



Continuity of Operations Plan (COOP)

Presented by:

Paul MacMillan Northeast Regional Program Manager

Items to be Discussed

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

Continuity

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

Law Enforcement

46.1.5 (LE1)

Print

(M M M M) (LE1) Planning Function

At a minimum, the planning function will address the following:

- a. *preparing a documented incident action plan;*
- b. *gathering and disseminating information and intelligence;*
- c. *participating in a Continuity of Operations Plan (COOP)/Continuity of Government Plan (COG); and*
- d. *planning post-incident demobilization.*

Ĉampus Security 24.1.5
Communications 6

- 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

Purpose

Used when any event makes it impossible for employees to work in their regular facility or location

- A COOP answers the following basic questions for an organization facing a disruption:
 - Where could/would we go?
 - How would we communicate?
 - What do we do and what functions are most important?
 - What equipment is needed to continue our job?

- For example
 - Floods
 - Earthquakes
 - Tornado
 - Windstorms
 - Fire
 - Snowstorms
 - Communications failure
 - Hurricane

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

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
 - Pandemics for example
 - 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
 - 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
 - At Headquarters
 - In the field
 - Incident Commander (for example)
 - 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
 - Mobile Phones
 - Information Technology

- Information Systems
- Identification of records
- Protection of records
- Readily available
- Data back-up
 - Off-site location

Personnel

- Alerting, Notifying, Activating
- During Event
- Up to date Roster
- Category of employees
 - Essential
 - Non-essential
- Provide Relief
 - 12 hour schedules for ex.
 - Food & water

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

Activation

- Under what Conditions
- Who can authorize activation
- Partial activation
- Part of a Planned Event
 - Rebuild or construction of new facility

● 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

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

Be Part of the Plan

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

Tests, Training & Exercises

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

- Power DMS (Testing)
- Training
 - In-service
 - Table top
 - Functional
 - Full-scale Exercise
 - Review

Tabletop exercises

(LE 46.1.9) (CS 24.1.9) (COMM 7.1.5)

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.

- Discussion-based sessions
 - Team members meet informally
 - Classroom setting
 - Discuss roles and responses
- Natural Disaster/Tornado/Winter Storm
- 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

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

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 are worthless, but planning is everything,” Dwight Eisenhower

Enjoy the Journey!

Questions??

