



IDAHO REGION II STABILIZATION PLAN



Annex O

ADMINISTRATION AND RESOURCE MANAGEMENT

This annex gives guidelines for administrative support and coordinate resources.

Co-Leads:

- County Auditor
- County Treasurer

Partners: City Clerks/Treasurers

INTRODUCTION

In ordinary times, the County Auditor ensures the smooth daily operations of local government. This elected official may have up to five distinct titles:

- Auditor. The auditor acts as the county budget officer, compiling budget requests for submission to the board of commissioners. As the chief accounting officer, the auditor also keeps accounting records on the revenues, expenditures, and balances in each county fund. Other duties include payroll, generating financial reports, and tax administration responsibilities. The auditor works closely with the County Treasurer in these activities
- Clerk of the Board of County Commissioners. As clerk of the commissioners, the auditor is involved in the proceedings of the chief elected officials. This includes preparing agendas, recording (proceedings, resolutions and decisions, and votes), and preserving and filing all accounts and petitions
- Recorder. The auditor records, files, and indexes a large number of documents. These deeds, marriage licenses, birth certificates, court documents, and other documents used in legal transactions
- Clerk of the District Court. As clerk of the district court, the auditor makes entries, collects fees, and acts as the clerical arm of the court. The clerk is the lead for jury selection. Other duties include processing naturalization declarations of interest and applications in cooperation with the US Department of Immigration and Naturalization.

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- Chief Elections Officer. The county clerk/auditor is the chief elections officer for the county. He/she instructs and supervises local election officials, and is responsible for the entire election process, including voter registration, candidate filings, ballot preparation, and election results certification.

In a catastrophic environment, the critical functions of administration and resource management will be necessary for the continuation of the government.

SCOPE

The county auditor, in partnership with the county treasurer and city clerks, support chief elected officials and operational annex coordinators. This support is in the two broad areas of continuity of operations and continuity of government.

SITUATION AND ASSUMPTIONS

1. Some of the normal functions and services performed by the county auditor/city clerks will be suspended; others will be significantly modified.
2. A worst-case catastrophic event is expected to result in critical resource shortages – especially food and medications. Upon receipt of federal directives, local government must act promptly to ensure tight control over life-essential supplies.

POLICY

1. Decisions regarding resource management must be fair and transparent. Policies and protocols within and across political boundaries must be consistent. Citizens and stakeholders are included and are part of the decision-making process.
2. For appropriated resources, each transaction will be documented so that complete records can be constructed and claims verified after the emergency period has passed.
3. Should a jurisdiction's leadership or staff be unable to support essential functions, the statutory authority and responsibility for selected essential functions may be transferred to another jurisdiction. This process is formalized in a "Devolution of Control and Direction" document.
4. Energy is expected to be a scarce resource. Because of this, energy allocation decisions will be made by chief elected officials, with advice and recommendations from affected annex coordinators. All other resources are controlled by the applicable operational annex coordinator.

CONTINUITY OF OPERATIONS

For the purposes of this plan, continuity of operations is the performance of essential functions and the provision of essential services during a catastrophic national emergency. Example applications are in the annexes concerning governance, security, and food. The county auditor/city clerk support these operational activities by administering and managing critical resources.

Key tasks will be to identify and establish procedures to ensure vital resources and records are safeguarded, available, and accessible to support continuity operations. Vital resources include human capital, assets, and facilities. Additional background information is in Annex L: Emergency Economic Stabilization.

Human Capital.

Human capital management identifies provisions to acquire necessary personnel for continuity of operations on an emergency basis. The county auditor/city clerk is the lead, with assistance from human resources.

- *Government workers.* Government services are expected to be severely curtailed in a catastrophic event. To ensure critical functions are performed, some employees (for example, vehicle license staff), may be re-assigned to work for an annex coordinator in this plan, at the direction of chief elected officials. For a smooth transition, this should be planned in advance with department heads, to include full (collapse event) or partial (degradation event) reassignment. After initial planning, the auditor/city clerk develops and implements a process to identify, document, communicate with, and train continuity personnel.
- *General public.* In a collapse environment, local government will become the main employer in the area, with most citizens as part-time employees (see Annex L: Emergency Economic Stabilization). Example programs are:
 - Work for the neighborhood (NET Team, food preparation, teaching, etc.)
 - Work for an annex to this plan (Coordinator, administration, etc.)
 - Work on a specialized community team (agriculture, communications, medical, etc.)

While these programs have different places in the organizational structure, the county auditor/city clerk administers all personnel programs. Timecards will be utilized to document citizen participation in these programs.

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Compensation. A ration/coupon system for the purchase of goods and share of government-controlled assets will be used to compensate workers. The Annex O coordinator distributes ration cards to the annex coordinators based upon hours worked. The ration card system is discussed in Appendix 1.

Recordkeeping. Each annex coordinator creates and maintains the personnel records for workers in their annex, and weekly time cards (see Appendix 2). The Annex O coordinator consolidates these records, as well as records for specialized teams.

Assets.

In a national emergency, federal guidance may identify critical resources in the private sector which will come under government control. These assets must be managed with great care. Decisions about resource usage must be fair and transparent, with stakeholder and citizen participation.

Additional guidance for appropriated resources is in Annex L: Emergency Economic Stabilization.

Recordkeeping. The Annex O Coordinator creates and maintains the master list of any appropriated resources. This list is a consolidation of store inventory lists. Transfer of assets to operational annex coordinators is tracked by the gaining annex coordinator and the Annex O Coordinator.

Facilities.

Facilities are the locations where essential functions are performed by local government. Example facilities that may need to be appropriated are community gathering points (schools, etc.), and shelters.

Recordkeeping. When a facility is identified for local government use, the facility owner and a local government representative will jointly conduct a pre-inspection using the checklist at Appendix 3. This will document the condition of the facility. When the facility is no longer needed, the facility owner and a local government representative will jointly conduct a post-inspection (using Appendix 3), and document any discrepancies.

CONTINUITY OF GOVERNMENT

Continuity of government provides continuous policy direction and strategic planning to execute the essential functions. The county auditor/city clerks support this by:

- Maintaining plans and procedures, such as succession to office, and emergency delegation of authority (examples in Annex N: Legal)
- Safekeeping vital records and databases

Orders of Succession. Orders of succession ensure that organizational personnel know who assumes the authority and responsibility of the organization's leadership if the current leader is incapacitated or becomes otherwise unavailable during a continuity situation. Succession orders should be written in advance for organizational heads as well as for key supporting positions.

Delegations of Authority. Delegations of authority identify who (by title or position) is authorized to act on behalf of senior leadership for specified purposes. These documents convey legal authority for those delegated to carry out their duties. Example purposes are policy determination and decisions in the field.

To ensure a rapid response to a catastrophic emergency, annex coordinators should pre-determine authorities to be delegated. As a general rule, predetermined delegations of authority will take effect when normal channels of direction are disrupted and will terminate when these channels are reestablished.

Recordkeeping. The county auditor/city clerk develops and maintains rosters of lines of succession for elected officials and annex coordinators.

Annex coordinators develop and maintain internal call-up rosters. In a catastrophic event, each annex coordinator will be assigned two resource managers who will record personnel and other resource information. This information will then be forwarded to the Annex O coordinator. Annex K (NET Teams) may initially be assigned 1-2 resource managers per neighborhood, depending on neighbor population.

VITAL RECORDS MANAGEMENT

Vital records management includes the identification, protection, and availability of electronic and hardcopy documents, references, records, information systems, and data management software and equipment needed to support essential functions during a catastrophic event.

The county auditor/city clerk should work with their Information Systems personnel to ensure computerized systems are resilient and capable of operating under conditions that may involve power or other infrastructure disruptions. Vital records will also be maintained at a back-up/offsite location to ensure continuity if the primary operating facility is damaged, destroyed, or unavailable. Records will be reviewed and updated at least annually.

Categories of vital records include:

- Emergency Operating Records. These include records and databases essential to the continued functioning or the reconstitution of local government during and after a catastrophic event.

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- Rights and Interests Records. These include records critical to carrying out essential legal and financial functions of local government. They are vital to the protection of the legal and financial rights of individuals who are directly affected by local government activities. These records include those with such value that their loss would significantly impair the execution of essential functions, to the detriment of the legal or financial rights and entitlements of the organization and the affected individual(s).
- Traditional Vital Records. Birth, death, marriage, and other vital records.

CONCEPT OF OPERATIONS

Providing life essential goods and services will require the cooperation of all annex coordinators, private sector organizations, and citizens. Manpower will be the most important resource. Each citizen will be a valuable contributor to the larger effort of community stability – whether in food production, security patrols, trash collection, or healthcare.

Food ration cards will be distributed by NET Teams to homes, regardless of where the citizen works. General Purpose ration cards will be distributed by annex coordinators.

PREPARATION

_____ Annex Coordinators:

- _____ Identify the people (including qualifications), infrastructure, communications, transportation, and other resources needed to conduct essential operations. Provide resource lists (people – including specialized teams, assets, and facilities) to Annex O Coordinator
- _____ Identify the skill sets necessary to perform specific essential functions or to support tasks that enable the performance of those essential functions. Develop training materials to augment your workforce with citizen workers
- _____ Within your department, identify and prioritize employees available for task reassignment during a catastrophic event
- _____ Develop and periodically test a roster of essential personnel

- _____ In coordination with legal staff, create orders of succession and delegations of authority documents for senior leadership and key personnel:
 - _____ If possible, delegation should be three persons deep
 - _____ Ensure all personnel are informed, and tasked personnel trained on expected actions
 - _____ Provide a copy of these documents to the Annex O Coordinator. Review these document annually for any changes needed.
- _____ Identify and preposition Emergency Operating Records needed to continue essential functions
- _____ Provide guidance to all personnel on individual preparedness, so they are ready to respond to a catastrophic event
- _____ Annex O Coordinator:
 - _____ Designate (in writing) a vital records manager
 - _____ Work with chief elected officials, annex coordinators, and legal staff to develop “Delegation of Authority” documents to include:
 - _____ Defining the circumstances of implementation
 - _____ Delineating the limits of authority and accountability
 - _____ Outlining explicitly in a statement, the authority (including any exceptions to that authority) of an official so designated, to exercise direction, and the authority of an official to re-delegate functions and activities, as appropriate
 - _____ Consolidate resource lists from annex coordinators
 - _____ Augment vital records program to include:
 - _____ Records that specify how local government will operate in an emergency or disaster (for example, federal directives)

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- _____ Records necessary to local government's continuing operations
- _____ Records needed to protect the legal and financial rights of local government and citizens
- _____ Develop multiple redundant media for storing vital records, including off-site backup of critical documents
- _____ Create and secure a reserve stockpile of city/county letterhead
- _____ Create ration cards and place in secure storage (See Appendix 1)

RESPONSE - (Upon receipt of emergency directives from chief elected officials)

Continuity of Operations Support

- _____ Determine which services are to be suspended and reassign those employees to essential continuity of operations and continuity of government functions
- _____ Augment staff as appropriate, to administer and manage resources
- _____ All Annex coordinators:
 - _____ Identify resource managers to assist with:
 - _____ Hiring workers for annex operations
 - _____ Recording personnel information of workers
 - _____ Work scheduling
 - _____ Recording asset information: capabilities and needs
 - _____ Recording facility information
 - _____ Forward information to Annex O coordinator as requested
- _____ Review and update resource lists from annex coordinators
- _____ Assign two administrative assistants to each annex coordinator to assist with clerical support, including record keeping

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- _____ Upon authorization from chief elected officials, determine which specific local resources are to come under government control

- _____ Work with applicable annex coordinators to ensure resource owners are immediately contacted
 - _____ Notify resource owners of emergency directives, and facility closure if required

 - _____ Request store inventory document be provided within 72 hours

- _____ Notify Annex C Coordinator (Law Enforcement and Security) of facilities for potential security requirements

- _____ Manage food ration cards and time cards
 - _____ County auditor: Distribute food ration card packages and associated inventory control sheets and time cards to chief elected officials of incorporated towns

 - _____ County auditor/city clerk: Distribute initial ration card package and time cards to NET Team Manager

 - _____ NET Team Manager – **initial** ration card distribution:
 - _____ Divide food ration card and time card packages into smaller packages for each neighborhood

 - _____ Distribute to NET Team leaders (see Annex K: NET Teams)

 - _____ On the Friday of the first full week, return time card information to county auditor/city clerk. Include comments on any changes needed in the amount of ration cards for the coming 4-week period

 - _____ County auditor/city clerk – **on-going** ration card distribution:
 - _____ Review timecards
 - _____ Verify community work participation by ration card recipients.

 - _____ For each timecard, sum the hours eligible for General Purpose ration card

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- _____ Distribute a 4-week ration package to NET Team Manager at the end of the initial period, and every four weeks thereafter
- _____ At the end of each week: review timecards
 - _____ Verify community work participation by ration card recipients.
 - _____ Total hours eligible for General Purpose ration card
- _____ NET Team Manager – **on-going** ration card distribution:
 - _____ Divide food ration card package into smaller packages for each neighborhood
 - _____ Distribute to NET Team leaders (see Annex K: NET Teams)
 - _____ Return time card information to county auditor/city clerk each Friday. Include comments on any changes needed in the amount of ration cards needed
- _____ Annex coordinators: At the end of each week, send time cards for annex workers to the Annex O Coordinator.
- _____ Manage General Purpose ration cards
 - _____ Determine General Purpose ration card eligibility from timecard review
 - _____ Send General Purpose ration cards to annex coordinators for distribution to recipients
- _____ Assist Annex Coordinators to manage specialized teams, as needed
 - _____ Provide list of eligible candidates from personnel forms provided by NET Teams
 - _____ Provide ration card and timecard packages

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Continuity of Government Support

- ___ Assist annex coordinators with revisions to letters of succession and delegations of authority, as required by actual events
- ___ Support Emergency Operations Center (EOC) activities:
 - ___ Assist Emergency Communications Coordinator by relaying message traffic to appropriate annex coordinator(s)
 - ___ Maintain and update status displays
- ___ Record inter-jurisdictional transactions as required (see Annex A: Governance)
- ___ Manage/maintain vital records
 - ___ Emergency Operating Records
 - ___ Emergency plans and directives
 - ___ Orders of succession
 - ___ Delegations of authority
 - ___ Staffing assignments
 - ___ Ration cards and associated documentation
 - ___ Related policy or procedural records
 - ___ Rights and Interests Records
 - ___ Accounts receivable files
 - ___ Contracting and acquisition files
 - ___ Official personnel records (government and citizen employees)
 - ___ Social Security, payroll, retirement, and insurance records
 - ___ Property management and inventory records

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____ Traditional Vital Records

____ Marriage licenses

____ Birth certificates

____ Death certificates

____ Real property records (deeds, etc.)

____ Military service records

____ Personal records (wills, powers of attorney, etc.)

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Appendix 1 – Ration Card System

The ration card system compensates citizens for their work for the community. The two types of ration cards are food ration cards and general purpose ration cards.

Food Ration Cards. Food ration cards may be for food products (for home preparation) and/or for eating prepared meals – both subject to availability. The first several days/weeks of the food ration system are likely to be confusing:

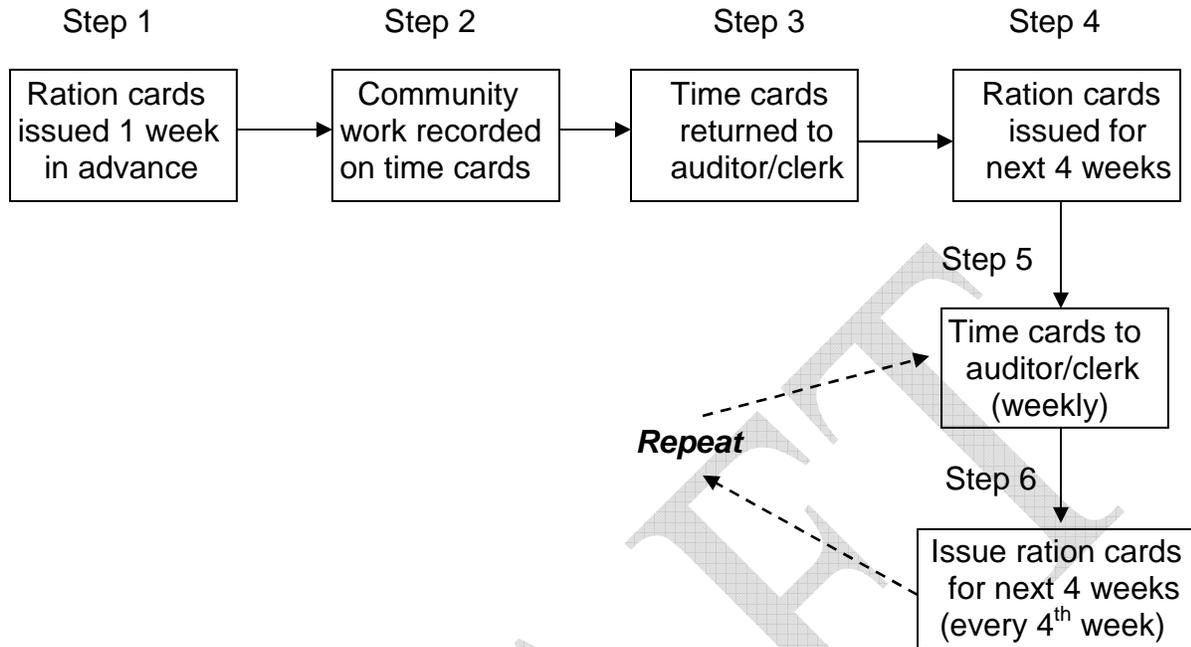
- People will not be used to the ration card system
- Many people will be disoriented and overwhelmed by events
- The change in diet to raw/minimally processed food will add dietary stress
- Many people do not have experience cooking with basic agricultural products

Citizens need to be involved in working through these difficult issues. A “Neighborhood Ration Board” will be established to administer the food rationing for the neighborhood. This board will consist of five members, including a local government representative. The Ration Board will be chaired by the NET Team leader until another neighborhood resident has been identified for this role. Responsibilities include:

- Consolidate food requirements for each family in the neighborhood
- Distribute food ration cards
- Recruit and organize volunteers to make prepared meals at the neighborhood gathering point
- Inform citizens about the status of jurisdictional food supplies

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The process for managing the food ration cards is:



Step 1: Neighborhood Emergency Teams (NET Teams) make an initial distribution of food ration cards. This is done in advance of any work done by citizens. This initial ration card is good for up to two weeks, depending on which day it is distributed. Each NET team, in conjunction with local government officials, organizes a Neighborhood Ration Board.

Step 2: Each day, team leaders record the hours each person on their team works. This is recorded on a time card or similar personnel roster.

Step 3: The Friday before the initial ration card expires, team leaders return the time cards to the auditor/clerk.

Step 4: For each team member (if the community work time is satisfactory), the auditor/clerk issues a ration card that is good for the next four weeks only. These are distributed to NET Teams for distribution to families under the direction of the Neighborhood Ration Board.

Step 5: Team leaders continue to daily record the hours each person on their team works. This record is sent to the auditor/clerk each Friday. Discrepancies are noted for resolution by the Neighborhood Ration Board.

Step 6: Every four weeks, the auditor/clerk issues a ration card that is good for the next four weeks only. These are distributed to families by the NET Teams. Steps 5 and 6 are then repeated as long as necessary.

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General Purpose Ration Cards. Those who have their own food (and therefore do not use food ration cards) and/or work extra hours, receive general purpose (GP) ration cards. Each GP ration card represents four hours of work. Valuation cannot be determined in advance, but is likely to be based on needs and available resources as the community becomes more self sufficient. Depending on federal guidance, the GP ration card could be used to purchase non-food community assets, such as fuel and clothing, or as a medium of exchange for trade.

Attachment 1 describes the creation and controlling of ration cards.

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Attachment 1 – Creating and Controlling Ration Cards

Both Food and General Purpose ration cards need to be created in advance. Until a catastrophic event occurs, both types of ration cards will be controlled by the county auditor. Food ration cards are one-time use. General Purpose ration cards are re-useable.

Designing unique ration cards minimizes fraud potential. Cards must be secured, with access limited to the county auditor and the jurisdiction's chief elected official. A joint inventory (by those who have access), should be conducted quarterly.

Training versions of the rations cards may be created to facilitate exercise realism. Training ration cards should not resemble 'real world' cards. Training cards may be stored and controlled by the emergency manager.

Food Ration Cards

Step 1: Determine the total number of ration cards needed. A two-year supply is recommended, and calculated as follows:

Population of county x 104 weeks

Step 2: Design ration card (example at attachment 1). Card should be sized to allow multiple copies of a ration card on standard (8 ½ x 11) card stock.

Step 3: Obtain card stock. Four colors of card stock are recommended. This will provide a visual transition at the end of a 4-week period for users. Using different colors every 4 weeks also reduces potential fraud.

Step 4: After printing rations cards, add additional security measures as appropriate.

Step 5: Divide ration cards into packages by jurisdiction. Further divide the jurisdictional packages into one initial ration card package, and the remaining cards into 4-week packages.

General Purpose Ration Cards

The procedure for general purpose ration cards is the same as for food ration cards, with the following changes:

1. One color of card stock is used. It is recommend that this color NOT be white.

Laminate cards after printing and appropriate security measures are added.

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Appendix 2 – Time Card Form

Name _____

Address _____

Neighborhood designation _____

Service provided _____

Dates (from _____ to _____)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Hours							

Remarks _____

Appendix 3 – Facility Agreement and Inspection Form

This agreement is made and entered into between _____
(local government jurisdiction) and _____ (facility owner).

Facility owner agrees to:

1. Provide facility, known as _____ for a period of _____ (days/weeks/months).
2. Provide access to utilities as needed.
3. Provide 24-hour point-of-contact: _____

Local government jurisdiction agrees to:

1. Do routine cleaning and maintenance.
2. Pay utilities during period of use.
3. Hold harmless and indemnify the facility owner against any legal liability in respect to bodily injury, death, and property damage arising from the negligence of local government personnel during the use of the facility.

Both parties agree to the following:

1. No modifications or changes shall be made to the facility by local government without approval of the facility owner.
2. Prior to occupancy, representatives of both parties shall inspect the facility and will note any discrepancies on the inspection form.
3. Prior to vacating the facility, representative of both parties shall again inspect the facility to note any discrepancies on the release form. Normal wear and tear is considered to be the responsibility of the facility owner. Any excessive damage costs shall be negotiated prior to the repairs.
4. The facility shall be returned to the owner in the same condition as when it was initially inspected.

Signatures to this Agreement:

(Signature of facility owner)

(Signature of local government representative)

(Printed/typed name and date)

(Printed/typed name and date)

Pre- and Post-Inspection Checklist

Walk-through inspection jointly by both parties

NOTE: Digital pictures are recommended. Use blank pages for additional comments.

General considerations

- Accessibility
- Is the facility insured
- Safety issues: clearly marked exits, smoke alarms, etc.

Facility overview

- General condition
- Equipment

Room-by-room inspection

- Damage (floors, furniture, equipment, windows, closets)

- Supplies

- Location of utility control points (electrical boxes, water valves, etc.)

Signatures

_____ (facility owner)

_____ (local government representative)

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Release of Facility

This is to certify that the _____, owned by _____
(facility) (facility owner)
and used temporarily by _____ as an emergency facility from
(local government jurisdiction)
_____ to _____, is hereby returned to _____ in a
(date) (date) (facility representative)
satisfactory condition, less the following deficiencies:

(Signature of facility owner)

(Printed/typed name and date)

(Signature of local government representative)

(Printed/typed name and date)

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