESFs is the responsibility of the City Manager and the Executive Leadership Team.

Most of the departments within the City have emergency support function responsibilities in addition to their normal duties. Each department is responsible for developing and maintaining their own emergency response/preparedness procedures, and COOP. Specific responsibilities are outlined below.

### **A. IDENTIFICATION OF ESSENTIAL FUNCTIONS**

<b>EMERGENCY SUPPORT FUNCTIONS (ESF)</b> <i>Coordinating Department</i>	<b>ROLES AND RESPONSIBILITIES</b> <i>(not all-inclusive)</i>
<p align="center"><b>ESF-1</b> <b>Transportation</b> <b>Public Works</b>, Police, Communications, Finance, and Budget &amp; Evaluation</p>	<ul style="list-style-type: none"> <li>• Movement of people, materials, and resources</li> <li>• Assessment of transportation infrastructure, systems, and resources</li> <li>• Coordination of transportation resources</li> <li>• Traffic restrictions and transportation safety in partnership with ESF-3, ESF-4, and ESF-13</li> </ul>
<p align="center"><b>ESF-2</b> <b>Communications</b> Police Dispatch and Information Technology, Energy Resources, Finance, and Budget &amp; Evaluation</p>	<ul style="list-style-type: none"> <li>• Ensure for provision and coordination of voice and data communications</li> <li>• Restoration of communication infrastructure, network, and systems</li> </ul>
<p align="center"><b>ESF-3</b> <b>Public Works &amp; Engineering</b> Public Works, Parks &amp; Rec, Water Resources, Finance, and Budget &amp; Evaluation</p>	<ul style="list-style-type: none"> <li>• Infrastructure protection, assessment, and emergency restoration</li> <li>• Provision for coordination of municipal services resources</li> <li>• Engineering services</li> <li>• Debris management</li> </ul>
<p align="center"><b>ESF-4</b> Firefighting <b>Fire</b>, Water Resources, Police, Energy Resources, Public Works, Finance, and Budget &amp; Evaluation</p>	<ul style="list-style-type: none"> <li>• Fire suppression</li> <li>• Incident management facilitation</li> <li>• Initial damage assessment</li> </ul>
<p align="center"><b>ESF-5</b> <b>Emergency Management</b> <b>Fire</b>, Police, and Emergency Management Coordinating Committee, Finance, and Budget &amp; Evaluation</p>	<ul style="list-style-type: none"> <li>• Preparedness education</li> <li>• Maintain CRMEOP and Training</li> <li>• Support for declaration</li> <li>• Request for county, state, and federal aid</li> <li>• Collect and analyze disaster data</li> <li>• Guidance to field operations</li> <li>• Develop plans and briefings</li> <li>• Communicate event situation and status</li> </ul>
<p align="center"><b>ESF-6</b> <b>Mass Care</b> <b>Fire</b>, Police, Parks &amp; Recs, Public Works, Finance, and Budget &amp; Evaluation</p>	<ul style="list-style-type: none"> <li>• Liaison with American Red Cross</li> <li>• Shelter/Housing</li> <li>• Human Resources</li> </ul>

<p align="center"><b>ESF-7</b></p> <p align="center"><b>Resource Management</b></p> <p><b>Finance, Budget &amp; Evaluation, Fire, Police, Public Works, Water Resources, and Energy Resources</b></p>	<ul style="list-style-type: none"> <li>• Resource Identification, procurement and coordination</li> <li>• Facilities and Logistics</li> <li>• Volunteer and donation management</li> </ul>
<p align="center"><b>ESF-8</b></p> <p align="center"><b>Public Health &amp; Medical Services</b></p> <p><b>Fire, Human Relations, Police, Finance, and Budget &amp; Evaluation</b></p>	<ul style="list-style-type: none"> <li>• Emergency Medical Services</li> </ul>
<p align="center"><b>ESF-9</b></p> <p align="center"><b>Search &amp; Rescue</b></p> <p><b>Fire, Police, Finance, Budget &amp; Evaluation</b></p>	<ul style="list-style-type: none"> <li>• Search and Rescue operations</li> <li>• Technical Rescue operations</li> </ul>
<p align="center"><b>ESF-10</b></p> <p align="center"><b>Oil &amp; Hazardous Materials</b></p> <p><b>Fire, Water Res, Public Wks, Finance/Budget &amp; Evaluation</b></p>	<ul style="list-style-type: none"> <li>• Hazardous Materials response and operations</li> </ul>

<p align="center"><b>ESF-11</b>  <b>Agricultural, Animal Welfare &amp; Natural Resources</b>  Police/Animal Control, Finance, and Budget &amp; Evaluation</p>	<ul style="list-style-type: none"> <li>• Animal welfare response</li> <li>• Animal rescue response and operations</li> <li>• Natural, cultural, historic resource preservation</li> </ul>
<p align="center"><b>ESF-12</b>  <b>Energy &amp; Utilities</b>  <b>Energy Resources, Public Works, Water Resources, Finance, and Budget &amp; Evaluation</b></p>	<ul style="list-style-type: none"> <li>• Energy and utility infrastructure assessment</li> </ul>
<p align="center"><b>ESF-13</b>  <b>Public Safety &amp; Security</b>  <b>Police, Fire, Parks &amp; Recreation</b></p>	<ul style="list-style-type: none"> <li>• Coordination of law enforcement operations</li> <li>• Emergency shelters</li> <li>• Temporary morgue</li> <li>• Staging areas</li> <li>• Distribution/Dispensing sites</li> <li>• Other facilities, functions and/or assets</li> </ul>
<p align="center"><b>ESF-14</b>  <b>Assessment &amp; Recovery Development Services, Finance, and Budget Evaluation</b></p>	<ul style="list-style-type: none"> <li>• 2<sup>nd</sup> stage damage assessment</li> <li>• Economic assessment</li> <li>• Recovery planning</li> <li>• Coordination with other assistance programs</li> </ul>
<p align="center"><b>ESF-15</b>  <b>Public Information Communications and CMO</b></p>	<ul style="list-style-type: none"> <li>• Emergency Public Information Officer</li> <li>• Media and Community relations</li> </ul>

## ANNEX B. IDENTIFICATION OF EXECUTIVE LEADERSHIP

Insert text here

## ANNEX C. CONTINUITY FACILITIES

Department	Primary Alternate Facility	Secondary Alternate Facility	Tertiary Alternate Facility

## ANNEX D. ORDERS OF SUCCESSION

Position	Designated Successors
	1.
	2.
	3.



Capability	Observation	Recommendation	Corrective Action	Capability Element	Primary Responsible Office	Organization POC	Start Date	End Date

## **ANNEX G. AUTHORITIES AND REFERENCES**

### **Authorities**

National Security Presidential Directive-51/Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20), National Continuity Policy

Continuity Guidance Circular (CGC1) Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdiction) July 2013

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