The Resilient Organization

CRN: 20288 (Grad)
Winter, 2013

Syllabus

Last Update: November 4, 2012

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Course Description:

We will focus on sustaining delivery of services essential to your clients, even in the worst of times. Continuity Planning helps organizations fulfill a social responsibility to protect their patrons, community, and employees when things go awry. How can your agency, non-profit, or tribal entity quickly resume functioning and deliver the services critical to your mission? Don't think terrorist attack. Consider more likely events: a major earthquake, a devastating computer virus, pandemic disease, widespread flooding, or the sudden departure of your executive director.

Students explore four areas related to Continuity Planning.

- **Anticipating the Unexpected**
  Agencies, non-profits, and tribes are vulnerable to a variety of natural and man-made emergencies and disasters. Continuity planning includes the identification of vulnerabilities, priorities, dependencies, and measures for developing plans to facilitate continuity and recovery before, during, and after such a disruption.

- **Creating a Continuity Plan for Your Organization**
  Recognizing that not all events can be prevented and some risks may be deemed acceptable, proper planning is essential to maintain or restore services when an unexpected or unavoidable event disrupts normal operations.

- **Connecting With Stakeholders and Resources**
  No agency is an island. This is particularly true when things go bad. We will explore existing systems which can provide support to the initiated, as well as strategies for building interagency relationships and agreements which pay big dividends in the event of a disaster.

- **Leadership and Preparedness**
  How can we prepare ourselves to respond to situations beyond the scope of our immediate experience? We will consider ways to cope with high levels of uncertainty and stress, reach coherent decisions under pressure, and coordinate the efforts of colleagues and organizations in the service of our clients.

Learning Objectives

In this course, students will learn

- The importance of planning for recovery in the face of adverse events, minimizing impact, and facilitate functioning during and after emergencies.
- How to design and implement a continuity plan that ensures continued operations under abnormal conditions.
- How to engage their agency/non-profit/tribe in preparing for, mitigating against, and recovering from a disaster.
- How to build a kinship of readiness inclusive of clients, stakeholders, and community at multiple levels.

Instructor

John Fortugno led Washington State's Homeland Security Institute, where he oversaw training for over 28,000 emergency responders. John creates programs which help state agencies, local governments, non-profits and tribes respond to emergencies. He has over 30 years of response and leadership experience, including as a Special Agent for the Navy Criminal Investigative Service (NCIS), as a Federal Executive Fellow in Washington DC, in embassy posts in Asia and Europe, as a non-profit board member, and while serving as Vice President of Pierce College (one of Washington's largest community colleges). He has degrees from the University of California, The Evergreen State College, University of Southern California, and the United States Naval War College, as well as training certification from the Emergency Management Institute. John has worked in recruitment and mentor training for Big Brothers Big Sisters, in native-plant restoration efforts, and in improving education opportunities for Washington State's female prisoners.

Day 1: Framing Continuity…the Big Picture

1. Crisis Management

2. Disaster Recovery
3. Continuity Planning Resources
4. The View from the County level

Day 2: Building Continuity…Creating a Plan

5. Promoting staff buy-in, awareness, and involvement
6. Reviewing your Mission and Functions
7. The View from the State level
8. Likely sources of interruption
9. Business Impact Analysis
10. The View from a College
11. Developing policies and procedures
12. Create a written Continuity Plan
13. The View from Non-Profits

Day 3: A Continuity Culture…Exercising the Plan

14. Exercising and Maintaining your Continuity Plan
    i. Tabletop exercise
15. Connecting with local, state, and federal resources
16. The View from the Tribes
17. The National Incident Management System (NIMS)
18. The View from the Federal level
19. Family and Personal Plans
20. Inspiring a continuity culture

Required Readings

Texts

There is no text to be purchased by students.

Required pre-reading and assignments will be available via Moodle. Some printed materials, including workbooks, will be provided to students on the first day of class.

Credit Requirements

For credit in this class, students are required to:

1. Complete all the assigned readings.

2. Attend all three days of class. Participate in discussions/exercises.

3. Develop an expandable Continuity Plan. This can either be for an agency, non-profit, or tribe that you currently work for, or one that you would like to work for in the future.

4. Consistent with MPA program requirements, students will prepare a self-evaluation and an evaluation of the instructor.