



# WESTCHESTER COUNTY

COOP 2025

## Continuity of Operations Plan

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## INTRODUCTION

# Promulgation Page

The County Executive for the County of Westchester, New York, acknowledges this Continuity of Operations Plan (COOP), designed to establish an approach to impacted critical Mission Essential Functions identified by County Departments as a result of an emergency or disaster. This document represents the final continuity plan that will be used in events where Westchester County will need to operate in a continuity environment. This plan supersedes all previous versions. The Westchester County Department of Emergency Services, Emergency Management Division, is responsible for overseeing the maintenance of the COOP, assisted by Departments identified in the Plan who will be responsible for the maintenance of Department-level data.

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# Executive Summary

Westchester County developed this Continuity of Operations Plan (COOP) (hereinafter, “COOP” or “the Plan”) utilizing state and federal guidelines, as well as guidance from the New York State Division of Homeland Security and Emergency Services (DHSES). The New York State Office of Emergency Management (NYSOEM) published COOP guidance in September 2015. This guidance was designed to assist state and county governments in establishing viable COOPs. The National Security Presidential Directive (NSPD)-51 and Homeland Security Presidential Directive (HSPD)-20, issued in May 2007, establish a comprehensive national policy on the continuity of federal government structures and operations. Federal Continuity Directive 1 (FCD 1), published in February 2008, provides direction to the federal executive branch for developing continuity plans and programs.

The goal of this Plan is to establish procedures for the continuation of Westchester County's Mission Essential Functions (MEFs) across the full spectrum of potential disruptions to county facilities and personnel. The Plan identifies the County's overarching MEFs, numerous County-specific continuity activities that support these MEFs, personnel assigned to perform those activities, alternate facilities to be used, and procedures for activation and mobilization.

County Departments/Agencies have identified MEFs and ranked them in order of importance. Each County government office and department performs activities that support one or more of these MEFs. For each of these offices and departments, assigned Continuity Coordinators have identified Continuity Teams, alternate facilities, and required resources. This information is documented in the Appendices to the Plan, allowing County leadership to quickly identify continuity resources if any County facility is impacted by an unforeseen event, causing its closure or making it otherwise unavailable for an extended period.

Westchester County's MEFs are not performed at a single location, but rather across multiple County offices and buildings. Furthermore, the presence of County services requires specialized security (such as courts and correctional facilities as well as necessitates planning for internal emergency response), which must be coordinated with overall emergency response obligations to County residents. To effectively manage the complexities of implementing the Plan, all internal continuity planning and response management fall under the umbrella of the Westchester County Comprehensive Emergency Management Plan (CEMP). The CEMP establishes an emergency response structure at the County Emergency Operations Center (EOC). The EOC utilizes the Incident Support Model (ISM) to manage and structure its activities. The County Executive has designated the County Director of Emergency Management to oversee the implementation of this Plan and its activation by the established concept of operations outlined in both the CEMP and this Plan.

This Plan establishes County Continuity Teams to manage continuity of operations for each department:

- **Continuity Teams:** Restore and continue disrupted Continuity MEFs by relocating to an alternate facility.

The following is a summary of the integrated Westchester County CEMP and Continuity concept of operations. The Westchester County EOC will activate at pre-defined activation levels and will support the needs of the incident. Early in the response, the designated EOC Manager will task the Situational Awareness Section, as established, to oversee a damage assessment and forecast of the situation. This assessment will determine whether activities supporting the County MEFs have been significantly impacted or interrupted and may provide an estimated downtime.

If MEFs are expected to be interrupted beyond pre-defined Recovery Time Objectives (RTOs), this Plan will be implemented in coordination with the Unified Coordination Group, MAC/Policy Group, and the EOC Manager. The County Executive, or designee, must be consulted and must approve any large-scale Continuity Plan implementation. The EOC Manager may then notify pre-identified Continuity Coordinators for impacted departments, informing them of the event, determining when Continuity Teams need to report to their assigned alternate facilities, and issuing instructions for all other employees.

Affected employees who are not members of a responding Continuity Team will be notified with guidance regarding potential work assignments. The EOC Public Information Officer (PIO) and the County Communications Office, in coordination with the Incident Commander, will issue a message to non-impacted Continuity Coordinators with corresponding instructions on the status of their facilities, as well as any expected actions.

Westchester County Emergency Management (WCEM) leads the COOP update process, coordinating with all County entities to ensure that their continuity elements are accurate and complete.

Refer to the Appendices for department-specific Continuity information.

# SECTION 1: GENERAL CONSIDERATIONS AND PLANNING

## Introduction

The government of Westchester County, New York, following state mandates, is responsible for ensuring the continuity of MEFs across the full spectrum of potential hazards and threats, particularly those that may impact critical County services, personnel, and facilities. COOP development is a foundational element of the County's recently updated CEMP.

The updated CEMP establishes the County's emergency management framework and outlines coordinated response protocols for incidents that affect County operations. As the umbrella document for all emergency planning, the CEMP defines the County's overarching emergency response structure, policies, and procedures, and provides a cohesive framework for integrating continuity planning across all levels of County government.

The Westchester County COOP addresses all core elements of continuity planning and identifies the functions deemed Mission Essential. The Plan further outlines the operational strategies and procedures necessary to sustain those functions in the event of a significant disruption.

This Plan includes the participation of all 34 Westchester County departments, each of which has identified its essential functions and contributed to the development of continuity strategies to ensure the resilience and continued delivery of critical public services during emergencies.

### *Purpose*

This Plan is intended to provide clear guidance, processes, and direction to help Westchester County continue, or quickly resume, its MEFs if County facilities or the workforce are disrupted. By strengthening the County's ability to maintain operations during emergencies, the Plan supports overall government resilience and service continuity.

To support this purpose, the Plan outlines the following key objectives:

- Assign responsibilities to the County's Continuity Team.
- Identify the staff, resources, and information needed to carry out mission essential functions.
- Offer guidance to departments on what's required for effective COOP preparation.

- Provide a practical framework for making decisions about activating the Plan, restoring operations, and implementing continuity procedures.
- Maintain a list of trained personnel, by title, with the authority and knowledge to perform MEFs when needed.

## *Scope and Objectives*

This Plan applies to all functions of Westchester County government, including its departments, commissions, divisions, and offices. It establishes general procedures to support the continuity of operations in the event of a disruption, including guidance for relocating to alternate facilities (whether these are County-owned, shared with other agencies, or leased commercial properties).

The Plan is designed to address the full range of potential threats and emergencies that may impact County operations. It is structured around the four recognized phases of COOP:

- Phase I – Readiness and Preparedness (pre-incident planning and mitigation).
- Phase II – Activation (monitoring, assessment, alerting, and potential relocation during the first 12 hours).
- Phase III – Continuity Operations (sustaining essential functions for up to 30 days).
- Phase IV – Reconstitution (restoring normal operations or establishing a new operational baseline).

Through coordinated planning across all Westchester County departments and commissions, this Plan ensures that critical public services can continue with minimal disruption, regardless of the nature or scale of the emergency.

## *Situation*

The COOP environment for Westchester County Government recognizes the need for all County departments, commissions, offices, and agencies to be prepared to sustain MEFs under a variety of disruptive scenarios. Developing a COOP ensures the County can maintain critical operations when faced with threats that affect personnel, facilities, or infrastructure.

A COOP framework is essential to ensure continuity of government during incidents that disrupt normal operations. Hazards may be sudden or gradual, but each poses a potential risk to MEFs. Planning helps mitigate impacts, preserve public trust, and ensure service delivery under adverse conditions.

Westchester County faces a broad spectrum of hazards, natural, technological, and human-caused, that could disrupt MEFs. The table below identifies key threats and their likely operational impacts:

Hazard	Potential Impact
Severe weather (e.g., blizzards, hurricanes, flooding)	Facility inaccessibility, staff displacement, utility outages, and transport disruptions
Cyber incidents	Loss of IT systems, data access, and communication capabilities
Public health emergencies	High absenteeism, remote operations, and increased demand for public health-related services
Acts of violence or terrorism	Safety concerns, facility lockdowns, and relocation of staff
Utility failures	Compromised work environments and operational relocation
HazMat incidents	Evacuations, shelter-in-place, and facility closures
Civil unrest	Movement restrictions, security measures, and disrupted access to facilities
Structural damage	Facility loss, alternate site activation, and long-term recovery

Though COOP conditions differ from daily operations, with strong planning, staff readiness, and coordinated leadership, Westchester County will sustain MEFs and meet its mission to serve the public, regardless of the incident.

## Planning Assumptions

This Plan is built upon the following assumptions, which reflect the realities of emergency conditions and the operational needs of Westchester County’s departments, commissions, divisions, and offices:

- A disruption to County facilities, workforce, and infrastructure may significantly impact the ability to carry out MEFs unless designated personnel can relocate to alternate facilities or staffing is restructured to support critical operations.
- Each County department and commission has engaged in internal COOP preparation discussions, identifying essential activities, operations, COOP team members, and the resources necessary to support the continuity of their MEFs.
- Normal modes of communication may be compromised during a COOP event. This includes possible disruption to commercial telephone lines, County-managed IT networks, emails, and remote access systems, requiring the use of alternate communications strategies such as satellite phones, radios, and pre-established notification protocols.
- During COOP activation, the County will rely on the use of pre-identified alternate facilities, including County-owned properties, interagency locations, and commercial sites, to maintain operations. These facilities are expected to provide the necessary infrastructure, tools, and access to sustain MEFs.
- Workforce disruptions may limit the availability of key personnel, making it necessary to reassign responsibilities, cross-train staff, or implement just-in-time training. In more severe cases, the County will coordinate with regional and State partners to supplement staffing as needed.
- Vendors and service providers critical to County operations may also experience disruptions. The County will plan for alternate sources or backup contracts to maintain essential supply chains and services.
- COOP implementation may occur under constrained conditions, including limited transportation, fuel shortages, power outages, or extreme weather. Operational plans account for degraded environments and limited external support during initial activation phases.
- The duration and severity of incidents are unpredictable. Therefore, this Plan assumes that continuity operations may be required for an extended period (up to 30 days or longer) before full reconstitution is feasible.
- The majority (if not all) of departments, offices, and agencies rely on common systems like phones, network shares, and other systems that may be degraded. It will be a priority of the County to restore services on these common systems.

- COOPs will require periodic testing, training, and exercises to validate effectiveness, and all departments and commissions are expected to participate in these activities to maintain readiness.

These assumptions form the basis for Westchester County’s approach to continuity planning, ensuring a flexible, scalable response to any disruption that threatens the delivery of essential government services.

## Concept of Operations

This section outlines the anticipated sequence of actions Westchester County will follow in response to a disruption requiring the activation of the Plan. It provides an overview of how the County enters, operates within, and exits a continuity environment to ensure the continuation of MEFs.

A variety of incidents, such as natural disasters, cyberattacks, utility outages, or loss of access to primary facilities, may trigger COOP activation. It may occur independently or as a component of a broader response under the County’s CEMP. In some cases, such as isolated IT failures or facility-specific threats, the COOP may be initiated separately to protect the continuity of service.

### *Activation and Transition to Continuity*

Upon identifying a significant threat or disruption, the Continuity Manager (or designee) will evaluate the situation in coordination with Department leadership, the Office of the County Executive, and other key decision makers. Based on this evaluation, and under guidance from County leadership, a decision will be made whether to activate the COOP. The general sequence of actions is as follows:

#### **PRE-ACTIVATION (MONITORING & PREPAREDNESS)**

- Continuous monitoring of potential threats through County emergency systems, IT alerts, and situational awareness tools.
- Notification of leadership and COOP stakeholders.
- Assessment of MEF vulnerability and readiness of alternate facilities or remote capabilities.

#### **ACTIVATION & TRANSITION (INITIAL 0–12 HOURS)**

- Official declaration of COOP activation by authorized County officials.

- Notification to staff, stakeholders, and external partners.
- Relocation or reassignment of personnel to Alternate Facilities (AFs) or remote operations.
- Activation of continuity communications protocols and deployment of key equipment.
- Request/assignment of Special Event Code from Budget/Finance for event-related cost tracking.

### **CONTINUITY OPERATIONS (UP TO 30 DAYS)**

- Execution of MEFs by designated personnel at AFs or through remote work.
- Non-essential functions may be suspended or modified based on staffing, resources, and operational priorities.
- Ongoing coordination with County departments, commissions, and external agencies.

### **RECONSTITUTION (RESTORATION OF NORMAL OPERATIONS)**

- Assessment of the primary facility's readiness for reoccupation.
- Gradual reintroduction of non-essential functions.
- Debriefings and after-action reviews.
- Transition back to full operational capability or adoption of new-normal operations if long-term changes are required.

## ***Roles and Responsibilities***

The **Continuity Manager** serves as the primary coordinator during COOP activation. This individual works closely with the Office of County Executive and other key leadership and is responsible for:

- Leading the execution of the COOP.
- Coordinating with department COOP leads across all 34 departments and commissions.
- Tracking the status of MEFs and personnel.
- Reporting status updates to County executive leadership.

The **COOP Team**, an executive-level leadership group, will (if activated) provide strategic guidance, assist with interdepartmental coordination, and ensure alignment with the CEMP,

resource prioritization, and public messaging. The COOP team will assist in the strategic management of the plan by:

- Guiding high-level decision-making and policy direction during continuity operations.
- Coordinating across departments to ensure unified implementation of COOP priorities.
- Aligning continuity efforts with broader emergency plans, resource strategies, and external communications.

## *Priority of Mission Essential Functions*

During COOP activation, MEFs will be reinstated based on a pre-identified priority sequence. This order of restoration is based on factors such as:

- Life safety and public health impacts.
- Legal or regulatory obligations.
- Economic or operational dependencies.
- Time-sensitivity of function.

Where necessary, certain functions may be deferred or halted until resources, personnel, or facilities are restored. These decisions will be coordinated between the Continuity Manager, agency leadership, and department COOP representatives.

## Authority

The following documents provide the authority for the requirements in this Plan:

- **New York State Office of Emergency Management (NYSOEM):** COOP guidance, September 2015.
- **Federal Continuity Directive 1 (FCD 1):** Federal Executive Branch National Continuity Program and Requirements, January 17, 2017.
- **Federal Continuity Directive 2 (FCD 2):** Federal Executive Branch MEF and Primary MEF Identification and Submission Process, June 13, 2017.
- **Continuity Guidance Circular (CGC):** Guidance for non-federal governments to develop continuity plans and programs, 2018(2024 update).
- **Presidential Policy Directive 40 (PPD-40):** National Continuity Policy, July 15, 2016.

- **National Continuity Policy Implementation Plan (NCPIP):** August 2007.
- **National Incident Management System (NIMS):** February 2025.
- **National Security Presidential Directive (NSPD) 51 / Homeland Security Presidential Directive (HSPD) 20:** National Continuity Policy, May 9, 2007.
- **New York State Executive Law Article 2-B, §27:** Mandates that every county, city, town, and village shall have the power to provide for its continuity and that of its elective and appointive officers.
- **Westchester Comprehensive Emergency Management Plan (CEMP):** Establishes the framework for County-level emergency management, including continuity planning.

## Plan Maintenance

To ensure its continued relevance and effectiveness, the Plan shall be reviewed and updated on an annual basis. In addition to scheduled annual reviews, updates may be made as needed based on the following:

- After-action reviews (AARs) from real-world incidents or COOP activations.
- Lessons learned through exercises or drills.
- Organizational or administrative changes that impact continuity operations.
- Updates to applicable federal, state, or local laws, guidance, and directives.

WCEM is responsible for facilitating the COOP update process. WCEM will coordinate with all County departments, commissions, offices, and boards to ensure their respective COOP elements remain accurate and complete.

Each department, commission, office, and board is required to designate a COOP Coordinator, who will be responsible for:

- Participating in the annual review and update process.
- Submitting updated information, including personnel changes, resource inventories, and facility changes.
- Maintaining internal continuity procedures aligned with the County's overall COOP.

The Plan is to be reviewed/updated (as appropriate) annually. This effort will be coordinated and led by WCEM. Any interim updates identified throughout the year, due to organizational

changes, newly identified risks, or operational adjustments, should be communicated to WCEM by the department COOP Coordinator for incorporation into the plan.

Following any plan update, WCEM will provide appropriate training or briefings to ensure that COOP stakeholders are informed of any revisions and understand their roles under the updated guidance.

This structured approach to plan maintenance ensures the COOP remains a living document that reflects current capabilities and operational priorities across all Westchester County government entities.

## SECTION 2: PREPAREDNESS

### Overview

Preparedness is a critical foundation of continuity planning and plays a key role in ensuring the ability of Westchester County to maintain essential operations during and after a disruption. This section of the Plan outlines the proactive measures taken to manage risk, increase organizational resilience, and ensure the continuance of essential functions under all conditions.

The development of the Plan was guided by the core tenets of continuity planning, which include the identification of MEFs, designation of AFs, protection and accessibility of Critical Systems, and establishment of clear Lines of Succession and Delegation of Authority. These elements are essential to preserving the continuity of departmental operations and ensuring that vital services remain available to the public and internal stakeholders.

To inform the County's preparedness strategy, each department completed a Business Impact Analysis (BIA). This analysis was used to identify departmental MEFs, those functions that must be maintained or resumed quickly after a disruption. Departments then evaluated the systems required to support those MEFs and considered how these systems influenced their capacity for remote operations or the use of alternate facilities. This evaluation directly informed decisions related to telework capabilities and the identification of backup locations capable of supporting essential operations.

In addition, departments established Lines of Succession and Delegation of Authority to ensure continuity of leadership and decision-making during an incident. These structures provide clarity and direction in a time of crisis, allowing for rapid, coordinated action while minimizing disruption to County operations.

### Continuity Plan/Program Management

This section of the Plan provides an overview of the management structure responsible for developing, maintaining, and executing Westchester County's COOP Program.

#### *Continuity Program Manager (CPM)*

**WCEM** is designated as the lead agency responsible for the coordination and oversight of the County's Continuity Program and Plan. As such, WCEM fulfills the role of the CPM, serving as the central authority for COOP development across all County agencies.

Responsibilities of the CPM include:

- Coordinating all continuity program activities, including testing, training, and exercising.
- Serving as the liaison to County leadership on matters related to continuity planning and preparedness.
- Developing, implementing, administering, evaluating, and maintaining the County’s Continuity Program.
- Reporting on program status, progress, and gaps to County leadership.

## *Continuity Planning Team (CPT)*

Each Westchester County department, commission, board, and office are responsible for assigning designated personnel to serve on the CPT. This team functions as a cross-representative body, ensuring that each County unit contributes to the development and maintenance of continuity strategies that reflect the specific MEF of their operations.

Key aspects of the CPT structure include:

- Each member of the CPT represents their respective business unit and brings forward the continuity needs, systems, and operational dependencies unique to their function.
- CPT members participate in planning sessions, information gathering, reviewing BIA results, and developing department-level COOP content.
- The CPT, under the coordination of WCEM, is empowered to make planning decisions, recommend process improvements, and support COOP implementation and updates across the County enterprise.

While WCEM leads the coordination and execution of the Continuity Program, the **Westchester County Executive retains the sole authority to activate the COOP** in consultation with Human Resources and alignment with union contracts to ensure proper coordination and execution of activities. This ensures that continuity operations are initiated at the appropriate level and are consistent with the County’s strategic objectives and emergency response priorities.

## Risk Assessment

Conducting a risk assessment is a vital step in the development of a successful COOP. As part of the planning process, Westchester County utilized a standardized methodology to assess internal and external risks that could impact the continuity of operations.

Each department completed a BIA to identify potential threats and evaluate the impact of disruptions on MEFs, critical systems, personnel, and facilities. These assessments informed continuity strategies, including alternate facility selection, telework capabilities, and recovery priorities.

The results of the County’s BIA process are included in **Appendix 1** and serve as a reference to support future planning, training, mitigation, and response efforts.

## Mission Essential Functions (MEFs)

Westchester County ensures that all identified MEFs meet appropriate criteria, including the ability to:

- Support the County’s statutory and legal obligations,
- Sustain critical operations during a disaster response, and
- Maintain the County’s operational standing, reputation, and viability in the government marketplace.

The process for assessing MEFs was informed by departmental BIAs and involved evaluating each function based on the following logic:

- 1. Legal and Regulatory Requirements:** Determining whether the function is required by law, regulation, or executive mandate.
- 2. Impact of Disruption:** Assessing the operational, financial, and reputational impacts if the function were to be interrupted.
- 3. Time Sensitivity:** Evaluating how quickly the function must be resumed following a disruption (RTO).
- 4. Interdependencies:** Identifying systems, personnel, and external partners required to perform the function.
- 5. Support to Emergency Response:** Considering the function’s role in supporting internal or external disaster response operations.

Departments used these criteria to prioritize MEFs and guide the development of continuity strategies, including alternate processes and resource requirements. This structured approach ensures that continuity efforts focus on the most critical services necessary to support County operations and public safety. The following information identifies all MEFs for the County, their RTO, and supporting activities.

*Table 1: Mission Essential Functions Tables*

## AIRPORT

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Communications – radio (internal, not FAA comms)	0 minutes	VHF operability, 60 Control Radio support (if necessary), Receivers operable
2. TSR Part 1542 non-passenger security screening access control functions and inspections at commercial terminals	6 hours	TSA notifications, ASP compliance in full or contingency mode, Contractors accessibility (ITG - 1 priority on our IT apps list), DoIT accessibility
3. Jet fuel supply and dispensing capability	12 hours	Operable SLATE software system – number 2 priority on our IT apps list (but is not on County servers), fuel tankers (supply)
4. TSR Part 1542 passenger and baggage security screening	0 minutes	Operable SLATE software system – (number 2 priority on our IT apps list, but is not on County servers), fuel tankers (supply)
5. Minimum power requirements for commercial terminal safety and security	Variable, but in hours	Dependent on an operable generator, currently tied to the garage
6. Minimum other utility requirements for commercial terminal public health, safety, and security	Variable, but in hours	Operable Metasys software (number 3 priority on our IT apps list)
7. Airlines/passengers check-in and boarding process	2 days	SITA software system (5 priority on our IT apps list, but is not on County servers); otherwise, can do manual ops for a few days
8. FAA Part 139 inspections	48 hours	FAA notifications (14 days deviations permitted), paper tracking, trained employees to conduct inspections; 48 hours is specific to ARFF equipment/workforce capability
9. Minimum standards for ILS airfield lighting and approach landing systems operability	WX-dependent	Commercial and operable generators, otherwise, reduce aircraft operations to daytime hours and VFR conditions.
10. Diesel and gasoline fuel supply and dispensing capability	2 days	Supply after two days topped off, then ran dry. After that, Airline Services has a small GSE contingent, and the Ops/Maintenance fleet has only one electric vehicle, which, of course,

		requires commercial power to recharge.
11. TSR Part 1542 access control functions and inspections at AOA-defined areas	Will secure UFN	TSA notifications will be kept in a locked mode for ASP compliance until resources (power, Cure operable, or workforce) are available
12. Security CCTV for TSA compliance	48 hours	Can reduce operations until the CCTV software system is operable via Victor (6 priority on our IT apps list)
13. Communications – VOIP	2 weeks	Will utilize radios and cell phones in contingency mode. It is an inconvenience, but it can be operable for weeks before becoming debilitating to operations.
14. Payroll	4 weeks	GAX claims ERP software
15. Contractor invoices paid	4 weeks	GAX claims ERP software

## OFFICE OF ASSIGNED COUNSEL

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Providing Vouchers to attorneys	2 weeks	Outlook, Adobe, Excel, ECMS
2. Reviewing signed vouchers	2 weeks	Excel, Date Stamps, Copy stamps
3. Receiving Notices of Assignment from the Court	2 weeks	Outlook, printer
4. Communications with attorneys via U.S Mail, return of vouchers for correction	2 weeks	Envelopes, printer, mail machine, ECMS
5. Receipt of U.S Mail daily	1 week	Date stamp, copy stamp
6. Access to the “S” and the “U” drive	2 days	Laptops, server, VPN access
7. Voucher Payment processing in AMS Financial	2 weeks	Laptops, server, VPN access, ECMS, and AMS Financial
8. Communications with attorneys via electronic means	2 days	Telephones, laptops, VPN access, and contact information for attorneys
9. Expert witness requests	2 days	Adobe, VPN access, Outlook, Excel
10. Interoffice Mail	1 week	Interoffice envelopes, access to MOB, and staff to transport to the mail
11. Maintain an adequate	1 day	Water, coffee, food items, and funds

supply of water, coffee, and food items		
12. Manage and provide communications to all personnel`	1 day	Cell phones and VPN access, contact info, and emergency contact info
13. Record keeping of voucher processing	4 days	VPN access, Excel, and access to the shared drive

## **DEPARTMENT OF BUDGET**

<b>MEFs</b>	<b>RECOVERY TIME OBJECTIVE</b>	<b>ESSENTIAL SUPPORTING ACTIVITY</b>
1. Budget Planning & Formulation (resource allocation)	2 weeks	PB, Infoview, Framemaker, Server Access (AMS Fin + HR), Microsoft Office Suite, Visio
2. Financial Analysis & Reporting	2 weeks	Infoview, AMS Fin, Excel
3. 3. Forecasting & Projection	2 weeks	PB, Infoview, AMS Fin, Excel
4. A&C Resolution & Contract Review (SFC Approval)	1 week	OnBase, MS Word, AMS Fin, A&C Contracts
5. Position Review & Approval	4 weeks	OnBase, Infoview, Excel, and AMS HR
6. Requisition Submission & Approval	1 week	AMS Fin, Excel
7. Capital Budget Planning	1 week	CPMS, OnBase, Excel
8. Travel Authorization Review & Approval	4 weeks	OnBase, Excel, AMS Fin

## **DEPARTMENT OF COMMUNITY MENTAL HEALTH**

<b>MEFs</b>	<b>RECOVERY TIME OBJECTIVE</b>	<b>ESSENTIAL SUPPORTING ACTIVITY</b>
1. Contract Management	14 days	AMS, On-Base
2. Provision & Administration of Assisted Outpatient Court-Ordered Treatment	48 hours	Outlook, Network shares, Telephone

## **DEPARTMENT OF CONSUMER PROTECTION**

<b>MEFs</b>	<b>RECOVERY TIME OBJECTIVE</b>	<b>ESSENTIAL SUPPORTING ACTIVITY</b>
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MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
<b>DIVISION OF TRADES LICENSING</b>		
1. Processing plumbing and electrical renewal and new license applications	4 weeks	Trades Licensing System, Prep Iqc, Onbase, Web Access, Outlook Email, Telecom
2. Processing plumbing and electrical exam applications	4 weeks	Trades Licensing System, Prep Iqc, Onbase, Web Access, Outlook Email, Elavon, Telecom
3. Scheduling plumbing and electrical exam candidates	4 weeks	Trades Licensing System, Outlook Email, Telecom
4. Administration of the plumbing and electrical boards	3 weeks	Microsoft Office, Adobe Acrobat, Granicus, Legistar, Webex, Telecom
5. Processing consumer complaints	3 weeks	Consumer Admin, Outlook Email, Telecom
6. Finance-processing fees and fines	2 weeks	AMS Financial, Chase Online Access, Outlook Email
7. Time and leave tracking	2 weeks	Leave Management Application
8. General communication with contractors and responding to public inquiries	2 weeks	Web Access. Outlook Email, Telecom
9. Receiving and responding to foil requests	3 weeks	Web Access, Outlook Email, Telecom
<b>WEIGHTS &amp; MEASURES PROGRAM</b>		
1. Weights and Measures Inspections	5 days	Server Access, WinWam Software
2. Fuel Quality Testing Program	3 days	Outlook
3. Processing Weights and Measures Invoice Payments	3 days	AMS Advantage
4. Respond to Weights and Measures consumer complaints	2 days	Consumer admin
5. Issue Tickets	5 days	Consumer admin
6. ATM Registration Program	1 day	Consumer admin, AMS Advantage, Chase Online, BI Launch Pad
<b>HOME IMPROVEMENT LICENSING DIVISION</b>		
1. Processing of home improvement original and renewal license applications – expedited	7 days	Network, Server Access, Software
2. Processing of home improvement original and renewal license applications – standard	30 days	Network, Server Access, Software

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
3. Processing and investigation of home improvement-related complaints	2 days	Network, Server Access, Consumer Admin
4. Processing application fees via credit card and scanned check deposits – finance	7 days	AMS Financial, Network, Chase Online, and Elavon Credit Card Processing Terminal
5. Processing high-related fines/penalties – finance	7 days	AMS Financial, Network, Chase Online, and Elavon Credit Card Processing Terminal
6. Distribution of home improvement renewal license documents via email	7 days	Trades licensing system, web access, Outlook, network, server access
7. Processing foil requests	7 days	Network, Server Access, Outlook, Telecom
8. Communication with contractors and consumers	7 days	Network, Outlook, Telecom
9. Issuing appearance tickets and conducting related settlement conferences	5 days	Network, Server Access, Consumer Admin, WebEx
ADMINISTRATIVE AND BUDGET		
1. Purchasing	7 days	Network, Server Access, Software, AMS Advantage (FinProd), Web Access
2. Contracts, ISF (Join Forms), etc.	2 weeks	Network, Server Access, Software, OnBase (Hyland Utility Client)
3. Time/Leave Tracking/Reconciliation	2 weeks	Leave Management Application, Network, Server Access
4. Budget Preparation and Creation	3 weeks	Network, Server Access, Software, InfoView (SAP Business Objects), AMS Advantage (Performance Budgeting)

## DEPARTMENT OF CORRECTIONS

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Staffing	1 day	OSL, Payroll, Kronos, DOTES, PISAN
2. Safety and Security	1 day	Elite, CCTV, Door Controls, Securus, Network Connection, Victor Video Client
3. Booking	5 days	Elite, OSL, Network, Spreadsheets
4. Medical and Mental Health Services	Minimal hours	Elite, Wellpath System, Network
5. Food and Services, Commissary and	0 days	Elite, Aramark System, Network

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
Nutrition		
6. Tech Services	1 week	Server Access, network access, Victor Video client, CCTV network,
7. Special Investigations, Major Case Squad, SST	2 weeks	AIM, CCTV, Victor Video, Server Access, network access, DOTES, OSL
8. Attendance Management Unit	1 day	AIM, CCTV, Victor Video, Server Access, network access, DOTES, OSL
9. Emergency Services	0 days	Server Access, network access, CCTV, Victor Video
10. Training	2 weeks	Server Access, network access, OSL, DCJS Acadis

## COUNTY CLERK

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Docket Court Orders and Judgments	1 day	CC Legal Viewer & NYSCEF
2. Record Land Records	1 week	PREP & Casebook Doc Scan
3. File Court Records	1 week	Legal Viewer & NYSCEF
4. Provide Access to Files to Courts and Litigants	1 day	Westchester Records Online (WRO) & OnBase
5. Provide Access to Land Records	2 weeks	Westchester Records Online (WRO) & OnBase
6. Collect Fees Over the Counter	1 week	Counter Cashiering (KVS)
7. Collect Fees E-Filed/eRecorded	1 week	ACH Payments Processor, Credit Card Processing & PREP
8. Maintain and Authenticate Notary Records	1 week	CC Legal Viewer
9. Scanning Court Records	1 month	Casebook Doc Scanning, IQC
10. Filing/Accessing Business Certificates	1 month	Public Viewer, WRO, OnBase
11. Accept Passport Applications	2 weeks	Passport Transmittal Sheet
12. Process and Produce County IDs	2 weeks	Datacard Photo ID
13. Provide Access to Pistol Records to DPS	1 day	Pistol/PREP
14. Accept and Process Pistol App/Amend/Recert	2 weeks	Pistol License System (CCPL)
15. Produce Pistol License	2 weeks	CCPL and Datacard
16. Filing Corporations	2 weeks	Corporation Filing Systems
17. FOIL Responses	5 days	Outlook and FOIL inbox
18. Customer Outreach	3 days	Website, Phones, Outlook, VoIP, Contact Center

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
19. Naturalizations	1 month	Naturalization Records App
20. Timekeeping (Sign In/Out)	1 month	MyTime

## OFFICE OF COUNTY EXECUTIVE

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Maintain internal communications with CE staff and departments	Zero	Phone, Outlook, WebEx, Sonexis, S-drive
2. Maintain county operations/coordination of departments.	Zero	Phone, Outlook, Webex, contracting needs, fleet management system
3. Administer contracts (goods & services)	1 day	OnBase, AMS, Credit Card, fleet management system, WebEx
4. Maintain constituent communications (2 ways)	½ day	Phone, Outlook, Language Line, Granicus, S-drive
5. Maintain external communications – Municipal/State/ Federal governments and governmental agencies.	Zero	Phone, Outlook, Webex, S-drive
6. Maintain external communications – Media and Public.	Zero	Outlook, Lyris, Social Media, Joomla, OnSolve Code Red
7. Deployment of staff to other departments to support emergency needs	Zero	Phone, Outlook, Webex, shared drives
8. Maintain Legislative Process	zero	Legistar, Scanner, Phone, Outlook

## DISTRICT ATTORNEY

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY

## BOARD OF ELECTIONS

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY

## DEPARTMENT OF EMERGENCY SERVICES

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
<b>EMS DIVISION</b>		
1. County EMS Emergency Operations	1 Hr	Cell Phones, Portable Radios, IAR, Imagetrend, Vehicles, Med/Trauma Gear
2. County EMS Non-Emergency Operations	1 Day	Payroll, Meetings, CME Classes, Equipment/Supplies Maintenance
3. Regional Credentialing	1 Day	Internet/Phone/Vendors/Regional Hospitals/NYS BEMS
4. PAD CPR/AED/STB Training	1 Year	Internet/HCS/Imagetrend/Email/Phone/NYS BEMS
5. Program Agency/REMSCO Operations	30 Days	MAC Database, Email, Copy/Scan Machine, Westchester REMAC
6. Equipment/Supplies Re-Stock	30 Days	HSI website, computer spreadsheet for scheduling, phones/email
<b>ADMIN</b>		
1. Front Office Scheduling	1 Hr	Text Messages, phone, email
2. EOC Admin Representative	1 Hr	Text Messages, phone, email
3. FOILs	5 Days	Mail, Email
4. Grant Reporting	3 Weeks	EGrants
<b>COMMUNICATIONS</b>		
1. Fire & EMS Emergency Call Processing		
2. Fire & EMS Agency Dispatch		
3. LMR, Interoperability		
4. Remote Radio Transmitter Sites		
5. Facility Alarm/Security Video Monitoring		
6. Emergency Communications Field		

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
Response		
7. Backup ECC		
EMERGENCY MANAGEMENT		
1. Center Support	2 Hrs	
2. Resource Management	4 Hrs	
3. Situational Awareness	0 Mins	
4. Planning Support	12 Hrs	
5. Operational Coordination	1 Hr	

## OFFICE OF ENERGY & SUSTAINABILITY

*\*See Office of the County Executive*

## DEPARTMENT OF ENVIRONMENTAL FACILITIES

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Provide safe drinking water (Water District Nos. 1 and 3)	7 minutes	Operators, communications (DOH and municipalities), and generators.
2. Wastewater treatment (primary and secondary)	4 hours for secondary treatment	Operators, sampling, fuel, generators, and communication with DOH and municipalities
3. Municipal solid waste transfer and transport	1 week	Generators, standby emergency haulers, fuel, and communication with municipalities
4. Maintain payroll	1 week	Computer applications (Kronos and Ape), communications, and personnel
5. Process curbside recyclables	1 week	Generators, communication with municipalities, personnel, and alternate recycling facility (contract)
6. Septage receiving		Generators, alternate septage receivers
7. Maintain facilities and equipment	1 hour	Communication with contractors/facility operators, personnel, fuel, and generators
8. Maintain safety, security, and communication with department personnel and facilities	1 hour	Radios, cell phones, SCADA system, intranet service, access to cameras, and communication with WCDoIT
9. Maintain compliance with all applicable	1 day	All department resources

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
federal, municipal, county, and state legal requirements		
10. Provide emergency public warnings of emergencies concerning DEF essential public services	1 hour	Email, phone, and communication with municipalities

## DEPARTMENT OF FINANCE

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Treasury - movement of cash between bank accounts and reconciliation funding sources for County wide operations	Zero	Computer/Network (files, folders, access), AMS/CGI, Infoview, Munease, CPMS
2. Accounting/General Ledger – Processing of transactions, financial reporting, recording of disbursements for departments, taxes and fiscal responsibilities assigned to Chief Fiscal Officer.	3 days	Computer/Network (files, folders, access), AMS/CGI, Infoview, Tyler GASB, Capital Asset, Hotel Tax, Bank Computer and Check Scanning Device, CPMS, Elite DOC, Hotel Tax Portal
3. Purchasing/ Procurement – Establishing county-wide vendor arrangements for commodity purchases including essential materials and supplies required by all departments.	Zero	Computer/Network (files, folders, access), AMS/CGI, Infoview
4. Accounts Payable – Review and processing of vendor payments submitted by county departments. Issuance of purchase cards and limits for authorized	Zero	Computer/Network (files, folders, access), AMS/CGI, Infoview

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
departments.		
5. Payroll – Processing of county-wide payroll	Zero	Computer/Network (files, folders, access), AMS/CGI, Infoview, HRM, Time & Leave, APE, Internet (Chase & NYS)
6. Benefits – Administering participant coverage with third party benefits processor	1 day	Computer/Network (files, folders, access), AMS/CGI, Infoview, HRM
7. Debt Administration	Zero	Gravity, AMS/CGI, Computer/Network, Munease
8. Certificates of Residency Issuance	25 days	College Certificate Portal, Email, Computer/Network, Printer
9. College Billing	25 days	College Certificate Portal, Email, Computer/Network, Printer
10. Accounts Receivable – Recording of cash receipts for departments	1 day	Computer/Network (files, folders, access), AMS/CGI, Infoview, Bank Computer and Check Scanning Device
11. Sales Tax Distribution	3 days	Computer/Network (files, folders, access), AMS/CGI, Infoview, Bank Computer and Internet
12. Bail	3 days	Computer/Network (files, folders, access), AMS/CGI, Infoview, Internet, MS Office
13. Court & Trust	3 days	Computer/Network (files, folders, access), AMS/CGI, Infoview, Internet, MS Office
14. Budgeting	19 days	Computer/Network (files, folders, access), AMS/CGI, Infoview, Internet, MS Office
15. Occupancy Tax Collection	25 days	Computer/Network (files, folders, access), AMS/CGI, Infoview, Hotel Tax Portal, Internet
16. Federal and State Aid claims Processing	15 days	Computer/Network (files, folders, access), AMS/CGI, Infoview, Internet, MS Office

## DEPARTMENT OF HEALTH

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
11. Lead poisoning prevention and management:	Zero (no downtime)	Internet (HCS – Lead Web), EMR, phones, Pharmacy services, M&M software, Lab services (lab corps and lab research access), Testing Equipment (XRF's dust sampling)
12. High-priority pediatric clients (>5 mcg/dl)		

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
(blood test), 1 year of age (repeated at 2 years) and investigations		
13. Women/Infants/Children (WIC): 14. Nutrition program management and provision of access (high-priority pediatric clients), newborns (0 – 3 mos. old)	Zero (no downtime)	Internet, phones, and lab services
15. Imminent Public Health Hazards related to food-borne illness (Based on complaint, EH works with Disease Control) and Community Water Supplies astewater Treatment	Zero (no downtime)	Testing Equipment, computer/network
16. Purchasing: 17. Priority supplies (PHE & COOP)	Zero (no downtime)	AMS – County financial system, Credit card, etc.
18. Public Communications 19. Website, Social Media, etc.	12 hours	Server Access
20. Complaint Line: 21. Communicable Disease Division (i.e., rabies), Environmental Health (i.e., water, food), and the Commissioner of Health	1 day (<24 hours)	Computer/Network/eHips Software
22. Reporting Retirement/Resignations: 23. Documentation of removal from the pay system.	2 days (48 hours)	PTF systems
24. Clinic Services: 25. TB/Sexual Health/Immunization Service	1 week  *immediate if impacted (Freezer/fridge for vaccine storage)	Internet, EMR, phones, DOT video access, Pharmacy services, M&M software, Lab services (Lab Corp), NYSIIS access, and lab research access
26. CSN Programs Early Intervention (EI)/Preschool:	1 week	Land Line/cell phones, computers, Internet connection (for remote access, email, web-based programs,

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
27. Ensure delivery of mandated services/special education programs (children from birth to 5 years)		data systems such as NYEIS, CPSE Portal, and McGuinness)
28. Opioid Prevention: Program/Narcan Distribution	2 weeks (If OD related – <24 hours)	Server Access, Narcan Access (locked storage)
29. Payroll for WCDH staff: 30. Submitting for bi-weekly pay corrections	2 weeks (for corrections)	APE, Leave Management system, KRONOS
31. CSN Payment Processing: 32. Ensure continuous payments to vendors, transportation, reimbursement to parents; Approval and processing of vouchers from CSN, EI subcontractors, other vendors & contractual payments	2 weeks	AMS – County financial system, landline/ cell phones, computers, Internet connection (for access to email, web-based software such as McGuinness, NYEIS, EI Hub & CPSE portal)
33. Payment of vendors: 34. Providing priority services/supplies	30 days	AMS – County financial system
35. Recruitment and staffing of WCDH: 36. Hiring for non-critical positions.	30 days	OnBase, AMS, and PFT systems

## **DEPARTMENT OF HUMAN RESOURCES**

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Ensuring ID cards have proper access to buildings, parking lots, etc.	0-1 day	CCURE
2. Payroll	0-1 week	Human Resources System/County; APE
3. Onboarding	0-2 weeks	See number 2 plus CAPS; EJustice; Onbase

## HUMAN RIGHTS COMMISSION

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Community Communications (Requests for Assistance)	3-5 days	Telephone and Outlook, Network Drive, etc.
2. HRC Cases: Housing, Employment, Public Accommodations	3-5 days	Server Access, Network Drive, etc.
3. HUD Enforcement Management System (HEMS): Data/records security	3-5 days	Server Access, Network Drive, etc.
4. APE System: Payroll Time Entries	3-5 days	Server Access, Network Drive, etc.
5. Fair Housing Related Notices	3-5 days	Server Access, Network Drive, Coding
6. AMS: Vendor Payment/Staff Reimbursements, HRC budget, and expenses	3-5 days	Server Access, Network drive
7. Education and Outreach: Virtual and in-person	3-5 days	PowerPoint, Physical Materials (brochures, flyers, etc.)
8. On Base: Data/records security, HRC Vendor Contracts, County Forms	3-5 days	Server Access, Network Drive, etc.
9. Website Inquiries	3-5 days	Telephone and Outlook, Network Drive, etc.
10. WebEx: Virtual Meetings	3-5 days	Server Access, Network Drive

## DEPARTMENT OF INFORMATION TECHNOLOGY

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Support of Core Infrastructure: Network/Server Management & Cybersecurity, Backup/Recovery & Business Continuity	6 hours	Power, Internet Service Providers, DoIT Staff, Vendor Partners, Network/Server Equipment (Hardware/Software) & Access
2. Support of Mission	12 hours	Power, Internet Service Providers, DoIT

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
Critical Internal Applications (Public Health & Safety, Emergency Response, Communications - e.g., Outlook, Webex)		Staff, Vendor Partners, Hardware/Software, Active Directory, Network/Service Access
3. Telecommunications & Radio	1 hour	Power, Internet Service/Telecom Providers (Lightpath), DoIT Staff, Vendor Partners, Telecom Hardware & Software, Network/Server Access
4. Public-facing Website & Applications	8 hours	Power, Internet Service Providers, DoIT Staff, Special software – Content Management System (Joomla), Computing Hardware, and Network/Server Access
5. E-911/PSAP Infrastructure & Related Services	1 hour	Power, Internet Service/Telecom Providers (Lightpath), DoIT Staff, Vendor Partners (Carousel, etc.), E-911/PSAP Hardware & Software, Network/Server Access

## DEPARTMENT OF LABS AND RESEARCH

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
<b>Administration</b>		
1. Rank 1 Security	Zero	Internet, email, phone, cure, security cameras
2. Rank 1 Chief Administrator, building/department oversight	Zero	Internet, phones, email, security system, Onbase, AMS, APE
3. Rank 3 Safety Coordination for staff safety protocols, 4. 3 investigations, training, etc.	1 week	Inleme1. email. Shared files, copier. phones, EMS software, Safety Training software, MS Office
5. Rank 2 Stockroom/Storekeeper – maintaining and receiving supplies, etc. 6. supplies, etc.	3 days	Internet, email, shared file, copier, M Office- must be on-site to receive
7. Rank 3 Support Accounting Functions – requisitions, billing, 8. receiving, deposits	1 week	Internet, MS Office, phone, emails, AMS
9. Rank 3 Executive Secretary Support functions	1 week	Internet, email, Onbase, AMS, APE, MS Office, InfoView

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
10. Rank 3 Coordinate package send outs	1 week	Internet, FedEx software, phone
11. Rank 4 Oversee Departmental Financial Needs	3 days	Intranet. Phones, InfoView, email,
12. Rank 5 Preparing submissions for Grant and State Aid	3 weeks	Internet, MS Office, InfoView, emails
13. Reimbursements		
14. Rank 5 Budget Preparation	3 weeks	Intranet, MS Office, phone, email, Advantage Performance Budget System
<b>Medical Examiner/Mortuary</b>		
1. Body intake from the Hospital	1 day	Electricity
2. Storage/Cooling of decedents' bodies – Crucial to maintain a consistent temperature to preserve decedents	1 day	Electricity
3. Body release to funeral homes- prompt release of decedents to loved ones.	As needed	Electricity/Lims system/Phones
4. Performing Autopsy and External exams	2 days	Electricity/Lims system
5. Toxicology Labels/Storage - Proper labeling of specimens	Immediate	Electricity/Lims system
6. 7 Ensure prevention of mix-ups		
7. Communication - Exchange of information from police, families and funeral directors	Immediate	Network. fax. phones
8.		
9. Evidence Submission/Evidence release	As needed	Electricity/Lims system
10. Body of decedents, brought from scenes, funeral homes	Hours	Medical Examiners Van, equ1prnents.electrrcity.L1ms system
<b>Division of Forensic Sciences</b>		
1. Process forensic evidence	2 days	Network drive, lab information management system, computers, phones, swipe card/keypad access
2. Communication with Division staff, Labs and Research staff, and essential external	1 day	Network drive, lab information management system, computers, phones

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
customers and agencies		
<b>Forensic Toxicology</b>		
1. Evidence Storage Police Agencies/Medical Examiner	Hours	
2. Evidence Intake Police Agencies/Medical Examiner	Days	
3. Drug and alcohol testing of evidence	Days	
4. Processing of data collected during testing	Days	
5. Report generation based upon collected data	Days	
6. Report Distribution to Police Agency/District Attorney/Medical Examiner	Days	
7. Collection of Discovery Material	15 days	
8. Distribution of Discovery Material	15 days	
<b>Environmental Services</b>		
1. 1 – Bacteriology Testing on community water systems (Drinking Water and Wastewater)	60 minutes	LabWorks LIMS, electrical power
2. 1 – Biochemical Oxygen Demand for Wastewater Treatment Plants (Monitoring Discharge Permits)	60 minutes	LabWorks LIMS, Skalar Robotics, and electrical power
3. 1 – Sample Accession	24 hours	LabWorks LIMS, electrical power
4. 1 – Short-duration (<48 hours) Physical & Chemical testing on community water systems (Drinking Water & Wastewater)	24 hours	LabWorks LIMS, Skalar Analytical, PE LifeScience, and electrical power
5. 1 – Verification & Validation (V&V) QA/QC Reporting Function - regulatory reporting time limit on potential public health hazards	24 hours	LabWorks LIMS, electrical power, phone, email, Internet
6. 2 – Support Disaster Response by providing regulatory monitoring of water systems (Drinking	24 hours	LabWorks LIMS, electrical power, phone, email, Internet

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
Water & Wastewater) {assume off-site}		
7. 3 - Medium-duration (< 7 days) Physical & Chemical Testing on Community Systems (Drinking, Wastewater, Hazardous Waste)	4 days	LabWorks LIMS, Skalar Analytical, PE Life Science, Metrohm
8. 4 - Medium-long duration (<14 days) Chemical Testing on Community Systems (Drinking, Wastewater, Hazardous Waste)	10 days	LabWorks LIMS, Skalar, PE, Metrohm, Agilent ChemStation, Waters Empower
9. 4 - Support Services - sample bottle, media makeup, chemical, reagent inventory	7 days	Electrical power, water, County Order System
10. 5 - Long-duration (< 28 days) Chemical Testing on Community Systems (Drinking, Wastewater, Hazardous Waste)	21 days	LabWorks LIMS, Skalar, PE, Metrohm, Agilent ChemStation, Waters Empower
<b>Microbiology</b>		
11. Rank 1 – Molecular Testing – CT/NG, MTB/RIF, 4PLEX, HSV1&2+VZV, Biofire GI Panel	2 days	Negative pressure, Environmental controls, PPE, building power, SCC/LIS, Servers, Internet
12. Rank 1 – Sample Receipt and Accessioning	1 hour	Couriers, SCC/LIS, Servers, Internet
13. Rank 1 – TB Processing & Smear reading	1 day	Negative pressure, Environmental controls, PPE, building power
14. Rank 2 – TB Culture – Reading slides; Resulting Negative, Positive; & Redigests	3 days	Negative pressure, Environmental controls, PPE, building power, SCC/LIS, Servers, Internet
15. Rank 2 – TB Typing and Sensitivities	1 week	Negative pressure, Environmental controls, PPE, building power, SCC/LIS, Servers, Internet
16. Rank 3 – Bacteriology Sample Setup and Workup	3 days	Negative pressure, Environmental controls, PPE, building power, SCC/LIS, Servers, Internet
17. Rank 3 – Diagnostic Immunology Testing - ELISAs	1 week	Negative pressure, Environmental controls, PPE, building power, SCC/LIS, Servers, Internet
18. Rank 3 – BioDefense Testing	4 hours	Negative pressure, Environmental controls, PPE, building power, SCC/LIS,

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
		Servers, Internet
19. Rank 2 – Sample Resulting – All Sections	1 hour	SCC/LIS, Internet
20. Rank 3 – Sample Storage – All Sections	1 day	Building power, environmental controls

## DEPARTMENT OF LAW

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
<b>APPEALS, OPINIONS, AND LEGISLATION BUREAU</b>		
1. Giving Legal Advice	1 hour	Communications (phone, email); internet access
2. Appellate Litigation* (*indicates that items are potentially subject to state or federal extensions of time where there’s a large scale emergency/disaster, such as COVID, as these are generally court-related deadlines.)	1 week	Access to documents (may be physical or online, depending on the matter); word processing; internet access
3. Drafting Emergency Declarations	1 hour	Communications (phone, email)
4. Drafting Legislation	1 week	Communications (phone, email); internet access
<b>FAMILY COURT BUREAU</b>		
1. Juvenile Delinquency Prepetition Applications*	12 hours	Internet access; Access to Email/Phone
2. Juvenile Delinquency Speedy Trial (Misdemeanor)*	3 days	Internet Access; Access to Legal Files; Access to Email/Phone
3. Juvenile Delinquency Speedy Trial (Misdemeanor)*	14 days	Internet Access; Access to Legal Files; Access to Email/Phone
4. Juvenile Delinquency Speedy Disposition (In Detention)*	10 days	Internet Access; Access to Legal Files; Access to Email/Phone
5. Juvenile Delinquency Speedy Disposition (Not in Detention)*	60 days	Internet Access; Access to Legal Files; Access to Email/Phone
6. Juvenile Delinquency Warrants	Zero	Internet Access; Access to Legal Files; Access to Email/Phone
7. Child Protection – 1021 consent removals*	3 days	Internet Access; Access to Legal Files; Access to Email; Internet Access; Access to Legal Files; Access to Email/Phone

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
<b>APPEALS, OPINIONS, AND LEGISLATION BUREAU</b>		
8. Child Protection – 1022 prepetition removal applications	1 day	Internet Access; Access to Legal
9. Child Protection – 1027 post-petition removal applications*	3 days	Files; Access to Email/Phone
10. Child Protection – permanency hearings*	30 days	Internet Access; Access to Legal Files; Access to Email/Phone
11. Child Support Hearings*	1 week	Internet Access; Access to Legal Files; Access to Email/Phone
<b>LITIGATION BUREAU</b>		
1. Emergency Risk Protection Orders	3 hours	Communications (phone, email); internet access, word processing, access to the share drive
2. Responding to and filing orders to show cause*	2 hours	Communications (phone, email); internet access, word processing, access to the share drive
3. Responding to and filing orders to show cause*	6 hours	Communications (phone, email); internet access, word processing, copying/scanning, access to share drive
4. Conducting administrative hearings and arbitrations	2 weeks	Communications (phone, email); internet access, Share drive access
5. Providing legal advice	1 hour	Communications (phone, email); internet access, Share drive access
6. Assisted Outpatient Treatment proceedings*	1 day	Communications (phone, email); internet access
7. Assisted Outpatient Treatment proceedings*	3 hours	Communications (phone, email); internet access, Share drive access
8. Attending depositions*	1 week	Communications (phone, email); internet access, Share drive access
9. Engaging in documentary discovery* depositions*	2 weeks	Communications (phone, email); internet access, Share drive access
10. Processing incoming mail	2 days	Email, Legal files access
<b>CONTRACTS AND REAL ESTATE BUREAU</b>		
1. Giving Legal Advice	1 hour	Communications (phone and email); internet access
2. Creating Emergency Declarations and Contracts	1hour	Communications (phone and email); internet access; Word processing
3. Creating Legislation for routine agreements and bonding authorization	3 weeks	Communications (phone and email), internet access, and Word processing
4. Creating routine Board of Acquisition and	3 weeks	Communications (phone and email), internet access, and Word processing

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
<b>APPEALS, OPINIONS, AND LEGISLATION BUREAU</b>		
Contract resolutions		
5. Creating routine agreements	3 weeks	Communications (phone and email); internet access; Word processing
6. Real Property Transactions	2 weeks	Communications (phone and email); internet access
7. Contract Sign-offs	1 week	Communications (phone and email)

## **BOARD OF LEGISLATORS**

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY

## **DEPARTMENT OF PARKS, RECREATION, AND CONSERVATION**

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Golf 365 golf tee time reservation system	2 days	Vendor Support (Cloud-Based)
2. Golf 365 Premier (Point of sale for golf and park locations)	2 days	Server SQL 1153
3. Rectrac (Camping, Picnic, and Activity Registrations)	2 days	Server SQL1165
4. Webtrac (web booking for camps and activities)	2 days	Server SQL2274
***All recovery times could vary based on network downtime, as these restorations depend on vendors for support		

## **OFFICE FOR PEOPLE WITH DISABILITIES**

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Mailing Disabled Park	3 weeks	Phones, Computer, JAWS, Printer,

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
Passes to Constituents who ask for them.		Paper, Postage
2. Reduced-Fare Metro Card applications to Constituents who ask for it.	2 weeks	Phones, Computer, JAWS, Postage
3. Reasonable Accommodation Advocacy for Staff and Constituents.	1 week	Phones, Computer, Email, OFD site, Search Engines, Printer/Fax
4. Disability Awareness Program – educating school-age children about how people with disabilities live in their communities.	3 weeks	Phones, Computer, Email, OFD site, JAWS, Printer/Fax, County Cars
5. Sign Language Interpreter Connecting and Advocacy	1 week	Phones, Computer, Email, OFD site
6. Advocacy for discrimination complaints	1 week	Phones, Computer, Email, OFD site, search engines, County Cars, Printer/Fax
7. Beat Plus Program – Travel training and advocacy for people with disabilities.	3 weeks	Phones, Computer, Email, OFD site, JAWS, County Cars, Printer/fax
8. Advocacy for special events, community information, and training	3 weeks	Phones, Computer, Email, OFD site, search engines, Printer/fax
9. Creating and following through with contracts for County events, SLI interpreters, and office supplies	2 weeks	Phones, Computer, Email, OFD site, search engines, printer/fax
10. Creating and editing online monthly newsletter and other materials, while ensuring they are ADA-compliant and accessible	3 weeks	Phones, Computer, Email, OFD site, search engines, printer/fax

## **DEPARTMENT OF PLANNING**

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Environmental reviews (during an emergency,	24 hours	Access to the network drive and internet

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
actions can be classified as Type II pursuant to SEQR; afterward, they must follow regulations)		
2. Supporting Transportation Network Messaging/Data and AVL	1 week	Access to the County network, Internet, vendor network, and data

## DEPARTMENT OF PROBATION

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Management/ADM of Woodfield (1)	6 hours	Location, CMS, communication, security camera Systems/network must remain operational, electronic access/key controls, access to medical files, access to intake paperwork, and the ability to communicate with the county, especially probation and public safety.
2. Supervision (in-person contact, diversion, Residence checks, collateral contacts, electronic Check-in, court appearances, and mandated groups for Sex offenders) (1)	1 week	Location, case management system (paper backup), finance software, and communication (email, phone) computers, department equipment, transportation case management records/ orders and conditions, rap sheet, order of protection
3. Family court intake (pins, jd, adult, victim outreach) (1)	1 day	Location, case management system (paper backup), communication (email, phone), UCMS, JDAS, location, computers, phones
4. Investigations (psi/pdi, Custody/adoption/guardianship, certificate of relief, victim pdi/psi, reports to court, critical Incident, court appearances) (1)	2 days	Location, CMS (paper backup), communication (email, phone), da packets/police reports, finance software, public records access, computers, department equipment, transportation
5. HR related (payroll/overtime, employee verification) (1)	2 weeks	Communication, timesheet, overtime tracking, payroll system, time & leave tracking, EFT, computers, phones
6. Transfers (2)	1 week	CMS, communication, transportation, computers, phones, department equipment
7. IID Monitoring (2)	3 days	CMS, communication, computers, phones
8. ACCOUNTS PAYABLE AND RECEIVABLE (RESTITUTION/DWI	30 days	CMS, finance

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
FEES, REIMBURSEMENTS) (2)		Software, communication, computers, phones
9. PRETRIAL (4)	1 week	Communication, computers, phones
10. MANDATED REPORTS (STATE STATS) (5)	30 days	Communication, CMS, computers, phones

## DEPARTMENT OF PUBLIC ADMINISTRATION

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
<b>INVESTIGATION</b>		
1. Conducts and coordinates field visits	1 week	Intake Sheet, Computer <, Internet. GPS, Email, Phone, Police Dept Vehicle, Personal Protect
2. Authorizes the burial of deceased veterans/indigents in their residences	2 weeks	Intake, Computer, Phone, Microsoft Word/Excel, Funeral Directors, DSS
3. Authorizes the burial of deceased veterans/indigents in their residences	2 weeks	Computer, LexisNexis Accurint software, Whitepages.com, Ancestry.com, Phone, Microsoft Word/Excel
4. Secures the personal property contents of the decedent	1 week	Vehicle, Phone, Computer, Microsoft Word/Excel, Network Dr., Safe
5. Coordinates the bidding process with the vendor	1 month	Computer, Internet, Network Dr, Phone, Microsoft Word/Excel
6. Communicates with police departments, nursing homes, etc. to confirm decedent's information (Intake process)	1 week	Phone, Intake Sheet, Email, Nursing Homes, Police Department, Funeral Directors
<b>FINANCE/ACCOUNTING UNIT</b>		
1. Deposits checks/money	1 week	Computer, Internet, CompuTrust software, Panini Check Scanner, Chase.com, Walk to Bank
2. Cut checks for expenses associated with each estate	2 weeks	Computer, Internet, CompuTrust software, Panini Check Scanner, Chase.com
3. Maintains a database for active and closed estates	2 weeks	Computer, CompuTrust software, Intake Sheet
4. Requests/reimburses funds from the County Finance Department	1 week	Computer, Internet, Phone, E-mail
5. Reconciles funds on hand	2 weeks	Computer, CompuTrust software,

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
for the active estate		Microsoft Excel, Internet, Bank Statement, Phone, Network Dr
<b>PAYROLL/HUMAN RESOURCE UNIT</b>		
6. Processes (audits/inputs) of leave time for staff	2 weeks	Computer, Internet, Phone, Leave, Mgmt software
7. Prepares staff paperwork (New Hires, Promotions, etc.)	2 weeks	Computer, Phone, PTF, Paperwork
8. Orders office supplies	1 month	Computer, Phone, Staples, Advantage software
9. Prepares inter-departmental payments (GAX, Requisitions, etc.)	3 weeks	Computer, Advantage software, Phone
10. Processes mail and logs incoming physical checks	1 week	Check-log Book
<b>TAXES/CASE MANAGEMENT UNIT</b>		
11. Requests and processes documents for CPAs and Attorneys	3 weeks	Computer, Microsoft Word/Excel, Phone, Email, Mail
12. Prepares and submits written materials to institutions	3 weeks	Computer, Microsoft Word/Excel
13. Maintains a database to track taxes	2 weeks	Computer, Microsoft Excel
14. Conducts Surrogate's Court estate searches	1 month	Surrogate's Court, WebSurrogates.com
15. Processes mail and logs physical checks	2 weeks	Check-Log book
<b>RESEARCH/CASE MANAGEMENT UNIT</b>		
16. Prepares and submits written requests to institutions	1 month	Computer, Microsoft Word/Excel, Phone, Email, Mail
17. Conduct a Surrogate's Court record search	2 months	Surrogate's Court, WebSurrogates.com
18. Creates folders to organize estate information	1 month	Office supplies (folders, etc.)
19. Maintains a log for each estate's assets (central inventory, etc.)	1 month	Microsoft, Excel

## **DEPARTMENT OF PUBLIC SAFETY**

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
<b>PATROL SERVICE DIVISION</b>		

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Maintain the ability to respond	1 week	DPW FleetAnywhere
2. Communication between call-takers and field officers	Immediate	Intergraph, Motorola MCC7500 Radio Consoles, Motorola portable radios, Vesta Telephone Consoles, VoIP telephone lines, network access, internet access
3. Documentation of all law enforcement activity	1 week	Impact, Intergraph, RICl, Evidence.com, Axon Body Camera System, Axon Fleet Camera System, Adobe PDF, network access, internet access
4. Ensure that adequate staffing levels are maintained	1 week	WorkForce, network access, internet access, VoIP access
5. Conduct preliminary investigations	N/A	None
6. Take enforcement action as necessary	2 weeks	TraCS and paper forms for summons issued instead of arrest
7. Maintain public order	N/A	None
8. Receive calls for service from the public	Immediate	Vesta Telephone Consoles, VoIP telephone lines, network access, and internet access
<b>DETECTIVE DIVISION</b>		
1. Maintain the ability to respond	1 week	DPW FleetAnywhere
2. Conduct follow-up investigations	1 day	Evidence.com, Axon Interview Room System, Axon Body Camera System, Axon Fleet Camera System, e-Justice, Victor, Genetec, CJData, Covert Track, Clear/TLO, Victor, RICl, LiveWire, AirData, Open ALPR, Justice Xchange, network access, internet access
3. Documentation of all law enforcement activity	1 week	Impact, BEAST-LIMS, WIMS, Microsoft Outlook, Word, Excel, network access, internet access
4. Ensure adequate staffing levels are maintained	1 week	WorkForce, network access, internet access, VoIP access
5. Crime scene/evidence collection/processing	1 day	Faro, Cellebrite, Encase, FTK, GreyKeyiOS, MacQuisition, Berla iVE, Mideo, Photoshop, SABIS, NIBIN, BrassTrax, network access, internet access
6. Take enforcement action as necessary	1 week	RICl, network access, network access
7. Communication between investigators	Immediate	Motorola portable radios, smartphones, VoIP telephone lines, Slack, Zello, network access, and internet access

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
<b>SPECIAL OPERATIONS DIVISION</b>		
1. Maintain the ability to respond	1 week	DPW FleetAnywhere, Raymarine Lighthouse, network access, internet access
2. Mitigate hazardous device incidents	Immediate	Bomb Arson Tracking System, Triage
3. Provide tactical support to patrol/investigative units	Immediate	RAVE Alert, WhatsApp, Motorola radio system
4. Provide aviation support to patrol/investigative units	Immediate	Traxxall, Bell Helicopter website, Rolls-Royce website
5. Documentation of all law enforcement activity	1 week	Impact, network access, internet access
6. Ensure that adequate staffing levels are maintained	1 week	WorkForce, network access, internet access, VoIP access
7. Communication between investigators	Immediate	Motorola portable radios, smartphones, VoIP telephone lines, network access, and internet access
<b>FINANCIAL AND HUMAN RESOURCES UNIT</b>		
1. Maintain Department personnel rosters	2 weeks	WorkForce, Infor, PTF system, OnBase, network access, internet access
2. Track Department attendance	1 week	WorkForce, Leave Management, network access, internet access
3. Process Department payroll	1 day	DPSOT, AMS HR, APE, InfoView, OT Tracking, network access, internet access
4. Equipment/Supply procurement	1 week	AIM, AMS Financial, network access, internet access
5. Staffing – applicant processing	1 week	CAPS, CJData, e-Justice, Identify Management Portal, NICS Portal,
6. Budget preparation and maintenance	1 week	Excel, grants.criminaljustice.gov, grants.gov, grantsgateway.ny.gov., justgrants.usdoj.gov, PB system
<b>SUPPORT SERVICES DIVISION</b>		
1. Maintain access to information systems	1 day	Impact, Intergraph, OnBase, Windows, Outlook, Word, Excel, PowerPoint, Adobe, Papercut, network connectivity, internet connectivity
2. Facility management	1 day	CCURE, Infor
3. Fleet management	1 day	Infor, Fleetanywhere, Gasboy system
<b>REGULATORY ADMINISTRATION AND ENFORCEMENT</b>		
1. Execute civil process	1 day	CivilServe, network access
2. Process firearms license applications	1 day	Impact, CAPS, CJData, e-Justice, Identify Management Portal, NICS Portal, MyPermit Pistol Identification System, network access, and internet access.

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
3. Taxi and limousine license processing and monitoring	1 week	Impact, CAPS, LENS, e-Justice, network access, internet access
<b>TRAINING DIVISION</b>		
1. Provide state/accreditation-mandated training	2 weeks	PowerPoint, Word, Excel, network access, internet access
2. Maintenance of training records	2 weeks	Acadis, network access, internet access

## DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
<b>BUS</b>		
1. CAD and Dispatch System	1 hour	
2. Voice and Data AVL Communications	1 hour	
<b>ENGINEERING &amp; OPERATIONS</b>		
3. Safety Inspections - Roads	1 day	
4. Emergency Contract Administration	1 hour	
5. Access Control	1 day	
6. Fueling	1 hour	
7. Safety Inspections - Buildings	1 day	
<b>TRAFFIC</b>		
1. Traffic Control Signals	4 hours	Physical signal components in the field
2. Traffic Management System Transparency (used to manage Traffic Control Signals)	1 week	Special software, County (LAN), or Cable modem
3. Public Messaging PVMS/VMS Boards	3 days	Physical units in the field
4. Traffic Management System Foundation III (used to manage PVMS/VMS)	1 day	Special software, County (LAN), or Cable modem
Closed Circuit Television Camera (CCTV)	3 days	Physical units in the field
CCTV Application	1 day	Special software, County (LAN), or Cable modem
<b>TRAFFIC &amp; CONTROLS &amp; BUS</b>		
1. Traffic Control (Signals)	1 hour	Network drive, internet access
2. Public Messaging (Traffic)		
3. Safety Inspection (Road Maintenance and	1 day	Existing drawings on network drive, printer/plotter access

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
Engineering)		
4. Emergency Control Administration (Engineering)	1 hour	Electronic lists and hard copies of approved emergency contractors.
5. Access Control (Operations)		
6. CAD and Dispatching System (Bus)	1 hour	
7. Voice and Data/AVL Communications (Bus)	1 hour	
8. CCTV (Operations)		

## DEPARTMENT OF SENIOR PROGRAMS AND SERVICES

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Contract Management	1 week	OnBase, RFP, Network Access, Shared Drive, Forms, Microsoft Office (including Email), Phones (County Cell & County Landline), Copier (Fax, Scan & Print)
2. Financial Management (Budget Management, Voucher Reimbursement, Purchasing, Supplies), Trust Setup, Contract/Funding Set up, Payroll	1 week	AMS, Infoview, Network Access, Shared Drive, Forms, Microsoft Office (including Email), Microsoft Office (including Email), Phones (County Cell & County Landline), Copier (Fax, Scan & Print)
3. Direct Client Services	1 week	Mail Machine, Shared Drive, Paper Case Files, Microsoft Office (including Email), Phones (County Cell & County Landline), Copier (Fax, Scan & Print)
4. Personnel Management	1 week	HR AMS Advantage, OnBase, PTF, APE, Network Access, Shared Drive, Microsoft Office (including Email), Phones (County Cell & County Landline), Copier (Fax, Scan & Print), Paper Forms
5. NYSOFA Reporting Systems (PeerPlace, TCare, Client data, base systems, ny.gov.app, STARS)	1 week	Network Access, Internet, Paper Forms
6. Record Management	1 week	Westarm, Shared Drive, Paper Forms

## DEPARTMENT OF SOCIAL SERVICES

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Family	1-2 weeks	Social Services Onbase Case

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
Investment/TFA/District Offices-process applications		Management VoIP-Unified Communications Manager VoIP-Voice Messaging System VoIP- Self Care Case Management Information Center (CMIC) Social Services Case Management Portal Asset Verification Services Accuity
2. Case Management Information Center – Customer phone calls	ASAP	VoIP-Contact Center - DSS CMIC VoIP-Intelligence Center VoIP-Nunace Vocalizer - DSS CMIC VoIP-Contact Center Switchboard VoIP-Contact Center Express
3. Medicaid Operations – Process applications	2 weeks	Sailient DSS Medicaid Expense Tracking (Muni-Minder) Asset Verification Services Accuity
4. Financial Services – Payment Processing (Vendor payments)	2-3 days	BICS Data Load from NYS Bottomline C-Series Check Printing Capital Project – Fact Sheet Submission Workflow Rental Security Deposits Tracking System Social Services Burial Assistance
5. Facilities-Telecommunications & equipment	1 week	Speech-Activated Telephone Directory Telecommunications Billing System
6. Information Technology/Systems	2-3 days	Cognos Reporting Tool Department Web Forms Phone & Radio Recording Systems (EVENTIDE) User Profile Management Virtual Application Virtual Desktop
7. Emergency Operations	ASAP	County WIMS
8. Child Protective Services/Emergency Services	ASAP	Social Services Onbase Child Welfare Authorization Unit State Connections System
9. Child Care Services	2 weeks	Email/Fax/Document Management Integration Daycare Workflow
10. Temp Housing Assistance	3-4 weeks	Transportation of Homeless School-Age Children Homeless Management Information Systems- HMIS

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
		Homeless Tracking
11. SNAP Services	2-3 weeks	Asset Verification Services Accuity
12. HEAP Services	2-3 weeks	Con Edison Low Income Matching File Process
13. Adult Protective Services	1-2 weeks	MY.NY.Gov (ASAP and FTHA) WMS/TeMag Outlook Case Management Fleet S Drive- Adult Protective Services, DSS Forms, DSS Org charts E-Med-NY Centraport Q-Mack OnBase IEDR Phone/fax/internet
14. Home Care/Personal Care Services	1-2 weeks	Medical/Home Care Systems
15. Child Support Services	2-3 weeks	Social Services On Base Child Support Child Support Certification
16. HR/Payroll/Time and Leave 1-2 w	2 weeks	Out of Title Request Workflow Salary Exception Request Workflow Seasonal/Temp Employee Request Workflow Vacancy Release Workflow Kronos Workforce Central

## SOLID WASTE COMMISSION

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Administrative Operations – Intake	5 days	Sdrive, Cdrive, Excel, PDF, Word, AMS Systems, Infoview, Onbase, APE, TM/LV Mngnt
2. Program Specialist – Licensing & Applications	5 days	VOIP, Sdrive, SWMS, Internet, Excel
3. Budget & Finance	5 days	Sdrive, Cdrive, Excel, PDF, Word, AMS Systems, Infoview, Onbase, APE, TM/LV Mngnt
4. Enforcement & Investigations Division	6 weeks	Work Mobile, Sdrive, SWMS, Internet
5. Background Investigations	3 weeks	Sdrive, SWMS, Internet, VOIP

## TAX COMMISSION

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
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MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Produce Tax Apportionment Document	1 month	Internet Access, Microsoft Word and Excel; Municipal Assessor Records
2. Provide Access to Historic Maps & Data	1 week	Paper Records

## TAXI AND LIMOUSINE COMMISSION

*\*SEE Department of Public Safety*

## OFFICE FOR WOMEN

MEFs	RECOVERY TIME OBJECTIVE	ESSENTIAL SUPPORTING ACTIVITY
1. Procure services for the benefit of victims/survivors	3 weeks	Server access, AMS system, on-base, Vendor/Department portals
2. Maintain essential communications with Victim/survivors	2 days	
3. Maintain essential communications with stakeholders (Police, FJC, hospital, Court, CPS, Legal)	2 hours	Server access, Apricot system
4. Manage County Contracts	2 weeks	AMS system, and on-base Vendor/Department portals
5. Administer Grants	2 weeks	State and Federal grant portals
6. Provide Constituent services	1 day	

# Facilities Overview

Each Westchester County department, commission, board, and office is responsible for evaluating its primary facility to identify risks and support continuity of operations. This includes reviewing daily facility use, resilience features like backup power and building security, and known vulnerabilities.

Facilities should be assessed using existing risk data or through internal evaluations. Identified weaknesses, such as limited redundancy or security gaps, should be addressed through planned improvements that enhance continuity capabilities.

Table 2 shows pre-identified alternate facilities and whether telework is an approved option.

Table 2: Alternate Facilities

DEPARTMENT NAME	ALTERNATE WORK LOCATION NAME	PHYSICAL ADDRESS	TELEWORK AVAILABLE
Airport	N/A	240 Airport Road, Suite 202 White Plains, NY 10604	NO
Office of Assigned Counsel	N/A	N/A	YES
Department of Budget	N/A	N/A	YES
Department of Community Mental Health	N/A	N/A	YES
Department of Consumer Protection			
Department of Corrections	N/A	10 Woods Road Valhalla, NY 10595	NO
County Clerk			
Office of County Executive	Westchester County EOC, Hudson Valley Transportation Management Center,	200 Bradhurst Ave, Hawthorne, NY 10532	YES
District Attorney			
Board of Elections			
Department of Emergency Services	Westchester County EOC	200 Bradhurst Avenue Hawthorne, NY 10532  PSAP - 4 Dana Rd, Valhalla	YES
Office of Energy and Sustainability			
Department of Environmental Facilities			
Department of Finance			
Department of Health	N/A	N/A	YES
Department of Human Resources	N/A	N/A	YES
Human Rights Commission	N/A	N/A	YES
Department of Information Technology	Westchester County EOC	200 Bradhurst Avenue Hawthorne, NY 10532	YES
Department of Labs and Research			
Department of Law	Yonkers Family Court	131 Warburton Avenue Yonkers, NY 10701	YES
Board of Legislators			
Department of Parks	Westchester County Center	198 Central Avenue White Plains, NY 10606	
Office for People With Disabilities			
Department of Planning			
Department of Probation			
Office of Public Administrator			YES

DEPARTMENT NAME	ALTERNATE WORK LOCATION NAME	PHYSICAL ADDRESS	TELEWORK AVAILABLE
Department of Public Safety	Westchester County Police Academy	2 Dana Road Valhalla, New York 10595	NO
Department of Public Works and Transportation	N/A	35 Woods Road Valhalla NY	YES
Department of Senior Programs and Services	N/A	N/A	YES
Department of Social Services	N/A	112 East Post Road White Plains, NY 10601	YES
Solid Waste Commission	N/A	148 Martine Avenue White Plains	NO
Tax Commission	Westchester County Michaelian Office Building	148 Martine Avenue White Plains, NY 10601	NO
Taxi and Limousine Commission			
Office for Women	Office for Women	112 E Post Road White Plains, NY 10601	YES

## Mitigation Measures

Westchester County DoIT has developed and implemented several customized applications in support of business continuity and disaster recovery efforts in the Departments of Emergency Services and Public Safety. Redundancy has been built into every layer of the County's infrastructure in order to ensure the security and continuity of critical applications and databases, including the continued expansion of the redundant/back-up infrastructure located at the Traffic Management Center (“TMC”), the County’s central hub for disaster recovery activities. DoIT's Infrastructure and Development teams have played a critical role in responding to emergencies (e.g., Covid-19 pandemic). DoIT is in regular communication with partnering agencies to ensure they have the technology and infrastructure necessary to respond to any given crisis.

The CIO, Deputy CIO and DoIT management staff responsible for DES/Public Safety/Health & Human Services departments are taking the lead on coordinating efforts and ensuring that IT DR/COO plans are being developed and implemented effectively. Efforts are being tracked and guided through internal, cross-functional teams within DoIT. DoIT has also worked to incorporate best practices related to disaster recovery and continuity of operations into its primary and back-up data centers. The County has robust partnerships with leading security vendors to maintain access to critical capabilities needed to effectively respond to one or more disasters/security incidents. These vendors also provide insight and analysis capabilities that inform response efforts and the decision making process during an event.

County DoIT has also collaborated with the Department of Emergency Services in a number of emergency drills and exercises to ensure that all staff and systems are ready to respond in the event of an emergency. Performance on all drills over the past year has been rated high and DoIT contributed to a number of emergency planning resources and updated its own incident response plan based on the results of a tabletop exercise.

DoIT has invested heavily in expanding its virtual server infrastructure and has pivoted toward Cloud technology as a complementary solution to augment existing DR/COO solutions. This included the implementation of a Cyber Recovery vault that offers multiple layers of protection to provide resilience against cyberattacks even from an insider threat.

**County’s Server Backup Policy:** As a general rule, a full backup of each server is created every other weekend by DoIT, some are done more often. This includes all files residing on all disk drives. In addition, an incremental backup is run late each night – Monday through Friday – intended to save any new files or changed files, since the last full backup. This method of data protection makes it possible to restore the data from a server as of the last backup in the event of any failure on that server. In addition, the County maintains an offline air-gap copy of the backups. This is a general rule that may be modified based on the requirements and usage of any specific server. All backups are created with a specific retention period and are overwritten when they expire. The retention policy differs based upon the use of the server. For servers running major programs, full and incremental backups are kept for 30 calendar days unless special accommodations have been made. For departmental servers used for email (Exchange) and shared files, both full and incremental backups are also kept for 30 calendar days. Any file that is kept on the server will be backed up no matter how old it is. This is important especially for those electronic files which need to be kept for long periods of time and are stored in the “Official Docs” folder on a departmental server.

## Continuity of Communications

Westchester County places a strong emphasis on ensuring continuity of communications across all departments and services. County staff are provisioned with laptops and mobile devices that enable them to remain connected and productive whether working from the office, at home, or in the field. Remote work policies are supported by a robust suite of web applications and digital solutions that allow employees to securely access critical systems, collaborate with colleagues, and carry out essential business processes from any location. This includes support for field-based activities such as inspections, permitting, and other community-facing services, ensuring that operations continue seamlessly regardless of circumstance.

In addition to supporting staff mobility, the County maintains essential public safety communications infrastructure. This includes management and support of the Countywide

public safety radio systems as well as the E911 infrastructure, which provides reliable emergency call routing and coordination across agencies. Together, these investments reflect the County's commitment to resilient, modern, and secure communications that keep both government operations and public safety services functioning without interruption.

## Lines of Succession and Delegation of Authority

**Lines of Succession** refer to the formal structure of command within Westchester County government. They define the chain of command and reporting relationships that exist within each department, office, board, or commission. These lines ensure clarity in roles, responsibilities, and decision-making, especially during emergency operations or continuity events. Each employee should understand to whom they report and who has the authority to make decisions on behalf of their unit/Department.

**Delegation of Authority** is the process by which an official (typically a department head) formally transfers specific authorities to another individual, usually when they are unavailable. Delegations are made to ensure continuity of operations and an effective response to critical incidents. These delegations must be documented, communicated, and maintained.

Devolution of Services refers to the capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to other employees and facilities, often in another geographic location, to ensure continued performance of those essential functions.

The Office of the County Clerk receives and files order-of-succession documents for various County Departments, boards, and commissions, if the applicable unit head decides to file such a document. If such a document is not filed, New York State statutes provide a default set of terms for determining the line of succession. These elements are critical to ensuring continuity of government, clear decision-making, and sustained delivery of essential functions during all circumstances, including emergencies or leadership transitions.

## Resource Requirements and Logistical Support

## *Training and Exercise*

Westchester County is committed to ensuring that all personnel with COOP responsibilities are trained and prepared to carry out their duties during continuity operations. All employees assigned to emergency roles must receive position-specific training within 90 days of assignment, with refresher training required annually. Personnel in leadership or key decision-making roles will receive additional COOP-specific training, including leadership decision-making during emergency events.

The County will target the following deliverable timeframes to maintain readiness:

- **Training:** All staff with COOP roles will complete initial training within 90 days and annual refresher training. Leadership will receive supplemental training biannually.
- **Testing:** It is the responsibility of each Department to test key systems (e.g., communication platforms, remote access, data backups) semi-annually to ensure operability under COOP conditions.
- **Exercises:** The County will conduct a tabletop exercise annually and a functional or full-scale exercise every two years to evaluate continuity plans, roles, and procedures. Real-world events that test COOP capabilities will be documented and assessed in lieu of exercises when appropriate.

Training and exercise activities will be documented and tracked to ensure compliance and continuous improvement.

## *After-Action Reviews and Corrective Actions Programs*

Westchester County recognizes the value of ongoing evaluation and improvement of its COOP. Following any exercise, activation, or real-world COOP event, the County will develop an AAR within 30 days of demobilization to evaluate performance, identify strengths, and highlight areas for improvement.

The County will also maintain a Corrective Action Plan (CAP) to track and implement improvements identified in AARs. The CAP will:

- Assign responsible parties and due dates for each corrective action item.
- Monitor progress on implementation.
- Review and update COOP documentation as necessary to reflect changes.

This structured approach ensures the COOP program remains dynamic, resilient, and capable of supporting essential functions during any disruption.

## SECTION 3: RESPONSE

# Alert, Notification, and Plan Activation

Westchester County is committed to ensuring timely and effective communication during the onset of any disruption or emergency that may require activation of the Plan. This section outlines the procedures for identifying threats, communicating risks, and notifying internal personnel and external stakeholders of COOP activation and changes in operational leadership.

### *Risk Identification and Initial Communication*

The initial recognition of a potential risk or threat, whether internal (e.g., IT failure, facility damage) or external (e.g., severe weather, regional disruption), may come from operational staff, department leadership, or external agencies. Once identified, the threat is promptly communicated to agency leadership and the CPT and/or County Leadership as appropriate.

A rapid assessment is then conducted to determine:

- The scope and severity of the risk.
- The potential impact on essential functions.
- Whether COOP activation is warranted.

Department heads or designated representatives will immediately elevate potential COOP triggers to the County Executive’s Office and WCEM for review and coordinated decision-making.

### *Staff Notification – Business Hours and Off-Hours*

Each department, office, board, and commission within Westchester County is responsible for maintaining and implementing procedures to notify its staff of COOP activation. Departments must also define unique activation triggers based on their operational footprint, facility location, and essential functions.

Staff notification protocols must address both:

- **Business Hours:** Notification will be made through official County communication channels (e.g., email, phone call, internal messaging platforms).
- **Off-Hours:** Notification will be sent using redundant systems, OnSolve/CodeRed (OCR), ensuring 24/7 reachability. Currently, this is an “opt-in” system for staff participation.

Notification procedures must be routinely shared and exercised to ensure familiarity and efficacy.

## ***Notification Methods and Responsible Parties***

The following methods may be used to notify internal staff:

- County-wide alert systems (e.g., OCR)
- Email and text messaging.
- Phone calls or phone trees.
- Internal communication platforms (e.g., WebEx, ShareFile).

Each department will assign primary and secondary personnel responsible for initiating notification procedures and ensuring the successful dissemination of information to all staff. These individuals must have access to updated contact rosters and communication tools at all times.

## ***External Stakeholder Notification***

Once COOP activation is confirmed, appropriate external stakeholders will be notified, including:

- County Executive and elected leadership.
- Key partner agencies (e.g., emergency services, public health, IT).
- Relevant state and regional partners.
- Customer base and the general public, as applicable.

The County Executive's Office and WCEM will coordinate official external notifications, including through press releases, social media, and the County website.

### **NOTIFICATION OF CHANGES IN LEADERSHIP**

In the event of a change in leadership due to the execution of the Line of Succession, notification must be made immediately to all personnel and relevant external stakeholders. The notification will include:

- Name and title of the new acting official.
- Reason for the change in leadership.

- Duration of the acting authority (if known).

This communication will be handled with urgency to ensure clarity and continuity of command during COOP activation.

Each County department, office, board, and commission are responsible for maintaining updated alert and notification procedures tailored to their specific needs and triggers. These procedures must be reviewed, exercised, and disseminated regularly to ensure an effective response and coordination across the enterprise.

## Agency Emergency Response Levels

Westchester County uses a four-tier EOC activation system that scales response and continuity actions as risk increases. Level 4 (Preparedness) is a steady state with routine situational awareness. Level 3 (Enhanced Monitoring) is triggered by a potential threat that may disrupt one or more community lifelines, with no immediate life-safety impacts; the EM Watch/Division notifies leadership and places key staff and support sections on standby while producing situational updates. Level 2 (Partial Activation) reflects an increased probability or identified threat that could disrupt lifeline services; the EOC is partially staffed (Manager, Situational Awareness, Planning, Resource Support, and select supervisors/agency reps), resource allocation and tracking begin, and regular public and internal reporting occurs. Level 1 (Full Activation) is used for imminent or occurring incidents, often multi-lifeline disruptions, requiring full staffing, incident action planning, and multi-agency coordination. Hazard and impact thresholds help calibrate these levels (e.g., escalating NWS watches/warnings across flood, severe, tropical, winter, and non-precipitation hazards; and outage benchmarks such as up to 40,000, 60,000, and over 60,000 electrical customers without power). For COOP, these levels serve as decision points: at Level 3, departments assess MEFs, ready Lines of Succession, and prepare telework/alternate processes; at Level 2, they implement targeted continuity measures (limited relocation, cross-leveling staff, prioritizing MEFs and critical vendors); and at Level 1, they may fully execute COOP (activate alternate facilities, delegations of authority, interoperable communications, and begin planning for reconstitution). This alignment ensures the County protects MEFs and maintains government services proportionate to the threat.

**WESTCHESTER COUNTY EOC ACTIVATION LEVELS**

Level	Activation Trigger	EM Division Actions	EOC Organization	EOC Activities
<b>Level 4</b> <b>Preparedness</b>	Steady State	Regional situation awareness maintained	EM Watch Command Officer (Normal business hours)	All personnel, equipment, supplies, and facilities are at a state of readiness
<b>Level 3</b> <b>Enhanced Monitoring</b>	<ul style="list-style-type: none"> <li>- There is a <i>potential threat</i> or incident identified that may <i>disrupt</i> one or more Community Lifeline.</li> <li>- <i>No immediate significant impact to life or property identified.</i></li> </ul>	<ul style="list-style-type: none"> <li>- EM Watch Command Officer notifies WCEM Command, EM Division, and EOC Supervisors.</li> <li>- Situation reporting initiated</li> <li>- Facility checks performed</li> </ul>	<ul style="list-style-type: none"> <li>- Situation Awareness Section staffed on-site/remote)</li> <li>- Select Resource Support Section staff may be placed on stand-by</li> <li>- EOC Supervisors may be placed on stand-by</li> </ul>	<ul style="list-style-type: none"> <li>- Standby/Virtual/Open</li> <li>- WCEM Command, pertinent agency/department heads, and other subject matter experts are briefed on the potential impact and receive periodic situational awareness updates</li> </ul>
<b>Level 2</b> <b>Partial Activation</b>	<ul style="list-style-type: none"> <li>- There is an <i>increased probability</i> of an <i>identified threat or incident</i> that has or may <i>disrupt one or more Community Lifeline</i>; OR</li> <li>- The potential threat or incident has grown beyond the Level 3 operations capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>- EOC Manager and Section Chiefs assigned.</li> <li>- Notification to WCEM Command, EM Division, and EOC Supervisors for Standby.</li> <li>- EOC schedule developed</li> <li>- Notification of EOC activation to stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- EOC partially staffed:</li> <li>- EOC Manager</li> <li>- Situation Awareness</li> <li>- Planning</li> <li>- Resource Support</li> <li>- Center Support</li> <li>- Select EOC Supervisors and Agency Rep positions (or on standby) as per procedure/ threat assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Open (may include virtual)</li> <li>- Resource allocation and tracking</li> <li>- Situational awareness reporting/Public information</li> <li>- Incident Action Planning</li> <li>- Center/Facility Coordination</li> </ul>
<b>Level 1</b> <b>Full Activation</b>	<ul style="list-style-type: none"> <li>- There is an <i>imminent threat or identified incident</i> that has or will <i>disrupt more than one Community Lifeline</i>.</li> <li>- Assistance from other jurisdictions or mutual aid may be needed</li> <li>- Local area disaster or multi-site incident</li> </ul>	<ul style="list-style-type: none"> <li>- EOC Manager notifies WCEM Command, EM Division, EOC Supervisors, and support agencies.</li> <li>- EOC schedule developed</li> <li>- Notification of EOC activation to stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>- EOC Fully Staffed:</li> <li>- Command/Policy Group</li> <li>- Situation Awareness</li> <li>- Planning</li> <li>- Resource Support</li> <li>- Center Support</li> <li>- EOC Supervisors and Agency Reps as per procedure/ threat assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Open</li> <li>- Resource allocation and tracking</li> <li>- Situational awareness reporting/Public information</li> <li>- Incident Action Planning</li> <li>- Center/Facility Coordination</li> </ul>

**EOC Activation Guide**

Community Lifeline Condition	Level 4 Preparedness	Level 3 Enhanced Monitoring	Level 2 Partial Activation	Level 1 Full Activation
All Lifelines Stable	Steady State			
Potential for or Unknown Extent of Disruption to Lifeline Services	<p data-bbox="698 422 948 632">There is a <b><i>potential threat</i></b> or incident identified that may <b><i>disrupt one or more Community Lifeline.</i></b></p> <p data-bbox="698 722 948 863"><i>No immediate significant impact to life or property identified.</i></p>			
Increased Probability or Identified Disruption to Lifeline Services, but Solution in Progress & Restoration Time Known	<p data-bbox="948 957 1190 1167">The <b><i>potential threat</i></b> or incident has grown beyond the Level 3 operations capabilities; OR</p> <p data-bbox="948 1262 1190 1539">There is an <b><i>increased probability</i></b> of an <b><i>identified threat or incident</i></b> that has or may <b><i>disrupt one or more Community Lifeline.</i></b></p>			
Imminent or Identified Disruption to Lifeline Services with no Solution in	<p data-bbox="1190 1577 1430 1818">There is an <b><i>imminent threat or identified incident that has or will disrupt more than one Community Lifeline.</i></b></p>			

<b>Progress</b>		
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**Threat-Hazard Thresholds**

Threat-Hazard Thresholds					
Level	Flood	Severe Weather	Tropical	Winter	Non-Precipitation
<b>Level 4</b> <b>Preparedness</b>  Up to 15,000 electrical outages	Coastal Flood Advisory  Flood Advisory/Watch	Special Weather Statement  Severe Thunderstorm Watch	Potential Tropical Cyclone	Winter Weather Advisory  Cold Weather Advisory  Winter Weather Severity Index (WSSI) - Minor Impacts	Air Quality Alert  Dense Fog Advisory  Heat Advisory
<b>Level 3</b> <b>Enhanced Monitoring</b>  Up to 40,000 electrical outages	Excessive Rainfall Risk (Moderate)  Areal/Flash  Flood Warning  Coastal Flood Warning	Severe Thunderstorm /Tornado Risk (Enhanced)  Severe Thunderstorm Warning  Tornado Watch	Tropical Storm Watch	Winter Storm Warning  Extreme Cold Warning  Snow Squall Warning  WSSI- Moderate Impacts	Wind Advisory  Extreme Heat Watch/Warning or Major Heat Risk  Red Flag Warning  Earthquake 4.5 or less  Dam Emergency
<b>Level 2</b> <b>Partial</b>	Excessive Rainfall Risk (High)	Severe Thunderstorm /Tornado Risk (Moderate or	Hurricane Watch	Blizzard Warning	High Wind Warning

<b>Activation</b>  Up to 60,000 electrical outages	Flood Emergency	High) Tornado Warning	Tropical Storm Warning  Strom Surge Watch	Ice Storm Warning  WSSI-Major Impacts	Extreme <i>Heat Risk</i>  Earthquake 4.5 or greater
<b>Level 1</b> <b>Full Activation</b>  Over 60,000 electrical outages			Hurricane Warning  Storm Surge Warning	WSSI-Extreme Impacts	Extreme Wind Warning  Tsunami Warning

## Priority of Restoration of Critical Applications and Vital Records

The restoration of critical systems and access to vital records is essential to maintaining Westchester County’s ability to perform its MEFs during and after a disruption. The prioritization of restoration is directly linked to the downtime tolerances of MEFs as identified in departmental COOP preparation.

### ***COOP Application Restoration Priority Summary***

As part of the COOP update, all County departments were asked to identify and rank their critical applications. Submissions were standardized into High, Medium, and Low priority categories to ensure consistency across departments. The consolidated results show that while the majority of departmental applications fall into the Low priority tier, there is a clear set of High priority systems—including case management platforms, contract workflows, communications (VoIP), public safety radio system, specialized laboratory and public safety tools, access control system, video surveillance system and the County’s Financial System—that are critical to maintaining essential County functions. Several applications were marked

inconsistently across departments, underscoring the need for further review and coordination to align restoration priorities. The results provide a clear foundation for planning continuity strategies, focusing resources on County-wide high-value systems while ensuring governance and transparency in the prioritization process.

## Restoration Prioritization Process

Restoration priorities are determined through the following process:

1. **Assessment of MEFs:** Each department has identified its MEFs and associated maximum allowable downtimes.
2. **Dependency Mapping:** The IT systems and vital records necessary to support each MEF are mapped and evaluated.
3. **Restoration Timeline Requirements:** Based on MEF downtime tolerances, required restoration timelines for supporting systems are established.
4. **Prioritization:** Systems and records are ranked in order of urgency for restoration, and restoration tiers are defined.

This information is shared with the Department of Information Technology (DoIT) to ensure alignment with broader IT disaster recovery planning and capabilities.

## Prioritized Restoration List

Below is the preliminary prioritized list of critical data systems and vital records that support MEFs. Specific systems will be confirmed in coordination with each department and the Westchester County DoIT.

*Table 3: Prioritized Restoration List*

PRIORITY LEVEL	SYSTEM/ RECORD NAME	SUPPORTS MEF	TARGET RESTORATION TIME
Priority 1	County Network	Countywide	6 hours
Priority 2	Server Infrastructure	Countywide	< 12 hours
Priority 3	Mission Critical Applications, Telecommunications & E911	WCEM, DPS, DOH, DEF	< 24 hours
Priority 4	Public-Facing Applications	Countywide	< 48 hours
Priority 5	Financial System	Countywide	< 72 hours

This table will be updated regularly as systems and MEFs evolve and will be included in the documentation provided to NYS ITS to inform IT disaster recovery and continuity planning. The current version of the Application Inventory Sheet is incorporated by reference.

# Agency Emergency Response Organization and Role of Crisis Management or Continuity Planning Team

## Continuity Planning Team and Pre-Emergency Readiness

Pre-emergency, each Westchester County department, office, board, or commission is responsible for identifying at least one representative to serve on the department's CPT. When feasible, more than one representative is encouraged to be identified, to promote redundancy and ensure broad operational understanding. The CPT is charged with preparing the agency for a continuity event by developing department-specific COOP elements, participating in continuity training, reviewing MEFs and supporting systems, and providing information requested by WCEM in support of COOP planning. Through this preparatory work, CPT members develop a strong understanding of the agency's continuity roles, responsibilities, and procedures, equipping them with the necessary skills to guide continuity operations during an emergency.

## Continuity Response Structure

In the event of a continuity activation, departmental operations will be organized using the principles of Westchester County's ISM. The ISM framework enhances coordination by clearly delineating command, coordination, and support functions while maintaining flexibility to scale operations based on the complexity of the incident and specific departmental needs.

The County EOC is structured under the ISM, and each CPT member should be familiar with how their department, commission, board, or office integrates into that structure. This understanding ensures alignment between department-level continuity operations and County-wide coordination efforts, supporting effective communication, operational consistency, and resource sharing during a response.

Each department should designate key personnel to assume leadership and support roles during a continuity event. These assignments should reflect individuals with operational knowledge and the authority to act on behalf of their respective unit. Departments are encouraged to identify both primary and alternate staff to ensure depth and continuity in leadership. However, if each role is not fulfilled, departments may consider assigning the following responsibilities to one or more people. Typical roles or assigned responsibilities may include:

- **Agency Continuity Manager:** Leads departmental continuity operations and coordinates with County leadership and the EOC.

- **Public Information Liaison:** Manages internal and external communications in coordination with the County JIS.
- **Safety Lead:** Ensures staff safety throughout continuity operations, including at alternate worksites or during modified operations.
- **Operations Lead:** Oversees the execution of mission essential functions and continuity tasks.
- **Planning Lead:** Maintains documentation, situational awareness, and planning activities.
- **Logistics Lead:** Supports personnel, facility, technology, and supply needs.
- **Finance and Administration Lead:** Tracks expenditures, staffing, and documentation to support continuity funding and cost recovery efforts.

These roles may be consolidated or expanded depending on staffing levels and the scope of the continuity activation.

## Implementing Devolution of Functions and Delegation of Authority

Devolution of functions is the capability to transfer responsibility for the performance of MEFs to other personnel, different departments, or even outside entities that are not part of the impacted organization when leadership, staff, or facilities are incapable of sustaining operations. This is different from Lines of Succession and Delegations of Authority within existing departments, which focus on maintaining continuity inside the organization by empowering alternate internal leaders or staff to act in place of their superiors. If devolution involves outside agencies, individual department plans may need review by the Law Department to make sure it is in compliance with state and local law.

- **Lines of Succession and Delegations of Authority** ensure that authority stays within the established structure of the agency. They designate who steps into leadership or decision-making roles when primary officials are unavailable, but the organization itself continues operating with its own people.
- **Devolution of Functions** goes further: it shifts both the performance of essential functions and the necessary authority outside of the affected department or agency, often to another geographic location, regional office, or pre-identified external partner. This ensures continuity even if the parent organization is entirely unable to function.

Key components of devolution planning:

- **Pre-identified outside entities or partners** capable of carrying out MEFs. **Formal delegation of authority** that extends beyond internal staff, providing external personnel the legal and operational ability to act.
- **Clear activation criteria** that describe when and how devolution is triggered.
- **Training and exercises** to ensure outside entities are prepared to assume functions without delay.
- **Reconstitution planning** to return authority and functions to the primary agency once it is able to resume normal operations

### Departmental Responsibility

Devolution and Delegation planning is the responsibility of each individual County entity. Departments must identify in advance the functions that may need to be devolved during a continuity event, as outlined in the Preparedness Section of this plan. Each department should maintain internal documentation detailing:

- Which specific functions may need to be devolved?
- Who will those functions be devolved to (including alternates)?
- The process for activating and deactivating devolution.

All departmental devolution and delegation materials must be kept current, accessible, and submitted to WCEM and once incorporated into the COOP, WCEM will share with the Westchester County Executive’s Office to support centralized situational awareness and ensure continuity across County operations.

### Conditions Warranting Devolution

The organization may choose to devolve some or all its functions when conditions meet established thresholds. Triggers may include, but are not limited to:

- Leadership, critical staff, and pre-identified lines of succession becoming incapacitated or unavailable.
- Loss of access to primary facilities or essential systems.
- Situational escalation that overwhelms existing resources or capabilities.

Departments must clearly define these triggers and thresholds within their internal COOP documentation.

### Process and Communication

When a devolution of function is activated:

- Internal and external stakeholders must be promptly notified that the function is being managed by alternate personnel or teams.

- Notification should include contact information for the alternate leads and any changes to workflow, timelines, or processes.
- The department should log the activation date, reason for devolution, and staff assigned to manage the devolved function.

### **Reconstitution of Functions**

Once the triggering condition is resolved and staffing or facilities are restored:

- Functions will be returned to the primary operator in alignment with the department's reconstitution plan.
- The reassumption of responsibilities will occur in a prioritized manner, based on the department's MEFs and expected downtimes.
- Documentation of the transition back to normal operations, including lessons learned or needed improvements, should be recorded and shared with WCEM who will share with the County Executive's Office and other departments as necessary.

Delegation of Authority—distinct from devolution—must also be identified in advance. Departments are expected to document formally:

- Delegation of decision-making authority during continuity operations.
- Limitations of that authority, if any.
- Trigger points for activation.
- The process to notify staff and leadership of the delegated responsibilities.

Together, Devolution and Delegation ensure that essential County services continue uninterrupted, even during significant disruption.

## SECTION 4: RECOVERY/DEMOBILIZATION

# Recovery and Reconstitution

Reconstitution is the process through which Westchester County returns to full, normal operations following a disruption that required activation of this Plan. Reconstitution efforts begin once leadership determines that the threat or disruption has been resolved or stabilized enough to resume regular business operations, whether in the original facility, a temporary alternate site, or a newly established long-term location.

This section provides a framework for departments, boards, commissions, and offices to guide the return to steady-state operations and ensure that staff and services are restored in an orderly and timely manner.

### *Reconstitution Triggers*

Reconstitution will begin when:

- The original facility is deemed safe and accessible for re-occupancy, or
- A permanent alternate facility has been secured, and
- Senior leadership, in coordination with the CPT, has determined it is appropriate to resume normal operations.

### *Communication and Notification*

#### DURING BUSINESS HOURS

- Departments must notify all staff of reconstitution via internal channels, including County email, shared calendars, WebEx, and in-person briefings (if applicable).
- Continuity leadership and department heads will convene immediately (virtually or in person) to communicate re-entry plans and timeframes.

#### DURING NON-BUSINESS HOURS

Staff will be notified through pre-established after-hours communication protocols, including:

- Mass notification systems (e.g., OCR).
- Text/call trees activated by department supervisors.

- Voicemail updates on departmental main lines.
- Emails sent to personal contact addresses if county systems are inaccessible.

All internal and external stakeholders, including elected officials, partner agencies, and service recipients, will receive formal notifications about the reconstitution timeline and any changes in service locations, access, or leadership.

## *Short-Term and Long-Term Reconstitution Strategies*

### **SHORT-TERM (0–6 MONTHS)**

Departments may continue operations from alternate sites or through telework while the original facility is assessed and prepared for re-occupancy. During this time:

- A phased re-entry may be implemented, starting with essential staff.
- Support services (such as IT, HR, and Facilities) will prioritize restoration and readiness of the site.
- COOP activities (including MEFs) will continue at the alternate site until the transition is complete.

### **LONG-TERM (6–24 MONTHS OR LONGER)**

If the original site is permanently lost or uninhabitable:

- The County will identify a new, long-term location for operations through emergency contracts, leases, or capital development planning.
- Departments will reassess facility needs based on MEFs, staffing levels, and service delivery priorities.
- COOP activation may end once full services are restored at the new site, and routine operations are sustained.

## *Guidance for Departments, Commissions, Boards, and Offices*

Each department, board, commission, or office is responsible for tailoring its reconstitution plan based on its MEFs, staffing model, and facility needs. The following steps should be taken to determine the best path forward:

- 1. Conduct a Post-Event Facility Assessment:** Determine if the original site is viable or if alternate arrangements are needed.

2. **Review MEFs and Recovery Status:** Identify which functions are still being supported under COOP operations and how they can be transitioned back to standard processes.
3. **Determine Staffing and Space Requirements:** Identify any staffing gaps and ensure appropriate workspace (in-person or remote) is available for all personnel.
4. **Coordinate with Facilities and IT:** Coordinate with DoIT. Ensure infrastructure, data systems, and security measures are restored before re-occupancy.
5. **Update All Staff and Stakeholders:** Clearly communicate reconstitution timelines, expectations, and any changes to services or operations.

## ***Documentation and Deactivation of COOP***

Once full reconstitution is achieved:

- A formal COOP deactivation notice will be issued by the County Executive’s Office or designee.
- Departments will document lessons learned and submit AARs with corrective action items.
- Updated procedures, contact lists, and resource inventories will be incorporated into future versions of the COOP.

# Agency Facility and Personnel

Reconstitution is the process by which Westchester County resumes normal, full operations after the disruption that triggered COOP activation has been resolved. This includes the restoration of essential functions to their original or new locations, reestablishment of staff and systems, and a formal declaration that continuity operations have ended.

## ***Transition from Continuity Environment***

Upon determination by the County Executive’s Office or designated authority that normal operations can resume, the Reconstitution Manager (or designee) will coordinate with departmental leadership to:

- Assess the safety and accessibility of the primary facility.
- Notify all staff, partners, and stakeholders of the reconstitution timeline and procedures.
- Oversee the transition of essential functions back to the primary or alternate facility.

## ***Short-Term Reconstitution***

If the primary facility is unusable for a limited period, short-term solutions will be identified to maintain operations, including:

- Office of Countywide Administrative Services/Real Estate, as well as DPW/T, should be consulted regarding any pre-identified contracts/contractors that may exist to provide temporary office space.
- Temporary relocation to other County-owned properties or mutual aid partner facilities.
- WCEM, in consultation with DPW/T and supporting Departments, compiled a list of “County Workspaces.” This represents a “snapshot in time” of available spaces in the County, and it details whether they include Conference space (suitable for office use), WebEx capability, etc.
- Implementation of telework policies for eligible staff using DoIT’s teleworking policy maintains service continuity while minimizing reliance on physical space.

## **LONG-TERM RECONSTITUTION**

If primary facilities are uninhabitable for an extended period, Westchester County will secure long-term alternate workspaces to support operations for 18–24 months or until permanent reconstruction is completed. These solutions may include:

- Activation of long-term leases with previous arrangements or just-in-time acquisition.
- Development of new County-owned temporary facilities.
- Continued blended operations through rotating telework schedules and alternate-site deployment.

## **PERSONNEL REPLACEMENT AND AUGMENTATION**

To ensure continuity of staffing and leadership during reconstitution, the following resources will be leveraged:

- Emergency staffing contracts that exist, contact HR for existing contracts.
- Deployment of state, County, and municipal employees with operational familiarity to provide surge support.
- Use of existing Civil Service eligibility lists for expedited hiring.
- Cross-training of other County staff to fulfill critical emergency roles temporarily.

- Engagement of retired staff or subject matter experts willing to return under short-term contracts or emergency appointments.

The Human Resources Department will coordinate these efforts in partnership with department heads to expedite onboarding, orientation, and credentialing.

## Documentation for Demobilization

Each department, office, board, and commission must ensure that all information, records, and materials generated during COOP operations are accurately documented and transferred to the primary operating facility or long-term alternate site. Clear documentation supports operational continuity, accountability, and future AAR efforts.

The following procedures outline how to document the reconstitution process:

### ***1. File Saving and Transfer Procedures***

- Ensure that all digital and physical files created or updated during COOP activation are preserved and transferred to the primary facility or designated long-term site.
- Use secure and approved systems such as encrypted cloud storage, shared drives, or physical transport.
- Clearly label all documents with the COOP event name, department name, and date of creation/modification.

Storage system: ShareFile

### ***2. Records Tracking***

- Maintain a record of all files, logs, and communications generated during COOP operations, including:
  - Situation reports.
  - Meeting notes.
  - Email threads related to critical decisions.
  - Operational logs.

Storage system: ShareFile

### ***3. Emergency Operating Cost Documentation***

- Track and document all emergency-related expenditures, including:
  - Equipment and supply purchases.
  - Contracted services.
  - Temporary facility costs.
  - Transportation, fuel, meals, and lodging.
- Ensure expenses are accurately coded and documented for cost recovery and audit purposes.
- EOC Manager should request Special Event Code upon COOP initiation (if EOC is activated). Otherwise, it can be requested by WCEM.

**[Insert system for financial tracking or cost coding: \_\_\_\_\_ ]**

**[Insert accounting/billing code for COOP-related costs: \_\_\_\_\_ ]**

## ***4. Human Resources Documentation***

- Document all personnel time related to COOP operations, including:
  - Overtime hours.
  - Temporary reassignments.
  - Emergency hires or contractors.
  - Volunteer assistance.
- Ensure proper timekeeping and submission through established HR protocols.
- Timekeeping method or system: Leave Management, APE, Kronos.
- Point of contact or system for HR coordination: Margaret Vlyme.

## ***5. Communication and Submission of Documentation***

- Submit finalized documentation to WCEM and County Archives for archival and review.
- Retain all COOP documentation following the County’s records retention policy.
- Include all relevant materials as part of the department's AAR submission.

All departments are strongly encouraged to designate a documentation lead during COOP EOC activation to oversee tracking and ensure a smooth and accurate transition into reconstitution. This role will be responsible for compiling documentation and coordinating with county

leadership during and after the COOP period.