

CONTINUITY OF OPERATIONS PLANNING



- I. **Purpose:** To minimize down times and provide the highest level of service until normal operations are resumed.
- II. **Vulnerability Assessment:** Identify threats or hazards; in Chatham County:
 - Coastal storms & hurricanes,
 - Storm surge,
 - Tornadoes, and
 - Rainwater flooding.
- III. **Prioritize Essential Organizational Functions:**
 - **Category 1:** Mission critical services that must always remain operational.
 - **Category 2:** Immediate services that must be restored in less than 12 hours
 - **Category 3:** Normal services don't need to be restored until after the incident.
- IV. **Concept of Operations:**
Phase I: Activation & Relocation: When to activate the plan?
 - Threats and emergencies with warning such as: Hurricanes, Transportation Accidents with the potential for Hazardous Materials spills, or the Threat of a Terrorist Act.
 - Threats without warning during after-duty hours: Arson, Terrorism or a HAZMAT may occur when the majority of the staff is not at work.
 - Threats without warning during duty

1. **Decision Process: Who activates, alert, notifies, and implements process?**
 - Who decides if the facilities are inoperable for 12 hours?
 - Who issues an after-duty hours warning & how?
 - Do employees have critical record/database "go kits"?
 - How are employees transported to alternate facilities? What are the Primary & Alt means of transportation?
2. **Leadership: What is the order of succession?**
 - Who has the authority and responsibility to carry out essential functions?
 - In the event that the leadership is incapacitated who are the successors for essential functions?

Phase II: Alternate Facility Operations: Have procedures been established at alternate facility for identification & sign in/out requirements, etc?

1. **Mission Critical Systems:** What are the mission critical systems and resources needed to support these functions?
2. **Vital Files, Records, and Databases:** When & where are vital electronic files and databases backed up and stored at a remote location? Vital records include:
 - **Emergency Operating Records** - essential to the functioning or reconstitution of the department.
 - **Legal and Financial Records** - essential to the legal/financial functions of the department.

Phase III: Reconstitution: Who determines the event is no longer a threat?

- V. **Logistics: Alternate Location:** Identification of a site that can be operational within 12 hours and sustain essential functions for up to 30 days.

Criteria include:

- Space
- Infrastructure,
- Food preparation area
- Security
- Parking
- Networking capabilities
- Interoperable communications:
 - How do we communicate
- Secure communications
 - Intra- and inter-departmental
- Accommodate minimum requirements
- How do we communicate with customers
- Variable and redundant capability.



Chatham Emergency Management Agency
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COOP OBJECTIVES

- Ensuring the continuous performance of essential functions/operations during an emergency.
- Protecting essential facilities, equipment, records, and other assets.
- Reducing or mitigating disruptions to operations.
- Reducing loss of life and minimizing damage and losses.
- Achieving a timely and orderly recovery from an emergency and resuming full service.
- Identifying alternate operations locations in the event that primary operations facilities are not functional.
- Conducting essential operations from an alternate operating location within 12 hours of the event onset for a period of up to 30 days.
- Establishing lines of succession and delegations of authority.
- Identifying personnel needed to perform essential functions.
- Identifying internal and external means of communication.
- Establishing requirements for regularly scheduled testing, training, and exercising personnel, equipment, systems, processes and procedures for support of a COOP event.
- Establishing requirements for development, maintenance, and annual review of the COOP.

GO KITS

A business go-kit should include:

- Copies of the Department/Business Emergency Operations Plan
- Department COOP
- Call-down lists
- Other vital records
- Maps to alternate operating locations
- Laptop computer with facility locations,
- Human resources and payroll info,
- Department-specific software.
- Copies of forms for essential services
- Forms used to perform work manually

Essential personnel go-kit should include:

- A change of clothing
- Personal hygiene items (soap, shampoo, etc.)
- Drinking water
- Non-perishable food/snacks
- Eating utensils
- Manual can opener
- Disposable plates, cups, etc.
- Flashlight
- Batteries
- Portable radio
- Blanket
- Pillow
- First aid kit/first aid items
- Prescription medicines
- Contact lenses and solution
- Car charger for cellular telephone
- Money
- Maps of area
- Copies of important personal documents

DELEGATION OF AUTHORITY

I. Orders of Succession

- Plans for transfer of power of senior leadership positions.
- Provided for agency head and directors performing essential tasks.
- From duration of incident to permanent.

II. Delegation of Authority

- Specific and limited authority
- Temporary in nature
- To be reviewed by company legal counsel

III. Who is authorized to make decisions?

- Department or agency head
- Other key individuals

IV. Delegations should be predetermined & documented in writing

- What authorities are delegated?
- To whom?
- Any exceptions or limitations?

V. Purpose of delegations

- Approving emergency policy changes
- Approving changes in SOPs
- Empowering persons to act as emergency representatives
- Personnel management decisions
- Approving commitment of resources
- Signing contracts .



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