

# National Continuity Programs

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National Continuity of Operations Division

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# National Continuity Programs Directorate Mission and Vision

*“To serve the public by protecting our Nation’s  
constitutional form of government”*

*“The Nation’s center of excellence for government  
continuity planning, guidance and operations”*



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Continuity programs provide the foundation for

***Enduring Constitutional Government***

***(NSPD-51/HSPD-20)***

and the Nation's First Essential Function,

***“Ensure the continued functioning of our form of government under the Constitution, including the functioning of the three separate branches of government.”***



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# NSPD-51/HSPD-20 Purpose

“This directive establishes a comprehensive national policy on the continuity of Federal Government structures and operations and a single National Continuity Coordinator responsible for coordinating the development and implementation of Federal continuity policies. This policy establishes “National Essential Functions,” prescribes continuity requirements for all executive departments and agencies, and provides guidance for State, local, territorial, and tribal governments, and private sector organizations in order to ensure a comprehensive and integrated national continuity program that will enhance the credibility of our national security posture and enable a more rapid and effective response to and recovery from a national emergency.”



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# NSPD-51/HSPD-20 Policy

“It is the policy of the United States to maintain a comprehensive and effective continuity capability composed of Continuity of Operations and Continuity of Government programs in order to ensure the preservation of our form of government under the Constitution and the continuing performance of National Essential Functions under all conditions.”



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# NSPD-51/HSPD-20 Implementation Actions

**“Continuity requirements shall be incorporated into daily operations of all executive departments and agencies.** As a result of the asymmetric threat environment, adequate warning of potential emergencies that could pose a significant risk to the homeland might not be available, and therefore all continuity planning shall be based on the assumption that no such warning will be received. Emphasis will be placed upon geographic dispersion of leadership, staff, and infrastructure in order to increase survivability and maintain uninterrupted Government Functions. Risk management principles shall be applied to ensure that appropriate operational readiness decisions are based on the probability of an attack or other incident and its consequences.”



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# NSPD-51/HSPD-20 Provisions

- Integrates COOP, COG and ECG under a single continuity umbrella
- Designates White House lead on coordination of continuity policy development and implementation
- Directs OMB assessment of continuity funding requests and requires reconciliation with performance data
- Directs emphasis on geographic dispersions of leadership, resources and infrastructure
- Biennial external evaluations of departmental program readiness
- Identifies continuity communications requirements
- Requires development and implementation performance metrics for continuity readiness
- Integrates federal continuity plans and programs with state and local continuity plans and programs
- Requires implementation of departmental TT&E program and cycle



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# Current State

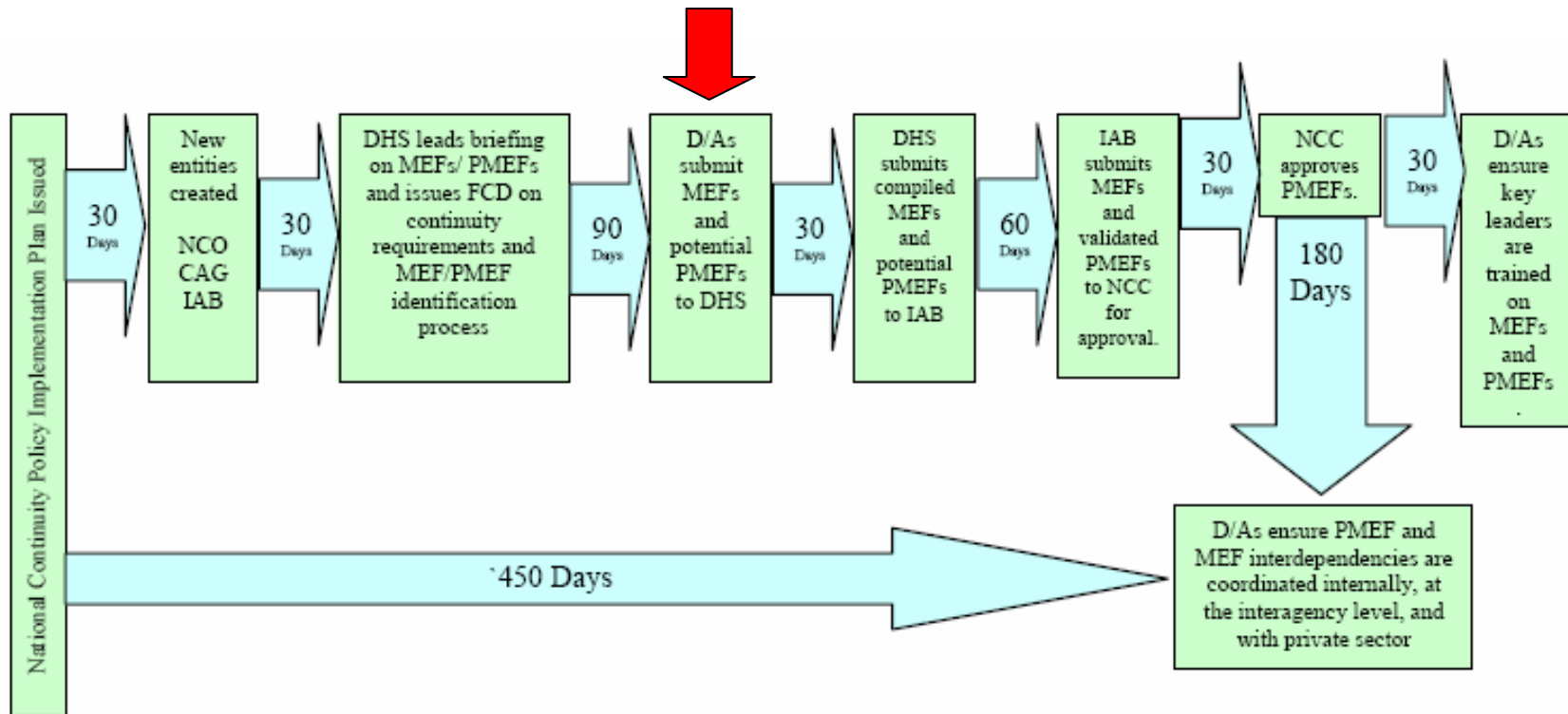
- The Implementation Plan was approved by the President in August 2007
- Federal Continuity Directive (FCD) 1 issued February 5, 2008
- FCD 2 issued February 5, 2008
- Department and Agency potential Mission Essential Function submissions due May 5, 2008
- Exercise Eagle Horizon scheduled for May 7-8, 2008



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# NSPD-51/HSPD-20 Timeline and Requirements



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# NCP Actions Required by NSPD-51/HSPD-20

- Within 60 days, establish a familiarization briefing on MEF and PMEF identification for department and agency Continuity Coordinators (completed December 11, 2007).
- Within 60 days, in coordination with the Continuity PCC, issue a Federal Continuity Directive on Continuity Requirements, which includes the formalized process to identify MEFs, and revise annually, or as needed, directives thereafter (released February 5, 2008).
- Within 60 days, provide the formalized process for department and agency submission of potential PMEFs that are consistent and supportive of the NEFs (released February 5, 2008).
  - Include a standardized checklist to allow departments and agencies to assess their PMEFs through a risk management process;
  - Include guidance on how the PMEF link to/supports NEF(s); and
  - Include guidance on impact statements if a specific PMEF is not conducted.



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# NCP Actions Required-continued

- Within 30 days of submission, compile department and agency potential PMEF submissions and provide them to the NCC for IAB review and validation.
- Within 1 year and annually thereafter, update training courses for department and agency continuity planners on the identification and development of PMEFs and MEFs, in addition to maintaining on-going continuity training courses.
- On an annual basis, develop, lead, and conduct an integrated (COOP and COG) continuity training exercise, incorporated into the National Exercise Program, and report the results to the NCC.
- On an as needed basis, revise and promulgate integrated continuity planning guidance to non-Federal governments and others as appropriate.



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# NCP Actions Required- continued

- Develop regional and state level Continuity Working Groups to, at a minimum, conduct annual continuity conferences to address joint Federal and non-Federal government continuity planning and other elements of a viable continuity program.
- Within 90 days, coordinate with the National Continuity Program Coordinator in developing a continuity assessment tool for the departments and agencies to measure continuity readiness against requirements contained in NSPD-51/HSPD-20 (completed December 27, 2008).



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# Federal Continuity Directive (FCD)1-Overview

- NCP created an interagency working group of continuity experts to assist in the development of the FCD
- Federal Preparedness Circular 65 (FPC-65), previously serving as the primary source of Federal Executive Branch continuity of operations guidance, has been superseded by Federal Continuity Directive 1 (FCD 1), effective February 5, 2008
- FCD 1 creates a shift from a guidance document to a directive
- FCD 1 development is based on the requirements of the National Continuity Policy Implementation Plan
- FCD 1 reflects the deadlines required by the National Continuity Policy Implementation Plan, including the 90-day deadline for all department and agency potential PMEFs to be identified and submitted to the Interagency Board (IAB)



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# FCD Development Timeline

May 2007

## Phase 1 – National Guidance Issued

- NSPD-51/HSPD-20
- Released May 9, 2007
- Implementation Plan development begins

June 2007

## Phase 2 – Concept Development

- Review NSPD-51/HSPD-20 guidance
- Review draft Implementation Plan guidance
- Develop FCD concept

July-Aug 2007

## Phase 3 – FCD Development

- Put together Working Group
- Mount Weather/Design Center 3-day kick-off
- Initial draft development
- FEMA 2-day follow-up meetings
- Next draft development
- FCD-1 draft distributed for comment - Working Group

Sept-Nov 2007

## Phase 4 – FCD Refinement & Submission

- Implementation Plan approved & distributed
- FCD draft v1-distributed for comment
- Comment adjudication and development of FCD-1 v2
- Further comments and adjudication
- Submission of FCD-1 for approval and signature



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# Continuity Guidance

- NCP provides resources on its website for government and private sector planners including:
  - COOP Plan Template
  - FEMA Devolution of Operations Plan Template
  - Pandemic Influenza COOP Annex Template Instructions
  - COOP Multi-Year Strategy and Program Management Plan
    - Template
    - Template Guide
    - Budget Resource Requirements Addendum
  - Links to Guidance: FCD 1, COOP Pandemic Influenza Guidance
  - COOP Assessment Questionnaire/Worksheet
  - Links to Training Course Resources



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[www.fema.gov](http://www.fema.gov)

Emergency Personnel

Planning - COOP

# Continuity Training

- Training:
  - EMI Independent Study Program:
    - <http://www.training.fema.gov/EMIWeb/IS/>
  - Continuity Awareness (IS-546) 2 Hours:
    - <http://www.training.fema.gov/EMIWeb/IS/is546.asp> (31,911 individuals completed)
  - Introduction to Continuity (IS-547) 5 Hours:
    - <http://www.training.fema.gov/EMIWeb/IS/is547.asp> (21, 593 individuals completed)
  - Continuity Manager's Course (Train-the-Trainer) (B/E/L-548) (Over 3,171 individuals trained)
  - Continuity Planning Course (Train-the-Trainer) (B/E/L-550) (90 individuals trained)
  - Continuity Building Design for Homeland Security (T-t-T) (E-156) (226 individuals trained)
  - Continuity Exercise Design Course (IS/G-139) (37,108 individuals completed)



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# Continuity Exercises

- Readiness Exercises
  - Quiet Strategy (Single Agency Tabletop)
  - Quiet Sentinel (Single Agency Deployment)
  - Quiet Strength (Single Agency Full-Scale)
  - Determined Challenge (Multi-agency Tabletop)
  - Horizon Eagle (Forward Challenge, Multi-agency Full-Scale)
  - Steadfast Response (Regional Tabletop)
  - Steadfast Accord (Regional Pandemic Tabletop)
  - Determined Accord (Multi-agency Pandemic Tabletop)
  - Vigilant Strategy (Devolution Tabletop)
  - Vigilant Sentinel (Devolution Functional)



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# Continuity Assessments

- Continuity Assessment Questionnaire/Worksheet
- Continuity Evaluation Tool – developed from FCD-1 for continuity Exercise Eagle Horizon 2008
- FEMA NCP will assess all Federal Executive Branch Departments and Agencies during Eagle Horizon 2008



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# Regional Continuity Managers

- Ensure a continuous Regional focus on and support for the Nation's First Essential Function.
  - Provide continuity guidance, assistance, and support to the Regional Administrator for continuity programs
    - ***“The Government”*** (Federal, State, Territorial, Tribal and local)
    - Continuity Working Groups (FEBs, FEAs, State, local, etc.)
  - Provide support for sustained, uninterrupted operations of Government and critical infrastructure essential functions and services.



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# FEMA Regions



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# Regional Continuity Managers

**Region I** (CT, ME, MA, NH, RI, VT): Patrick Mooney, [patrick.mooney@dhs.gov](mailto:patrick.mooney@dhs.gov),  
617-832-4798

**Region II** (NJ, NY, PR, VI): Kevin Reed, [kevin.reed@dhs.gov](mailto:kevin.reed@dhs.gov), 212-680-3685

**Region III** (DE, DC, PA, MD, VA, WV): Tracy Hehmeyer, [tracy.hehmeyer@dhs.gov](mailto:tracy.hehmeyer@dhs.gov),  
215-931-5670

**Region IV** (AL, FL, GA, KY, MS, NC, SC, TN): Joe Canoles, [joseph.canoles@dhs.gov](mailto:joseph.canoles@dhs.gov),  
770-220-5453

**Region V** (IL, IN, MI, MN, OH, WI): Vince Parisi, [vincent.parisi@dhs.gov](mailto:vincent.parisi@dhs.gov), 312-408-5597

**Region VI** (AR, LA, NM, OK, TX): Brad McDannald, [bradr.mcdannald@dhs.gov](mailto:bradr.mcdannald@dhs.gov),  
940-898-5135

**Region VII** (IA, MO, NE, KS): David Teska, [david.teska@dhs.gov](mailto:david.teska@dhs.gov), 816-283-7082

**Region VIII** (CO, MT, ND, SD, UT, WY): Ken Hudson, [ken.hudson@dhs.gov](mailto:ken.hudson@dhs.gov),  
303-235-4658

**Region IX** (AZ, CA, HI, NV, American Samoa, Guam): James Macauley,  
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**Region X** (AK, WA, OR, ID): June Uson, [june.uson@dhs.gov](mailto:june.uson@dhs.gov), 425-487-4634



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# Questions/Comments

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