

# Tioga County Continuity of Operations Plan



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## Section 1 Introduction

### A. Introduction

The overwhelming threats and devastation associated with natural and man-made disasters can have significant impacts on communities, government operations and public services. From destructive storms and floods to hazardous materials and transportation emergencies, local governments in upstate New York and across the nation have faced unimaginable challenges in providing public safety and maintaining essential services. As communities have grown and the development of local infrastructure and services has expanded, communities today face new threats and risks not seen decades ago. The increasing reliance on technology and transportation and the opportunities and advancement they bring have made us safer in many ways, but our dependence on these systems and the mobility they promote have increased our vulnerability in other ways. As the primary provider of essential community services, local governments have come to recognize the need for planning and preparedness that will address the inevitable consequences of a wide-range of potential disasters.

Communities in Tioga County are vulnerable to a wide range of hazards, including earthquakes, wildfires, flooding, tornados, ice storms, hazardous materials releases and spills, droughts, civil unrest, terrorism, transportation emergencies, and disease pandemics. Since 1954, Tioga County has had twenty (20) federally declared disasters, primarily for severe storms and flooding. During the same period, many small and rural communities in upstate New York – which share similar traits and characters that define Tioga County -- have experienced devastating damage and difficult restoration challenges due to tornados, floods, hazardous materials, transportation accidents and health emergencies.

The ability to continue delivery of critical public services is a fundamental mission for local, state and federal governments; and continuity planning is an essential tool that insures public functions and services can be sustained and effectively restored when emergencies occur. Modern exposure to environmental, technological and security threats and the severity of recent natural and man-made disasters highlight the need for serious continuity planning that enables governments to maintain and quickly restore essential functions in a disaster.

### B. Purpose and Objectives

The purpose of this document is to ensure that Tioga County and its departments have the capability to quickly restore and maintain essential government functions and operations when disrupted or affected by an emergency.

The objectives of this COOP include:

- . Ensure the continuing performance and delivery of essential functions provided by Tioga County and its departments in the event of an emergency

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- . Protect essential facilities, equipment, records and other vital County assets
  - . Conduct emergency operations and provide essential services in a manner that ensures the safety and health of county workers, emergency personnel and citizens
  - . Establish a continuity program that reduces or mitigates disruptions to county operations and services
  - . Establish an organizational structure, facilities and resources to achieve a timely and orderly recovery from an emergency that can maintain the delivery of essential government services
  - . Provide backup or alternate systems to sustain uninterrupted public safety services
  - . Establish alternate facilities within 12 to 72 hours, if necessary to support continuing delivery of essential services
  - . Provide facilities and support resources for critical county services and essential functions for a period up to 30 days
  - . Provide a foundation for ongoing county and departmental leadership that includes lines of succession and delegation of authority
  - . Establish a continuity program that will insure compliance with and continued implementation of legal and statutory requirements
  - . Maintain and validate continuity readiness using a comprehensive program of training, exercising, regular plan evaluation, updates and operational assessments

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### C. Applicability and Scope

This plan applies to departments, services and functions administered by Tioga County government that are supervised by the Tioga County Legislature.

The Continuity of Operations Plan (COOP) is an all-hazards plan intended to provide the organizational structure and resources needed to address the continuation of essential services as a result of any kind of disaster, emergency or disruption.

The plan is generally designed to address emergency conditions and temporary disruptions that would interrupt essential services for a period up to 30 days. While provisions, resources and facilities outlined in the plan can be applied to alternate operating requirements extending for a longer duration, it is generally assumed that permanent or long term disruptions and relocations lasting months or years would require special and unique designs and resources that are beyond the scope of this emergency plan.

The COOP plan has been prepared as part of the Tioga County Comprehensive Emergency Planning program and is coordinated with and a part of the Tioga County Comprehensive Emergency Management Plan (CEMP).

### D. Authorities and References

#### Authorities

New York State (NYS) Executive Law, Article 2-B

The Homeland Security Act of 2002 (Public Law 107-296)

*National Continuity Policy*, National Security Presidential Directive 51 and Homeland Security Presidential Directive 20, 2007

Homeland Security Presidential Directive 5, Management of Domestic Incidents, National Incident Management System (NIMS), 2003

Homeland Security Presidential Directive 7, Critical Infrastructure Identification, Prioritization and Protection, 2003

Homeland Security Presidential Directive 8, National Preparedness, updated 2011

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## References

Continuity Guidance Circular 1 (CGC 1), Continuity Guidance for Non-Federal Entities, Federal Emergency Management Agency (FEMA), 2009

National Continuity Policy Implementation Plan, 2007

Federal Continuity Directive 1 (FCD 1), Department of Homeland Security, 2007

National Response Framework (NRF), 2008

National Incident Management System (NIMS), 2008

National Strategy for Pandemic Influenza, 2005

National Pandemic Influenza Implementation Plan, 2006

NIST Special Publication 800-34, Contingency Planning Guide for Information Technology Systems, 2002

National Fire Protection Association (NFPA) 1600 Standard on Disaster, Emergency Management and Business Continuity Programs, 2007

NYS Emergency Planning Guide for Community Officials

NYS Comprehensive Emergency Management Plan (CEMP)

NYS Homeland Security Strategy

NYS Emergency Management COOP Documents

HAZNY (Hazards New York)

FEMA Threat and Hazard Identification Risk Assessment (THIRA) 2012

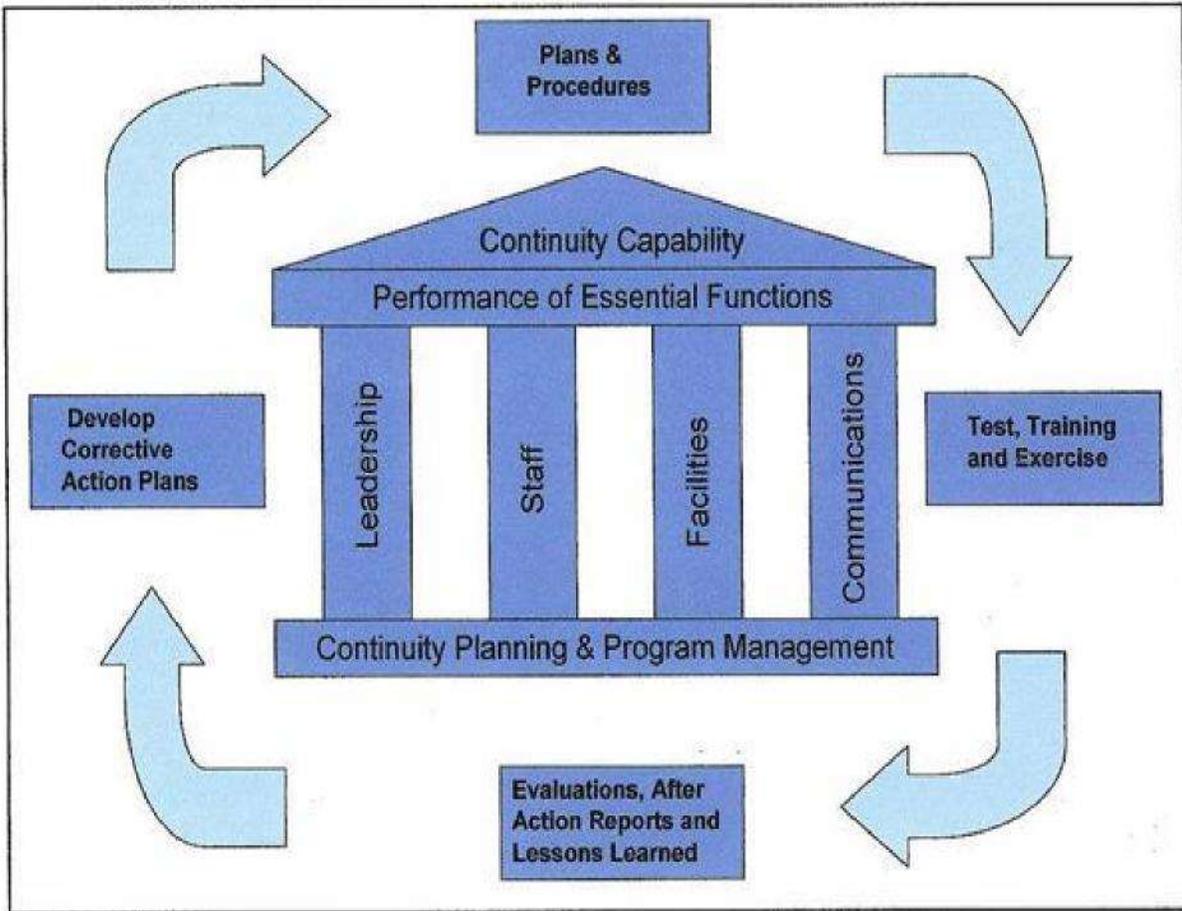
Tioga County Comprehensive Emergency Management Plan

Tioga County Multi-Jurisdiction All-Hazards Mitigation Plan

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## E. The Continuity of Operations (COOP) Process

An organization's ability to adapt and quickly respond to losses and disruptions created by an emergency is directly related to the effectiveness of its continuity program. Continuity is the ability of the organization to maintain delivery of essential functions; and success is linked to the preparedness and organization of its leadership, staff, communications and facilities.



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### **Elements of Viable Continuity Capability**

**Essential Functions** – a subset of government and other organizational functions that are determined to be critical activities used to identify supporting tasks and resources that must be included in the agency’s and organization’s continuity planning process.

**Orders of Succession** – essential part of an agency’s and organization’s continuity plan to ensure that agency and organizational personnel know who assumes the authority and responsibility of the agency’s and organization’s leadership if that leadership is incapacitated or becomes otherwise unavailable during a continuity situation.

**Delegations of Authority** – establish who has the right to make key decisions during a continuity situation.

**Continuity Facilities** – alternate facilities from which an agency and organization can perform its Essential Functions in a threat-free environment.

**Continuity Communications** – the availability and redundancy of critical communications systems to support connectivity to internal and external organizations, customers, and the public is vital to the success of agency and organization operations.

**Vital Records Management** – the identification, protection and ready availability of electronic and hard copy documents, references, records, information systems, data management software and equipment needed to support essential functions during a continuity situation.

**Human Capital** – provides guidance to emergency employees and other special categories of employees who are activated by an agency and organization to perform assigned response duties during a continuity event.

**Tests, Training and Exercises (TT&E)** – Provisions made for the identification, training, and preparedness of personnel capable of relocating to alternate facilities to support the continuation of the performance of essential functions.

**Devolution of Control and Direction** – capability to transfer statutory authority and responsibility for essential functions from an agency’s and organization’s primary operating staff and facilities to other agency and organization employees and facilities, and to sustain that operational capability for an extended period.

**Reconstitution** – the process by which surviving and/or replacement agency and organizational personnel resume normal agency operations from the original or replacement primary operating facility.

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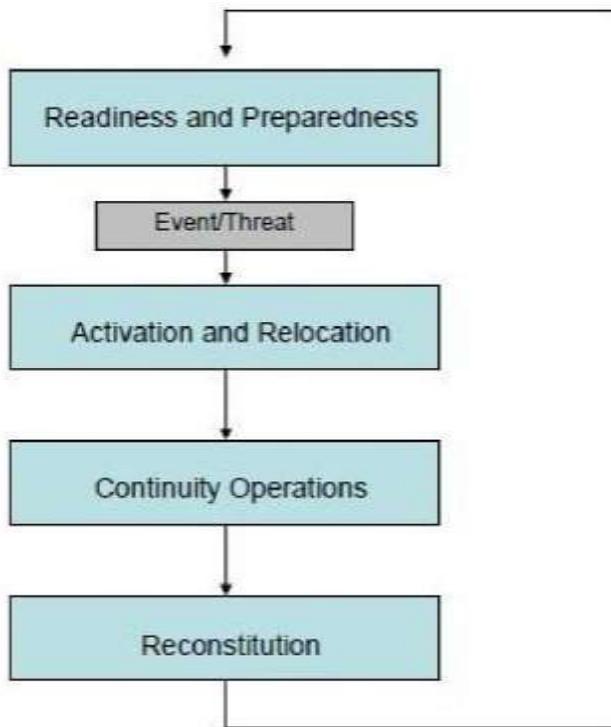
**Four Phases of Continuity of Operations Activation**

**Phase I** – Readiness and Preparedness.

**Phase II** – Activation and Relocation: plans, procedures, and schedules to transfer activities, personnel, records, and equipment to alternate facilities are activated.

**Phase III** – Continuity Operations: full execution of essential operations at alternate operating facilities is commenced.

**Phase IV** – Reconstitution: operations at alternate facility are terminated and normal operations resume.



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## F. Hazard Assessment

### Purpose and Scope

The *Tioga County Comprehensive Emergency Management Plan (2013)* and the *Tioga County Multi-Jurisdictional All-Hazard Mitigation Plan (2012)* both contain sections that evaluate hazards, assess risks to the community and set policies for risk reduction.

### Identification and Analysis of Potential Hazards

The Tioga County Hazard Mitigation Planning Committee working with its planning contractor Tetra Tech EM, Inc. evaluated and ranked natural hazards of concern for Tioga County using methodologies promoted by FEMA’s hazard mitigation planning guidance and generated by FEMA’s HAZUS-MH risk assessment tool. This risk assessment performed in 2012 identified approximately 23 natural hazards that can potentially affect Tioga County and determined that 10 natural hazards are considered a significant risk to Tioga County and 5 of these 10 hazards are defined as ‘Hazards of Concern’ or those most likely to seriously impact the county.

#### Natural Hazards of Concern

1. Flooding (riverine, flash and dam)
2. Severe Storm (windstorm, thunderstorm, hailstorm and lightning)Drought
3. Severe Winter Storm (heavy snow, blizzard, Freezing Rain, Sleet and Nor’easter)
4. Earthquake
5. Drought

#### Other Natural Hazards of Significant Risk

Ice Storm           Tornado  
Ice Jam             Hurricane and  
Tropical Storm  
Windstorm

The following natural hazards can also affect Tioga County, and while they could have severe impacts on certain populations or areas, they have not typically resulted in significant or widespread consequences.

Landslide  
Epidemic/Pandemic Wildfire  
Extreme Temperatures  
Blight/Infestation

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Tioga County has also evaluated potential hazards and impacts associated with technical and man-made threats. This evaluation was performed in 2012 using the *Threat and Hazard Identification and Risk Assessment (THIRA)* program developed by the U.S. Department of Homeland Security (DHS Comprehensive Preparedness Guide – CPG 201).

*Technological and Man-Made Hazards Identified*

Fire (Structural)

Transportation Accident – Highway, Air, Marine and Rail

Dam Failure (Structural)

Utility Failure (Infrastructure/System Hazard or Disruption)

Hazardous Materials (In Transit)

Oil and Petroleum Spill

Water Supply Contamination

Hazardous Materials (Fixed Site)

Structural Collapse

Fuel Shortage

Radiological (Fixed Site)

Radiological (In Transit)

Air Contamination

Food Shortage/Contamination

Animal Disease

Civil Unrest

Security and Terrorist Acts

Hostage, Active Shooter and Explosive Device

Chemical, Biological, Radiological and Nuclear Attacks, Releases and Devices

Utility, Communications and Cyber Attack

**Hazards that Occur Most Often**

Severe Storm

Severe Winter Storm

Flood

Transportation Accident

Windstorm

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### **Hazards that Pose the Greatest Threat to Life**

(defined as serious injury and death in extremely large numbers)

- Transportation Accident
- Security, Improvised Explosive or Active Shooter Event
- Terrorist Act
- Epidemic/Pandemic
- Hazardous Materials (Fixed Site)

### **Hazards that Occur with Little or No Warning**

- Severe Storm
- Landslide
- Dam Failure
- Utility Failure
- Flood
- Tornado
- Fire
- Earthquake
- Security, Improvised Explosive or Active Shooter Event
- Terrorist Act
- Critical Infrastructure or Key Resource Failure
- Transportation Accident
- Wildfire
- Hazardous Materials (In Transit)
- Hazardous Materials (Fixed Site)
- Water Supply Contamination
- Transportation Accident
- Oil Spill
- Structural Collapse

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## Tioga County Critical Facilities

Tioga County has identified the following critical facilities where essential functions are performed:

<b>County Office Building 56 Main Street Village of Owego</b>
County Legislature Information Technology Personnel Department Board of Elections Real Property Tax Service Department of Motor Vehicles Treasurer's Office County Attorney Safety Officer GIS/Mapping Historian Cooperative Extension Veteran's Service Agency
<b>1062 State Route 38 Town of Owego</b>
Foster Care, Adoption & Home Finding Unit Social Services Mental Hygiene Public Health Tioga Employment Center Youth Bureau Coroner's Office
<b>103 Corporate Drive Town of Owego</b>
Bureau of Fire Sheriff's Department E911 Center County Jail Emergency Management
<b>183 Corporate Drive Town of Owego</b>
County Soil and Water Conservation District Office
<b>16 Court Street Village of Owego</b>
County Clerk
<b>20 Court Street Village of Owego</b>
District Attorney's Office County Probation Court Annex

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<b>68 Temple Street Village of Owego</b>
County Buildings and Grounds
<b>477 State Route 96 Catatonk Town of Candor</b>
County Highway Garage and Offices
<b>80 William Donnelly Parkway Village of Waverly</b>
County Mental Hygiene Clinic
<b>Additional Tioga County Facilities</b>
E911 Tower Site Carmichael Hill T/Owego E911 Tower Site Spaulding Hill T/Tioga E911 Tower Site Ballou Road T/Tioga E911 Tower Site Ridge Road T/Barton E911 Tower Site Popple Hill T/Richford

**Potentially Hazardous Facilities and Infrastructure**

The Hazard Assessment looks at potential threats and risks to county facilities and infrastructure where essential functions are performed and/or supported. Facilities where essential functions are conducted may be threatened because they are in proximity to operations or infrastructure that pose increased risks, or they may be located in an area where there is increased risk associated with natural or man-made hazards. The assessment identified the following threats or concerns in the vicinity of the county facilities and functions noted above.

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## Major Highways and Roads

The potential for a serious transportation accident involving multiple injuries and/or fatalities exists throughout Tioga County, and there are risks associated cargo and hazardous materials accidents, particularly on state highways, through villages and in residential and commercial zones. An accident itself is not likely to affect county operations, unless key transportation routes and access are disrupted, or when the spill or release of hazardous materials are involved.

Accidents most often create temporary access restrictions for county facilities and services, but those involving fires or the release of hazardous materials could impact county operations for longer periods.



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## Railway

A number of local facilities and community infrastructure are situated within a thousand feet of the railways in Tioga County, which leaves them at risk to rail transportation accidents, including those involving hazardous materials. A very limited number of business and manufacturing facilities use the railroad to support their operations and those materials do not create a significant hazard.

## Tioga County Jail

Disruptions or situations at this facility could impact Sheriff's and Correctional operations at the Tioga County Public Safety Facility.

## High Density Structural Fires

Fires in the village business district that involve large and/or multiple structures could impact county operations in the Village of Owego. This includes offices of the County Clerk, Court Annex, and County Courthouse.

## Flooding

Several county facilities that provide or support essential functions are located in 'Zone A' high risk flood zones. Flood threats in Tioga County are primarily found along the course and waterway of the Susquehanna River. Flooding does occur in the Village of Owego, and subsequently presents a significant threat of impacting county facilities and operations that support essential functions.

The County Office Building, Courthouse, Clerk's Office, and the Court Annex, are all located in the Village of Owego and are susceptible to flooding.

Hazards and Threats of Concern to All County Sites and Essential Functions

Potential Hazard	Type of Event	Likely Impacts
Flooding	County buildings located within the Village of Owego are in a designated floodplain	FEMA estimates that 25% of flood losses occur outside high hazard flood zones
Natural Hazards	Severe Wind Severe Thunderstorm Severe Winter Storm Widespread Debris Ice Storm Tornado Power Outage	- can restrict facility access - limits to facility use and functions - - can damage buildings, facilities, systems and infrastructure
Transportation Accidents Hazardous Materials - In Transit--	Highway Waterway Rail Air	- can restrict facility access - could involve damage or hazardous exposures to county facilities
Hazardous Materials - Fixed Site--	Release from a nearby facility or site	- can restrict facility access - could involve hazardous exposure
Criminal Activity Public Disruption	Public protest Active shooter Terrorist action Weapon or bomb threat Chemical/biohazard release Corrections facility action Civil unrest Hostage action	- onsite or nearby activity could disrupt county operations
Public Health Threats	Influenza/Pandemic outbreaks Air and respiratory hazards Food and water contamination Environmental health agents	- could restrict facility use and access - - limits to public activities - could disrupt services and essential functions
Fire and Explosion	Onsite or at a nearby facility or structures	- can restrict facility access - limits to facility use and functions - - can damage buildings, facilities, systems and infrastructure
Environmental Hazards	Air contamination HVAC contamination Hazardous building materials Ground contamination	- can limit or restrict facility use
Mechanical and Facility Infrastructure Failures	HVAC Failure Utility Failure Power Outage Water and Sewer Disruption Fuel supply Disruption Structural Failure	- limits to facility use and functions - - can damage facility equipment and systems needed to sustain operations

## Section 2 Essential Functions

### A. Uninterruptable Essential Functions

See Department Essential Function Summaries for details, page

Uninterruptable Essential Function	Primary Department(s)
Maintenance of Public Safety 9-1-1 reporting, emergency services dispatch and emergency communications capabilities	E 9-1-1 Bureau of Fire Sheriff Emergency Management
Road Patrol and law enforcement response	Sheriff E 9-1-1
Criminal Investigations	Sheriff District Attorney
Jail operation and Corrections security	Sheriff
Coordination of Fire and EMS Response and Mutual Aid	Bureau of Fire E 9-1-1 Information Technology
County Emergency Operations Center (EOC)	Emergency Management Bureau of Fire
Emergency Public Information, Emergency Orders and States of Emergency	Board Chair Emergency Management Sheriff Public Health County Attorney
Maintenance and operation of County emergency facilities	County Dept. of Public Works Bureau of Fire Emergency Management
Safety and emergency access on public highways and rights-of-way	County Dept. of Public Works
Public Health emergency response; including the emergency stockpile, communicable disease management, monitoring public water supplies and community health monitoring	Public Health
Human Services emergency response for child protection, domestic violence, foster care, family and medical needs	Human Services
Monitoring of critical daily Mental Health clients, including priority addiction and domestic violence cases	Mental Health

<b>Uninterruptable Essential Function</b>	<b>Primary Department(s)</b>
Monitoring priority clients on probation	Probation
Weapons and critical inventory protection	Sheriff Probation Facilities and Maintenance Public Health Emergency Manager Bureau of Fire
Coroner inquiries and management of fatalities	Coroners
Maintenance and restoration of information technology needed to support essential services; including computers, servers, networking and telephones	Information Technology

## **B. Essential Functions Requiring Restoration within 12 to 72 Hours**

See Department Essential Function Summaries for details

<b>Essential Functions Requiring Priority Restoration</b>	<b>Primary Department(s)</b>
Transfer and relocation of County operations that provide essential services to alternate facilities, if required.	Facilities and Maintenance Information Technology Legislative Chairperson Emergency Management All Departments
Expand, transfer and/or contract for technology and resources to provide continuing support for essential county functions; including telephone and cellular services, internet and networking capabilities, generators, transportation and public safety	Legislative Chairperson Information Technology Emergency Services
Evaluate structural and housing safety and habitability if required	Code Enforcement
Resumption of public health monitoring, protection and safety programs, if suspended due to an emergency	Public Health
Maintain alternative fuel supplies for county and emergency vehicles	DPW - Highways
Coordination with municipal governments and contractors to address disaster solid waste and recycling collection and the disposal of emergency debris, if required	DPW - Highways Recycling Legislative Chairperson

<b>Essential Functions Requiring Priority Restoration</b>	<b>Primary Department(s)</b>
Coordination with private utilities and the State Public Services Commission (PSC) to restore electric, natural gas and communication services	Legislative Chairperson Emergency Management Information Technology
Resumption of food stamp, transportation and other services if interrupted	Human Services
Screening Mental Health clients for needs and service alternatives	Mental Health
Crisis counseling and emergency responder critical incident stress counseling	Mental Health Bureau of Fire
Support community shelters when opened for an emergency	Human Services Mental Health Services Emergency Management Sheriff Facilities and Maintenance
Monitoring of individuals on probation and urine screenings	Probation
Management of elections activities, if elections are scheduled within 90 days	Elections
County Clerk support for Court proceedings, if sessions are scheduled	County Clerk
Protection of County Records Storage	Legislative Chairperson Facilities and Maintenance Information Technology Records Management
Safety and security of county and department records and files	All departments
Disaster Risk Assessment and advice to emergency officials regarding risk management	Safety Officer
Process County payroll and resume time sensitive financial activity and transactions	Treasurer Personnel Information Technology

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## C. Department Essential Functions

### DEPARTMENTS

*Click on one of the Departments listed below to go to that specific page.*

[Board of Elections](#)

[Bureau of Fire](#)

[Coroner](#)

[County Attorney](#)

[County Clerk](#)

[Dept. of Motor Vehicles](#)

[District Attorney](#)

[E-911 Center](#)

[Emergency Management](#)

[Historian](#)

[Information & Technology](#)

[Legislative Chair](#)

[Legislature](#)

[Mental Health](#)

[Personnel](#)

[Probation](#)

[Public Health](#)

[Public Works \(Facilities\)](#)

[Public Works \(Highway\)](#)

[Real Property](#)

[Safety](#)

[Sheriff](#)

[Treasurer](#)

## Board of Elections

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Scheduled Elections	Elections are an essential function and can only be postponed or rescheduled with State authority	18 Designated Polling Facilities	Most primary polling facilities do not have emergency power  Most alternate polling sites do not have emergency power			Tioga County Board of Elections maintains a Contingency Plan
Printing of Election Materials	Must continue to support elections	Can be performed from an alternate site	Telephone or Cellular Service	Vendor services and software are used	6 Full-time staff	Paper balloting can be used in an emergency
Management of Elections Workers			Access to County Network Internet access to the State Election Service		4 full time voting machine technicians	Additional actions are required to protect voting materials and equipment from flood and structural water damage
Maintenance of voter registrations, candidate positions and certifications dates			High-speed printer(s) Can require protection and relocation of files and records		2 Part time voting machine technicians	
Maintenance and storage of voting machines and battery backups			Protected data backup with County IT  Protected and secure storage for ballots, to include prevention of flood and water damage			
		Protect and secure storage Designation of alternate storage site	Protected and secure storage Protection from flooding and water damage Active power source	34 Voting machines		

## Bureau of Fire

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Coordination of County Fire Services	No disruption, Demands and activity increase during emergencies	Can be managed from Alternate Site	<p>Telephone or Cellular Phone</p> <p>Access to Communications Systems</p> <p>Expanded emergency activities would be coordinated from EOC</p> <p>Appropriate County Equipment for Specialized Services.</p>	<p>County Fire Services</p> <p>County EMS Providers County</p> <p>Hazardous Materials Team Providers</p>	Fire Coordination Staff	
Coordination of Emergency Medical Services						
Manage the County's Fire Investigation Team						
Manage the County's Hazardous Materials Emergency Response Team						
Manage the County's Technical Rescue Team						
Manage the County's Breathing Air Support						
Implementation of the Fire and Mutual Aid Plan						
Provide Oversight of County Communications System						

## Coroner

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Make inquiry into all deaths within the county that are unattended or violent in nature	Must continue uninterrupted	No facility requirements			4 County Coroners	
Manage disaster mass fatality operations	Implemented as part of county disaster and state mass fatality plans					

## County Attorney

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Serves as legal advisor to the County Legislature and Department Heads	Functions are carried out as part of the county's emergency management plan	Can be performed at the county's Emergency Operations Center (EOC) or an alternate facility	Telephonic and email communications, access to online research tools and electronic files	County officials and departments	All Staff Attorneys	
Provides county officials with legal advice regarding States of Emergencies and Emergency Orders						
Provides county officials with legal recommendations regarding emergency operations and recovery						
Provides county officials with legal recommendation regarding emergency purchasing and expenditures						

## County Clerk

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Public Records Management	<p>Most activities can be postponed for several days to a week, except response to Court actions which must continue as needed.</p> <p>Records must be protected and secure</p>	<p>Alternate facility can be used</p> <p>Temporary Site 400 sq. ft. floor space.</p> <p>Permanent site 4400 sq.ft. floor space.</p>	<p>Protected and secure facility with complimentary storage capability</p> <p>Monitoring of confidential records</p> <p>Phone, Computers, Scanners and copier</p> <p>Misc. Office supplies,</p> <p>Document Stamps, County Seals, etc.</p> <p>Internet and County Network access</p>		<p>County Clerk and Deputy County Clerk*</p> <p>*Additional County Clerk's staff may be called to assist as necessary</p>	<p><b>County Clerk's Office 16 Court St.</b> Records evacuated in 12 hours with crew of 10 workers, moving equipment and several box trucks.</p> <p><b>Court Street Records Storage</b> Records evacuated in 2 hours with crew of 5 workers, moving equipment and box truck.</p> <p><b>Records Storage @ DSS Rte 38</b> Records evacuated in 5 hours with crew of 5 workers, moving equipment and box truck</p>

## Department of Motor Vehicles

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Motor Vehicle Transactions	Service may be disrupted for a few days but if lasting for more than 10 days a new location must be established.	Can work from an alternate facility	<p>Temporary relocation requires minimum of 400 sq.ft.</p> <p>Permanent relocation requires minimum of 2,000 sq. ft.</p> <p>Electrical power, telephone lines, DMV Network Connections, Computers, Copiers, Fax.</p> <p>Secure area and/or safe to secure DMV documents and license plates</p> <p>Public area and Staff area</p>	DMV Clients	<p>DMV Supervisor</p> <p>DMV Deputy Supervisor</p> <p>County Clerk</p> <p>Deputy County Clerk</p>	<p>DMV operates under supervision of County Clerk but under authority of New York State</p> <p>5 Workers with two dollies and box truck could remove records and essential equipment in four hours</p>

## District Attorney

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Criminal Investigations	Must be maintained without interruption	Can work from an alternate facility	Access to County Network and email		All District Attorney Staff	Some basic work functions could be provided from home with County and State network access
Legal advice to law enforcement			Access to State data network			
Preparation and issuing of subpoenas	Relocation of current case files					
Trial Prosecutions	Telephone, Computers, Copier, Printers  Private area for confidential communications					
	Some immediate work must be maintained, but most can be postponed in an emergency					

## E-911 Center

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
<p>Answer and respond to 9-1-1 calls for emergency services in Tioga County</p> <p>Dispatch emergency services and coordinate emergency service communications</p>	<p>9-1-1 service and emergency dispatching must be maintained without interruption</p> <p>Demands and workloads will increase in an emergency</p> <p>Goal is to restore any service interruption within 5 minutes</p>	<p>One primary 911 center</p> <p>An alternate or backup 911 facility at a separate location, with technology and capabilities that are equal to or more enhanced than the primary center</p> <p>Other alternate and mobile backup capabilities to provide service redundancy</p>	<p>Maintenance and immediate restoration of Verizon phone lines to the primary and alternate 911 sites</p> <p>Maintenance and continuing operation of 911 CAD software</p> <p>An alternate mobile communications support backup vehicle</p> <p>Automatic emergency power generators for all primary and alternate 911, dispatch and antenna sites that are protected from flooding and other hazards</p> <p>Telephones and cellular phones, radio dispatching equipment, computers and support technology</p> <p>Resources to insure quick restoration</p>	<p>Countywide</p>	<p>Minimum 2 Dispatchers Per Shift</p> <p>Workload will increase in an emergency and when alternate sites are activated</p>	

## Historian

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Maintenance of community historical documents	Document protection and preservation must be maintained, but administrative functions can be postponed	Work can be performed at alternate sites  Protected backup storage must be identified if relocation of documents is required	Computer, internet access and access to the County network  External hard drive needed to maintain temporary and interim work  Telephone or cell phone  Transportation and moving assisted if documents must be relocated	Government officials and the general public	1 PT Historian  Supervision by the County Clerk	Includes several thousand records stored in file cabinets  Newspaper collections, reference books and immigration records; stored manually onsite
Assist citizens with genealogy research	Can be postponed or rescheduled					
Respond to inquiries and assist with research about local history						
Community presentations about historical topics						

## Information & Technology (IT)

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Maintain the technology network providing internet service, email and data management for Tioga County departments, staff and services	Several departments require uninterrupted network and/or internet access, or immediate restoration of service to sustain essential functions	<p>A primary data server, storage and management location that is protected from threats and hazards</p> <p>An alternate data server and management location</p>	<p>Telephone or Cellular Telephone Service</p> <p>Operating and backup data servers and support equipment</p> <p>Internet access</p> <p>Open Voice Protocol Networks (VPN) and equipment to support services to applicable remote office sites, alternate facilities, and working from home scenarios</p> <p>Operating fiber, Ethernet and T1 lines, cable to support applicable remote office sites and facilities</p> <p>Laptop Computers for emergency use</p>	<p>IT services for departments at the County Office Building (COB)</p> <p>IT services for departments at the County Courthouse and Annex</p> <p>IT services for departments located at the Human Services Building</p> <p>IT services for departments at the Public Safety Building</p>	<p>1 IT Supervisor and 3 Technicians</p> <p>Contract and vendor services provided by Verizon, Time Warner, and All-Mode Communications</p>	<p>Primary servers and electronic equipment in the County Office Building (COB) that provide network and data capability need to be relocated to a secure and protected location that will reduce vulnerability, particularly for hazards relating to ground floor flooding from external or internal water sources</p>

## Information & Technology (IT) (cont'd)

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Provide secondary backup, redundant storage and continuing access to county data and files	Data backup at an alternate site must be maintained to insure data access when primary servers are disrupted	A secondary capability at a separate facility for backup and storage of data				
Provide technology, network, internet and telephone services at alternate facilities when departments are required to relocate operations	Several departments require immediate activation of services at alternate facilities	Support technology and data management needs at an alternate facility are identified in this plan	<p>Operating on-site data transfer equipment or mobile remote networking capability</p> <p>Internet access</p> <p>Open Voice Protocol Networks (VPN) and equipment to support services to applicable remote office sites, alternate facilities and working from home scenarios</p> <p>Operating fiber, Ethernet and T1 lines/cable to support applicable remote office sites and facilities</p>	All Departments	<p>1 IT Supervisor and 3 Technicians</p> <p>Contract and vendor services provided by Verizon, Time Warner, and All-Mode Communications</p>	

## Information & Technology (IT) (cont'd)

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Provide data processing support for county payroll, accounting, auditing, tax billing, payments, check printing and financial reports	Services could be disrupted for a day or two, but must be restored quickly  Payroll can be managed manually and processed offsite by the vendor	Primary and secondary data storage, access and management sites	Telephone or Cellular Phone services  Internet service  Forms and documents  Collection of payroll, data and records from departments  Link to payroll vendor software  Copier and Printers		1 IT Technician  Payroll Vendor	Requires coordination with Treasurer and Personnel departments
Manage telephone and voicemail services for the county	Several departments require immediate restoration of telephone service	Telephone service at primary and alternate sites designated for each department identified in this plan	Telephone sets and lines and/or Voice Over Internet Protocol (VOIP) service	All departments, remote and alternate sites	Contract and vendor services provided by All-Mode Communications	

## Legislative Chairperson

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Executive and Command Roles – as outlined in the Tioga County Emergency Management Plan, annexes and associated county emergency plans	No Disruption	Can be performed at County EOC or an alternate site or facility	Telephone and Cellular Phone	County Legislature	Legislative Chairperson	
Supervision of Department Heads	Duties increase during emergency operations		Computers, Printers, Fax Machine and access to the internet and county network	County Departments	Deputy Chairperson in absence of chairperson	
Chairperson of the County Legislature and Chief Executive				County Residents		
Briefings and coordination with the County Legislature						

## Legislative Chairperson (cont'd)

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Coordination with emergency staff and the Public Information Officer (PIO) regarding media and public relations						
Authorization of emergency contracts and emergency expenditures						

## Legislature

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Policy Actions, Local Laws and Budget	Special meetings can be held	An alternate facility can be used	Public notice of meetings and actions		2 Clerks 7 Legislators	
Chairperson declares States of Emergencies and can issue Emergency Orders	Remains an active part of emergency response		Telephones or Cellular Phone access			
Freedom of Information Requests (FOIL)	Can be delayed for 5 to 20 business days depending on the type of action and legal requirements		Records stored at the County Office Building may need to be accessed, protected, and secured			
Board Meetings and Public Notices	Can be postponed and rescheduled					

## Mental Health

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Daily Monitoring of Critical Out-Patients	<p>Daily service must continue</p> <p>Screening of patients can temporarily modify demand</p> <p>An emergency could increase workload</p>	None – staff to visit patients	<p>Access to Client contact and basic case information</p> <p>Access to County Network</p>		<p>Clinicians</p> <p>Mental Hygiene Staff</p>	
Addiction Treatment	<p>Daily capability must continue</p> <p>Can involve critical/emergency cases</p> <p>A community emergency could increase workload</p>	<p>Other facilities and sites are used</p> <p>Secure and protected storage for small amounts of medications</p>	<p>Laptop Computers Internet Access</p> <p>Cell phones for managers</p>		<p>Clinicians</p> <p>Prevention Staff</p> <p>Clerks</p>	

## Mental Health (cont'd)

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Community Mental Health response for domestic violence, school therapists and advocacy	<p>Service must be maintained for critical cases</p> <p>Screening of cases can temporarily modify demand</p> <p>An emergency could increase workload</p>	<p>Most off the work can be done remotely</p> <p>Limited office space is needed to coordinate activities</p>			Clinicians, Counselors, Physicians and Nurse Practitioners	
Substance Abuse Prevention	<p>Need to be restored quickly, continuing services are important to successful prevention</p> <p>An emergency could increase the risk of abuse</p>	<p>Alternate sites can be used</p>				
Individual and Group Counseling	<p>Can be delayed or postponed for a week or more</p>	<p>An alternate site can be used</p>				

## Personnel

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Process County Payroll	Processing must occur as scheduled, restoration of service is essential	Can be performed from an alternate site	County network access Access to vendor database	All county employees	3 Full-Time employees	Employee completes and departments submit timesheets manually.
Administer Civil Service Examinations	Exams can be postponed and/or rescheduled, but the decision is made by the state	Sites are determined in advance, but exam participants could be sent to	Access to the NYS Civil Service website	Based on schedules set prior to an exam date		
Job Applicants and Employee Assistance	Processing of non-emergency related job applications can be delayed temporarily  Workplace modifications and disruptions due to an emergency may increase employee assistance requirements  An emergency could increase demands for new or temporary workers and modify	Can be managed from an alternate site	Access to vendor database and server			

## Probation

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Monitoring Daily Probationers	-A few hours -Daily requirements - 24/7	Can be performed offsite or remotely	-Telephone or Cellular – Computer terminals for 17 Staff Members Scanner, Copier, Fax, Office Supplies and Furniture for 17 Staff Members Printer to print checks Internet and Network Connections to E-Justice, COMPAS and YASI systems Secure Filing Area	Approximately 350 per month	Initially, a staff consisting of the Director, two Supervisors, and the Secretary to the Director will serve as essential personnel.  The remaining personnel will work partial days until the emergency is resolved or until there is sufficient facilities for all 17 staff members.	If emergency exceeds 10 days alternate facilities should be approximately 3500 square ft.  Approximately 6300 case files are kept at 20 Court St. An additional 2300 Case Files are kept at County DPW on Route 96.  All records are highly confidential and are not backed up electronically
Monitoring weekly and monthly probationers	A few days					
Monitor those released under supervision	A few days					
Electronic Monitoring	-None -Continuous -24/7					
Weapons and Body Armor Storage and Access	-None -Continuous -24/7	Secure storage and immediate access	Secure storage and access			
Urine Screenings	A few days	Controlled Access Segregated, private space bathroom	Urine Testing Supplies			

## Public Health

A departmental Continuity of Operations Plan (COOP) is maintained in the  
**Public Health Emergency Preparedness and Response Plan (PHEPRP) Annex E**

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Maintenance of vaccines and Emergency Stockpile Supplies	Must continue uninterrupted or must be restored immediately  Depending on the type of emergency, demand for some services will increase in a disaster	Special storage and alternate site requirements are in place	Access to the county network	County population and visitors	It is expected all Health Dept. staff would be required to support essential functions in an emergency.  It may be necessary to staff certain functions on a 24/7 basis during emergency operations.  Supplemental staffing may be needed from other Tioga County departments and/or mutual-aid from other counties.	
Emergency Public Information		All functions can be performed from alternate facilities	Internet access to the Health Commerce System (HCS)	The number of clients and workloads for any function may differ during emergency conditions than would be expected in routine or regular service situations		
Communicate Disease Management			Computers, fax and printer			
Monitoring and Surveillance of the Public			Telephone or cellular service			
			Administrative files, documentation and/or forms			
Water Supply			Applicable sampling, medical and specialty supplies  Health Care Provider			
Rabies Prevention and Response						
Support Services for Essential Functions						
Immunizations						
Tuberculosis Monitoring and Prevention						
Restaurant Inspections						

**Public Works (Facilities)**

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations	
Manage operations, maintenance, cleaning and safety of all county owned buildings, grounds, and facilities	Functions must continue and requirements may increase in an emergency	Can be managed from an alternate facility	Telephones and cellular service	County buildings, facilities and grounds  Alternate facility(s) when activated under the COOP plan	Full-time mechanics  Part-time maintenance  Full-time and Part-time cleaners		
Assist the Emergency Management Director with maintenance and operation of the county Emergency Operations Center (EOC)			Access to the internet and county network			Transportation, vehicles and support staff to manage transfer to alternate facilities when COOP is activated	
Participate in operations to relocate county departments to alternate facilities, if required when the COOP plan is activated.			Emergency contracting to assist with relocation needs when COOP is activated			Open access routes to county facilities and alternate sites	

**Public Works (Highway)**

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations	
Manage operations, maintenance, cleaning and safety of all county owned buildings, grounds, and facilities	Functions must continue and requirements may increase in an emergency	If emergency precludes use of Buildings and Grounds facility, operations will move to Highway Facility. If Highway Building is flooded, operations will move to the 2 <sup>nd</sup> floor of the Equipment Maintenance Building.	Telephones and cellular service	County buildings, facilities and grounds  Alternate facility(s) when activated under the COOP plan	The executive secretary shall operate from the Highway Facility and shall organize time records, contractor billings, prevailing wage rate information, contract information and report phone complaints		
Assist the Emergency Management Director with maintenance and operation of the county Emergency Operations Center (EOC)			Access to the internet and county network			Transportation, vehicles and support staff to manage transfer to alternate facilities when COOP is activated	Commissioner of Public Works will report to County EOC
Participate in operations to relocate county departments to alternate facilities, if required when the COOP plan is activated.			Emergency contracting to assist with relocation needs when COOP is activated			Open access routes to county facilities and alternate sites	

<p>Maintenance of County Highways</p>	<p>Restoration of highway and transportation services in an emergency are set using the following priorities:</p> <ul style="list-style-type: none"> <li>- provide access for emergency services</li> <li>- provide access for restoration of essential public services - prioritize and restore primary roads and services</li> <li>- Detours, travel restrictions and public advisories may be needed</li> </ul>	<p>Existing or alternate maintenance facility is required</p> <p>Operations can temporarily be transferred to municipal or state facilities</p>	<p>Vehicles, Equipment Personnel</p> <p>Mutual Aid is available from municipalities, other counties and the State</p> <p>Emergency Contracting</p> <p>Telephones and/or Cellular phones</p> <p>Highway radio system or alternate communications</p> <p>Debris collection sites, if required</p>	<p>144 miles of County roads</p>	<p>22 Highway workers, including 3 Supervisors</p> <p>Superintendent 2 office staff</p> <p>Mutual aid or contractor support</p>	
<p>Maintenance of County Bridges</p>	<ul style="list-style-type: none"> <li>- Bridge restoration can occur in hours if it involves inspection and minor debris clearance, or it could take a year or more for major repairs</li> <li>- Restoration priorities, options, alternatives and resources need to be evaluated- Detour routes may be required</li> </ul>			<p>77 County bridges</p>		<p>Alternate emergency access and routes are available in the vicinity of all county maintained bridges</p>

Maintain Fuel supplies for county vehicles	Demand will increase and supply can be limited in an emergency	County Highway fuel storage	Continuing fuel supply Emergency power for Vendor(s)	County Vehicles  Mutual Aid Vehicles		Use of contracted or commercial sources
Provide equipment and support for Emergency Operations	Public works equipment and manpower support for public safety and emergency government operations	Public works equipment and manpower support for public safety and emergency government operations	Vehicles, Equipment Personnel  Mutual Aid is available from municipalities, other counties and the State  Emergency Contracting  Telephones and/or Cellular phones  Highway radio system or alternate communications  Debris collection sites, if required	See Maintenance functions above – scope of services must be coordinated with highway maintenance requirements, resources and capabilities		
Emergency Debris Collection and Disposal from County Rights-of-way and at County Facilities	A secondary priority to county maintenance functions, but once roads and services are opened and restored, this function can become a priority and requirements can increase in an emergency					

<p>Mutual Aid to Town Highway Departments</p>	<p>A secondary priority to county maintenance functions, where precedent and provision of NYS Executive Law, Article 2-B permit counties and municipalities to provide mutual support and services in an emergency</p>	<p>A secondary priority to county maintenance functions, where precedent and provision of NYS Executive Law, Article 2-B permit counties and municipalities to provide mutual support and services in an emergency</p>				
<p>Fuel Supply for county, municipal, school and emergency service vehicles</p> <p>Fuel Supply for county, municipal, school and emergency service vehicles</p>	<p>Continuing service or alternatives are required</p>	<p>Existing fuel supply site</p> <p>Alternate fuel supply sites can be used</p>	<p>County computer network access is used for normal fuel operations, but service can continue manually without network access</p> <p>Pump operations use regular utility power and can be operated using the existing onsite generator, or can be operated manually</p> <p>Fuel could be obtained at accessible alternate facilities (municipal, state or commercial sites)</p>	<p>County departments with vehicles</p> <p>Municipal government vehicles; schools, police and sheriff vehicles; and fire</p>	<p>1 Supervisor</p> <p>1 Highway Worker</p>	

			Fuel could be provided using a temporary mobile tank or supply delivered to the existing or alternate site			
Maintain Radio Communications with Highway Vehicles/Staff		Dispatch can be transferred to, the 9-1-1 center or any town	Existing Radios and Transmitters  Temporary alternate antennas, transmitters and handheld units	Units in Highway vehicles and for Highway personnel		

## Real Property

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Maintain Property Tax Database	Services can be suspended for several days or more	Can be performed at an alternate site or facility	Telephones or Cellular Telephones	10 Municipal Taxing entities and 4 school districts  17,000 property parcels	Full-time Director and Assistant, 1 Par-time technician	
Prepare and Maintain Property Tax Maps			Computers with access to the county computer network			
Manage, Approve and Plot Deed Transactions			Internet access to municipalities, vendors and the State			
Countywide Re-evaluations and Assessment Updates	Postponements and extensions can be applied, but may require state or local					

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Preparation of Equalization Rate Data	authorizations		Backup of county network and GIS data  Printer for printing tax bills  Active VPN line to provide database access for towns			
Provide Tax Assessment Roles and Prepare Tax Bills for county, Town and School Taxes						
Delinquent Tax Sale Proceedings						

## Safety Officer

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Provide technical guidance to the Legislature, Department Heads and employees with respect to local, state and federal safety laws	No Disruption, duties may increase during times of emergencies that affect county agencies and/or facilities	May be managed from EOC or an alternate facility  Some functions can be performed at home or other site if access to	Telephone or Cellular Telephone  Computer and access to County Network, electronic files, and Internet	County Departments and Facilities	Safety Officer	

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
In conjunction with DPW, ensure safety of buildings and grounds in compliance with current policies, federal and state regulations		County Network and email is available				
Act as liaison between County, municipalities, and Partners in Safety in the administration of Drug and Alcohol Testing Program	Drug Testing Program may be delayed or suspended		County Departments, Employees, and participating Municipal Agencies			

## Sheriff

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Road Patrol and Emergency Response	Must continue without interruption  Requirements likely to increase in an emergency	Alternate sites can be used	Telephones or Cellular Phones  Radio Communications		21 Road Patrol Deputies  3-5 per shift, plus 1 Sergeant	Assistance can be requested from neighboring counties, state and local agencies

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Criminal Investigations and Warrants	Must continue without interruption		Computers, Printers, Copier  County computer network and internet access  Equipment storage, meeting and briefing space  Vehicles and fuel		1 Sr. Investigator  4 Investigators	
Civil Actions and Processes	Most activities can be delayed or suspended for several days				2 Civilian  1 Part-Time Deputy	
Court Appearances and Transport	Requirements depend on Court schedules				Most transports are conducted by Jail Personnel, supplemented by Road Patrol	
Administration	Can be suspended for 3 days or longer				Sheriff Undersheriff Captain 2 Civilians 2 Uniform Lieutenants	
Records Management	Can be suspended for 3 days or longer				1 Deputy  1 Civilian  2 Part-Time	
Pistol Permits	Can be suspended indefinitely				County Residents  1 Deputy	

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
					1 Civilian 2 Part-Time	
Jail Operation and Security	The Sheriff's Department maintains an independent emergency plan that identifies procedures and resources to be implemented if an evacuation of the jail or relocation of prisoners is required in the event of an emergency. The plan calls for using existing Jail staff and contracted buses to first relocate prisoners on an interim or transitional basis to local facilities and then move them to state or other county correctional facilities.					

## Treasurer

Essential Function	Minimum Disruption	Facility Requirement	Resources Requirement	Clients or Workload	Staff Required	Special Considerations
Process County Payroll	24 to 48 hours	Can work from alternate facility  Some functions can be temporarily performed from home with network access	Telephone or Cellular Phones	County Departments and Employees	6 Full Time Staff	Within 24 – 48 hours of emergency alternate site with 400 sq. ft. space
Process and Print Checks to Pay Vendor Invoices	Can be delayed or suspended for several days		2 Desks with Computers Computer access to I5 Network, Check Printer, fax, check supply and signer.			School Districts located in Tioga County
Collect Delinquent Taxes and Process Property Foreclosures	Local deadlines and State schedules may apply		Printers and copier	Municipal Governments		
Deposit and Manage County Revenues	Deposits are made each day		Internet access for vendor provided services, software applications, and State network connection			
Process State and Federal Financial Aid	Processing and transfer of funds can be delayed or suspended for several days					
Manage Sales Tax day Revenue						

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## Section 3 Concept of Operations

### A. Activation and Relocation

#### *COOP Plan Activation*

A decision to activate the Continuity of Operations Plan (COOP) and to begin evaluation of threats, hazards and potential requirements to protect or relocate county operations and essential functions can be made by the Emergency Management Director and/or County Legislative Chairperson. Review and consultation about activation of the COOP plan should be initiated with the Incident Commander (IC) and affected department heads in advance, if possible, or as soon as conditions permit.

#### *Relocation to Alternate Facilities*

A decision to relocate county operations and essential functions to alternate facilities is made by the Emergency Management Director and/or County legislative Chairperson after consultation with the Incident Commander or key department heads managing the emergency response. If there is time and given consideration of associated hazards and risks, this decision should be made after consultation with the affected department heads.

#### *Maintenance of Uninterruptable Essential Functions and Essential Functions Requiring Rapid Restoration*

Many essential functions must be maintained without interruption and others can only be disrupted for short periods. Examples of uninterruptable functions are the 9-1-1 communications system, jail security and public health emergency response. Examples of essential functions that can only be suspended for a brief time include fuel supply for emergency vehicles, restoration of telephone and network services and screening of mental health and probation clients. Maintenance of these functions may or may not involve relocation to alternate facilities.

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Each department head is responsible for taking actions and implementing procedures that will insure the continuation of uninterrupted essential functions and those requiring rapid restoration.

Where possible and when conditions permit, the consideration and decision to activate alternate arrangements and facilities should be made as part of an active and functioning COOP plan, or integrated into the COOP management process as soon as practical.

Actions, decisions and considerations involving the maintenance or relocation of essential functions must immediately be brought to the attention of the Emergency Manager, Incident Commander and County Manager. Any activity involving essential functions should be incorporated into the overall COOP strategy as soon as possible.

The following departments and agencies perform essential functions that are uninterruptable or require restoration within 12 to 72 hours. These departments have independent authority to initiate and proceed with actions to assure the continuing delivery of essential functions -- and they have an accompanying duty to coordinate and integrate delivery of essential functions under provisions of this COOP plan.

Emergency Management	District Attorney	Information Technology
Sheriff	Elections	DPW- Facilities
Public Health	Board Chairperson	DPW - Highways
Coroners	Mental Hygiene	Code Enforcement
Human Services	Probation	Personnel
County Clerk	E 9-1-1 Center	Treasurer
Bureau of Fire		

Note: Essential Functions for each department are defined in *Section 2, Essential Functions* and may apply to specific or limited situations

### ***COOP Activities Coordination of***

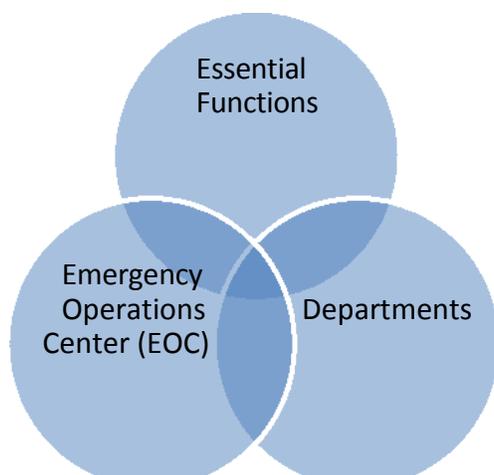
Anytime there are emergency issues involving the delivery and maintenance of essential functions, the Emergency Management Director and County Legislative Chairperson must be notified. At a minimum, information and communication regarding the disruption and/or modification of essential service delivery will be consolidated and monitored at the Emergency Management Office. The Emergency

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Management Office serves as a central management and assessment point to evaluate requirements for COOP activation and Emergency Operations Center (EOC) support.

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If COOP operations are activated at the County EOC or other site, departments involved in the maintenance of essential functions that are affected by the emergency must assign a decision-level representative to coordinate COOP activities at the County EOC or designated management site. If it is effective and necessary -- and with the approval of the Emergency Management Director and County Legislative Chairperson -- the department may establish communication with the EOC and coordinate COOP operations with the EOC from the department or other incident



location.

## **B. Alert, Notification and Implementation**

### ***Alert and Notification***

Emergency alert and notification rosters for all departments and agencies participating in the Continuity of Operations Plan (COOP) are included in the County Comprehensive Emergency Management Plan (CEMP) and are maintained by the Emergency Management Office and the E 9-1-1 Center.

Alerts and notification regarding activation or mobilizations of the Continuity of Operations Plan (COOP) would be made by the Emergency Management Office. In an emergency, such alert and notification can also be initiated by the E 9-1-1 Center.

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### ***COOP Plan Implementation and Mobilization***

The Emergency Management Director, in consultation with the County Legislative Chairperson, Incident Commander and affected department heads can make one or more determinations regarding the activation of the COOP Plan and procedures.

1. A limited threat or situation may only require that communication and monitoring be established with a department(s) that has issues involving essential functions, resources and facilities.
2. In some cases, monitoring and limited support staff may need to be mobilized at an affected department's office, field location or Incident Command Post to manage issues involving essential functions.
3. The scope of an incident and a response can quickly expand, so it is often appropriate to mobilize limited staff at the County EOC to monitor the situation and be able to initiate support and resources if needed.
4. Situations of a more serious or complex nature may require an activation of the County EOC, where departments involved in emergency operations and the provision of essential functions must assign coordinating staff to the EOC.
5. Other emergencies may call for a full activation of the COOP, the EOC and emergency staff.

An emergency that is increasing in scope and complexity may require that COOP and EOC mobilization be expanded very quickly, just as when emergency conditions ease, the level of mobilization can be reduced.

## *COOP Activation Levels*

The Tioga County Comprehensive Emergency Management Plan (CEMP), Section III EOC Operations, outlines four activation levels that are used to determine the extent of emergency deployment and mobilization needed, which are based on the scope and magnitude of an incident.

The EOC will be mobilized to one of the following four levels, depending upon the scope and magnitude of a potential or ongoing emergency.

- + **Level 1: Controlled Incident**– An existing or potential situation exists but there is no threat to life, health or property. No immediate assistance is needed beyond that provided by first responders, but monitoring and continuing evaluation are necessary.
- + **Level 2: Limited Emergency** – A serious and/or potential threat to life, health, or property exists, but is confined to a limited area, generally one municipality, or involves and is likely to remain confined to a small population.
- + **Level 3: Major Emergency** – A significant multi-agency response to an emergency with widespread community impacts and sustained or expanding response and recovery demands.
- + **Level 4: Full County Activation** – Full activation occurs when an emergency has major threats to life, health and property; which usually involve a large population, multiple jurisdictions and long-term response and recovery.

County Response	COOP Actions
Level 1: Controlled Incident	Review agency roles, the status of support resources, public information issues, communications capabilities, notification priorities and potential facility needs in case the situation expands or worsens
Level 2: Limited Emergency	<p>Review facility, EOC, communications, public information and support needs to prepare for a possible activation</p> <p>Evaluate potential impacts on essential functions if conditions change, prepare reports and briefings if needed</p> <p>Review notification procedures and the availability of key personnel and alternates</p> <p>Consider using limited provisions of the COOP plan, and the need for COOP activation if the situation escalates or threats increase</p>
Level 3: Major Emergency	Respond to gaps and threats, and evaluate potential vulnerabilities in providing and sustaining essential services

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Level 4: Full County Activation	Respond to disruptions and mobilize COOP resources and support to assure the preservation and/or immediate restoration of essential services
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## C. Command and Leadership

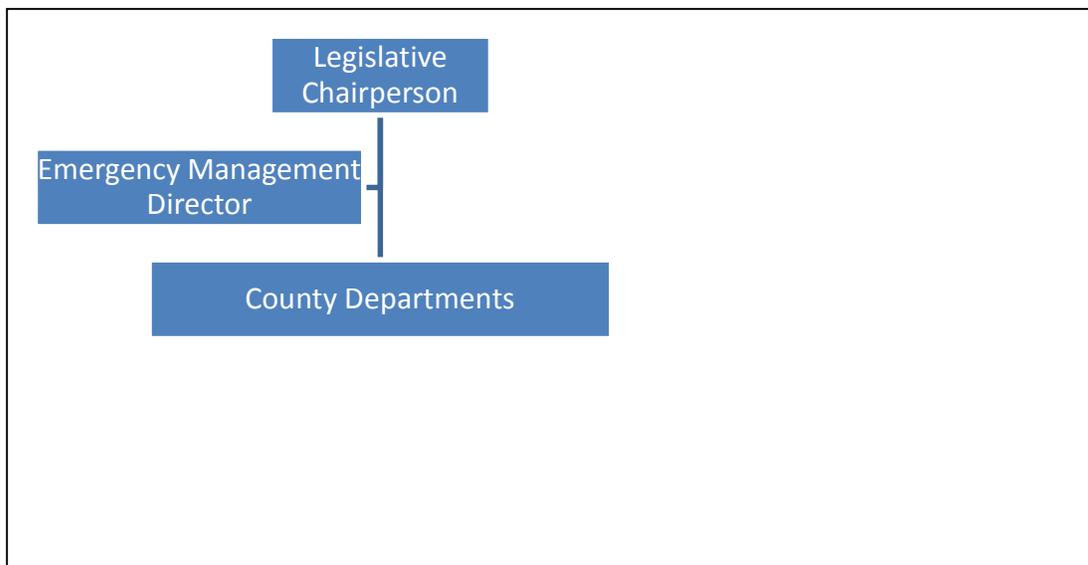
### *Chief Executive Officer*

In Tioga County, the Chairman of the Legislature serves as Chief Executive Officer.

### *Management and Operations*

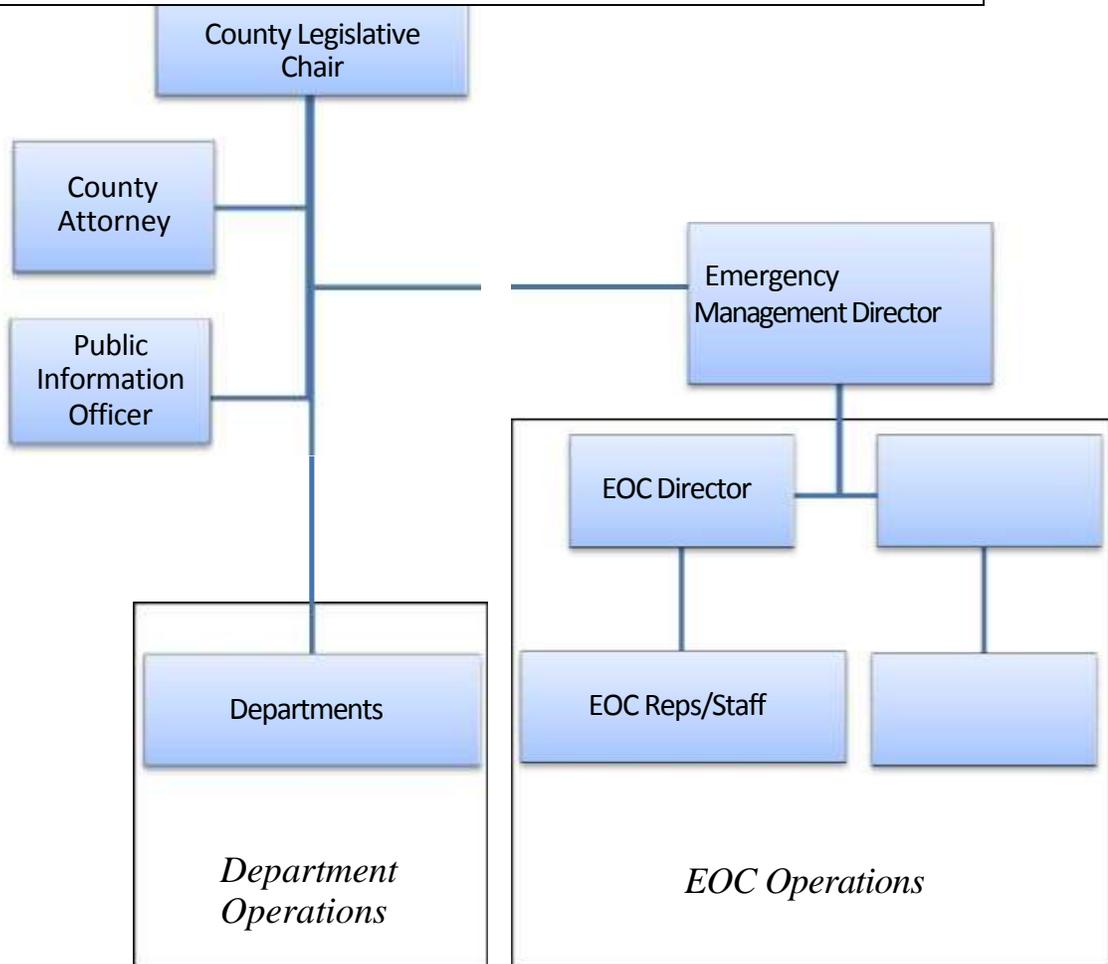
County Legislative Chairperson – supervises county departments and operations, including labor relations, procurements and contracts and records management.

Emergency Management Director – Administers and supervises the implementation of county emergency plans, coordinates multi-agency emergency operations and manages the county EOC.



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In an emergency of increasing scope and complexity, it may be necessary to expend the command group and incident management capabilities.



Implementation of the COOP Plan is a means to focus and organize resources to deliver and maintain essential functions. To meet this goal, an extensive set of support resources must be brought together in a coordinated system. These support resources include:

- Alternate facilities
- Communications and technology
- Transportation
- Data, files and documentation
- Staff, backup and mutual-aid personnel
- Equipment and resources
- Planning and management

In an emergency of limited scope, when only one or a few essential functions are affected, and relocation requirements are within the organizational capabilities of local agencies, the various elements of the **Incident Command System (ICS)** can be mobilized to address COOP needs. In the EOC, ICS would typically be organized in the following manner and the associated ICS sections would support efforts to sustain essential functions and relocation.

Emergency Operations Center (EOC)			
Command			
Operations	Planning	Logistics	Finance
Fire/Rescue Law Enforcement Emergency Medical Public Health Human Services Environmental Public Infrastructure	Incident Action Plan (IAP) Data and Information Conditions and Status Reports and Schedules Resource Planning Resource Tracking Special Resources Technical Specialists Alternate Strategies	Support Resources Responder Services Supplies and Equipment Request Resources Estimate Resource Needs Incident Communications Incident Facilities	Funding Purchase/Procurement Contracting

Emergencies or major disasters that have widespread and far-reaching impacts on the community, and where there are significant disruptions of essential functions that require restoration and/or relocation, incident managers can establish a **Multi-Agency Coordination Group (MAC)** to manage the continuity- of-operations process. Any COOP operation involves the input and resources of multiple agencies and as the extent of COOP requirements increase, the MAC will provide the kind of integrated and focused management needed to achieve multiple COOP objectives.

Emergency Operations Center (EOC)					
-- Command --					
<b>MAC Group Coordinator (Continuity Manager)</b>					
<b>MAC Agency Representatives</b> Includes the COOP planning team and managers of affected and supporting agencies Establish COOP Objectives and Priorities Submit COOP Implementation Plan to Command					
Coordinating Agencies		Situation Assessment	Resources Unit	Information Unit	
Essential Function Providers	Agencies providing support and resources	Planning	Personnel Equipment Facilities	Staff Agencies Public Media Families	

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## D. Succession and Delegation of Authority

### Succession

Succession establishes an orderly and predetermined designation of those who will assume authority of County leadership positions and departmental operations when existing officers and department heads are not available.

#### *Chair of the Legislature and Chief Executive Officer*

The Tioga County Board of Supervisors has approved a local law establishing a Succession of Authority when the Chairman, who is the Chief Executive Officer, is absent or unable to serve. In 2014, the Succession of Executive Authority is as follows:

1. Chairman of the Legislature
2. Deputy Chairperson
3. Sheriff

#### *Department Succession*

As part of this Continuity of Operations Plan, succession for the following Tioga County department operations is established as follows.

Department	Succession
Bureau of Fire	Fire Coordinator Deputy Fire Coordinator
County Attorney	County Attorney Assistant County Attorney
County Clerk	County Clerk Deputy County Clerk
DPW	Superintendent Deputy Superintendent
District Attorney	District Attorney 1 <sup>st</sup> Assistant District Attorney
Emergency Management	Director Deputy Director
Public Health	Director                      See Health Dept. COOP Deputy Director

Department	Succession
Historian	See County Clerk*
Human Services	Commissioner Deputy Commissioner
Information Technology	Director System Administrator
Mental Health	Director*
Personnel	Personnel Officer
Planning and Community Development	Director Deputy Director
Probation	Director*
Real Property	Director*
Safety	Safety Officer*
Sheriff	Sheriff Undersheriff
Treasurer	Treasurer Deputy Treasurer

\* Several Tioga County departments have no predetermined successor for the Director or program manager and an appropriate successor would need to be identified if a vacancy or absence were to occur. This procedure is considered the best option for small departments where there is only a single managing officer and no designated deputy or assistant. In other situations, departments have determined there are two or more program managers qualified to serve as successor to the department head. In these cases, a successor is to be named at the time a vacancy or absence occurs so that the selection can be based on the special program needs and management priorities in place at the time.

Department	Succession Considerations
Coroners	There are four (4) County Coroners with equal responsibilities who can temporarily cover for another when there is a vacancy or absence
Elections	There are two (2) Elections Commissioners that share supervisory authority. Each has a deputy commissioner who would succeed their respective Commissioner

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## *Delegation of Authority*

Delegation of Authority refers to situations where the responsibility to perform an activity, function or service is delegated or transferred to another department, agency, official or provider. Tioga County has no standing or active Delegations of Authority in place, but a disaster or emergency often creates situations when it may be necessary to delegate functions to another provider. Examples of Delegation of Authority might typically include the following.

- When a neighboring county or local government is called to perform functions or services that a Tioga County department is unable to provide
- When other governments provide Police, Fire, Highway, Public Health or other emergency assistance to supplement local Tioga County personnel
- When an Incident Management Team (IMT) made up of experienced government managers and program specialists is requested to assist with managing local government operations and providing essential functions in an emergency
- When local departments and services need help to maintain 24-hour emergency operations, or to respond to multiple operations in separate geographic areas, or when duties in a designated zone are assigned to another agency or provider

Delegation differs from mutual aid, as delegation assigns or transfers authority for managing and performing the function to another entity or management team. In mutual aid, resources and support from other governments and agencies are typically assigned to assist or supplement local personnel, but Tioga County program supervisors would retain authority and management responsibility for service delivery.

Effective Delegation of Authority is characterized by the following features.

- A clear statement of the objectives and expectations of authority that is being delegated
- The limits and the specific activities associated to the authority being delegated
- To who the authority is delegated
- The circumstances that dictate when delegation will be activated and terminated
- The circumstances when a successor can re-delegate authority and how transfer is accomplished

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### Naming Successors and Delegating Authority in an Emergency

Tioga County officials have options available to name successors and delegate authority in a disaster or emergency.

1. Action by the Tioga County Legislature to approve a permanent, temporary or acting successor or delegate, as presented by the appropriate legislative committee or the Chairman
2. When a County State of Emergency is declared by the Legislative Chairperson under provisions of NYS Executive Law, Article 2-B, the Chairman, as County Chief Executive Officer can exercise emergency authority to name a replacement for a department head, program manager or County official who is unable to serve.
3. Under provisions of the Incident Command System (ICS), the Incident Commander (IC) is responsible for establishing or delegating staff, officers and leadership positions. If the IC does not delegate staff to supervise a unit or function, the responsibility for that activity remains with the IC.

### **E. Alternate Facilities**

The most likely scenario is that only one county building or facility would need to be relocated in any single event and the COB poses the greatest challenge. In many situations,

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it is most appropriate to relocate to another active county facility where existing technology and infrastructure are active and in place. There are no pre-established alternate facilities designated for County Departments to relocate in the event of an incident.

In the event of an incident or event which requires relocating County Department the Director of Economic Development and Planning will supply the Emergency Management Director, County Legislative Chairperson, and Department Head with a current roster of available facilities that are available at that time for use by the County.

### **Staff Relocation Requirements**

There are a total of about 454 county employees assigned to eight (6) county facilities.

<b>Facility</b>	<b>Full-time</b>	<b>Part-Time</b>	<b>Total</b>
County Office Building	<b>43</b>	<b>24</b>	<b>67</b>
16 Court Street	<b>10</b>	<b>2</b>	<b>12</b>
20 Court Street	<b>19</b>	<b>5</b>	<b>24</b>
Human Services Building	<b>161</b>	<b>18</b>	<b>179</b>
Public Safety Building	<b>101</b>	<b>32</b>	<b>133</b>
DPW	<b>38</b>	<b>1</b>	<b>39</b>
			<b>454</b>
<b>Total</b>	<b>372</b>	<b>82</b>	<b>484*</b>

\* 4 Coroners work from home

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## F. Information Technology

The Tioga County Information Technology (IT) Department maintains an Information Technologies Disaster Recovery Plan and Procedure that sets county policy for addressing technology needs in an emergency. This section of the COOP plan is intended to integrate these IT procedures with this COOP plan and the establishment of technology resources for alternate facilities.

### General Considerations

All county departments rely on the county's integrated digital network to provide computer equipment and resources, internet access, programs and software, data and records management. While some departments have special equipment and use dedicated software or connect to other computer systems not maintained by the county, these are generally unique to their area of service and the departments still depend on county services for much of their computer and data management needs.

### Technology Network, Equipment, Storage and Backup

Tioga County IT uses multiple servers and applications to support county government technology operations. These resources are supplemented by network switches, printers, Uninterruptable Power Supply (UPS electrical backup) units, terminals and workstations (computers and monitors). County data is stored on servers located at the following sites.

Existing County Data Storage Locations
County Office Building (shared network drive)

### Data Backup

Most County servers and data are automatically backed-up to portable disks, which are manually stored in another location, but within the same building. Some data must be backed up manually to disks and is stored onsite. Critical and high priority data are backed-up daily, other data is backed up using a schedule which can be every few days, weekly or monthly, etc.

### Information Technology Recovery

IT planners estimate that if 80-90% of the county's IT infrastructure were damaged or disrupted by a disaster, it would take up to 72 hours (3 days) to restore basic and general data service. Special applications and features could take longer.

Certain critical and essential county services that must continue uninterrupted, such as 9-1-1 and public safety dispatching, can be established priorities for IT restoration, but departments that

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perform such essential functions must maintained independent plans and resources to sustain services in this 72 hour period.

The IT Department can use its own staff and equipment resources to restore common service disruptions, but in a major disaster with wide-ranging damage they would need to rely on vendors and emergency contractors to quickly reestablish capabilities. Any of the county's existing network sites noted above can be used to restore and host services for the other county server locations, if they are otherwise operational.

### **Information Technology at Alternate Facilities**

There is no capability to pre-install or set-aside designated IT resources and equipment for alternate sites identified in this plan.

If county operations must be established at an alternate facility, this plan provides that equipment in existing use, or that obtained from vendors and contractors would be mobilized to support IT needs at alternate facilities. If the county's existing IT infrastructure is not severely damaged or disrupted, IT planners estimate that data services can be established at an alternate site within 48 hours.

If it is necessary to relocate county departments and services to alternate facilities, emergency computer access and support at alternate locations can typically be provided through commercial wireless services using Virtual Private Networks (VPN). A VPN uses wireless public access services available from Verizon, AT&T or other providers. This system would be able to access county programs and data stored at any of the county data sites and provide it to users at alternate office or operations facilities. The system would use encryption and related security to ensure only authorized users can access the network and data.

### **Computer Equipment and Hardware**

In an emergency mobilization of alternate facilities, when operations must be transitioned and set-up in the first hours or days of an emergency activation, computer availability and access would primarily rely on the use of laptop computers and wireless access servers. In a longer activation of weeks or more, it would then be feasible to supplement mobile equipment at alternate facilities with existing county hardware, including servers and desk-top computers or workstations.

Many county staff, particularly those involved in emergency operations and those responsible for sustaining immediate and critical functions are assigned laptop computers that can be used at alternate facilities and could be shared with other users. Remaining and expanding needs would

be addressed using a limited number of laptop computers the county has on-hand, but would need to be supplemented by purchasing or leasing laptops from local vendors. Emergency equipment and technology resources would also be available from the New York State Office for Technology using their *Emergency Remote Office Kits*.

Wireless access at alternate facilities can be provided using Wireless Access Points (WAP) that connect computers with wireless service provided by Verizon, AT&T or others, thereby linking the laptops or computers with the internet and then to existing county servers, data and records. Once the laptops, wireless access points and connections are in place, Information Technology staff can provide the links and security necessary for personnel working at alternate facilities to access their saved files, programs and data from one or more of the operating county data sites.

Information Technology planners can use the following worksheet to estimate equipment and hardware resources that would be needed when activating an alternate site to sustain essential county functions in an emergency.

Maintaining an operational Information Technology capability to support essential county functions requires that each exiting and alternate worksite, and each county data server location has an emergency power generator or adequately designed power backup unit

*Worksheet for Estimating Computer and Hardware Needs*

Note: This table is left blank and can be used as a worksheet by technology managers to estimate computer and hardware needs depending on the number of agencies and staff requiring relocation at an alternate facility. This worksheet emphasizes use of wireless networks and devices to quickly establish data and internet connectivity, but given time and resources, improvised wire systems can also be an option.

	Resources Currently Assigned Departments and Staff	Supplemental or General Use to Equipment Currently Available	Potential Alternate Facility Requirements *	
			First 72 Hours (3 Days)	Up To 30 Days (1 Month)
Laptop Computers				
Combination of Laptop and Desktop Computers and Smartphones				
Wi-Fi Access Points (based on 5 users per unit)				

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Wireless Access Points (WAP) (support up to 20 users each)					
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**Telephone and Cellular Services**

Telephone services at alternate facilities would be supported by the county’s telephone service contractors and related vendors; including Nortel and All-Mode Communications. Verizon, AT&T or other providers may need to be engaged to upgrade or expand lines, switches and/or wireless capacities to meet demand and volume. Increased use of cellular services through Verizon, AT&T or similar providers can also supplement the counties communications demands in an emergency. As noted above, wireless access can be provided at alternate facilities using Wireless Access Points (WAP) that support cellular phone use and internet services using wireless service provided by Verizon, AT&T or others.

**New York State Office for Technology (OFT) - Emergency Remote Office Kits (ERO)**

OFT provides first level application and technology infrastructure support to New York State agencies. Equipped with state-of-the-art service management tools, CIO/OFT’s Customer Care Center’s (CCC) main objective is to return service as quickly as possible, 24 hours a day, 7 days a week.

The OFT State Data Center provides support via standard Client Virtual Private Networking (VPN) or Secure Sockets Lays Virtual Private Networking (SSLVPN). OFT’s role is to provide technological support, including emergency services and development of temporary alternate solution for non-traditional sites. OFT recognizes the need to have temporary “offices” that are rapidly deployed in response to a disaster. OFT has three Emergency Remote Offices equipped with:

- . Broadband cellular by different carriers, and one unit has broadband satellite
- . The remote network environment consists of wireless TCP/IP LAN access
- . Uplink to either broadband cellular or satellite service from WAN access to the Internet
- . Up to 24 LAN connections can be provided
- . Each ERO environment has a minimum of five laptops with wireless LAN, network interface capability and one multi-purpose printer/fax/scanner
- . Peripheral equipment, including 1TB external hard drive, file container, two-way radios, cables, parts and tools, flashlights, and lock sets
- . Security services include client firewall, network firewall, anti-virus/anti-spam software and laptop encryption.

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## **Other Resources**

Leased data and network services from providers such as Amazon, Yahoo and others

Other networked facilities such as libraries, state and local government offices, etc.

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## Tioga County Data Communications Network

This Page Reserved for Network Diagram

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## G. Interoperable Communications

Interoperable communications provide the links needed to interact with other agencies, officials and the public to perform essential functions until normal operations resume.

Effective interoperable communications are defined by the following features:

- Support performance of essential functions
- Provide capability to communicate internally and externally
- Ensure access to data, systems, and services
- Includes redundancy and/or back-up
- Available within 12 hours of activation
- Sustainable for up to 30 days
- Portability and mobile options are considered
- The full range of modern communications technologies are considered; including personal equipment, internet systems, social networking, satellite, audio and video and wireless
- Ease of use, reliability and security must also be evaluate

**Alternate Communications**

Communication System	Service Providers	Alternates
Administrative telephones, voice, fax and data  Voice Over Internet Protocol (VOIP) service	Maintained by the IT Department using vendor services from Verizon, Nortel, TW Telecom and All-Mode Communications	IT staff, vendors and available market services  Cellular services
Cellular phones Smart phones Personal digital assistants Mobile email Text messaging	Multiple providers – see departments	All market vendors
County Data Network E-mail Internet Access Social Networking  Data servers, internet access and Open Voice Protocol Networks (VPN)	Maintained by the IT Department using vendor services from Verizon, TW Telecom and All-Mode Communications	IT staff and existing vendors would provide services to restore and supplement IT services where needed
9-1-1 Telephone and CAD Software systems	Verizon Telephone	

Communication System	Service Providers	Alternates
Public Safety Radio Dispatch and Communications	Tri-County Communications NYSEG	The County Communications Trailer may be deployed in the event of E-911 Center Radio Communications Failure
9-1-1 and Public Safety Service, Feeder and Transfer Lines - and T1 lines/cable	Verizon	Priority vendor routing and restoration services
Public Safety Communications Towers and Antennas  Carmichael Hill ** Spaulding Hill ** Ridge Road, Lockwood** Popple Hill, Richford** Candor Hill**	Tri-County Communications	The County Communications Trailer may be deployed in the event of E-911 Center Radio Communications Failure  Adjoining counties can support communications needs  NYS has communications vehicles, antennas and communications systems that can supplement local needs

\*\* Antenna site has a generator

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## H. Vital Files, Records and Databases

### Identifying Vital Files, Records and Databases

Vital Records are generally identified in four categories; emergency operating records, official government documents, rights and interest records and historical documents.

#### *Emergency Operating Records*

- Emergency Plans, Procedures and Policies
- Staff Assignments and Notification Rosters
- Inventories and Resource Management
- Orders of Succession
- Mutual Aid and Related Agreements
- Delegations of Authority

#### *Government Documents*

- Records and Proceedings of the County Legislature
- Local Laws, Policies and Directives
- Official records and documents maintained by the County Clerk
- Records, decisions and actions of Committees and Boards established by the County Legislature

#### *Rights and Interests Records*

- Personnel Records
- Social Security Records
- Payroll Records
- Retirement Records
- Insurance Records
- Contract Records

#### *Historic Records and Documents*

Certain Historic documents and records are managed and maintained by the County Historian and stored at the Historian's office. Other historic documents are stored and maintained by the County Clerk.

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## Identifying and Relocating Vital Files and Records

### ***Electronic/Computer Data and Files***

Many departments require access to records, files and databases stored on the County network to perform essential functions, while others need internet access to State or data vendor websites for certain activities. The means by which computer services and network access will be restored when disrupted are outlined in *Section 3, Emergency Technology* of this plan. This section also identifies how computer access and services will be set up at alternate facilities.

### ***Organization of Essential Paper/Hardcopy Documents***

- . Each department is responsible for identifying and segregating the paper or hardcopy records, files and documents they require for performing essential functions
- . Each department should maintain a record or estimate of the quantity of documents or workload required -- to be used if it is necessary to evacuate their office or relocate to an alternate facility

*This estimate can be defined as the number of file cabinets that would need to be moved or the number of office file cartons that would need to be transported*

- . The personnel of each department are responsible for organizing, boxing or otherwise preparing documents and files for relocation

### ***Relocation of Essential Paper/Hardcopy Documents***

- . Relocation of department files and records to an alternate facility will be managed by the Facilities and Maintenance Department
- . Moving and transportation of files and documents to an alternate facility or storage area can be handled by one or a combination of the following means:
  1. Using Facilities and Maintenance, and Highway vehicles, equipment and personnel
  2. County or State Corrections work release/community service programs
  3. Emergency contractor/commercial moving vendor

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## Department Records Requirements

Most Tioga County departments maintain the majority of their vital records electronically and they are stored and backed-up on the County and/or State computer networks. Departments have generally determined they use only minimal paper files or hard copy documents related to performing essential functions and that such hard copy records can easily be relocated.

The records maintained by the County Clerk are still primarily kept in hard copy form. These records may need to be relocated in the event of an emergency and would not be required immediately to perform essential functions.

The key continuity goal related to records management is to insure that access to the County and State computer networks is restored or made available as soon as possible. If departments have computer access to the County data and applicable State networks, they would then have access to records, files and data needed to support essential functions.

<b>Department</b>	<b>Computer and Electronic Access Required to Perform Essential Services</b>	<b>Vital Hard Copy Documents, Files and Databases</b>
County Legislature	Records and data are maintained on the county network, but are not required immediately to perform essential functions	There is a significant quantity of records in the storage vault that would need to be moved, but most are not needed to perform essential functions
Code Enforcement	Manual records and hardcopy files can be substituted for electronic data	Documents can be transferred easily or obtained from other sources
County Clerk	Records maintained on the network are not needed to perform essential functions	There is a significant volume of hardcopy records and documentation. It would take approximately 5 hours to box and move them from each location
District Attorney	Require network access to county email	Case files would need to be moved.

Elections	Requires access to the county network and internet access to the State when an election is scheduled	Hardcopy files are not required to support essential functions, but printed materials can substitute for electronic methods
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Department	Computer and Electronic Access Required to Perform Essential Services	Vital Hard Copy Documents, Files and Databases
E 9-1-1 Center	They can sustain essential functions without county network access for a short time	Very little hardcopy documentation. They can easily transfer forms and references
Bureau of Fire	They can sustain essential functions without county network access for a short time	Emergency plans and procedures are available both electronically and hardcopy. Any hardcopy documents can easily be removed or replaced
Emergency Management	Manual records and hardcopy files can be substituted for electronic data	Emergency plans and procedures are available both electronically and hardcopy. Any hardcopy documents can easily be removed or replaced
Health	Access to the county network and internet access to the State network	Hardcopy files needed immediately for critical functions are segregated for access and relocation – See Health Dept. COOP
Historian	Immediate access to documents on the network is not required	Hardcopy documents, microfilm and records can be moved, but most cannot be replaced
Highways	Essential functions can be maintained without immediate access to the county network	Highway and bridge maintenance records
Human Services	County network access and internet access to records on the State system are needed	Hardcopy files and forms would only be required if access to the County network is not available
Information Technology	Records and data are maintained on the county network	Hardcopy files are not required to support essential functions
Mental Hygiene	Immediate county network access to records is required	Hardcopy files are not immediately needed to perform essential functions, but client files and digital storage media would need to be relocated
Personnel	Immediate county network access to records is required	Required hardcopy files and forms can easily be segregated and relocated

<b>Department</b>	<b>Computer and Electronic Access Required to Perform Essential Services</b>	<b>Vital Hard Copy Documents, Files and Databases</b>
Planning	Mapping, data and Geographic Information Systems (GIS) files are used to support emergency operations, which require access to the county network and internet access to the State system	Hardcopy files are not required to support essential functions, files can be relocated easily

Probation	Access to the county network is required	Hardcopy files are not required to support essential functions
Real Property	Access to the county network is required	Hardcopy files are not required to support essential functions
Sheriff	They have records and data on the both county and state networks.  Maintaining connections with the state data system and E 9-1-1 are most critical for continuing essential services	They have significant quantities of paper files and stored disks, but most are not needed for performing essential functions
Treasurer	Functions can be performed manually until the network is restored	There is a significant quantity of documents and files requiring relocation, but they are not needed immediately

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## I. Family Support

In a disaster or emergency, responders and emergency workers often put in long hours over many days and weeks, and they may be assigned to areas far from their homes or families and they can be exposed to hazards and risks. It is therefore important that employees participating in an emergency response consider preparedness actions that will help them support their families and homes during a crisis. Maintaining communication between emergency workers and their families and pre-planning for separation during an emergency are two critical requirements of an effective family support capability.

Even though disaster staff are separated from their families and homes, emergency workers are often in an advantageous position to monitor and care for their families because they are aware, or have access to information about the overall threats and risks associated with the disaster, and they are linked with the community response system which monitors and provides services to citizens and families.

For emergency workers in Tioga County, this COOP plan outlines the following recommendations and services that can be implemented to support emergency workers and their families.

### **Family Disaster Plan**

Employees and disaster workers should implement the same tools and models that are recommended for all citizens – this includes preparing a ‘*Family Disaster Plan*’.

Family disaster planning tools are available at: [ready.gov](https://www.ready.gov) and [redcross.org](https://www.redcross.org)

Key elements of a Family Disaster Plan include the following

- . Meet and talk regularly with your family or household members about disaster planning.
- . Discuss how to prepare and respond to emergencies that are most likely to happen where you live, learn, work and play.
- . Identify responsibilities for each member of your household and work together as a team.
- . If a family member travels regularly or is in the military, plan for when they are away.
- . Choose two places to meet if you are separated:
  - o Right outside your home in case of a sudden emergency, such as a fire
  - o Outside your neighborhood, in case you cannot return home or you must evacuate
- . Choose an ‘out-of-area’ emergency contact person. It may be easier to text or call long distance if local phone lines are overloaded or out of service.

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- . Prepare and share important information: everyone should have emergency contact numbers in writing and programmed into their cell phones. Social Security numbers, critical health data, and information about medications are important.
  - . Share key information about your family disaster plan and emergency contacts with other family, a trusted neighbor and child care providers
  - . Talk about where you would go if you must leave your home or neighborhood. Consider what community shelters, hotels or homes of friends and family are likely to be available to you. Discuss the routes you can take and how you can get there if roads are blocked.
  - . Practice evacuating your home twice a year. Drive your planned evacuation route and plot alternate routes on your map in case roads are impassable.
  - . Plan ahead for your pets. Keep a phone list of pet friendly lodging, animal shelters and kennels that are along your evacuation routes.
  - . More detailed planning may be needed for the elderly and family members that have special medical and mobility requirements. Check with associated support groups that assist people with special needs and determine what kinds of help are available.
  - . Consider an emergency kit in case you are stranded in your home or vehicle without help, power or utilities. Basic supplies would include a battery operated radio, extra batteries, blankets, bottled water and non-perishable (but not out-of-date) packaged foods.

### **Personal Resources Checklist**

Each employee involved in disaster operations should maintain and continually update a personal checklist of items and resources they may need to sustain their ability to work in an emergency when they are away from home for extended periods. For workers assigned to a county emergency operations center (EOC) or similar disaster sites within the county, this checklist would include the following basic items.

- . Cellphone with plug-in and vehicle chargers and spare battery
- . Supply of daily medications, extra eye-glasses and/or essential aids
- . Participate in check-in and record-keeping at your worksite so your location is always documented
- . A copy or notes about your Family Disaster Plan
- . Emergency contacts for your family – at home, at likely alternate sites and an out-of-area contact
- . Provide information to your family about primary and alternate ways to contact you
- . Credit Card(s), driver's license, passport, banking and health care information

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- . Contacts for repairmen, neighbors or other help who can assist or look-in on concerns at home
  - . Basic clothing and personal hygiene supplies in case you are unable to travel home for a period.

## **Rosters and Records of Emergency Staff**

Check-in and personnel resource management are basic and essential provisions of any incident command system. Supervisors, EOC managers and Incident Commanders must be able to account for their staff and good resource management is critical for maintaining communication and support to the families of emergency workers. Sound personnel management and family support practices center on maintaining up-to-date records for emergency staff that identify where workers are assigned, how they can be contacted and promote communication with their families.

In an emergency managed using ICS, each unit or supervisor is responsible for documenting and maintaining key information about their resources, including personnel, and they typically use **ICS 214 Activity Log** form, where telephone contacts and personnel information can be noted.

Units and supervisors report information about resources, including personnel, to the Planning Section, which is responsible for tracking and recording personnel in its Resources unit. The Planning Section prepares the **ICS 203 Organization Assignment List**, which lists personnel and describes what job or task they are performing and how they fit into the overall emergency response organization.

In an EOC and at other incident locations, emergency staff will typically check-in using the **ICS 211 Incident Check-In List**, and the Planning Section can also use the **ICS 204 Assignment List** to capture personal and family contact information of emergency staff. The **ICS 205A Communications List** can be used to track telephone, contact numbers or other information pertinent to communicating with emergency staff.

## **Communication**

One of the most important tools in maintaining contact and support for emergency workers and their families is to provide resources and means for them to communicate and talk with each other.

Providing telephones and cellular phones that emergency workers can use to maintain contact with their families is important. In situations where it is not possible or practical to provide individual workers with phones in an emergency, a dedicated phone or multi-line phone system that is convenient to the work area is important to the family support effort. Providing emergency workers with appropriate breaks and off-hour shifts so they have opportunities to interact with or visit with their families should also be a high priority.

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Establishing a family-friendly environment, even during tense and demanding emergency operations, where supervisors and managers encourage and provide opportunities for emergency workers to reach-out to and maintain contact with their families can enhance the productivity and overall success of the emergency response.

A central call-in number or dedicated phone can be established at the emergency operations center, where families can obtain updates and general information about the disaster, can leave messages for their family member who is performing disaster work, or request special assistance.

Email and social websites can be used to post information about the disaster that would help families keep up-to-date about the situation, know what kind of work their loved-ones are performing and that they are safe.

### **Family Support Group**

Depending on the scope of the emergency and related personnel concerns, EOC and incident managers can consider establishing a *'Family Support Group'* at the EOC or related disaster site. In this instance a Family Support Group supervisor could be assigned and the unit could be staffed if needed to monitor and assist with family support activities for emergency workers.

County departments and agencies that are not typically involved in emergency operations could be called upon to provide managers and staff to assist with this Family Support work. In a community disaster, many county departments and agencies that are not involved in providing disaster services are often closed due to weather or local emergency conditions, or their routine activities can be temporarily suspended, which would permit them to assign staff that can aid with this and similar kinds of organizational or administrative support. Even if a family support group is not established, personnel from these departments can be assigned to the Planning Section to assist with resource management, personnel tracking and record-keeping.

## **J. Reconstitution**

Reconstitution is the process by which agency personnel resume normal agency operations at the original, or from a replacement primary operating facility.

Reconstitution involves the following steps and actions:

1. Evaluating the duration of the hazard or threat and determining that the hazard or threat no longer exists
2. Planning for the reconstitution or resumption of normal operations
3. Instructions and briefings for staff about the return of normal operations.
4. Supervise an orderly return to the normal operating facility or movement to another operating facility.

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5. Report the status of relocation to agency partners and facility users.
  6. Conduct an after-action review.

### ***Reconstitution Management***

The following county officials will work cooperatively to manage the development and implementation of reconstitution plans and activities:

Emergency Management Director	County Legislative Chairperson
Information Technology	Department of Public Works

In developing and implementing a reconstitution plan, this team can convene or call upon applicable department heads and staff to assist in the reconstitution process. This team can also use the support and resources of ICS Planning Section, if activated.

A Reconstitution Manager can also be assigned and a special reconstitution team can be organized if necessary when reconstitution involves complex planning and organization.

### ***Reconstitution Planning Levels***

Defining reconstitution planning levels will help with identifying and organizing reconstitution requirements.

- **Reconstitution Level 1** (Operational Planning): The primary operating facility has suffered no damage or has been minimally damaged. Planning for this level of disruption focuses on returning operations to the primary operating facilities, which includes restoring normal operations with personnel, records, and equipment at the primary operating facility once the threat or disruption has ended. This level generally would last less than 30 days.
- **Reconstitution Level 2** (Short Term Planning): The primary operating facility has been moderately damaged. Planning for this level of disruption focuses on moving operations to a temporary operating facility, which includes restoring normal operations with personnel, records, and equipment at a temporary operating facility. This level generally would last from one to six months.
- **Reconstitution Level 3** (Long Term Planning): The primary operating facility has been severely damaged or damaged beyond repair. Planning for this level of disruption focuses on moving operations to a new or rebuilt operating facility, which includes restoring normal operations with personnel, records, and equipment at a new or rebuilt operating facility. This level generally will last six months or longer.

### ***Reconstitution Planning Considerations***

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- Convene a Reconstitution Team (COOP Planning Team)
  - Identify the Reconstitution Manager and reconstitution team member roles
  - Assess any threat and hazards
  - Evaluate safety and habitability of primary operating facility
  - Assess reconstitution level and requirements
  - Develop reconstitution plans, procedures, and processes
  - Develop checklists and key personnel contact lists
  - Develop vital records list
  - Evaluate technology, communications and support service requirements
  - Develop reconstitution packet
  - Coordinate moving, transportation and installation operations
  - Identify, train, and exercise building restoration and recovery teams
  - Establish memorandums of understanding, agreements and contracts needed for reconstitution
  - Conduct training and exercises for continuity/reconstitution personnel

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## **Section 4 Training, Evaluation and Exercising**

### **Training Responsibilities and Integration**

Each department and agency that participates in the Continuity of Operations Plan (COOP) has the responsibility to promote and take part in training that will assure effective implementation of the policies and provisions of this COOP plan.

Departments and agencies participating in this plan have a responsibility to regularly review and brief their staff about the department's role, responsibilities and resources associated with the COOP plan.

Department Heads and the Emergency Management Director will regularly evaluate the need for briefings, training and exercising necessary to ensure that provisions of the COOP plan can be implemented.

Training and exercise activities related to COOP should be incorporated into training programs organized for the County Comprehensive Emergency Management Plan (CEMP) and the County Homeland Security Exercise and Evaluation Program (HSEEP).

Training and exercising related to COOP can also be integrated or included as part of the training and exercise activities of other departments participating in this plan; including law enforcement, fire, health, hospitals and human services.

### **Training and the Emergency Management Cycle**

Training and exercising are part of the continuous strategy for ensuring that COOP and other emergency plans are effectively organized and implemented.



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## Types of Training and Exercising

A combination of training and exercise methods are typically scheduled as part of a progressive and integrated approach for successful COOP and emergency management preparedness.



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## *COOP Training Priorities*

Training related to the COOP plan should target the following topics and issues:

- Specific preparedness actions related to COOP that each department should continuously monitor and review
- Likely hazards and risks associated with COOP activation and work
- How will decisions to activate and deploy COOP be made; how are notifications made
- Conduct a review of essential functions; how were essential functions established and how does an agency separate and focus on essential functions apart from other non-essential tasks or activities
- Familiarization with alternate facilities
- Maintenance and relocation of essential technology, phones, computers, network and communications
- Access and transfer of essential files, records and databases
- Issues related to working in an alternate or temporary work environment
- Policies and issues related to restoration and return to the permanent workplace
- Integrating support staff and assistance from other departments and agencies
- Using other programs, services and mutual-aid to supplement or maintain the department's essential functions
- Personal preparedness recommendations and family support resources

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## **Section 5 Plan Review, Maintenance and Updating**

### **Responsibility and Agency Support**

Under the leadership of the County Legislative Chairperson and the Emergency Management Director, it is the responsibility of County Department Managers to participate in and execute the review, maintenance and updating of this plan.

Each department and agency in Tioga County that is a participant in the COOP plan has a responsibility to work with the Emergency Manager to insure provisions and resources associated with this plan are regularly reviewed and kept up to date.

### **Revision Schedule**

This plan can be updated or revised at any time and certain elements and critical features; such as emergency contacts, notifications, key resources, technical support, the identification of essential functions and maintenance of alternate facilities may require regular modification and updating.

Each department has a responsibility to notify the Emergency Management Office within a brief and reasonable time when there are changes of personnel, essential functions and other factors related to the COOP plan.

The Emergency Management Director and County Department Managers should meet as often as necessary, but at least annually, to review the COOP plan and evaluate maintenance and updating requirements.

### **Review and Updating Process**

The review of the Tioga County Continuity of Operations Plan (COOP) shall include an evaluation of the following areas.

- Reassess the role, influence and success of the Continuity of Operations Plan (COOP); and the effective implementation of the plan, its provisions and policies
- Evaluate the status and progress associated with policies and objectives established for the plan and any revisions that are needed
- Review the role, participation, capabilities and resources of the departments and agencies that support and are responsible for implementation of the plan

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- If there are significant changes related to risks, vulnerabilities and capabilities associated with hazards that can impact Tioga County
  - Reassess the hazards, risk and vulnerabilities the County faces and determine if changes or modifications are needed. Base the evaluation on new or modified data and information available and changes to existing resources and capabilities
  - Review technological systems and support capabilities that are used or available for plan implantation
  - Review and update plan evaluation and training requirements and schedules, including exercises
  - Monitor changes or adaptations of laws and regulations related to COOP planning and related emergency management programs
  - Monitor the availability and status of funding and resources that can be used to enhance the plan and local emergency management capabilities
  - Review relationships, programs and policies that integrate the plan and resources with those emphasized at the state and federal levels and with mutual aid available within the region

The following situations or conditions will require that Emergency Management and Department Managers meet more frequently to evaluate COOP planning issues, reviews and updates.

- A disaster or emergency occurs and a timely review or evaluation is necessary to determine if objectives and provisions of the plan require modification
- Problems are identified that impede or threaten timely and successful implementation of any of the objectives and provisions of the plan
- There are changes to key personnel responsible for implementation of the plan; including those representing key departments and those responsible for resources needed to support the plan.
- There are issues or concerns regarding the ability of departments or support agencies to carry-out provisions and responsibilities identified in the plan
- Grants, funding or other resources become available that require immediate action or support by the Planning Team to insure applicable objectives and provisions of the plan are addressed
- Changes to legislation or authority require a review of plan policies and direction
- Local training and exercising highlight modifications or changes that need to be addressed in the plan

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## Ongoing Monitoring by All Participating Agencies

Planning team members and principal representatives of all participating departments and agencies are responsible for advising and timely notification to the Emergency Management Office of changes to provisions and resources related to the plan. The Tioga County Emergency Management Director is responsible for organization and collection of information needed to review and update the plan, and will provide guidance and notifications necessary to insure regular plan maintenance and updating occurs as needed.

Continuous and regular monitoring of the COOP plan should be performed by each participating department and should focus on the following.

- The status, progress and any problems associated with the agency's capability to implement provisions and responsibilities outlined in the plan
- Any changes or modifications to essential functions of the department
- Maintain and update notification, contact and communications information for Departments
- Changes or issues related to technology needed to perform essential functions
- Monitor information about potential hazards, risks and threats
- Identify resources, opportunities and funding that can be used to improve emergency management capabilities
- Maintain contact and dialogue about emergency management issues and programs with other organizations in your specific area of service; including those at the local, regional, state and/or national levels

