



Continuity of Operations Plan (COOP)

Items to be Discussed

- What is a COOP
- Why a COOP?
- Elements of COOP
- Tests, Tabletops and Exercises

Why

**15 months after burst pipe,
Wallington police still in trailers**

**Greensboro police temporarily close
downtown HQ for maintenance work;
services moved to Swing Rd office**

**Prisoners forced to evacuate due to drainage issue
at Philly Police HQ**

**Tangipahoa Parish picks up the pieces after
Hurricane Ida**

Continuity

...the unbroken and consistent existence or operation of something over a period of time

46.1.13 (LE1)

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(M M M M) Continuity of Operations Plan

The agency has a written Continuity of Operations Plan (COOP), which is exercised every four years.

Commentary

The primary objectives of this plan are central to ensuring the continuous performance of an agency's essential functions and operations during emergency or other critical circumstances. This includes protection of facilities, equipment, vital records, and other assets. The reduction or mitigation of disruptions to operations, assessment and minimization of damage and losses, and facilitation of decision-making during periods of emergency should also be considered in planning. In addition, the achievement of a timely and orderly recovery from an emergency and resumption of full service should be included. Plans may be limited to single agency operations, or the agency may be a component of a broader governmental plan involving multiple entities. Consideration should be given to the relocation of operational facilities, maintaining network connectivity, and the potential impact of staffing limitations. Exercising the plan is necessary to ensure it continues to meet the appropriate needs of the agency; however, actual plan implementation may meet the intent of this standard if relevant debriefing and evaluation of plan effectiveness is applied. (M M M M) (LE1)

Communications 7.1.2 (Emergency Operations Plan)

Campus Security 24.1.5 (Planning Function Bullet c)

46.1.9 (LE1)

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(M M M M) (LE1) All Hazards Plan Training

A written directive provides for:

- a. documented annual training on the agency's All Hazards Plan, to include the Incident Command System (ICS) for affected agency personnel; and
- b. documented biennial training consisting of a tabletop or full-scale exercise to assess the agency's capabilities with the All Hazards Plan and the Incident Command System.

The COOP is not an All-hazard Plan

All Hazard – Happens to others (and maybe you)

COOP – Happens to you

What-Where-How

You need a plan when any event makes it impossible for employees to perform a function(s) in the normal manner or work in their regular facility or location

A COOP answers the following basic questions for an organization facing a disruption:

- What do we do and what functions are most important?
- What equipment is needed to continue our job?
- Where will we go?
- How will we communicate?

- ❑ National Security Presidential Directive 51
- ❑ Homeland Security Presidential Directive 20 National Continuity Policy
 - Ensure that Primary Mission Essential Functions Continue to be performed
 - During a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies

Agency COOP

- Could be part of Comprehensive Emergency Management Program (CEMP) or Emergency Management Plan
- Or Continuity of Government Plan (COG)
- Overseen by Designated Emergency Management Director
- Different than All Hazards Plan

Be Part of the Plan

- Part of an overarching COOP or Continuity of Government for your city or town
- Director of Emergency Management
 - Town Administration
 - Public Works
 - Fire/Ambulance
 - Schools
 - Trash pickup/disposal
 - Water/Sewer
 - Elderly Housing
 - Information Technology

- For example
 - Fire
 - Floods
 - Bomb Threat
 - Snowstorms
 - Windstorms
 - Communications failure
 - Technology failure

Essential Functions

- Identify and Prioritize Essential Functions
 - Activities and tasks that cannot be deferred during an emergency
 - Must be performed continuously or resumed quickly following a disruption
 - Essential vs important functions
 - Mutual Aid agreements
- May have specific sections
 - But generally, an overarching plan that covers all situations

● Examples

- Communications/Dispatch
- 911
- Calls for Service
- Prisoners
- Data backup
- Redundant technology
- Roll call
- Administrative Functions
 - Property & Evidence
 - Records
 - Payroll

Order of Succession

- Who's in charge?
- What if person is not available?
- Usually indicated in another policy
(LE12.1.2) (COMM 2.1.2) (CS 3.1.2)

12.1.2 (LE1)

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(M M M M) (LE1) Command Protocol

A written directive establishes the command protocol for the following situations, at a minimum:

- in the absence of the chief executive officer;*
- in exceptional situations;*
- in situations involving personnel of different functions engaged in a single operation; and*
- in normal day-to-day agency operations.*

Commentary

A system of succession should be established to ensure that leadership is available when the agency's chief executive officer is incapacitated, off duty, out of town, or otherwise unable to command. For anticipated absences for extended periods, the CEO should designate, in writing, an "acting" authority. Command also may be predetermined for certain emergency or critical incidents and for specific operational activities. Command protocol should clarify authority, alleviate confusion, and ensure uninterrupted leadership. (M M M M) (LE1)

Delegation of Authority

- Identify by Position (not name)
 - Authority to make decisions
 - Usually predetermined

Continuity of Facilities

- Locations other than primary
- Alternate facilities
 - Other locations
 - Holding facilities
 - Temporary Detention
 - Remotely (non-sworn)

- Needed to Perform Essential Functions
 - Radio
 - Telephone
 - Ensure telephone company involved
 - Other agencies
 - Cell Phones
 - Information Technology - Internet

- Information Systems
- Identification of records
- Protection of records
- Property and Evidence
- Readily available
- Data back-up
 - Off-site location - Cloud

Personnel

- Alerting, Notifying, Activating
- During Event
- Up to Date Roster
- Category of Employees
 - Essential
 - Non-essential

Activation

- Under What Conditions
- Who Can Authorize Activation
- Partial Activation
- Part of a Planned Event
 - Rebuild or construction of new facility (for example)

- Transfer essential functions
 - Original and primary responsibility & locations
 - Facilities
 - Communications
 - Employees
 - Command

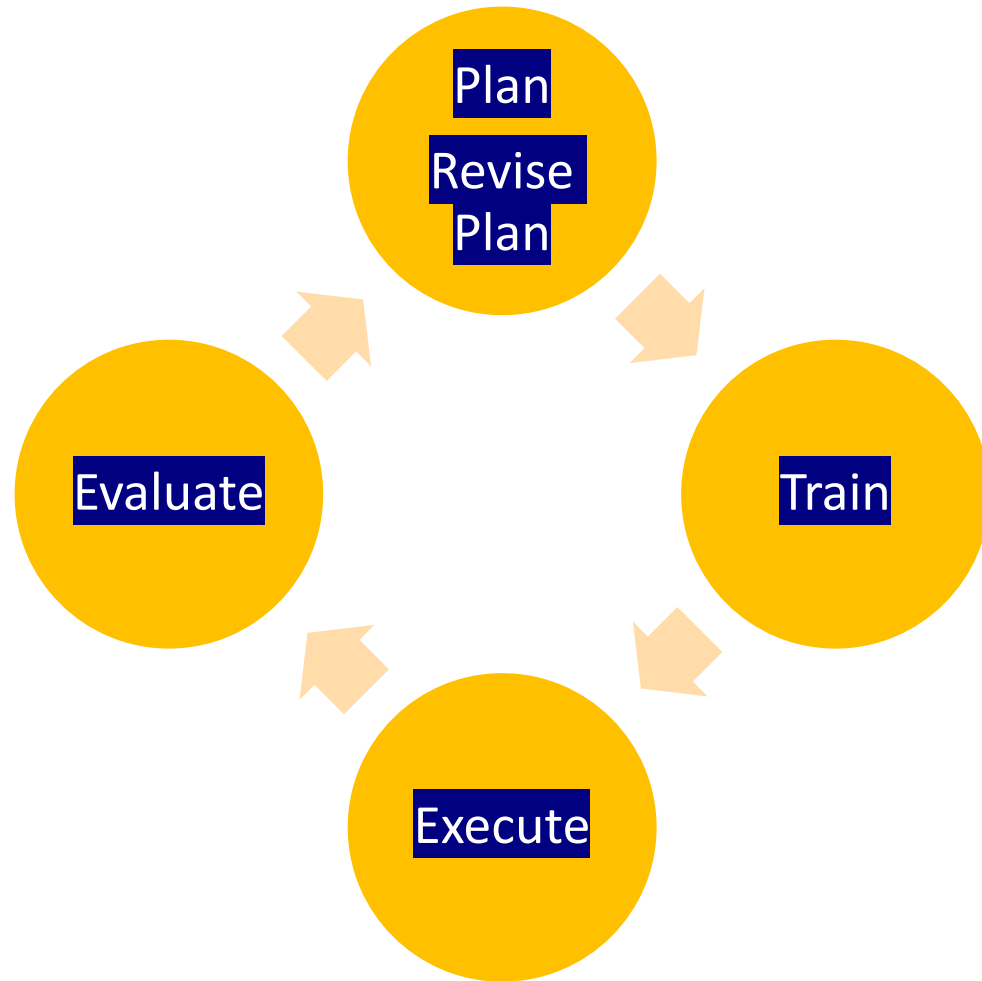
Phases

- Phase I - Readiness and Preparedness
- Phase II - Activation and Relocation: plans, procedures, and schedules to transfer activities, personnel, records, and equipment to alternate facilities are activated
- Phase III - Continuity Operations: full execution of essential operations at alternate operating facilities is commenced
- Phase IV – Reconstitution: operations at alternate facility are terminated and normal operations resume

● PLAN REVISION CYCLE

- Periodically review and revise
 - Use specific timelines
- Include Mutual Aid agreements and Memorandums of Understanding
- A cyclical model of
 - Planning
 - Training
 - Evaluating
 - Implementing corrective actions

Planning Cycle



Things to avoid

- Planning for specific scenarios
- Getting caught up in extremes
- Planning to the last emergency
- Assuming the existing management hierarchy

- Focus on mission essential functions not particular people
- The planning process is the most important aspect of the COOP exercise
- A plan will not cover all contingencies
- Good planning, however, will allow for good decision making in the midst of a crisis
- Involve Federal/State/Local/Tribal agencies if appropriate

Tests, Training & Exercises

Purpose: To ensure that COOP can support the continued execution of the agency's essential functions throughout the duration of an event.

- Power DMS (Testing)

- Training

- In-service
- Tabletop
- Functional
- Drills
- Full-scale Exercise
- Review

Tabletop exercises

- Discussion-based sessions
 - Team members meet informally
 - Classroom setting
 - Discuss roles and responses
- Fire at facility

Why Tabletop

- Facilitated low-stress discussion
- Good environment for problem solving
- Provide an opportunity for key agencies and stakeholders to become acquainted with one another, their interrelated roles, and their respective responsibilities
- Provide good preparation for a functional exercise.
- Cost Effective
- Minimal Disruption
- Validation of your Plan

Functional Exercise

- Fall between a tabletop exercise and a full-scale exercise
- Focused on exercising plans, policies, procedures, and staff members
- No actual field work in a functional exercise; all the activity is verbal.
- Operational decisions actually made by the Incident Command Post Team
- Simulating the deployment of resources
- Hot wash discussion

Drill

- A coordinated, supervised exercise activity, normally used to test a single specific operation or function
- Practice and perfect one small part of your risk assessment program
- Also be used to provide training with new equipment or to practice and maintain current skills

Full Scale Exercise

- Involves actual deployment of resources
- Coordinated response as if a real incident had occurred
- Tests many components of one or more capabilities
- Used to assess plans and procedures

COOP

Continuity planning is simply the good business practice of ensuring the execution of essential functions and a fundamental duty of public safety agencies entities responsible to their stakeholders. (FEMA)



Links

- <https://www.fema.gov/media-library/assets/documents/132130>
- <https://emergency.princeton.edu/how-to-prepare/continuity-of-operations-plans>
- <https://www.ready.gov/business/testing/exercises>
- https://www.fema.gov/pdf/about/org/ncp/coop_brochure.pdf

Plans

“Plans are worthless, but planning is everything.” Dwight Eisenhower

“Always plan for the fact that no plan ever goes according to plan.” Simon Sinek

Enjoy the Journey!

Questions??

