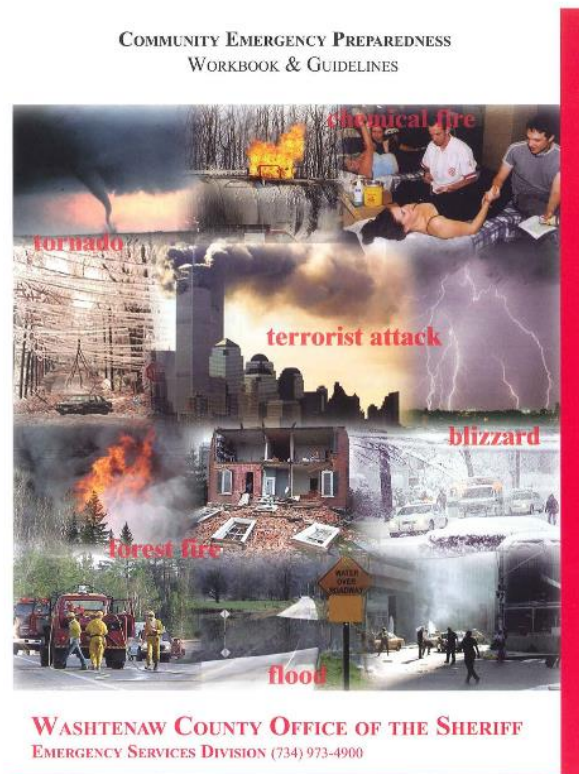


# Continuity & Emergency Preparedness Plan

Freedom Township, Manchester, MI







## Appendix A: Freedom Township Continuity Plan (Draft)

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## **Appendix A: Freedom Township Continuity Plan (Draft)**

### **Basic Plan**

#### **Promulgation Statement**

Freedom Township's (FT) mission is to anticipate and provide for the needs of the community through quality service, innovation and leadership for today and in the future. To accomplish this mission, Freedom Township (FT) must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing Freedom Township's (FT) Continuity Plan and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions.

Key Freedom officials who are relocated under this plan are collectively known as the Continuity Team. Upon plan activation, these members will deploy to alternate site TBD (Bethel United Church). Upon arrival, continuity personnel will establish an operational capability and perform essential functions within 12 hours from the time of the activation of the Continuity Plan, for up to a 30-day period or until normal operations can be resumed.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### **Purpose, Scope, Situations, and Assumptions**

#### ***Purpose***

Freedom Township's (FT) mission is to anticipate and provide for the needs of the community through quality service, innovation and leadership for today and in the future. To accomplish this mission, FT must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing FT Continuity Plan and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on FT missions, personnel, and facilities.

The overall purpose of continuity planning is to ensure the continuity of the essential functions under all conditions. The current changing threat environment and recent emergencies, including acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have increased the need for viable continuity capabilities and plans that enable organizations to continue their essential functions in an all-hazards environment and across a spectrum of emergencies. These conditions, coupled with the potential for terrorists' use of weapons of mass destruction, have increased the importance of having continuity programs that ensure continuity of essential functions across all levels of government.

#### ***Scope***

This Continuity Plan applies to the functions, operations, and resources necessary to ensure the continuation of Freedom Township's (FT) essential functions in the event its normal operations at Township Hall and other township operations are disrupted or threatened with disruption. This plan applies to all FT officials. FT officials must be familiar with continuity policies and procedures and their respective continuity roles and responsibilities.

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

#### ***Situation Overview***

In accordance with federal policy, the township must maintain a comprehensive and integrated continuity capability in order to enable a more rapid and effective response to, and recovery from, an emergency.

Further, continuity planning should be based on the assumption that organizations will not receive warning of an impending emergency. As a result, a risk assessment is essential to continuity planning.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### ***Situation Overview (Cont.)***

This risk assessment addresses the following for each continuity facility:

- Identification of all-hazards
- A vulnerability assessment to determine the effects of all-hazards
- A cost-benefit analysis of implementing risk mitigation, prevention, or control measures
- A formal analysis by management of acceptable risk
- Sufficient distance between each facility location or threatened area and other facilities or locations that are potential sources of disruptions or threats.
- Sufficient levels of physical security required to protect against identified threats
- Sufficient levels of information security required to protect against identified threats

**FT** has evaluated its daily operating facilities in accordance with inter-organization risk and safety standard operating procedures or applicable organization standards.

### ***Planning Assumptions***

This Continuity Plan is based on the following assumptions:

- An emergency condition may require the relocation of **FT** Continuity Team to the continuity facility location (Bethel United Church).
- Bethel United Church will support the Continuity Team and the continuation of the **FT** essential functions by available communications and information systems within 12 hours from the time the Continuity Plan is activated, for potentially up to a 30-day period or until normal operations can be resumed
- The **FT** regional operations are unaffected and available to support actions directed by the Township Supervisor or a successor. However, in the event that Continuity Team deployment is not feasible due to the loss of personnel, the **FT** will devolve to Bethel United Church facility.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

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### ***Goals and Objectives***

The Freedom Township (**FT**) continuity goals are listed below:

- Reduce the loss of life and minimize property damage and loss.
- Ensure essential functions can be performed, if applicable, under all conditions.
- Reduce or mitigate disruptions to operations.
- Protect essential facilities, equipment, records, and other assets, in the event of a disruption.
- Achieve the organization's timely and orderly recovery and reconstitution from an emergency.

**FT** continuity objectives are listed below:

- Be executable with or without warning.
- Execute a successful order of succession with accompanying authorities in the event a disruption renders that organization's leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities of office.
- Ensure **FT** has facilities where it can continue to perform its essential functions, as appropriate, during a continuity event.
- Meet the operational requirements of **FT**.
- Meet the sustainment needs of **FT** for up to 30 days.
- Provide an integrated and coordinated continuity framework that takes into consideration other relevant organizational, governmental, and private sector continuity plans and procedures.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### **Concept of Operations**

#### ***Phase 1: Readiness and Preparedness***

Freedom Township (FT) will participate in the full spectrum of readiness and preparedness activities to ensure personnel can continue essential functions in an all-hazard/threat environment. FT readiness activities are divided into two key areas:

- **Organization** readiness and preparedness
- **Staff** readiness and preparedness

#### **Organization Readiness and Preparedness**

FT preparedness incorporates hazard/threat warning systems, which includes the items listed below:

- Landline/cellular network (Includes voice, pagers, email, Everbridge Alert, texts, Twitter messages, and Facebook posts)
- State and County sheriff, 911 call center, fire department channels, and public works channels
- Amateur radio

#### **Staff Readiness and Preparedness**

FT officials will prepare for a continuity event and plan in advance for what to do in an emergency. Personnel will also develop a Family Support Plan to increase personal and family preparedness. The [www.ready.gov](http://www.ready.gov) website provides guidance for developing a Family Support Plan and includes a "Get Ready Now" pamphlet that explains the importance of planning and provides a template that can be tailored to meet family-specific planning requirements.





## **Appendix A: Freedom Township Continuity Plan (Draft)**

### ***Phase 2: Activation and Relocation***

To ensure the ability to attain operational capability at continuity facilities and with minimal disruption to operations, Freedom Township (FT) will execute activation and relocation plans as described in the following sections.

#### **Decision Process Matrix**

Based on the type and severity of the emergency situation, the FT Continuity Plan may be activated by one of the following methods:

- The Supervisor may initiate continuity activation.
- The Continuity Team Leader, or a designated successor, may initiate the Continuity Plan activation for the entire organization, based on an emergency or threat directed at the organization.

Continuity Plan activation and relocation are scenario-driven processes that allow flexible and scalable responses to the full spectrum of all-hazards that could disrupt operations with or without warning and during work or non-work hours. Continuity Plan activation will not be required for all emergencies or disruptions, since other actions may be more appropriate.

The decision to activate the FT Continuity Plan and related actions will be tailored for the situation and based on projected or actual impact and whether or not there is warning.



## Appendix A: Freedom Township Continuity Plan (Draft)

### Phase 2: Activation and Relocation (Cont.)

To support the decision making process regarding plan activation, key organization personnel will use the decision matrix below to support that process.

Decision Matrix for Continuity Plan Implementation		
	Work Hours	Non-Work Hours
Event With Warning	<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 area?</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>
Event Without Warning	<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>

As the decision authority, the Township Supervisor will be kept informed of the threat environment using all available means, including Washtenaw County Emergency Call Center, regional notification systems, Everbridge Alerts, local operations, and state and local reporting channels as well as news media. The Supervisor will evaluate all available information relating to:

- 1) Direction and guidance from higher authorities
- 2) The health and safety of personnel
- 3) The ability to execute essential functions
- 4) Changes in threat advisories
- 5) Intelligence reports
- 6) The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment
- 7) The expected duration of the emergency situation



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### **Alert and Notification Procedures**

Freedom Township (FT) maintains plans and procedures for communicating and coordinating activities with personnel before, during, and after a continuity event.

Before an event, FT officials will monitor advisory information. In the event normal operations are interrupted or an incident appears to be imminent, FT will take the following steps to communicate the organization's operating status with all staff:

- 1) The Supervisor or designated successor will notify the Continuity Team Leader of the emergency requiring Continuity Plan activation.
- 2) The Continuity Team Leader will notify the Continuity Team, Police Department, Fire Department, Township Clerk and other county departments via e-mail and text.
- 3) Each department will acknowledge via designated communication channels.
- 4) FT personnel will notify family members, next of kin, and/or emergency contacts of Continuity Plan activation.

Upon the decision to activate the Continuity Plan, Freedom Township will notify all township officials, as well as affected and interdependent entities with information regarding continuity activation and relocation status, operational and communications status, and the anticipated duration of relocation. These entities include:

- Continuity facilities and on-site support teams with information regarding continuity activation, relocation status, and the anticipated duration of relocation
- FT Operations Center via text and e-mail, Washtenaw County and other applicable elements/entities with information regarding continuity activation and relocation status.
- FT continuity facility, operational and communication status, and the anticipated duration of relocation
- All FT officials with instructions and guidance regarding the continuity activation and relocation



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### **Relocation Process**

Once the Continuity Plan is activated and personnel are notified, Freedom Township (FT) will relocate continuity personnel and vital records to Clerk's office. The FT continuity personnel will deploy/relocate to Bethel United Church site to perform the FT essential functions and other continuity-related tasks.

Emergency procedures during work hours with or without a warning will be implemented as follows:

- Continuity personnel, including advance team personnel, if applicable, will depart to the designated continuity facility from the primary operating facility or current location using privately owned vehicles.
- Non-continuity personnel present at the primary operating facility or another location will receive instructions from the Supervisor. In most scenarios, non-continuity personnel will be directed to proceed to their homes or other FT designated facilities to wait for further guidance.
- At the time of notification, if available, information will be provided regarding safety precautions and routes to use when leaving the primary operating facility.

Emergency procedures during non-working hours with or without a warning will be implemented as follows:

- Advance team members, if applicable, will deploy to the designated continuity facility from their current location using privately owned vehicles at the time specified during notification.
- Continuity personnel will depart to Bethel United Church from their current location using privately owned vehicles.
- Non-continuity personnel will remain at their residence or other designated facility to wait for further instructions.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### ***Phase 3: Continuity Operations***

Upon activation of the Continuity Plan, Freedom Township (FT) will continue to operate at its primary operating facility until ordered to cease operations by the Supervisor using email and texts as primary channels or via available channels as backup. At that time, essential functions will transfer to the continuity facility. FT must ensure that the continuity plan can be operational within 12 hours of plan activation.

The advance team will be first to arrive at the continuity facility to prepare the site for the arrival of the continuity personnel. Upon arrival at the continuity facility, the advance team will:

- Ensure infrastructure systems, such as power and heating, ventilating, and air conditioning are functional.
- Prepare check-in duty stations for Continuity Team arrival.
- Address telephone inquiries from Continuity Team and non-Continuity Team staff.

As continuity personnel arrive, the Continuity Team Leader or delegated designee will conduct in-processing to ensure accountability and all personal will sign in.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### ***Phase 3: Continuity Operations (Cont.)***

A requirement of continuity personnel is to account for all Freedom Township personnel. Freedom Township will use the following processes to account for all personnel:

- The Continuity Team will be responsible for consolidating accountability reports.
- Each department head or designee will report personnel accountability to the Continuity Team through the fastest, most reliable means at their disposal.

During continuity operations, Freedom Township (FT) 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. FT Treasurer maintains the authority for emergency acquisition. Instructions for these actions are found EmergencyProcurement.docx found in print form at Township Hall with a backup at Clerk's office.

### ***Phase 4: Reconstitution Operations***

Within 72 hours of an emergency relocation, the following individuals will initiate and coordinate operations to salvage, restore, and recover Freedom Township's primary operating facility after receiving approval from the appropriate State and local law enforcement and emergency services:

- The Continuity Team Leader will serve as the Reconstitution Manager for all phases of the reconstitution process.
- Each Freedom Township subcomponent will designate a reconstitution point-of-contact (POC) to work with the Continuity Team and to update office personnel on developments regarding reconstitution and provide names of reconstitution POCs to Continuity Team within 72 hours of the Continuity Plan activation.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### Organization and Assignment of Responsibilities

Key staff positions within Freedom Township, to include individual continuity members, those identified in the orders of succession and delegation of authority, Freedom Township Continuity Coordinator, continuity managers, and others possess additional continuity responsibilities. The responsibilities of these key continuity personnel are delineated below.

<b>Position</b>	<b>Responsibilities</b>
<b>Leader</b>	<ul style="list-style-type: none"><li>• Provide strategic leadership and overarching policy direction for the continuity program</li><li>• Implement the Continuity Plan when necessary, or when directed by a higher authority</li><li>• Update and promulgate orders of succession and delegations of authority</li><li>• Ensure adequate funding is available for emergency operations</li><li>• Ensure all organization components participate in continuity exercises</li><li>• Update Continuity Plan annually</li></ul>
<b>Communications Manager</b>	<ul style="list-style-type: none"><li>• Update telephone/text rosters and email distribution lists monthly</li><li>• Conduct alert and notification tests</li></ul>
<b>Records Manager</b>	<ul style="list-style-type: none"><li>• Review status of vital records, files, and databases</li></ul>
<b>Training Manager</b>	<ul style="list-style-type: none"><li>• Develop and lead Continuity training</li><li>• Plan Continuity exercises</li></ul>
<b>Continuity Personnel</b>	<ul style="list-style-type: none"><li>• Be prepared to deploy and support organization essential functions in the event of Continuity Plan implementation</li><li>• Provide current contact information to manager</li><li>• Be familiar with continuity planning and know individual roles and responsibilities in the event of Continuity Plan activation</li><li>• Participate in continuity training and exercises as directed</li><li>• Have a tele-work agreement for this position, if applicable</li></ul>

### **Direction, Control, and Coordination**

During activation of the Continuity Plan, the Supervisor maintains responsibility for control and direction of Freedom Township. Should the Supervisor become unavailable or incapacitated; the organization will follow the directions laid out in the Leadership, Orders of Succession, Leadership and Staff Annex, and Delegations of Authority.



## Appendix A: Freedom Township Continuity Plan (Draft)

### Disaster Intelligence

During a continuity event, Freedom Township will require the collection and dissemination of critical information. While specific incidents may create additional or specialized reporting requirements, the following table lists examples of the information that would be collected and reported regardless of incident type.

Information Element	Specific Requirement	Responsible Element	Deliverables	When Needed	Distribution
Personnel Accountability	Account for Continuity Team  Account for Freedom Township Officials  Account for all contract personnel  Account for all visitors  Account for prisoners	Administration	Reports	Status updates hourly following Plan activation	Supervisor
Operational Status	Number of Continuity Team personnel arrived at site  Ability to conduct each essential function	Continuity Team Leader  Department Managers	Situation briefings  Situation reports	Begin no later than 6 hours after plan activation, then hourly	Supervisor
Hazard Information	Threat details specific to the continuity facility	Continuity Team	Situation briefings  Situation reports		Board of Trustee's





## **Appendix A: Freedom Township Continuity Plan (Draft)**

### **Communications**

Freedom Township has identified available and redundant critical communications systems that are located at the primary operating facility and continuity facility. Further, Freedom Township maintains fully capable continuity communications that support organization needs during all-hazards/threats, to include pandemic and other related emergencies, and give full consideration to supporting social distancing operations including tele-work and other virtual offices. In addition, Freedom Township maintains communications equipment for use by employees with disabilities and hearing impairment.

All Freedom Township's necessary and required communications and IT capabilities should be operational within 12 hours of continuity activation.

### **Budgeting and Acquisition of Resources**

Freedom Township budgets for and acquires those resources and capabilities essential to continuity operations. A copy of the continuity budget is found at township hall with back-ups township clerk. Within this budget, Freedom Township budgets for continuity resources and capabilities in accordance with the township's purchasing policy and other applicable directives and provides for the acquisition of those resources necessary for continuity operations on an emergency basis for up to 30 days or until normal operations can be resumed.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### **Plan Development and Maintenance**

The Continuity Team Leader is responsible for maintaining the Freedom Township Continuity Plan.

The Continuity Plan, Freedom Township essential functions and supporting activities, will be reviewed by the Continuity Team Leader and updated annually from the date of publication as part of the maintenance of continuity plans and procedures. The Continuity Team is responsible for the annual plan review and update. In addition, the plan will be updated or modified when there are significant organizational, procedural changes, or other events that impact continuity processes or procedures. Comments or suggestions for improving this plan may be provided to the Continuity Team.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### **Vital Records Management Annex**

“Vital records” refers to information systems and applications, electronic and hard copy documents, references, and records, to include classified or sensitive data, needed to support essential functions during a continuity event. Freedom Township has incorporated its vital records program into the overall continuity program, plans, and procedures.

Freedom Township’s vital records program incorporates into the overall continuity plan with a clear authority to include:

- Policies
- Authorities
- Procedures
- The written designation of Freedom Township vital records manager

Within 12 hours of activation, continuity personnel at the continuity facility for Freedom Township should have access to the appropriate media for accessing vital records, including:

- A local area network
- Electronic versions of vital records
- Supporting information systems and data
- Internal and external email and email archives
- Paper copies of vital records

#### **Identifying Vital Records**

Freedom Township has identified the following as vital to its operations, and has assigned responsibility for those records to the township Clerk.

Freedom Township maintains a complete inventory of vital records, along with the locations of and instructions on accessing those records. These records are located at the township hall with backups at township Clerk’s office.

#### **Protecting Vital Records**

The protection of vital records is essential to ensuring the records are available during a continuity event, thus enabling an organization to perform their essential functions. Freedom Township has conducted a vital records and database risk assessment to:

- Identify the risks involved if vital records are retained in their current locations and media, and the difficulty of reconstituting those records if they are destroyed.
- Identify offsite storage locations and requirements.
- Determine if alternative storage media are available.
- Determine requirements to duplicate records and provide alternate storage locations to provide readily available vital records under all conditions.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

The vital records and database risk assessment was performed by the Continuity Team and is located at the township hall.

Appropriate protections for vital records will be provided by the Clerk and will include dispersing those records to other organization locations or storing those records offsite.



## **Appendix A: Freedom Township Continuity Plan (Draft)**

### **Leadership Annex**

#### ***Orders 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 essential duties, successors have been identified to ensure there is no lapse in essential decision making authority. Freedom Township has identified successors for the positions of Supervisor, Clerk, and Township Board of Trustee's. A copy of these orders of succession is found at the Township Hall with backups at the Clerk's office. The Continuity Team is responsible for ensuring orders of succession are up-to-date. When changes occur, the Continuity Team distributes the changes to city offices.

Freedom Township's orders of succession are:

- At least two positions deep, where possible, ensuring sufficient depth to ensure Freedom Township's ability to manage and direct its essential functions and operations
- Include devolution counterparts, where applicable
- Geographically dispersed, where feasible
- Described by positions or titles, rather than by names of individuals holding those offices
- Reviewed by the organization's legal department as changes occur
- Included as a vital record, with copies accessible and/or available at township hall with backup at the township clerk's office.

In the event of a change in leadership status, Freedom Township must notify the successors via the Continuity Team, as well as internal and external stakeholders. In the event Freedom Township leadership becomes unreachable or incapable of performing their authorized legal duties, roles, and responsibilities, the Continuity Team will initiate a notification of the next successor in line.

Continuity Team Lead Successor Township Supervisor

Township Supervisor Successor will be Trustee

Township Clerk Successor will be Deputy Clerk

Township Treasurer will be Deputy Treasurer



## **Appendix A: Freedom Township Continuity Plan (Draft)**

: Resource List

### **Continuity Guidance Circular 1: Continuity Guidance for Non-Federal Entities**

This document provides operational guidance on the development of continuity plans and programs for non-federal entities. It identifies and discusses the elements needed to establish and maintain a comprehensive and effective continuity program.

[http://www.fema.gov/pdf/about/org/ncp/cont\\_guidance1.pdf](http://www.fema.gov/pdf/about/org/ncp/cont_guidance1.pdf)

### **FEMA Continuity of Operations Division**

This website provides several guidance web pages needed to develop an effective continuity program. They include a definition of continuity operations, goals of continuity planning, a description of the Continuity Program Management Cycle, and the elements of viable continuity capability, continuity activation phases, and continuity activation conditions.

<http://www.fema.gov/about/org/ncp/coop/index.shtml>

### **FEMA Continuity Program Templates**

This website provides several templates needed for an effective continuity program. They include continuity plan templates, a meta checklist, a continuity multi-year strategy and program management plan, a reconstitution template, devolution template, vital records management template, and exercise templates.

<http://www.fema.gov/planning-templates>

### **Florida Business Disaster Survival Kit**

This course was prepared by the Tampa Bay Regional Planning Council and the Business Continuity Planning Alliance in association with the State of Florida Division of Emergency Management and the Florida Regional Planning Councils. It is presented as an interactive CD and is divided into four sections: (1) an overview of the planning process, (2) information about natural and technological hazards and emergency response, (3) recovery operations, and (4) the disaster information center.

<http://www.fldisasterkit.com>

### **Homeland Security Exercise and Evaluation Program (HSEEP)**

HSEEP is both doctrine and policy for designing, developing, conducting and evaluating exercises. It includes a series of five reference manuals to help states and local jurisdictions establish exercise programs and design, develop, conduct, and evaluate exercises.

<https://hseep.dhs.gov>