

**MAHONING COUNTY
DISTRICT BOARD OF HEALTH**

Continuity of Operations
Appendix

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I. Executive Summary

A Continuity of Operations Appendix facilitates the performance of each division's essential services during an emergency or situation that may disrupt normal operations.

The District Board of Health in Mahoning County employs approximately 50 people throughout 5 divisions. These divisions include Nursing, Environmental Health, Administration/Human Resources/Fiscal, Laboratory Services, WIC, and Community Health. There are three main items addressed in this plan by division:

1. Essential services or services that must continue regardless of a public health emergency and comprehensive list of all other services performed by the District Board of Health in the order that they can be halted during an emergency.
2. Leadership (managers) and key staff have been identified and at least one trained back up has been identified to take over in the case that the identified person is unable to perform their job duties.
3. Supplies that are required for day to day operations have been listed at least 2 agencies that provide these supplies have been identified.

As an agency, the District Board of Health has addressed in this appendix the need for an alternative site of operations if the building at 50 Westchester Drive becomes uninhabitable. Vital files, records, and database back up systems have been created so as to not lose valuable records if the building at 50 Westchester Drive becomes uninhabitable, there is sudden or prolonged loss of electricity or the data system fails.

II. Introduction

A Continuity of Operations Appendix is defined as the activities of individual departments and agencies and their sub components to ensure that their essential functions are performed. This includes plans and procedures that delineate essential functions: provide safe keeping of vital records and databases; identify alternative operating facilities; provide interoperable communications, and identify emergency delegation of authority. These operational plans will ensure that continued performance of essential functions from alternate operating sites will occur.

III. Purpose

Continuity of Operations Appendix is an effort to ensure that the capability exists to continue essential agency functions across a wide range of all hazard emergencies. The objectives of this plan include:

- Ensuring the performance of the agencies essential functions during an emergency.
- Ensuring that the agencies have alternative sites from which to continue their essential functions
- Protecting essential equipment, vital records, and other assets.
- An orderly recovery from an emergency and reconstruction of normal operations that allows resumption of essential functions

IV. Applicability and Scope

The Continuity of Operations Appendix provides the essential services that must continue to operate at the Mahoning County District Board of Health when an event, natural or man made, occurs and disrupts normal operations. The appendix details how the services will continue even if the current vital files, records, and databases are not available at the current building. It provides redundancy in staffing for each identified division within the District Board of Health.

This Continuity of Operations Appendix will be implemented in any type of disaster or emergency that includes but is not limited to the following situations:

1. Natural disasters that affect day to day operations due to lack of staff, building destruction, etc.
2. Manmade terrorist act that affect day to day operations due to lack of staff, building destruction, contagious illness, sharp increase in the requests for public health support, etc.

V. Essential Functions

Essential functions are those functions that enable agencies to provide vital services, exercise civil authority, and maintain the safety and well being of the general population. This section is in 2 parts.

- Attachment A is the essential functions: These functions can not have any interruption during an emergency.
- Attachment B is all other division functions listed in order of priority for being suspended in an emergency/disaster.

Essential functions for the District Board of Health, Mahoning County were divided by Division. The Divisions within the Board of Health include:

1. Nursing
2. Environmental Health
3. Health Promotions and Assessment
4. Human Resources/Fiscal/Administrative
5. Laboratory Services
6. WIC

VI. Authorities and Reference

There are multiple documents, federal, state and local that are needed to complement this procedure and give authority to implement this procedure during an emergency. A list of these documents can be found as **Attachment C** of this document.

VII. Concept of Operations

This section is designated to explain how the Mahoning County District Board of Health will implement the COOP during an emergency. The materials presented in this section will be divided into three phases: Activation and Relocation, Alternative Facility Operations, and Reconstitution.

A. Phase 1: Activation and Relocation

The first section of the Concept of Operations for the COOP for Mahoning County District Board of Health will detail the activation and relocation procedures of the health department. This section will also present guidance for activation without relocating.

1. Decision Process

Class/Level of Emergency	Impact on Organization
I	<ul style="list-style-type: none"> •Disruption of up to 12 hours, with little effect on services or impact on essential functions or critical systems •No COOP activation required, depending on individual organization requirements.
II	<ul style="list-style-type: none"> •Disruption of 12 to 72 hours, with minor impact on essential functions •Limited COOP activation, depending on individual requirements
III	<ul style="list-style-type: none"> •Disruption to one or two essential functions or to a vital system for no more than 3 days •May require movement of some personnel to an alternate work site or location in the primary facility for less than 1 week.
IV	<ul style="list-style-type: none"> •Disruption to one or two essential function or to the entire organization with potential for lasting for more than 3 days but less than 14 days •May require activation of orders of succession for some key personnel •May require movement of some personnel to an alternate work site or location in the primary facility for more than 1 week.
V	<ul style="list-style-type: none"> •Disruption to the entire organization with a potential for lasting at least 14 days. •Requires activation of orders of succession for some key personnel •Requires movement of many, if not all personnel, to an alternate work site for more than 14 days.

2. Alert, Notification, and Implementation Process

The goals of the building evacuation and the sheltering in place plan are to protect lives and property in the event of an emergency. The building evacuation attachment includes an alert system and evacuation routes and exits. A **Shelter in Place attachment (Attachment J)** includes an alert system, and a checklist of what to do if this alert is sounded. The power outage attachment includes an alert systems, and instructions to sustain vital records and supplies with no electricity. **REMEMBER: Notify Mahoning County Building and Planning for any building alerts.**

Evacuation:

See **Building Safety Appendix** located in the first floor conference room of 50 Westchester Drive. Managers will account for their staff at the designated assembly area and contact staff in the field of the evacuation.

Employee Contact Information:

Employee emergency contact list should be readily available to each manager. So that if an emergency occurs during work time each manager can contact their employees in the field and their instructions on what to do. See **Attachment E** of this document.

Shelter in Place:

Under some circumstances evacuating the building may not be the right choice. A **Shelter in Place Checklist** has been developed and supplied to the employees in case an emergency arises when you must remain in the building or seek immediate shelter in the field. See Alerts section for Shelter in Place alerting system. Managers will account for their staff in the building and contact staff in the field of the event. The Shelter in Place Checklists can also be found in **Attachment J** of this Appendix and in the **Building Safety Appendix** in the first floor conference room of 50 Westchester Drive.

Power Outage:

Power Outages can occur during and after normal business hours. A **Power Outage SOG and Guidance** Attachments have been developed. This would only be applicable for power outage at 116 Westchester Drive, TB Clinic, and Adult Day Services. 50 Westchester Drive has a backup generator to take over in the event of a power outage. **Attachment K explains procedures for both.**

3. Leadership-Orders of Succession

All managers and key personnel in the organization have been assigned knowledge backups to step into their role if they are unavailable. A list of the manager and the key personnel, along with their backups is located in **Attachment D** of this procedure.

a. Delegation of Authority

During an emergency the person in charge of a program may not be available to run the program. These responsibilities will need to be delegated to other persons in the organization. **There are two types of authority: emergency and administrative.** Emergency authority is decisions made related to the emergency and will be delegated through the ICS structure. Administrative authority is to make decisions beyond the scope and duration of the emergency. Conditions for delegation are dependent on the level of threat/emergency.

The identified back ups for key personnel in the organization can be found in this procedure. Authority functions to be delegated are as follows:

Authority to be Delegated:

Authority	Type of Authority	Position Holding Authority	Triggering Conditions
Closure of building	Administrative	Mahoning County Board of Health: Health Commissioner: Delegated Authority	Closure of County offices by EMA or decision by the Health Commissioner or Board of Health to close the building.

Authority #1 <u>Close Building during Work hours</u>		
Rules	Procedures	Limitations
1. Weather conditions make driving hazardous or a Level 4 snow emergency has been declared		
2. Water has been cut off to the building and this will last for an extended period of time		
3. All county offices have been closed by the County Commissioners and/or EMA		
Authority #2 <u>Building Closure</u>		
Rules	Procedures	Limitations
1. Weather conditions make driving hazardous or a Level 4 snow emergency has been declared		
2. The building (for whatever reason) is uninhabitable.		
3. All county offices have been ordered closed by the County Commissioners and/or EMA		

b. Devolution

Worst case scenario

If all employees and Board of Health buildings were permanently destroyed the Ohio Department of Health would assume all duties and/or reassign the county duties to another Health District until the Mahoning County District Board of Health could be reestablished.

Created: March 2010

Revised: March 2015

4. Family Planning Support

Health and safety issues for the employees and their families are important to the agency.

Possible issues to address to provide guidance and assistance to employees and their families include:

1. Stay at home and stay by the phone: establish an alternative contact number and await further instructions
2. By verbal communications choose and disseminate the alternate meeting site for employees
3. A Family Readiness Plan was provided to each employee. This will assist them with their individual responsibilities and their own emergency planning that includes:
 - A. Child care
 - B. Pet care
 - C. Contact, communication information with family members
 - D. Emergency supplies at home and at the office
 - E. Self protective actions
4. Human Resource issues:
 - a. During a public health emergency it is understood that a flexible schedule may be needed
 - b. Board of Health can offer telecommuting to certain positions on a limited basis with prior supervisor approval
 - c. Employees must use Vacation/Sick and Comp hours to cover their absences from work. When those hours are exhausted the employee will be placed on unpaid leave.
 - d. Emergency paid leave (“Disaster” or “Pandemic” Leave) or Alternative work hours can be discussed with the employee and provided only with prior approval
 - e. All employees have been given Family Preparedness planning documents and will be given Shelter in Place training.
 - f. The District Board of Health has accounts with various hotels that may provide temporary shelter to employees and their families during an evacuation.
 - g. Mental health issues will be cared for the county EAP program.

B. Phase 2 Alternative Facility Operations

When the identified alternative facility is being set up the following items will be needed. (The Critical Functions section will provide the information needed to conduct an essential function at an alternative site. The Vital Files, Records and Databases section will provide back up plans for all District Board of Health data systems when the 50 Westchester Dr. Building cannot be used or there is a sustained power outage or system failure.)

1. Critical Functions:

See **Attachment A** of this procedure for a list of essential functions that need to be performed at the alternate facility. See **Attachment G** for Operational Worksheets regarding the alternate facilities.

2. Vital Files, Records and Databases:

See **Data Recovery Appendix** in the closet of the First Floor conference room at 50 Westchester Drive.

C. Phase 3: Demobilization/Reconstitution

Demobilization will occur during the emergency.

Reconstitution will be conducted after the emergency or disruption is over and surviving and replacement staff resumes normal operations from the original or newly located facility. The following procedures will ensure a smooth transition back to normal operations after the emergency or disaster is over.

These procedures will provide:

- Informing all personnel that the threat of or an actual emergency no longer exists and issuing instructions for resumption of normal operations.
- Termination procedures to ensure the timely transfer of communications, direction and control, and databases to the primary facility.

III. Logistics

A. Alternative Work Locations

In the event that a portion of the current structure or the entire structure needs to be evacuated key personnel should be relocated to an alternate site in order to perform essential function of the agency. The need to relocate may occur without warning so pre identified sites and their capabilities have been determined. Multiple sites need to be chosen in different locations throughout the county

Created: March 2010

Revised: March 2015

incase areas of the county are unreachable due to a natural or manmade disaster. Pre-identified sites are outlined in **Attachment H** of this document.

Each site should have the space and technology for key personnel to continue essential services for up to 30 days. This site should be able to be set up for business within 12 hours of evacuation of the main facility.

B. Interoperable Communications

This section identifies available and redundant critical communication systems that are located at the alternate facility(s). The communications listed below will provide:

1. Capability to continue the agency’s essential functions
2. Ability to communicate with essential personnel, other agencies, organizations, and customers
4. Access to data and systems
5. Communication system for use with or without warning.
6. Ability to operate at the alternative facility within 12 hours and up to 30 days.
7. Interoperability with existing field infrastructures.

C. Supplies

A list of supplies needed by the District Board of Health, Mahoning County including the supply company and at least one supply back up company can be found in **Attachment F** of this document.

D. Media Relations

The media play an important role in disseminating information to the public: however care must be taken when managing contacts through the media to avoid the spread of misinformation. The designated PIO should refer to the **Comprehensive Communication Annex** in the First floor conference room of 50 Westchester Drive.

E. Test, Training, and Exercises

COOP Training Plan

Program	Audience	Frequency
Overview of COOP plan/What each division is responsible for	Administration and Managers	January 30, 2008
Overview of the COOP/what individuals are responsible for	All employees	September 2010
Tabletop or Exercise	Administration and Managers	January. 30, 2008

F. COOP Maintenance Plan

Mahoning County District Board of Health COOP Plan Maintenance Schedule

Activity	Tasks	Frequency
Plan Update	Review entire plan Incorporate lessons learned Distribute plan changes	Every 3 years
Maintain and update Orders of Succession	Obtain names of current key personnel and their successors	Annually
Update employee communication rosters	Update and revise employee contact information	Annually
Maintain alternate work site readiness	Check all systems Cycle supplies and equipment as needed	Annually
Monitor and maintain equipment at alternate sites	Monitor age of materials and equipment and assist users with cycling or removing files	On Going
Train new staff and/or managers on COOP	Provide brief orientation on their role in the COOP for the agency	Within 6 months of appointment
Plan and conduct exercise		Every 3 years

