



Subject: Administrative Service Environment

COA: ASE 4, ASE 6.01, ASE 6.02, ASE 7.01, ASE 7.02, ASE 7.03, ASE 7.04

Applies to: *Entire Organization*

Continuity of Operations Plan

Effective: 03/13/2020
Revised:

TABLE OF CONTENTS

Contents

- I. INTRODUCTION 2
- II. PURPOSE..... 2
- III. CONCEPT OF OPERATIONS..... 2
- IV. CONTINUITY PLANNING..... 2
- V. PANDEMIC RESPONSE..... 3
 - A. *PANDEMIC COORDINATOR AND PANDEMIC RESPONSE TEAM:* 3
 - B. *RISK COMMUNICATIONS:*..... 4
 - B. DELEGATIONS OF AUTHORITY..... 4
 - C. CONTINUITY FACILITIES..... 4
 - D. CONTINUITY COMMUNICATIONS 5
 - E. ESSENTIAL RECORDS MANAGEMENT..... 5
 - F. HUMAN RESOURCES 5
 - G. DEVOLUTION OF CONTROL AND DIRECTION 6
 - H. RECONSTITUTION..... 6
- VII. CONCLUSION..... 6

I. INTRODUCTION

Organizations across the Nation perform essential functions and services that may be adversely affected in the event of a natural or man-made disaster. In such events, organizations should have continuity plans to assist in the continuance of their essential functions. Continuing to perform essential functions and provide essential services is vital to an organization's ability to remain a viable entity during times of increased threats from all hazards, manmade or natural. Since the threat to an organization's continuity of operations is great during a pandemic outbreak; it is important for organizations, in particular Catholic Charities of Central and Northern Missouri, to have a Continuity of Operations plan in place to ensure it can carry out its essential functions and services. While organizations may be forced to suspend some operations due to the severity of a pandemic outbreak, an effective Continuity of Operations Plan can assist an organization in its efforts to remain operational, as well as strengthen the ability to resume operations.

II. PURPOSE

This plan provides guidance to Catholic Charities of Central and Northern Missouri and may serve as the plan for maintaining essential functions and services during a pandemic. This guidance neither replaces nor supersedes any current, approved Catholic Charities of Central and Northern Missouri continuity plan; rather it supplements it, bridging the gap between the traditional, all-hazards continuity planning and the specialized continuity planning required for a pandemic by addressing additional considerations, challenges, and elements specific to the dynamic nature of a pandemic.

This guidance stresses that essential functions can be maintained during a pandemic outbreak through mitigation strategies, such as social distancing, increased hygiene, the vaccination of employees and their families, and similar approaches. A pandemic may not, in itself, require a traditional continuity response, such as partial or full relocation of the organization's essential functions, although this response may be concurrently necessary due to other circumstances.

III. CONCEPT OF OPERATIONS

Catholic Charities of Central and Northern Missouri will monitor the severity of the pandemic and establish continuity activation triggers to address the unique nature of the pandemic threat. The Continuity Plan will be implemented as needed to support the continued performance of essential functions.

IV. CONTINUITY PLANNING

All organization personnel are to be informed regarding protective actions and/or modifications related to this plan. Messaging and risk communications during an emerging infectious disease or pandemic will be conducted by the Executive Director. Guidance and instructions on established infection control measures such as social distancing, personnel protective equipment and telework polices are provided by the Executive Director to assist in limiting the spread of illness at the primary and alternate worksite.

A. ORGANIZATIONAL ASSUMPTIONS

- Organizations will be provided with guidance and/or direction by Federal, State, local and/or Tribal governments regarding current pandemic status in its area.
- Organizations will have actionable plans and procedures to assist in the ability to remain operational during a pandemic. Plans and procedures may include social distancing protocols, access to hygiene materials, and temporary suspension of some non-essential activities.
- Catholic Charities of Central and Northern Missouri has a viable Agency-wide continuity capability plan.
- Catholic Charities of Central and Northern Missouri will review its continuity communications programs to ensure we are fully capable of supporting pandemic and other related emergencies, and give full consideration to supporting social distancing operations, including telework and other virtual office options.
- Catholic Charities of Central and Northern Missouri -controlled buildings will be accessible, but right of entry may be limited.
- During a pandemic event, Catholic Charities of Central and Northern Missouri may make its alternate facilities available for staff to implement social distancing protocols.
- Essential functions, operations, and support requirements will continue to be people dependent. However, human interactions may be remote or virtual, resulting in the employment of appropriate teleworking and other approved social distancing protocols.
- Travel restrictions, such as limitations on mass transit, implemented at the Federal, State, tribal, territorial, and local levels may affect the ability of some staff to report to work.

B. PANDEMIC RESPONSE

A. PANDEMIC COORDINATOR AND PANDEMIC RESPONSE TEAM:

The Executive Director will lead the Continuity of Operations Team to anticipate the impacts of a pandemic on Catholic Charities of Central and Northern Missouri and to assist with developing strategies to manage the effects of an outbreak.

The Catholic Charities of Central and Northern Missouri Continuity of Operations Team is comprised of the following:

- 1. Executive Director**
- 2. Office Manager**
- 3. Director of Development & Outreach**
- 4. Program Directors**

B. RISK COMMUNICATIONS:

Catholic Charities of Central and Northern Missouri will develop risk communications procedures for communicating with all internal and external stakeholders. This includes the use of existing notification rosters with names and telephone numbers for all personnel. These rosters are maintained and updated by the Office Manager and posted in Catholic Charities' ShareSync. Hardcopies are maintained with all Emergency Response Plans.

VI. ELEMENTS OF A VIABLE PANDEMIC CONTINUITY CAPABILITY

A. ESSENTIAL FUNCTIONS

Given the expected duration and potential multiple waves of pandemic outbreaks, organizations must review the process involved in carrying out essential functions and services in order to develop plans that mitigate the effects of the pandemic while simultaneously allowing the continuation of operations which support essential functions. Catholic Charities of Central and Northern Missouri has identified essential functions that are necessary for continued operations.

The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. Catholic Charities of Central and Northern Missouri has established plans to protect the entire employee population and their families, with additional guidance for key personnel, and other essential personnel, should a pandemic outbreak occur.

B. DELEGATIONS OF AUTHORITY

At the height of a pandemic wave, absenteeism may be significant, as such, Catholic Charities of Central and Northern Missouri has established delegations of authority that take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended time period. The Catholic Charities of Central and Northern Missouri Delegations of Authority for the senior leadership includes:

- 1. Each Department Director will identify a staff member to serve as a "Lead" for continued department leadership should the Director need to be absent.**
- 2. The Senior Leadership Team will continue to evaluate the mission's rate of absenteeism and may cross train staff to assist with essential function to maintain operations, if needed.**

C. CONTINUITY FACILITIES

The traditional use of continuity facilities to maintain essential functions and services may not be a viable option during a pandemic. Rather, safe work practices, which include social distancing and transmission interventions, reduce the likelihood of contacts with other people that could lead to disease transmission. Catholic Charities of Central and Northern Missouri has developed preventative practices such as social distancing procedures, hygiene etiquette, and cancellation of organizations non-essential activities to reduce the spread of the pandemic. Plans have also been established to relocate to an alternate facility, if applicable.

The Catholic Charities of Central and Northern Missouri Continuity Facilities plan includes:

- 1. All agency (internal and external) meetings will be conducted via technology (phone and/or video conferencing).**
- 2. All employees should practice additional hygiene measures, including but not limited to:**
 - **Wash hands frequently;**
 - **Implement the “no contact” rule; and**
 - **Utilize cleaning and disinfectant materials to clean workstations and common areas after every use.**
- 3. Each Director will assess their program area for specific continuity of operations plans that include:**
 - **Contact contract manager(s) to assess for special exceptions on contract requirements**
 - **Assess ability to continue operations while serving clients remotely via video conferencing or phone.**
 - **Assess program ability for staff to work remote.**
 - **Assess need to close non-essential services of the program or make adjustments to existing operations.**

D. CONTINUITY COMMUNICATIONS

According to the National Strategy Implementation Guidance, workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person- to-person contact. Catholic Charities of Central and Northern Missouri has identified communication systems needed to perform essential functions. **Catholic Charities of Central & Northern Missouri Continuity Communications plan includes:**

- 1. Utilizing video conferencing and technology to promote social distancing for staff meeting, mission announcements, etc.**
- 2. Provide frequent and relevant communication to staff regarding the organizations continuity of operations plans to prevent confusion that impedes on the organization’s ability to carry out the mission.**

E. ESSENTIAL RECORDS MANAGEMENT

Catholic Charities of Central and Northern Missouri shall identify, protect, and ensure the ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions during a pandemic outbreak. Catholic Charities of Central and Northern Missouri has identified systems, databases, and files that are needed to ensure essential functions remain operational including backup servers and cloud base servers.

F. HUMAN RESOURCES

Although a pandemic outbreak may not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization’s human resources. The health threat to personnel is the primary threat to maintaining essential functions and services during a pandemic outbreak. Catholic Charities of Central and Northern Missouri has established employee benefits for paid leave and will monitor and assess the need to make

adjustments to policies, as needed, during a pandemic to promote the safety and welfare of our employees.

G. DEVOLUTION OF CONTROL AND DIRECTION

Devolution is the process of transferring operational control of one or more essential functions to a pre-determined responsible party or parties. Pandemic outbreaks will occur at different times, have variable durations, and may differ in the severity; therefore, full or partial devolution of essential functions may be necessary to continue essential functions and services. Catholic Charities of Central and Northern Missouri will work with our contract funders and community partners if a pandemic renders leadership and essential staff incapable or unavailable in carrying out mission critical functions.

H. RECONSTITUTION

Reconstitution is the process whereby an organization has regained the capability and physical resources necessary to return to normal (pre-disaster) operations. The objective during reconstitution is to effectively manage, control, and, with safety in mind, expedite the return to normal operations. Catholic Charities of Central and Northern Missouri will work in conjunction with local public health authorities, to ensure facilities/buildings are safe to return. The organization's reconstitution plan should consider the possibility that not all employees may be able to return to work at the time of reconstitution and that it may be necessary to hire temporary or permanent workers in order to complete the reconstitution process.

VII. CONCLUSION

Maintaining Catholic Charities of Central and Northern Missouri's essential functions and services in the event of pandemic requires additional considerations beyond traditional continuity planning.

