

Miami-Dade County, Florida Emergency Operations Center (EOC)

Continuity of Operations Plan

International Trade Consortium (ITC)



Delivering Excellence Every Day

Miami-Dade County
Department of Emergency
Management & Homeland Security
9300 NW 41st Street
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Executive Summary

This document is intended to provide direction to county departments when developing a continuity of operations (COOP) plan. It is designed to familiarize you with the components necessary to create a comprehensive COOP plan. In an effort to ensure the continuation of essential county functions during times of emergencies, county leaders updated Chapter 8B (Emergency Management) of the Miami-Dade County Code of Ordinances to reinforce the requirement that all county departments must prepare annual disaster preparedness contingency plans. The U.S. Department of Homeland Security and the State of Florida's Division of Emergency Management define continuity planning as the good business practice of ensuring the execution of essential functions through all circumstances. This is accomplished through the development of plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, interoperable communications, and vital records/databases.

The provisions of this guideline are applicable to all Miami-Dade County departments, authorities, and independent agencies. All office buildings and/or facilities owned, operated, or maintained by Miami-Dade County shall develop and implement comprehensive disaster preparedness plans. Establishing a COOP planning committee is a good way to begin the process. Senior management should be represented or readily accessible since the authority for many of the decisions will need to come from upper level management. One person should be designated as the COOP Coordinator and have the overall responsibility of compiling and maintaining the plan with input from the committee. Sections may be delegated, but the COOP Coordinator should plan meetings, establish deadlines for documents, act as a liaison when necessary, and compile the necessary components of the plan.

Authorities

- a. Sections 252.35 (2) (k), 252.35 (2) (n), Florida Statutes.
- b. Miami-Dade County Ordinance 8B Emergency Management, 2003
- c. Homeland Security Presidential Directive 8, National Preparedness, December 2003
- d. Federal Continuity Directive 1, Federal Executive Branch National Continuity Program and Requirements, February 2008
- e. Continuity Guidance Circular 1, January 21, 2009

GUIDE INSTRUCTIONS

This guide provides instructions for developing a Continuity of Operations (COOP) Plan according to *Department of Homeland Security (DHS) Headquarters Continuity of Operations (COOP) Guidance Document, dated April 2004 and Federal Continuity Directive 1, dated February 2008*. Although general guidance and sample information is provided in this guide for reference, organizations are encouraged to tailor COOP Plan development to meet their own needs and requirements.

Although continuity plans will vary by county department due to differences in essential functions, resources, personnel size, etc. the sections included in this guideline should be included in the plan if it is to be considered compliant with County standards.

Plan Outline

Each COOP plan will vary by county department due to differences in essential functions, resources, personnel size, etc. However, the following sections should be included in any plan:

Purpose, Scope, and Authority

Core Components of Plan

Below are the components that each plan must contain to be compliant with County standards. Please pay attention to the highlighted sections as they are new.

1. Plans and Procedures
2. Mission Essential Functions
3. Delegations of Authority
4. Orders of Succession
5. Devolution
6. Staging Area
7. Alternate Facilities
8. Interoperable Communications
9. Vital Records and Databases
10. Logistics and Administration
11. Personnel Issues and Coordination
12. Reconstitution
13. Testing, Training and Exercising
14. Health Emergency
15. Program Management

1. Plans and Procedures

1a. Name/position of staff responsible for developing COOP plan:

Name: Ricardo Bran

Position/Title: Assistant to the Director, International Trade Consortium (ITC)

Contact number(s): 305-375-1254

Each agency should develop plans or Standard Operating Procedures (SOPs) specific to overall organizational mission. The following components should be included in the COOP plans and procedures:

- Delineation of mission essential functions
- A decision-making process for activation of the COOP plan
- A current staff roster
- Procedures to ensure readiness during on-duty and off-duty hours and with and without warning of an incident
- Provisions for personnel accountability
- Reliable processes to acquire additional resources to sustain operations for 30 days
- Provisions for attaining operational capability within 12 hours of activation
- Constraints derived from the planning committee such as unique operational issues or technology, personnel factors, or resource limitations which affect the COOP plan
- Mechanisms for implementation in accordance with the magnitude of the incident

2. Mission Essential Functions

Identifying mission essential functions is the foundation from which all other components of the plan are developed and is often the most difficult. Essential functions are those departmental functions and activities that must be continued under any and all circumstances. Any mission not deemed to be essential should be deferred until additional personnel and/or resources become available.

2a. List the mission essential functions:

(those functions necessary to continue to provide vital services and sustain an economic base during an emergency)

The Department's services and programs can be deferred until personnel and/or resources become available. However, there are certain functions and activities that must be continued, such as county administrative duties. ITC has developed a plan specific to the organization which takes into account the possible temporary relocation

to off site locations, the protection of staff from potential dangers, and the continuity of services to stakeholders.

2b. Prioritize those functions:

The following table shows prioritized functions, subject to the availability of Departmental personnel and resources:

Priority	Essential Functions
1	Determine the status of departmental and economic activities and provide updates, as necessary, on the agency's website, to the media, stakeholders, and other entities.
2	Contact other economic development agencies, as necessary, regarding the status of local conditions (i.e. Enterprise Florida, Beacon Council, Miami International Airport, and Port of Miami).
3	Organize and compile all information available to continue the operations of the agency as per the established Strategic Plan
4	Continue the operations of the agency as mandated by County Ordinance in terms of daily administration (i.e. PAR, bluebook, etc)
5	
6	

The office is located in the Stephen P. Clark Center (SPCC) at 111 N.W. 1st Street, 25th Floor, Miami, FL 33128.

2c. List required resources and equipment needed to complete these functions:

Staff will require telephone lines, modem (or wi-fi), and laptops to access online email accounts, internet, and other online county programs (DPDS, PAR, etc). The Department has two laptops that could be used to establish temporary off site operations. In addition, some staff members have VPN access which could be used to access their computer files from home, thereby ensuring that the agency's operations are active as soon as possible. Staff also has either Blackberry's or regular mobile phones. Blackberry's may be used to access emails while all mobile devices will be used to stay in constant communication with each other.

3. Delegations of Authority

In order to ensure a rapid response to any emergency situation, the agency has identified Ricardo Bran as the COOP Coordinator. He has developed a team that will assist him in getting the Department back online.

Once the COOP is activated, the Director will entrust the authority to the COOP Coordinator to execute the approved plan depending on the situation.

3a. Individual(s) delegated authority (specific which authority):

Jimmy Nares, Assistant Director.

Ricardo Bran, Assistant to the Director.

3b. By whom:

J.A. Ojeda, Jr., Executive Director

3c. Under what circumstances:

Authority will be delegated under direct instruction from the Director or the Assistant Director. In cases where these instructions cannot be conveyed, individuals with delegated authority can make decisions within previously specified parameters.

3d. Limitations to authority: Authority is limited and does not extend to areas that go beyond those of the Assistant Director.

4. Orders of Succession

The operations and administration of the ITC are the responsibility of the Executive Director, and the Assistant Director. However, in case of an emergency, the Assistant to the Executive Director has been designated as the COOP Coordinator. The Assistant to the Executive Director has established the following COOP team to help him once the COOP has been activated:

1. ITC Senior Trade Developer
2. ITC Senior Sister Cities Coordinator

The following table shows the order of succession for the International Trade Consortium:

Successors
Director, International Trade Consortium (ITC)
Assistant to the Director, ITC
ITC Senior Trade Developer
ITC Senior Sister Cities Coordinator

4a. Location of Orders of Succession: Hard copy will be located with the Assistant to the Executive Director, while an electronic copy will be available on the agency’s website and the COOP Coordinator’s hard drive.

4b. Name of individual(s)/position(s) with access to Orders: All ITC staff

4c. Contact number(s):

J.A. Ojeda, Jr.: 305-375-1254 (Office) / 305-301-9888 (Blackberry)

Ricardo Bran: 305-375-1254 (Office) / 305-934-0546 (Blackberry)

Desmond Alufohai: 305-375-3526 (Office) / 305-898-3327 (Blackberry)

Adam Peters: 305-375-5420 (Office) / 786-427-7060 (County issued phone)

5. Devolution

The ITC has a staff of 10 full-time employees, and 2 part-timers. Once the plan has been activated, the following procedure will be followed:

Should the COOP be activated during:

- a. **Non-working hours:** the COOP Coordinator will have a conference call with the COOP team to notify steps to follow. The ITC Executive Director, or his designee, would call the Department of Emergency Management & Homeland Security (DEM & HS) at 305-468-5800 and leave a call back number.
- b. **Working hours:** the COOP Coordinator will meet with the COOP Team to proceed as appropriate and notify staff steps to follow. During business hours, the ITC Director, or his designee, would call the Department of Emergency Management & Homeland Security at 305-468-5800 and leave a call back number.

In case of an emergency, one of two things may occur:

1. If the emergency situation is notified in advance, all equipment will be covered with plastic to protect them from water damage. If possible, all equipment will be moved out of the windows and stored in cubicles towards the inside of the building.
2. If the emergency situation does not allow for advanced notification to staff, then the ITC will follow procedures for the protection of such equipment under the County COOP.

7. Alternate Facilities

At this time, due to the size of the office and the nature of the services/work that the agency does, no alternate facilities have been designated. Key ITC staff is able to work from home and have access to their files via VPN.

8. Interoperable Communications

Key staff has VPN installed in their home computers. In addition, the agency can operate with its own inventory of "portable" equipment as indicated below:

1. Landlines: (essential)
2. Blackberries: (assigned to key staff)
3. Internet: (landline or wi-fi)
4. Cellular phones: (staff has personal cell phones which may be used for departmental use)
5. Laptop computers: (the agency 2 laptops that can be used to maintain operations)
6. Home computers: (several staff members have VPN installed in their home computers that may be used to maintain operations)

9. Vital Records and Databases

The ITC electronic files include agendas, minutes, resolutions, By-Laws produced at both Committee and Board levels. The following is a list of vital records and databases needed to continue the operation of the office:

1. Databases
 - a. ITC Board of Directors
 - b. Sister Cities Coordinating Council
 - c. ITC Executive Committee
 - d. ITC Budget & Finance Committee
 - e. ITC Internal Management Committee
 - f. ITC Global Affairs Committee
 - g. ITC Asian Trade Initiatives Ad Hoc Committee
 - h. ITC African Trade Initiatives Ad Hoc Committee
 - i. ITC European & Middle Eastern Initiatives Ad Hoc Committee
 - j. ITC Western Hemisphere Ad Hoc Committee
 - k. Sister Cities Fundraiser Committee
 - l. Sister Cities Arts Committee
 - m. Businesses in Miami-Dade County
 - n. ITC Staff

2. Documentation

- a. Agendas and minutes of ITC and Sister Cities standing committees
- b. Ordinances and resolutions
- c. By-Laws
- d. Budgetary reports
- e. Reports of standing ITC and Sister Cities committees
- f. Mission reports.

This documentation includes registration applications, agendas, end of mission reports, and any pertinent information dealing with a particular mission.

- g. Strategic Plans for Fiscal Years 08-09 and 09-10
- h. Communications with elected officials.

All these electronic records are on the County’s servers and may be accessed from home via VPN. In addition, the Assistant to the Executive Director keeps a copy of files within each staff computer. It is important to note however, that these files, are backed-up once a year and therefore may be missing information. These files have been stored in either recordable DVD’s or CD’s, and are kept inside a filing cabinet where they may be easily accessed by any staff member. Should the COOP be enacted, the Assistant to the Executive Director will take the CD’s/DVD’s to his home for safe keeping.

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Storage Location	Maintenance Frequency
COOP Plan	Electronic			X	Annually
Phone Roster	Electronic & Hardcopy		X	X	As appropriate
Files as per list above	Electronic		X	X	Annually and as appropriate

10. Logistics and Administration

The agency can maintain itself by having key staff working from home as an alternate facility until arrangements are made by the command staff to relocate to an alternate facility. Communication will be ongoing

10a. Name(s)/position(s) of site-support staff: Ricardo Bran/Assistant to the Director

Contact number(s): 305-375-1254 (Office) / 305-934-0546 (BlackBerry)

10b. Name of IT support personnel/company: see 10a.

11. Personnel Issues and Coordination

Attachment I shows a communications flow chart and chain of command chart should an emergency occur. **This information is private, and not for distribution. It will only be used exclusively by ITC, and only once the COOP is activated.**

11a. Name(s)/position(s) of staff responsible for maintaining communications plan:
Ricardo Bran, Assistant to the Director

11b. Name(s)/position(s) of staff responsible for employee preparedness training:
Ricardo Bran, Assistant to the Director

12. Reconstitution

The Executive Director, Assistant Director, and Assistant to the Director should be the first to return to the workplace, once it has been cleared by the command post. Once they verify that the offices are in safe condition for staff to return to work, personnel will be notified so that they may return to work.

After any incident requiring the activation of the COOP plan, feedback from all staff will be solicited to update and/or improve the plan. Otherwise, the COOP plan will be updated annually as necessary.

13. Testing, Training, and Exercising

The agency updates and distributes on an annual basis, a guide which is currently used in preparation of an emergency such as a hurricane. Staff is trained in the steps to take should advance warning be given of an emergency situation. As new members join the agency, they get a copy of the ITC Staff Procedures Manual which includes the guide mentioned above.

All pertinent information is updated as necessary by the Assistant to the Director and distributed to the appropriate personnel.

14. Health Emergency

See document attached.

15. Program Management

The agency prepares a Strategic Plan for each fiscal year. Although the programs are staff driven, they are not carried out unless they have been approved by the full governing advisory board at one of their bimonthly meetings. Resources necessary for operations consist of maintaining adequate levels of staff with specific qualifications in our fields of work. The agency has developed, and continues to develop, organic and fluid communication with our economic development agencies which would be used in the aftermath of an emergency to determine the economic situation and the recovery and/or maintenance of regular office operations.

Plan Security

While a COOP plan is not considered a classified document, it does contain sensitive information and its handling and distribution should be controlled and limited, both electronically and in hard copy. Agencies should consider using Chapter No. 2001-361, FL Law (formerly Senate Bill 16-C) to provide a public records exemption for their plans.

- Address physical security of current and alternate facilities.
- Address communications security.
- Enact personnel access controls for employees and customers.
- Be prepared to augment all levels of security (physical, operational, cyber, and access) based upon the emergency or threat.

Contact:

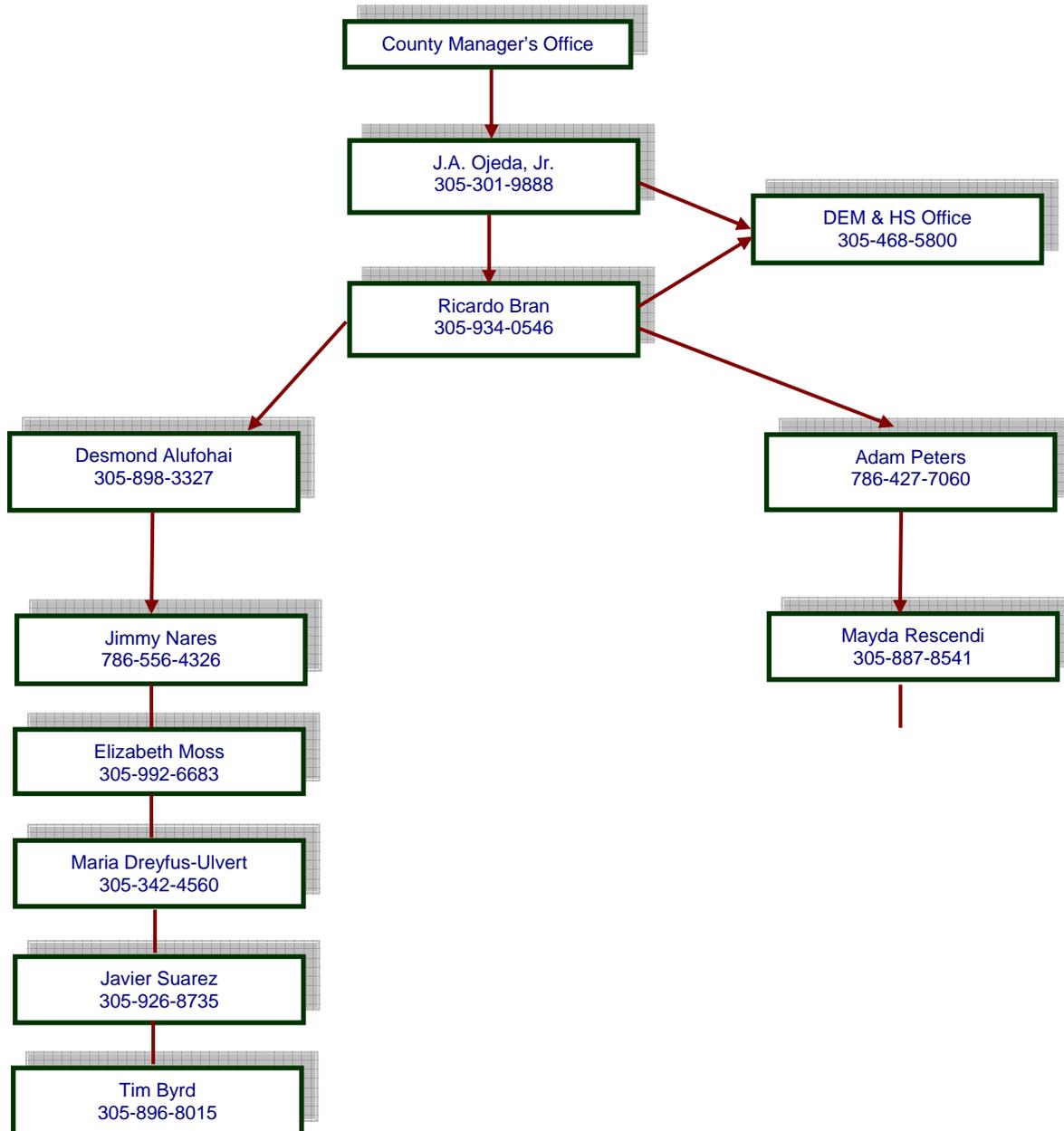
Department COOP Coordinators must contact Sherry Capers at the Department of Emergency Management & Homeland Security once selected by their department director. Any questions or concerns regarding the COOP process should be directed to:



Sherry Capers
COOP Program Manager
Miami-Dade Department of Emergency Management & Homeland Security
Phone: 305-468-5452
Fax: 305-468-5401
Sherry.capers@miamidade.gov

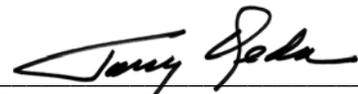
Attachment I

The flow chart below outlines the communications/chain of command in place, should an emergency occur: (once initial communication has been established, the flow will be organic and fluid to ensure every person is aware of what is going on).



I. CONTACT INFORMATION					
A. DEPARTMENT NAME		The Jay Malina International Trade Consortium (ITC) of Miami-Dade County			
B. FACILITY INFORMATION					
Name		Location/Mailing Address (Street, City, State, Zip Code)			
Stephen P. Clark Center		111 N.W. 1 st Street, Suite 2560 – Miami, FL 33128			
Duty Hours Emergency Contact Name/Number			Non-Duty Hours Emergency Contact Name/Number		
Ricardo Bran		305.375.1254	Ricardo Bran		305.934.0546 (Blackberry)
C. CONTACT INFORMATION					
Contact	Name	Position Title	Phone	Email	Mailing Address
Primary Department COOP Coordinator	Ricardo Bran	Assistant to the Executive Director	305.375.1254	rbran@miamidade.gov	111 N.W. 1 st Street Suite 2560 Miami, FL 33128

SIGNATURES AND AUTHORIZATIONS

	<u>March 19, 2009</u>	<u>Ricardo Bran</u>
Department COOP Coordinator	Date	(Print Name)
	<u>March 19, 2009</u>	<u>J.A. Ojeda, J.R.</u>
Department Director	Date	(Print Name)