



# Continuity of Operations Plan



June 2018



## Table of Contents

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Table of Contents .....	1
Promulgation Statement .....	3
Record of Change .....	5
Record of Distribution .....	5
1.0 Introduction .....	6
1.1 Purpose.....	6
1.2 Scope.....	6
1.3 Objectives .....	6
2.0 Authority .....	7
2.1 Laws.....	7
2.2 Policy .....	8
3.0 Situation and Assumptions .....	8
3.1 Situation Overview .....	8
a) Characteristics .....	8
b) Hazard Profile .....	9
c) Vulnerability Assessment .....	9
3.2 Planning Assumptions.....	9
3.3 Mission Essential Functions and Mission Critical Processes .....	10
4.0 Functional Roles and Responsibilities .....	11
4.1 Functional Roles and Responsibilities .....	11
5.0 Logistics Support and Resources Requirements.....	15
5.1 Alternate Facilities.....	15
5.2 Logistics Support .....	16
5.3 Resources Requirements.....	17
6.0 Concept of the Operation.....	17
6.1 Implementation .....	17
6.2 Plan Activation Phases .....	19
6.3 COOP Teams .....	21
7.0 Plan Maintenance, Evaluation and Revisions.....	22
8.0 Administration.....	23

8.1 Training .....23  
Appendix A: Processes & Functions that must be maintained .....24  
Appendix B Essential Positions .....25  
Appendix C Orders of Succession.....30  
Appendix D Emergency Delegations of Authority .....32  
Appendix E Vital Records and Data Management.....33  
Appendix F Communications Resources.....36  
Appendix G: Alternate Operating Capability and Facilities .....39

## Promulgation Statement

The Georgia Emergency Management and Homeland Security Agency's mission is to save lives, protect property and reduce the effects of disasters and emergencies by providing necessary leadership, coordination of efforts, information, training and technical assistance. This mission is accomplished by ensuring operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the Continuity of Operations Plan to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions.

This plan is developed in accordance with guidance from the National Continuity Policy Implementation Plan; Continuity Guidance Circular 1, Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions), dated July 2013; Continuity Guidance Circular 2, Continuity Guidance for Non-Federal Governments, dated October 2013; and other related directives and guidance.

This plan has been distributed internally and with external agencies potentially affected by its implementation. For more information, please contact the GEMA/HS Planning Unit at 404-635-7074.

This plan supersedes the Georgia Continuity of Operation dated December 2012.

  
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Homer Bryson

Director

Georgia Emergency Management and Homeland Security Agency

  
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Date



**Record of Change**

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Change #	Section	Date of Change	Individual Making Change	Description of Change

**Record of Distribution**

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Date of Delivery	Number of Copies Delivered	Method of Delivery	Name, Title, and Agency/Organization of Receiver

## 1.0 Introduction

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### 1.1 Purpose

This Continuity of Operations Plan (COOP) describes how the Georgia Emergency Management and Homeland Security Agency, herein referred to as (GEMA/HS), supports the execution of mission essential functions from an alternate location due to the primary facility becoming unusable for long or short periods of time because of severe weather, natural or man-made disasters, or malevolent attack. It also provides for continuity of management in the event that senior leadership, management or technical personnel are unavailable, inaccessible, or lost to the organization.

This COOP ensures that GEMA/HS:

- Has the capability to implement the COOP both with and without warning.
- Is able to perform mission essential functions within 12 hours after activation of the COOP.
- Is able to maintain essential functions for the duration of the event.
- Support the location of an alternate facility.
- Includes regularly scheduled testing, training, and exercising of Agency personnel, equipment, systems, processes, and procedures used to support the Agency during implementation of the COOP.
- Promotes the development, maintenance, and annual review of agency COOP capabilities.

### 1.2 Scope

The COOP can be activated during duty and non-duty hours, both with and without warning and is applicable to all GEMA/HS offices, divisions, units, Emergency Support Function (ESF) contractors and personnel. The COOP covers all facilities, systems, vehicles and buildings operated or maintained by GEMA/HS.

The COOP has been distributed to senior managers within GEMA/HS. Training has been provided to GEMA/HS's personnel with identified responsibilities. The COOP has been shared with local emergency response and management agencies, designated emergency coordination officers, county emergency management directors, emergency management planners, and other interested parties.

### 1.3 Objectives

GEMA/HS, as the executive agency responsible for emergency management, established strategic objectives for the COOP. These objectives are:

1. Ensure the continuous operation of mission essential functions under any conditions.
2. Reduce loss of life and minimize damage to facilities, equipment, records, and other assets.



3. Provide a line of succession to critical management and technical positions in the event the agencies leadership unavailable, or incapable of performing their responsibilities.
4. Mitigate the risks to critical state command and control capabilities from a disaster event
5. Provide for an Alternate State Operations Center (ALTSOC) and communications capabilities.
6. Enable rapid transition from disaster response to community, economic and critical infrastructure recovery.

## 2.0 Authority

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### 2.1 Laws

The authority for the Georgia Emergency Operations Plan is based on Official Code of Georgia, Title 38, Section 3, Articles 1 through 3, known as the Georgia Emergency Management Act of 1981, and is compliant with the National Incident Management System and supports the National Response Framework.

O.C.G.A. § 38-3-1, et seq. establishes legal authority for development and maintenance of Georgia's Emergency Management Program and organization, and defines the emergency powers, authorities, and responsibilities of the Governor and the Director of the Georgia Emergency Management and Homeland Security Agency. Moreover, the State's emergency services and disaster Laws require State and local governments develop and maintain current Emergency Operations Plans in preparation for a variety of natural and human caused hazards. Executive Orders by the Governor supplement the laws and establish specific planning initiatives and requirements.

Delegations of authority refer to the legal and policy basis for the emergency powers available to elected and appointed executive, legislative and judicial branches of state and local government. The authority for these powers is contained in the Constitution of the State of Georgia, the provisions of the Official Code of Georgia Annotated (O.C.G.A.) and ordinances enacted by local jurisdictions. Delegation of authority may also be provided through agency or organizational administrative policies or procedures that designate primary and alternate personnel who are empowered to commit agency or organizational capabilities to support emergency response and recovery operations.

Delegations of authority in Georgia address the establishment of emergency management programs and operational considerations. The principal authorities for emergency management are summarized below.

1. The state authority for state, county and municipal government emergency management organizations, programs, responsibilities and management of emergency situations is specified in the State Constitution Article III, Section VI, Paragraph II(a)(4) and the O.C.G.A. §38-3-2 and §38-3-20 *et seq.*; Reference Art. III, Sect. VI, Paragraph II(a)(4) The continuity of state and local

governments in periods of emergency resulting from disasters caused by enemy attack including but not limited to the suspension of all constitutional legislative rules during such emergency.

2. The authority of the Governor to declare states of emergency for actual or impending natural disaster, enemy attack, or public health emergencies is specified in O.C.G.A. §38-3-51.
3. The authority for local jurisdictions to establish local organizations for emergency management and the powers and authorities of local government entities relative to emergency events are specified in O.C.G.A. §38-3-27 *et seq.* O.C.G.A. §38-3-27(b) gives political subdivisions certain powers for emergency management purposes.
4. O.C.G.A § 38-3-29 provides local governments the authority to enter into mutual aid agreements with other jurisdictions for administration of emergency management activities.
5. At the state level, O.C.G.A. §38-3-81 enacts into law the Emergency Management Assistance Compact and enters the State of Georgia into the Compact with all other states which adopt the compact in a form substantially as included in the statute.

## **2.2 Policy**

It is the policy of GEMA/HS to respond quickly in the event of an emergency or threat, to include man-made, natural, technological, and other emergencies or threats, in order to continue mission essential internal operations and to provide support to customers, emergency management and response agencies, and other agencies or services that may be affected by the emergency.

A viable COOP capability identifies mission essential functions and consists of plans and procedures, alternate facilities, and interoperable communications and data support systems, reinforced by comprehensive training, orientation, and exercise programs. COOP capabilities must be maintained at a high level of readiness, be capable of being activated both with and without warning, achieve operational status no later than 12 hours after activation, and maintain sustained operations for up to 30 days or until termination.

## **3.0 Situation and Assumptions**

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### **3.1 Situation Overview**

#### **a) Characteristics**

GEMA/HS Headquarters is located at 935 East Confederate Ave SE in southeastern Atlanta on a 50.5 acre State of Georgia Government Complex. Other entities located on this complex include the Georgia State Patrol, the Georgia Department of Transportation, and elements of the Georgia National Guard. GEMA/HS currently occupies Building Two and Building Five. Buildings on this complex were initially

mission specific built for the Georgia National Guard and over the years have been modified to meet the needs of the current occupants.

### **b) Hazard Profile**

Emergencies may occur both with and without warning which result in the:

- 1) Denial of use of facilities or vehicles.
- 2) Loss of power.
- 3) Loss of telecommunications.
- 4) Suddenly unavailable senior management or technical personnel.
- 5) Inaccessible Information Technology (IT) systems.

### **c) Vulnerability Assessment**

Vulnerability assessments have been conducted on GEMA/HS Headquarters Buildings using the Infrastructure Protection Gateway in accordance the methods outlined in the Protective Critical Infrastructure (PCII) Program under the Critical Infrastructure Information (CII) Act of 2006. Assessment include a review of the physical site, buildings, and a review of documents and personnel which are then compared to similar sectors using the Protective Management Index and the Resilience Management Index. Additional assessments include a Protective Measures Review and a Counter Surveillance Review.

In accordance with CII Act of 2006, 6 U.S.C. Section 131 et seq. these documents are exempt from release under the Freedom of Information Act (5 U.S.C. 552) and any similar State or local disclosure laws. Additionally, these documents are safeguarded from disclosure to regulatory groups and cannot be used in any civil litigation. As PCII, these assessment can only be accessed authorized users, who are properly trained in how to handle PCII. Authorized users are required to complete PCII Training, have specific homeland security responsibilities or duties requiring access the documents; and sign a non-disclosure agreement.

## **3.2 Planning Assumptions**

Assumptions used to support GEMA/HS's COOP planning includes the following elements:

1. Emergencies or threatened emergencies can adversely impact the Agency's ability to support mission essential functions and provide support to the operations of external agencies.
2. Agency and non-agency personnel and resources located outside the affected area will be available to continue mission essential functions.
3. When a COOP event is declared, the Agency will implement the plan using trained and equipped personnel.
4. A disaster may require agency users, clients and local agencies to function with limited automated support and some degradation of service, until full recovery.

5. The Agency will provide operational capability within 12 hours of the event and be able to continue mission essential function operations until termination of the event.
6. Normally available staff members may be rendered unavailable by a disaster or its aftermath, or may be otherwise unable to participate in the restoration of an operational posture.
7. Procedures are sufficiently detailed so someone other than the person primarily responsible for the work can follow them.
8. Recovery of a critical subset of the Agency's functions and application systems will occur to allow the Agency to continue mission essential functions adequately.

### **3.3 Mission Essential Functions and Mission Critical Processes**

When confronting events which disrupt normal operations, GEMA/HS is committed to providing mission essential functions which must be continued even under the most challenging emergency circumstances. GEMA/HS has identified mission essential functions as only those most critical activities which ensure the safety and security of system users, employees, contractors, emergency responders and the general public; support the restoration of internal operations; and facilitate emergency response operations.

During activation of this plan, all other activities may be suspended, to enable the agency to concentrate on providing the mission essential functions and building the internal capabilities necessary to increase and eventually restore operations. Appropriate communications with regular or expected users of services provided by those suspended services will be a priority.

GEMA/HS has identified functions, organized by area of responsibility within the agency, as mission essential functions in this plan. (See Appendix A)

GEMA/HS has also identified critical processes, services, systems, and equipment necessary to support each mission essential function, as well as key personnel required. An analysis of GEMA/HS's mission critical business processes was accomplished in 2002 to support the development of the GEMA/HS Strategic Plan. This analysis assessed current staffing and technology support requirements as well as future workforce and technology needs.

GEMA/HS's mission critical business processes are identified below in descending order of priority to support emergency management operations. Priority 1-4 processes are essential to immediate agency needs. Priority 5-9 processes can be deferred until post-event and reconstitution activities. Selected staffing resources supporting Priority 5-9 processes will be cross-trained and redeployed to support and sustain immediate agency needs to execute GEMA / HS's statewide emergency management role.

1. Operations and State Operations Center
2. Information Technology
3. Public Affairs
4. Finance and Administration
5. Terrorism

6. Public Assistance
7. Hazard Mitigation
8. School Safety
9. Training

## **4.0 Functional Roles and Responsibilities**

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### **4.1 Functional Roles and Responsibilities**

**ESF 1 Transportation Coordinator:** Georgia Department of Transportation

**Functional Role:**

- Transportation safety
- Restoration/recovery of transportation infrastructure
- Movement restrictions
- Damage and impact assessment

**Functional Responsibilities:**

- Intercostal waterways management and control
- Rail management and control
- Transportation Safety
- Restoration and recovery of transportation infrastructure
- Movement restrictions
- Damage and impact assessment
- Evacuation and re-entry coordination
- Damage assessment of critical transportation systems in disasters

**ESF #2 Communications Coordinator:** GEMA/HS

**Functional Role:**

- Coordination with telecommunications industries
- Restoration and repair of telecommunications infrastructure
- Oversight of communications within the incident management and response structures

**Functional Responsibilities:**

- Provide communication plans and systems for disaster response
- Communications with telecommunication providers and operators
- Coordination of restoration and repair of telecommunication systems
- Protection, restoration and sustainment of cyber systems and resources
- Damage assessment of critical communication systems in disasters

**ESF #3 Public Works Coordinator:** Georgia Department of Natural Resources

**Functional Role:**

- Infrastructure protection and emergency repair
- Infrastructure restoration
- Engineering services and construction management
- Emergency contracting support for life-saving and life-sustaining services

**Functional Responsibilities:**

- Water Sector Critical Infrastructure Protection and Technical Assistance
- Water and Sewer System Assessments
- Boiled water advisories
- Infrastructure restoration and coordination
- Engineering and Permitting for water sector infrastructure
- Damage assessment to critical infrastructure system in disasters
- Water sample collection assistance and Laboratory Services

**ESF #4 Firefighting Coordinator:** Georgia Forestry Commission

**Functional Role:**

- Coordination of firefighting activities
- Support to wildland, rural, and urban firefighting operations

**Functional Responsibilities:**

- Command and coordination of state wild land firefighting operations
- Coordination of state structural and aviation firefighting operations
- Support to transportation strike teams during winter weather incidents
- Coordination of state Chainsaw and debris removal strike teams in support of ESF11

**ESF #5 Emergency Management Coordinator:** GEMA/HS

**Functional Role:**

- Coordination of incident management and response efforts
- Issuance of mission assignments
- Incident action planning
- Financial management

**Functional Responsibilities:**

- Coordination of emergency management program and GEOP
- Coordination of incident management and response efforts
- Issuance of mission requests through State Operation Center (SOC)
- Incident Action Plan
- Financial management coordination in disasters
- Collection, compilation and dissemination of damage assessment reports
- State executive information reporting
- Emergency Operations Command Coordination
- Support of Disaster Recovery Centers
- State Staging Area Coordination
- Coordination of information and resources
- Situational Awareness
- Weather Subject Matter Expertise through Staff Meteorologist and National Weather Service (NWS) Incident Support Meteorologists
- Coordination of Georgia Air Operations Branch

**ESF #6 Mass Care & Human Services Coordinator:** Georgia Department of Human Services

**Functional Role:**

- Mass care
- Emergency assistance
- Disaster housing
- Human services

**Functional Responsibilities:**

- Mass care
- Sheltering Support
- Emergency assistance
- Disaster housing
- Human services
- Status reporting of mass care, shelter, human services activities in SOC

**ESF #7 Logistics Management & Resource Support Coordinator: GEMA/HS**

**Functional Role:**

- Comprehensive logistics planning, management, and sustainment capability
- Resource support (facility space, office equipment and supplies, contracting services, etc.)

**Functional Responsibilities:**

- Statewide logistics planning, management and coordination
- Coordination of incident facilities, equipment and supplies in disasters
- Coordination of contract services in disasters
- Status reporting of logistics and resource activities in SOC

**ESF #8 Public Health and Medical Services Coordinator: Georgia Department of Public Health**

**Functional Role:**

- Public health
- Medical
- Mental health services
- Mass fatality management

**Functional Responsibilities:**

- Public health
- Coordination of private and NGO health systems in disasters
- Mental health services
- Coordination of mass fatality management with ESF #13
- Infection disease surveillance and response coordination

**ESF #9 Search and Rescue Coordinator: GEMA/HS**

**Functional Role:**

- Life-saving assistance
- Search and rescue operations

**Functional Responsibilities:**

- Coordination of search activities in disasters
- Coordination of rescue activities in disasters
- Coordination of search and rescue resources

**ESF #10 Hazardous Materials Response Coordinator:** Georgia Department of Natural Resources

**Functional Role:**

- Oil and hazardous materials (chemical, biological, radiological, etc.) response
- Environmental short- and long-term cleanup

**Functional Responsibilities:**

- Coordination of hazardous material response activities
- Coordination of environmental protection and long term clean up

**ESF #11 Agriculture and Natural Resources Coordinator:** Georgia Department of Agriculture

**Functional Role:**

- Nutrition assistance
- Animal and plant disease and pest response
- Food safety and security
- Natural and cultural resources and historic properties protection and restoration
- Safety and well-being of household pets

**Functional Responsibilities:**

- Coordination with ESF 6 and Georgia Department of Education for nutrition assistance such as bulk food for mass feeding and administering the Disaster Food Stamp Program.
- Ensuring the safety and security of the State's commercial food supply.
- Controlling and eradicating an outbreak of a highly contagious or economically devastating animal disease, highly infective exotic plant disease, or economically devastating plant pest infestation, and support ESF 8 in a Bio-watch event.
- Coordinate with ESF#6 and ESF#8 for the safety and well-being of household pets during an emergency response or evacuation situation.
- Protecting natural, cultural, and historic resources

**ESF #12 Energy Coordinator:** Georgia Environmental Finance Authority

**Functional Role:**

- Energy infrastructure assessment, repair, and restoration
- Energy industry utilities coordination
- Energy forecast

**Functional Responsibilities:**

- Energy infrastructure assessment, repair and restoration
- Energy industry utilities coordination
- Fuel industry coordination
- Energy forecast and assessment in disasters

**ESF #13 Public Safety and Security Coordinator:** Georgia Department of Public Safety

**Functional Role:**

- Facility and resource security



- Security planning and technical resource assistance
- Public safety and security support
- Support to access, traffic, and crowd control

**Functional Responsibilities:**

- Facility and resource security
- Security planning and technical resource assistance
- Public safety and security support
- Traffic and crowd control
- Support of transportation strike teams
- Coordination of mass fatality management with ESF #8

**ESF #14 Long Term Recovery & Mitigation Coordinator: GEMA/HS**

**Functional Role:**

- Social and economic community impact assessment
- Long-term community recovery assistance to States, local governments, and the private sector
- Analysis and review of mitigation program implementation

**Functional Responsibilities:**

- Social and economic impact assessment in disasters
- Long-term community recovery assessment and coordination
- Analysis of mitigation program activities

**ESF #15 External Affairs Coordinator: GEMA/HS**

**Functional Role:**

- Emergency public information and protective action guidance
- Media and community relations
- Congressional affairs

**Functional Responsibilities:**

- Public information and protective action guidance dissemination
- Media and community relations
- State and federal legislative and congressional affairs
- Coordination of state joint information centers in disasters

## **5.0 Logistics Support and Resources Requirements**

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### **5.1 Alternate Facilities**

GEMA/HS recognizes that normal operations may be disrupted and that there may be a need to perform mission essential functions at alternate facilities. The objective of this plan is to assure that the capability exists to continue GEMA/HS functions for mission critical internal business processes. The State Operations Center (SOC) and Communications Center are the most critical of these processes and the primary focus of this plan.

In selecting the alternate facility, GEMA/HS identified its capability to support mission essential functions. In addition, depending on the emergency conditions, GEMA/HS also has access to additional facilities that could support essential functions.

To ensure adequate support for personnel located at alternate facilities, GEMA/HS has addressed requirements for food, transportation, lodging, daycare, and counseling services (if necessary).

The **Georgia Public Safety Training Center (GPSTC) in Forsyth** is designated as the primary Alternate SOC. The GPSTC is designated as the Alternate SOC for the following reasons.

1. GPSTC is located outside of metropolitan Atlanta providing a lower threat setting;
2. Existing security access controls.
3. Ready access via interstate highway.
4. Available configured space and utilities to support pre-positioned equipment and supplies, support center operations and large numbers of staff.
5. Minimum essential communications capabilities.
6. Capabilities for on-site housing, food service and health care of personnel for sustained operations.
7. Availability of co-located and cross-trained GEMA/HS staff to serve as an alternate SOC cadre for activation and sustaining operations.

## **5.2 Logistics Support**

Logistics support for the SOC and Alternate SOC during activations related to COOP issues/incidents:

- Food Service operations to provide 4 x meals per day for approximately 125-150 personnel. The 4 meals are due to 24 hour operations during full scale activations. Increased availability of bottled water and filtered water dispensers.
- Cleaning, Sanitation, and trash removal at least once per day.
- Cleaning service and bed linen issue and washing to support the bunk areas that are being built into Building 2 North. (SOC Only)
- Inventory and prioritize records, documents and information systems vital to COOP; provide for their security, access and redundancy as necessary.
- Provide for the collection of data during the execution of COOP activities and post event analysis.
- Develop an after-action report to document the chronology of events and lessons learned.
- Update COOP plans based on actual operational experience.

## 5.3 Resources Requirements

Resources requirements for the SOC and Alternate SOC during activations related to COOP issues/incidents:

- Expansion for temporary work stations to support additional state and/or federal partners (incident dependent)
- Facility Management Services to include additional electrical power availability, increased HVAC operations due to the increased number of personnel working in the area, cleared access from the parking lots to the building entrances.
- Security operations to confirm that all personnel entering the Operations Center are authorized.
- Coordinate additional parking related to the increased number of personnel reporting to the SOC for assignment.
- Increase in Cell Phone coverage for the SOC during activations.
- Increase in Wi-Fi hotspot band width to support multiple devices from each staff member that responds and reports for duty at the SOC.
- Deployment and set up for work stations for all GEMA/HS staff as well as State and Federal partners. (Alternate SOC Only)
- Contract and deploy Emergency Generator to support operations at the alternate SOC at Ga. Public Safety Training Center. (Alternate SOC Only)

## 6.0 Concept of the Operation

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### 6.1 Implementation

The Director of GEMA/HS, or his or her designated successor, may implement the COOP based on known or anticipated threats and emergencies that may occur with or without warning.

**Known threats and emergencies (with warning):** There are some threats that may afford advance warning that will permit the orderly notification, evacuation, and if necessary, the relocation of employees. Situations that might provide such warning include a natural disaster, a transportation accident resulting in a threat of a release of Hazardous Material (HAZMAT) or a threat of a terrorist incident.

**Unanticipated threats and emergencies (no warning) during non-duty hours:** Incidents may not be preceded by warning, e.g., earthquakes, arson, HAZMAT, or terrorist incidents, and may occur while the majority of on-site staff is not at work. In these circumstances, while operations from the primary facilities may be impossible, the majority of GEMA/HS employees will still be able to respond to instructions, including the requirement to relocate following proper notification.

**Unanticipated threats and emergencies (no warning) during duty hours:** Incidents may also occur with no warning during normal office hours. In these

circumstances, execution of the COOP, if indicated by the circumstances of the event, would begin by GEMA/HS's execution of the GEOP to support notification, evacuation, and situation assessment.

In each of these circumstances, the agency has developed an executive decision matrix that focuses on the way the emergency may impact essential functions. To remain flexible this matrix provides guidance, and recommended impacts and decisions that may be modified based on the actual events.

Potential disruptions resulting from emergency events are classified in Emergency Levels one through five. Using these emergency levels, the Director GEMA/HS or a duly designated successor will activate or partially activate the COOP. See Executive Leadership COOP Activation Decision Matrix on the next page.

### Executive Leadership COOP Activation Decision Matrix

Level of Emergency	Impact on Agency and COOP Decision
1	<p><b>Impact:</b> Disruption to the entire agency with a potential for lasting at least two weeks.</p> <p><b>Example:</b> Explosion in/contamination of primary facility; major fire or flooding; earthquake, WMD.</p> <p><b>Decision:</b> COOP activation. May require activation of orders of succession for some key personnel. May require movement of many, if not all, essential personnel to an alternate work site for more than two weeks. Personnel not supporting essential functions may be instructed not to report to work, or be re-assigned to other activities.</p>
2	<p><b>Impact:</b> Disruption to one or two essential functions or to the entire agency with potential of lasting for more than three days but less than two weeks.</p> <p><b>Example:</b> Snow/ice storm; hurricane, workplace violence, major telecommunications failure or major power outage.</p> <p><b>Decision:</b> May require partial COOP activation. For example, orders of succession for some key personnel may be required; in addition, movement of some personnel to an alternate work site or location in the primary facility for more than a week may be necessary. Personnel not supporting essential functions may be instructed not to report to work, or be re-assigned to other activities.</p>
3	<p><b>Impact:</b> Disruption to one or two essential functions or to a vital system for no more than three days.</p> <p><b>Example:</b> Power outage, heightened Homeland Security Advisory System Threat Level.</p> <p><b>Decision:</b> May require partial COOP activation to move certain personnel to an alternate facility or location in the primary facility for less than a week</p>

4	<p><b>Impact:</b> Disruption of 12 to 72 hours, with minor impact on essential functions.</p> <p><b>Example:</b> Computer virus, small fire or moderate flooding.</p> <p><b>Decision:</b> Limited COOP activation, depending on agency requirements.</p>
5	<p><b>Impact:</b> Disruption of up to 12 hours, with little effect on services or impact to essential functions or critical systems.</p> <p><b>Example:</b> Major accident on highway or transit system.</p> <p><b>Decision:</b> No COOP activation required</p>

## 6.2 Plan Activation Phases

GEMA/HS will use the following time-phased approach for implementation whereby critical resources are deployed early and other resources will follow as needed.

For the purposes of this plan, sequences of actions are grouped into three phases:

1. Notification and Activation,
2. Sustained Operations and COOP termination, and
3. Reconstitution and Routine Operations.

### Phase I - Notification and Activation (Event + 6 Hours)

#### Notification

- Activate warnings and notifications as specified in the GEMA/HS Call Down Procedures;
- Notify Alternate SOC site managers (Training Manger);
- Deploy Advance Team, the next in line emergency interim successor and other designated critical workforce staff to the Alternate SOC with portable voice communications and Laptop computers;
- Recall and deploy GEMA/HS personnel designated as members of the critical workforce;
- Initiate succession actions as required for all GEMA/HS organizational elements.

#### Activation and Initial Operations

- Configure the Sprinter Van and Rapid COM trailer with staff and the minimum essential voice and data communications for receiving and disseminating state warnings as specified in the GEMA/HS Combined Communications Protocol;
- Activate and deploy the GEMA/HS Sprinter Van with Rapid COM trailer outside the Atlanta Metropolitan Area within three hours to provide continuity of command and communications until the ALTSOC is operational, to facilitate response and recovery for a local or regional disaster event or to provide back-up capabilities to a local jurisdiction in the loss of a local command and control or 911 Center;

- Provide the capability to sustain Sprinter Van with Rapid COM trailer operations for the duration of the event; and
- Activate the ALTSOC with minimum essential capabilities for secure and non-secure voice and data communications within six hours to support warnings, notifications and coordination. Identify alternate state and local government communications resources in ESF-2 of the GEOP to support ALTSOC activation and operations.

## **Phase II Sustained Operations to Termination (Event + 24 Hours to 30 Days +)**

### Contingency Operations

- Assess need for post-30 day contingency operations;
- Activate Alternate SOC as required;
- Relocate the Sprinter Van with Rapid COM trailer as required and adjust its operating tempo; and
- Phase down the capabilities and operating tempo of the SOC.

### Full Operational Capability

- Achieve Alternate SOC full operational capability within 24 hours to support all ALTSOC functions with representatives from those state departments and agencies designated as Priority Organizations;
- Sustain the Alternate SOC on a 24/7 basis for the duration of the event with GEMA/HS staff and representatives from those state department and agencies designated as priority organizations; and
- Provide for the health, safety and welfare of Alternate SOC staff.

## **Phase III Reconstitution of Routine Operations**

### Situation Assessment

- Evaluate status of response and recovery operations;
- Assess need to continue all or part of ALTSOC functions; and
- Notify all staff and ESF support agencies of ALTSOC phase down and reconstitution plans.

### Transition to Normal Operations

- Implement a phased drawdown of ALTSOC operations to assure a seamless transition back to SOC operations; and
- Assess and report the status of transition for state priority organizations.

### Evaluation

- Conduct an after action review of operations and effectiveness of plans, protocols and procedures;
- Identify policy, program and other improvements; and

- Develop and implement projects to improve COOP activities.

### 6.3 COOP Teams

In the event of activation or partial activation of the COOP, designated teams have been established by GEMA/HS to manage and perform mission essential functions. To staff the COOP teams, GEMA/HS has identified key positions to provide management and technical functions necessary to establish essential functions within 24 hours after the emergency event. In addition, supporting personnel have been identified to perform critical activities necessary to sustain mission essential functions for the duration of the event.

TEAM	TEAM MEMBERS	RESPONSIBILITIES
Executive Team	Senior leadership not involved in specific activities to set up, conduct or directly support essential functions	<ul style="list-style-type: none"> <li>• Activate or partially activate COOP activities</li> <li>• Promote coordination among governmental/agency units</li> <li>• Provide policy guidance</li> <li>• Provide situation awareness to Governor and staff</li> </ul>
Advance Team	Support critical services, systems or resources necessary to perform prioritized essential functions <ul style="list-style-type: none"> <li>• Training Manager</li> <li>• Training staff</li> <li>• Operations Chief</li> <li>• Public Affairs Staff,</li> <li>• SOC Chief</li> <li>• IT staff,</li> <li>• Communications Unit Leader</li> <li>• SWP Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Report to Alternate SOC location and begin start-up of alternate facility</li> <li>• Assignment to ready critical processes, systems, resources, and records necessary to support essential functions</li> <li>• Coordination with duly designated decision makers and the operations team</li> <li>• Coordinate the relocation of communications, IT, and vital records, data sets and databases to the alternate facility or another location</li> <li>• Initiate essential SOC functions from alternate facility or other location</li> <li>• Ensure safety and security of personnel reporting to alternate facility</li> <li>• Coordinate inter-agency and media communications</li> </ul>

<p>Operations Team</p>	<p>Senior management and technical personnel from each organizational element within the agency with responsibility for essential functions</p> <ul style="list-style-type: none"> <li>• Deputy Director of Emergency management</li> <li>• Deputy Director of Homeland Security,</li> <li>• Deputy Director of Administration and Finance,</li> <li>• Logistics Section Chief,</li> <li>• Planning Section Chief</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate notification regarding COOP activation (internal call trees; in-person notification, etc.)</li> <li>• Notification of external agencies regarding COOP activation</li> <li>• Assume essential functions from alternate facility or other location</li> <li>• Manage emergency public information requirements</li> <li>• Coordinate emergency procurements and contracts</li> <li>• Coordinate necessary activities to manage emergency and administration functions</li> <li>• Coordinate inspections, damage assessments, and emergency repairs</li> <li>• Perform situation assessments and obtain status of the transportation system</li> <li>• Communicate and coordinate with advance team</li> <li>• Assess performance of essential functions</li> <li>• Communicate status with local responders</li> <li>• Develop plans for additional functions and gradual restoration of operations</li> </ul>
<p>Critical Workforce</p>	<p>GEMA/HS employees, ESF leads, other Federal and State employees that are necessary to the emergency or disaster</p>	<p>Conduct necessary SOC operations in accordance with their responsibilities</p>

## 7.0 Plan Maintenance. Evaluation and Revisions

GEMA/HS is the responsible agency for publishing the Plans Standardization and Maintenance Policy. The Deputy Director of Emergency Management will oversee the update and maintain this policy as required. Appropriate officials in State agencies should recommend changes at any time and provide information periodically as to changes of personnel and available resources. All changes will be referred to the GEMA/HS EM Planning Manager.

The method and schedule for evaluation, maintenance, and revision for the COOP follows: the partial review of the COOP will be conducted following each full-scale COOP exercise and two years after being published. A full review and rewrite of the COOP will be conducted four years after being published.



## **8.0 Administration**

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### **8.1 Training**

The GEMA/HS Director of Operations, in coordination with the GEMA/HS Director of Training and the GEMA/HS Statewide Exercise Director, shall plan for and conduct training on the GEMA/HS COOP. The training program shall include:

- A COOP training course.
- A training course on activation of the Alternate SOC at GPSTC.

## **Appendix A: Processes & Functions that must be maintained**

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The Director of GEMA/HS has identified mission essential functions which must be continued, even under the most challenging circumstances. These mission essential functions are the most critical activities and ensure the safety and security employees, contractors, emergency responders and the general public; support the restoration of internal operations; and facilitate emergency response operations.

During activation of the COOP, all activities not identified as essential may be suspended to enable GEMA/HS to concentrate on providing mission essential functions and building the internal capabilities necessary to increase and eventually restore operations.

GEMA/HS's essential functions are identified below in descending order of priority to support emergency management operations.

1. Emergency Management
2. Law Enforcement
3. Fire/Hazmat services
4. Communications (911)
5. Sheltering, Feeding
6. Medical Services
7. Power, Electricity, Fuel
8. Transportation
9. Water, Wastewater Services
10. Agricultural Services

## **Appendix B Essential Positions**

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The State of Georgia executes its mission through numerous separate state government organizations. Constitutional officers and appointed state department and agency heads have primary and supporting responsibilities for the Emergency Support Functions through which the GEOP is implemented. The following state government organizations are designated as Priority Organizations because of their criticality to execution of the GEOP and overall COOP management.

### **Emergency Services**

- Georgia Emergency Management Agency / Homeland Security
- Georgia State Patrol
- Georgia Bureau of Investigation
- Department of Corrections
- Department of Natural Resources
- Georgia Forestry Commission

### **Infrastructure Support**

- Department of Transportation
- Georgia Technology Authority
- Georgia Department of Defense
- Department of Agriculture

### **Human Services**

- Department of Administrative Services
- Department of Public Health
- Department of Human Services

### **Financial Operations**

- Department of Revenue
- Office of Planning and Budget

### **The State Coordinating Officer**

- 1) Commits resources to meet the needs of the disaster victims.
- 2) Requests non-impacted counties to activate their emergency operations centers to provide emergency assistance.
- 3) Communicates state needs directly to representatives of the Federal Emergency Management Agency (FEMA) and other federal agencies.
- 4) Designates Deputy State Coordinating Officer(s).

- 5) Authorizes field operations response in or near the impacted area.
- 6) Implement policies in regards to emergency situations in the State of Georgia.

### **Incident Commander**

- 1) Issues mission assignments to State ESFs to perform duties consistent with State policy.
- 2) Coordinates regional and multi-regional evacuations and subsequent re-entry into evacuated areas.
- 3) Directs and controls field operations.
- 4) Oversees the SWP. This unit has the following responsibilities:
  - Disseminates warnings to state, federal, and local government officials of potential or developing emergencies by all available methods.
  - Monitors and assesses all available data/information and coordinates dissemination of warning when such information indicates a hazardous situation may threaten the public's peace, health and safety.
  - Forwards all requests for assistance to operations section.
  - Resumes normal operations after SOC deactivation.

### **Operations Section Chief**

- 1) Manages the SOC and related activities
- 2) Conducts operational meetings with branch chiefs and ESFs, as appropriate, to resolve response issues.
- 3) Conducts a branch chief meeting to discuss the current operational objectives, action-planning items, resource priorities and staffing issues.
- 4) Coordinates with the outgoing and incoming Branch Directors on any outstanding issues.
- 5) Scans the mission log for currently open and filled missions.
- 6) Verifies that each mission has been filled by direct conversation with requesting party.
- 7) Coordinates with the SOC Manager and Safety Officer regarding any logistical, security or safety issues involving the ALTSOC or SOC complex.
- 8) Informs branch chiefs of unexpected or significant issues relating to the incident and of significant actions by state, local, or federal agencies.
- 9) Ensures the operations desk is continually staffed by a Section Chief or Assistant Operations Chief.
- 10) Instructs Operations Section staff to develop after action items for future discussion.
- 11) Implements security procedures for the ALTSOC and SOC complex.

### **Planning Section Chief**

- 1) Consolidates key information into reports and other materials.
- 2) Facilitates Incident Action Planning that sets priorities, develops approaches and

- devises solutions for future response activities.
- 3) Coordinates impact assessment activities.
  - 4) Provides meteorological forecasts and analysis to the ALTSOC.
  - 5) Provides chronological documentation of the event.
  - 6) Monitors and documents conference calls.
  - 7) Provides technical assistance, technical reports and display information for the ALTSOC.
  - 8) Maintains displays of key information such as maps, charts, status boards in the ALTSOC and electronic data, as available.
  - 9) Coordinates with GIS manager on the production of maps and other specialized products.
  - 10) Collects and disseminates information to appropriate authorities.

### **Logistics Section Chief**

- 1) Manages and coordinates the Emergency Management Assistance Compact.
- 2) Coordinates in-state mutual aid activities.
- 3) Coordinates response support activities.
- 4) Provides support for field response and recovery operations.
- 5) Provides staff for field operations via Incident Management Teams.
- 6) Establishes base camps, logistical staging areas, and mobilization areas when requested.
- 7) Maintains contact with prime vendors for support of response and recovery operations.

### **Finance and Administration Section**

- 1) Initiates processing and tracking of expenditures.
- 2) Assists with the logistical efforts relative to purchasing and travel.
- 3) Provides internal direction for tracking staff overtime and compensatory time.
- 4) Provides coordination among effected state agency finance officers relating to event reimbursement process.
- 5) Coordinates with the Governor's Office of Planning and Budgeting concerning requirements related to budget authority, state match funding and funding of other state costs incurred as a result of the event.
- 6) Provides detailed information/documentation for submission to FEMA for reimbursement of eligible costs incurred by GEMA/HS.

### **Long Term Recovery**

- 1) Coordinates and implements recovery programs.
- 2) Monitors current operational conditions.
- 3) Identifies possible Disaster Recovery Center sites.
- 4) Deploys Damage Assessment Teams.
- 5) Conducts Preliminary Damage Assessment.
- 6) Coordinates applicable Public Assistance activities.
- 7) Coordinates applicable Individual Assistance activities.
- 8) Provides staffing and support to recovery operations.

- 9) Conducts an Inspectors Briefing to ensure that joint State-Federal teams of Public Assistance Inspectors conducting damage assessments identify and include mitigation measures in Project Worksheets wherever possible.
- 10) Conducts the Public Assistance Applicant Briefings to inform eligible applicants of the mitigation opportunities available.

## **Information Technology**

The essential functions for the Information Technology Section are:

### Initial Response

- 1) Wireless network infrastructure support to include network hardware and connectivity to any available Internet access.
- 2) User support to ensure connectivity to network.
- 3) User support for locally installed or browser-based applications.

### Long-term Relocation

- 1) Wired network infrastructure support to include network hardware, servers, backups and connectivity to vendor-provided Internet access.
- 2) Transfer of functionality and data from servers at GEMA / HS's primary facility to the fly-away kit.
- 3) Transfer of Internet DNS pointers to servers at the alternate location.
- 4) User support to ensure connectivity to network.
- 5) User support for locally installed or browser-based applications.

## **Public Information**

The essential functions of the Public Affairs Division are:

- 1) To inform the community (general public, news media, governments/agencies, internal staff).
- 2) Communicate key messages to help protect citizens.
- 3) Educate Georgians on emergency preparedness.
- 4) Document important information for future use.

In the context of ICS, the Public Information Officer is a Command Staff position. The Public Information Officer serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.

In order by priority, personnel needed to perform the essential functions include:

- 1) Public Information Officers for website support, respond to media inquiries, and to be spokespersons for TV/Radio interviews.
- 2) Constituent/Elected Officials Liaison to respond to inquiries from elected officials and the general public.
- 3) Administrative support for information technology, publications and general administrative support to staff.

## **Finance**

The essential functions for the Finance Division are:

- 1) Recruitment
- 2) Payroll
- 3) Accounts Payable
- 4) Procurement
- 5) Grants Administration
- 6) Banking/Cash Management

## **Appendix C Orders of Succession**

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Order of succession refers to the list of those elected and designated appointed positions that are entitled to assume another position under emergency conditions. The succession is initiated at the death of the person occupying a position covered under succession authorities or policies, the inability to perform their duties due to some health condition, or circumstances which make them unavailable to execute their duties in an emergency.

The State of Georgia Constitution and the Georgia Code provide for succession to executive, legislative and judicial power at all levels of government during non-emergency and emergency events. Non-emergency events include death, resignation and disability (temporary and permanent).

In the event of a disaster or emergency an elected or appointed official may not be immediately available for a number of reasons. The Official Code of Georgia Annotated (O.C.G.A §38-3-50) provides for this contingency through the creation of “emergency interim successors” to insure the continuity of power and authority. The term “emergency interim successors” refers to someone who is designated to temporarily hold an elected office or appointed office in the event an officer is unavailable to exercise the powers and discharge the duties of an office, until a successor is appointed or elected and qualified as may be prescribed by the Constitution, statutes, laws, charters, and ordinances of this state and its political subdivisions, or until the lawful incumbent or his successor is able to resume the exercise of the powers and the discharge of the duties of the office. O.C.G.A. §38-3-50(a)(3).

### **Emergency Management Succession**

The GEMA/HS is an agency within the Office of the Governor. Georgia statutory law requires that the Governor appoint the Director of GEMA/HS who serves at the discretion of the Governor. In the event of death, resignation or permanent disability, the Governor will appoint a successor.

In accordance with O.C.G.A §38-3-50, the Director of Georgia Emergency Management Agency shall appoint interim successors to assume their responsibilities during emergencies. The descending order of succession for GEMA/HS is as follows:

- Director GEMA/HS to
- Deputy Director of Emergency Management to
- Deputy Director of Homeland Security to
- Deputy Director of Finance and Administration

In the event that executive leadership, senior management or senior technical personnel are unavailable during an emergency, GEMA/HS has identified authorized successors for key management and technical positions within the agency.



**Executive Staff:**

1. Director of GEMA/HS
2. Deputy Director of Emergency Management
3. Deputy Director of Homeland Security
4. Deputy Director of Administration and Finance

**Emergency Management Directorate:**

1. Operations Division Section Chief
2. State Operations Center Section Chief
3. Field Operations Section Chief

**Homeland Security Directorate:**

1. Homeland Security Manager
2. Homeland Security Critical Infrastructure Manager

**Administration and Finance and Directorate:**

1. Administration and Finance Manager
2. Budget Officer

**Public Assistance and Recovery Directorate:**

1. Public Assistance and Recovery Manager
2. Grant Specialist Supervisor

**Hazard Mitigation Division**

1. Hazard Mitigation Manager
2. Hazard Mitigation Planning Program Manager

**State Operations Center**

1. State Operations Center Section Chief
2. Training Manager

**IT Section**

1. Director of IT
2. Senior Network Engineer

**Strategic Communications**

1. Senior Communications Specialist
2. Communications Specialist

## Appendix D Emergency Delegations of Authority

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Delegations of authority refer to the legal and policy basis for the emergency powers available to elected and appointed executive, legislative and judicial branches of state and local government. The authority for these powers is contained in the Constitution of the State of Georgia, the provisions of the Official Code of Georgia Annotated (O.C.G.A.) and ordinances enacted by local jurisdictions. Delegation of authority may also be provided through agency or organizational administrative policies or procedures that designate primary and alternate personnel who are empowered to commit agency or organizational capabilities to support emergency response and recovery operations.

Delegations of authority in Georgia address the establishment of emergency management programs and operational considerations. The principal authorities for emergency management are summarized below.

1. The state authority for state, county and municipal government emergency management organizations, programs, responsibilities and management of emergency situations is specified in the State Constitution Article III, Section VI, Paragraph II(a)(4) and the O.C.G.A. 38-3-2 and 38-3-20 *et seq.*

Reference Art. III, Sect. VI, Paragraph II(a)(4) The continuity of state and local governments in periods of emergency resulting from disasters caused by enemy attack including but not limited to the suspension of all constitutional legislative rules during such emergency.

2. The authority of the Governor to declare states of emergency for actual or impending natural disaster, enemy attack, or public health emergencies is specified in O.C.G.A. 38-3-51.
3. The authority for local jurisdictions to establish local organizations for emergency management and the powers and authorities of local government entities relative to emergency events are specified in O.C.G.A. 38-3-27 and 38-3-28, *et seq.* O.C.G.A. 38-3-27(b) authorizes gives political subdivisions certain powers and authority for emergency management purposes.
4. O.C.G.A 38-3-29 provides local governments the authority to enter into mutual aid agreements with other jurisdictions for administration of emergency management activities.
5. At the state level O.C.G.A. 38-3-81 enacts into law the Emergency Management Assistance Compact and enters the State of Georgia into the Compact with all other states which adopt the compact in a form substantially as included in the statute.

## **Appendix E Vital Records and Data Management**

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GEMA/HS has identified vital records and databases, which must be available to support essential functions. GEMA/HS has also identified vendors and contractors available to support restoration of vital records, systems, and/or processes.

### **Communications**

Communications systems must support connectivity to internal organizations, other agencies, critical customers, and the public. To ensure communications during COOP events, GEMA/HS has identified primary and alternate modes of communication.

- Primary: land-line and/or GEMA/HS issued cellular telephones, internet e-mail, and the Emergency Alert System (EAS).
- Alternate: Southern Linc Radios, EMnet, and satellite phones.

### **Information Technology**

- Wireless network infrastructure support to include network hardware and connectivity to available internet access.
- Wired network infrastructure support to include network hardware, connectivity to vendor provided internet access.
- Prepositioned phones and switches to support wired and wireless network.
- Duplication of SOC, ESF Rooms and SWP phones, and extensions, at ATLSOC with backup VOIP system.
- Establish alternate connectivity to agency resources if HQ is inaccessible via the internet.

### **Public Information**

- Communicate key messages to help protect citizens.
- Educate Georgians on emergency preparedness.
- Document important information for future use.
- Provide Public Information Officers for website support, responding to media inquiries, and to be spokespersons for TV/Radio interviews.
- Constituent/Elected Officials Liaison to respond to inquiries from elected officials and the general public.
- Administrative support for information technology, publications and general administrative support to staff.

### **Finance and Administration Section**

- Initiates processing and tracking of expenditures.
- Assists with the logistical efforts relative to purchasing and travel.
- Provides internal direction for tracking staff overtime and compensatory time.
- Provides coordination among affected state agency finance officers relating to event reimbursement process.
- Coordinates with the Governor's Office of Planning and Budgeting

concerning requirements related to budget authority, state match funding and funding of other state costs incurred as a result of the event.

- Provides detailed information/documentation for submission to FEMA for reimbursement of eligible costs incurred by GEMA/HS.

### **Vital Records (Safeguards)**

Records and data consist of those documents, publications, and other information regardless of media that are essential to execution of GEMA/HS's state wide emergency management mission, reconstitution of the state's emergency management infrastructure and the reconstitution of the GEMA/HS organization. Records and data management also include provisions for back-up IT (IT) capabilities.

### **Emergency Operating Records**

- Human resource and financial records (PeopleSoft) are stored in centralized, state information systems and databases hosted at other state locations (Georgia Technology Authority, State Archives, Office of Planning and Budget and the State Accounting Office). Those agencies have systems in place to ensure for secure backup and data recovery. The GEMA/HS Director of Finance has identified internal records specific to the administration of GEMA/HS not accessible in state systems and databases. Those financial files are backed-up daily to tape and securely stored in accordance with GEMA/HS IT procedures.
- Items essential to the functioning of GEMA/HS's critical business processes are maintained in hard copies, on network servers and secured tape back-up system in accordance with GEMA/HS IT procedures. These records include: the GEOP and associated protocols; local emergency operations plans (LEOPs); federal plans and protocols including the National Response Plan; documentation associated with declarations of state emergencies as determined by the Public Assistance Division of GEMA/HS; applications for a presidential disaster declaration; recall lists and process specific documentation such as Public Assistance generated document and electronic files for projects and associated financial records necessary for grant administration. These public assistance records are used in conjunction with the data and information available through FEMA.
- Items essential to the execution of GEMA/HS's statewide emergency management mission including Geographic Information System (GIS) based data and information products created and maintained by other local and state organizations.

### **Designation of GEMA/HS Essential Records and Data**

The following records are designated as essential to GEMA/HS's mission.

- GEOP
- COOP
- Local Emergency Operations Plans and Mutual Aid Agreements
- State Declarations of Emergency
- Requests for and approved Presidential Disaster Declarations

- SOC Procedures and Protocols
- Master Contacts and Recall Lists
- Inventories for equipment, communications and IT systems
- Delegations of authority for GEMA/HS and emergency management
- Strategic and Domestic Preparedness Plans
- Threat and Vulnerability Analyses
- Training records
- Public Assistance regulations and associated documents to include NEMIS capabilities
- Crisis Communication Plan
- Pre-scripted Press Releases
- Field Coordinator, School Safety, GA DOT road maps
- Georgia County Guide for demographic information on areas in state
- Access to PIER, Master Contacts, and other databases
- Necessary financial management tools and documents (People Soft)

**The GEMA/HS Director of Operations shall:**

- Coordinate with state agencies designated as Priority Organizations to ensure that records and documents needed by those agencies to execute their ESF and SOC responsibilities are available at the SOC and the ATLSOC.
- Create an alternate site at GPSTC in Forsyth GA to mirror GEMA/HS mission critical applications and databases found at HQ.

GEMA/HS's IT section is responsible for all of the Department's information and networking systems, GEMA/HS is dependent upon the IT's ability to implement the IT Disaster Recovery Plan for GEMA/HS.

**Information Technology Recovery**

GEMA/HS IT staff shall:

- Create a "hot site" at the GPSTC to mirror GEMA/HS mission critical applications and databases supporting the ALT SOC. This includes capabilities for remote access and networks. System requirements are specified in the GEMA/HS IT Recovery Protocol.
- Ensure the backup of all servers based shared applications and associated databases supporting the ATLSOC on a daily basis.

## Appendix F Communications Resources

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The success of COOP operations at an ATLSOC is absolutely dependent upon the availability and redundancy of critical communications systems to support connectivity to organizations, other agencies, critical customers, and the public. The entire spectrum of communications media should be utilized to ensure availability of communications in an emergency situation.

ALTSOC interoperable communications should provide the ability to communicate with management, and other organizational components; and access to other data and systems necessary to conduct mission essential functions.

### COOP Communications Plan Inputs for Alternate Site

Listed in order of priority and available equipment

1. State Operations Center, 935 E. Confederate Ave., Atlanta, GA 30316
  - Primary Phone Number      800-879-4362 or 404-635-7200
  - Primary Fax Number:      404-635-7205.
2. Alternate SOC, Georgia Public Safety Training Center Forsyth, GA
  - Primary Phone Numbers      478-993-4621
  - Primary Fax Number      478-993-4260
  - LINC Primary      to be determined by event
3. Sprinter Van with Rapid COM trailer
  - Primary Phone Satellite      407 404-6281
  - LINC Operations      1\*11\*4238 404 535-1000

### Fly-away Kits

The IT section will maintain prepositioned VOIP phones, network equipment and cabling at the ATLSOC. These items are necessary and essential in the support of agency operations in the event of an incident so severe it requires relocation for short or long periods. GEMA/HS IT will establish a secure wireless and wired network, with printers and internet access, for up to 200 users, agency and ESF partners, utilizing a pre-installed network and data lines.

The prepositioned VOIP phones are configured to duplicate current phones found at the agency SOC, ESF breakout rooms and State Warning Point (SWP).

In the event of loss of connectivity to GEMA/HS HQ, IT will provide alternate connectivity to agency resources. See GEMA/HS IT Disaster Recovery Plan.

### GEMA/HS Advance Team

Should the need arise to activate the COOP and re-locate to the Alternate State Operations Center (ASOC), the GEMA/HS Advance Team will mobilize and report to

the ASOC within 6 hours to begin preliminary operations. The Advance Team will consist of:

1. The GEMA/HS Director of Training and staff
2. The GEMA/HS Assistant Operations Director
3. The GEMA/HS SOC Operations Manager
4. GEMA/HS Information Technology Manager
5. GEMA/HS Communications and Warning Officer
6. GEMA/HS Area 4 Field Coordinator
7. GEMA/HS Area 4 School Safety Coordinator

### **Notification**

The notification process is intended to allow the smooth transition to the ASOC and to continue the execution of mission essential functions across a wide range of potential emergencies.

Notification may be in the form of:

1. A COOP alert to GEMA/HS employees that relocation is imminent via GEMA/HS communication center protocols.
2. An announcement of a GEMA/HS COOP Plan activation that directs the Advance Team to report to an assembly site or other designated location, and provides instructions for GEMA/HS senior managers for time of movement, reporting, and transportation details to an assembly site or a designated location.
3. Instructions to the Advance Team to report for departure and relocation to a designated rally point, when selected and prepared, and instructions to additional needed staff should such be identified.

Upon receipt of a COOP Activation from the GEMA/HS Director, or a designated successor, the SOC Director:

1. Notifies the GEMA/HS Division Directors, who, in turn, notify their staff. Notification may be via personal contact, telephone, cell phone, pager, radio and TV broadcasts, or a combination thereof. Division Directors will maintain a list of contact phone numbers for their assigned personnel for purposes of COOP.
2. In accordance with the State Warning Point Relocation Standard Operating Guide, the SWP notifies FEMA- Thomasville; all 159 Georgia counties; NWS Offices, and the nuclear power plants that an emergency relocation of GEMA/HS is anticipated.
3. The Operations Division Director notifies the Office of the Governor that an emergency relocation of GEMA/HS and activation of the COOP Plan is anticipated.

FEMA is responsible for notifying all appropriate Federal department/agencies and the offices of Emergency Management in all adjoining and affected states that the GEMA/HS SOC has relocated.

### **Activation Checklist**

Based on the situation and circumstance of the event, the GEMA/HS Director, SOC Director, and Operations Division Director evaluate the capability and capacity levels



required to support the current mission essential functions of GEMA/HS and select appropriate personnel to accomplish these functions.

1. The GEMA/HS Director directs the Operations Director to immediately activate and deploy an advance team to an assembly site or the designated area.
2. The Operations Director in coordination with the SOC Director activates the advance team for an immediate deployment to the designated assembly site.
3. The GEMA/HS Training Director as the designated ASOC Facility Manager is notified to expect the relocation of the GEMA/HS SOC.
4. The GEMA/HS Director directs the Division Directors to begin the COOP activation process.
5. The Operations Director notifies the SOC Director to prepare mobile communications support vehicles.
6. Division Directors begin their notification cascades. After the cascades are complete, the results, including individuals not contacted, are reported to the ESF 2 Manager.
7. The ESF 2 Manager reports the results of all notification cascades to the SOC Director.
8. The advance team members report to an assembly site or deploy to the designated ASOC to assume GEMA/HS mission essential functions.
9. Advance team members who have established fly-away kits ensure that they are complete with current documents and equipment, then commence movement of the resources.
10. SOC personnel assemble the remaining documents and other assets as required for the performance of mission essential functions and begin preparations for the movement of these resources.
11. All organizational elements implement normal facilities security procedures for area(s) being vacated.
12. The GEMA/HS Facility Manager takes appropriate measures to ensure security of the GEMA/HS complex and equipment or records remaining in the building in coordination with the complex security force.



## **Appendix G: Alternate Operating Capability and Facilities**

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The **Georgia Public Safety Training Center (GPSTC) in Forsyth** is designated as the primary ALTSOC for the following reasons:

- GPSTC is located outside of metropolitan Atlanta providing a lower threat setting
- Existing security access controls;
- Ready access via interstate highway;
- Available configured space and utilities to support pre-positioned equipment and supplies, support center operations and large numbers of staff;
- The minimum needed essential communications capabilities;
- Capabilities for on-site housing, food service and health care of personnel for sustained operations; and
- Availability of co-located and cross-trained GEMA/HS staff to serve as an ALTSOC cadre for activation and sustaining operations.

### **Capabilities at each alternate location:**

Alternate SOC capabilities in Forsyth, GA:

- Telephone service- Backup VOIP phone system to support 65+ phones, duplicates of agency SOC, ESF Rooms and SWP.
- Alternate SOC primary phone numbers are same as at HQ.
- Fax Machine- one independent line
- Southern LINC- portable and fixed base docking stations
- UHF radio access- Elmore repeater and interoperable frequencies
- VHF radio access- Mutual Aid and interoperable frequencies
- Cable Television service
- Weather radar information is available over the Internet
- Audio conferencing service- remotely via telephone
- Automated notification system- remotely via telephone

Sprinter Van with Rapid COM trailer:

- Telephone service- cellular and satellite.
- Southern LINC.
- UHF radio access- Interoperable frequencies.
- VHF radio access- Mutual Aid and interoperable frequencies.
- E-mail available through onboard satellite internet.
- Television service via satellite service & digital over the air.
- Weather radar information is available via the Internet.
- Audio conferencing service- remotely via telephone.

### **Procedures to be followed upon arrival at the alternate site:**

- Power up equipment.
- Notify Monroe County EMA, Governor's Mansion and the National Weather Service by Southern LINC or telephone and give them the new telephone

number.

- Make announcement on Southern LINC MAIN that the new site is operational and the primary Southern LINC number to use to contact the new location; Southern LINC Group 178 and 179.
- Verify that the equipment is operating correctly.
- Check the time and date on the fax machine and telephones and reset if necessary.