

**MUNICIPALITY, DEPARTMENT
and
BUSINESS
CONTINUITY OF OPERATIONS PLAN
(COOP)**

Template

SEPTEMBER 2006

Continuity of Operations Plan

Chatham Emergency Management Agency

OVERVIEW

Continuity of government is paramount in the event of a crisis or emergency. Government, business and industry is vulnerable to a variety of hazards that threaten their communities, customers, economy and the environment. The September 11, 2001, attack on our nation added urgency to the need for strengthening plans and procedures that provide for the continuation of essential functions in the event of a wide range of contingencies.

This Continuity of Operations Plan (COOP) is an integral component of a system that assures our capability to carry out essential functions in time of emergency.

Municipality/Department/Business Director/ CEO

Date

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I. Executive Summary

Continuity of Operations (COOP) planning refers to the internal efforts to assure the capability exists to continue essential functions in response to a broad spectrum of emergencies or operational interruptions. COOP planning is an ongoing process that is driven in part by growth and change in information systems, personnel, and mission critical needs. Operational interruptions may include routine business renovation or maintenance; mechanical failure of heating or other building systems; fire; inclement weather or other acts of nature; or a range of threatened or actual attacks. Other events that may interrupt departmental activity include failure of information technology (IT) systems and telecommunications due to malfunction or cyber attack.

It is the policy of Insert Municipality/Department/Business to respond quickly in the event of an emergency or threat resulting from human, technological, natural or other causes, and to ensure the ability to perform essential functions under all circumstances. To meet these objectives, the Insert Municipality/Department/Business Name has established this COOP, which sets forth a concept of operations, identifies essential functions, and outlines three potential phases of operation: 1) Activation and Relocation; 2) Alternate Facility Operations; and 3) Reconstitution. The plan incorporates the following key elements:

- Emergency concepts, actions, and procedures.
- Identification and prioritization of essential functions.
- Line of succession to essential positions required in an emergency.
- Delegations of authority and pre-delegations of emergency authorities to key officials.
- Emergency operations centers and alternate (work-site) facilities.
- Interoperable communications.
- Protection of government resources, facilities and personnel.
- Safeguarding of vital records and databases.
- Tests, training and exercises.

II. Introduction

The changing threat environment and local experience with recent emergencies have shifted awareness to the need to develop COOP capabilities in order to continue essential functions across a broad spectrum of emergencies. As recent events have demonstrated, government as well as business operations can be disrupted by a variety of events, both manmade and natural. Whether the disruption results from severe weather or from a blackout caused by a malfunction of power grid

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technology, (use one) citizens/customers still expect services to be available when they are needed. This COOP has been developed as an aid in continuing to provide essential services under emergency conditions.

The objectives of this COOP include:

- 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 of personnel, equipment, systems, processes and procedures used for support during a COOP event.
- Establishing requirements for development, maintenance, and annual review of the COOP.

III. Purpose

The purpose of this Continuity of Operations Plan (COOP) is to describe how the Insert Municipality/Department/Business Name will operate in the event that an emergency threatens or incapacitates operations. This document identifies lines of succession; provides for the maintenance or re-establishment of the control and direction, including relocation of key personnel, as necessary; for reconstitution of key staff positions with successor personnel; and for regeneration of full organizational functions. This COOP, which is applicable to all-hazards threats, ensures preparedness to provide critical services in an environment that is threatened, diminished, or incapacitated.

IV. Applicability and Scope

The Insert Title of Municipality/Department/Business Head has reviewed and approved this plan for operational activities during emergency/disaster events. This plan is designed to effectively minimize system outages and down times while providing the highest level of service possible until normal operations fully resume. This plan also is intended to facilitate the response and recovery process. This document applies to a full range of circumstances, from a short-term, localized event to a long-enduring

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regional emergency that may impact multiple facilities and applies to natural disaster events as well as man-made threats. The plan is designed to complement procedures outlined in the Chatham County Emergency Operations Plan (EOP).

V. Vulnerability Assessment

Understanding hazard risks and vulnerabilities is important to the continuity planning process, as it is high-risk events that are likely to trigger implementation of the COOP. Chatham County completed development of a pre-disaster mitigation plan in January 2005. As part of this process, the County identified the following hazards, risks, and vulnerabilities to which it is subject: coastal storms/hurricanes, rainwater flooding, tornadoes, and storm surge.

Historical data indicates the County has been subject to Category 5 hurricanes (winds exceeding 155 mph) and Category 2 tornadoes (113 – 157 mph) in the past. Very high proportions of Chatham County's population (100% in hurricanes), structures (ranging from 35-100%) and critical facilities (up to 89% of the County's 501 such facilities) are exposed to these large-scaled events with closely tied vulnerabilities and potential damage estimates. In addition, 64% of the County's population is vulnerable to 100-year flooding, with 34% of its critical facilities at risk.

Critical facilities identified on the County's Pre-Disaster Mitigation Critical Facility and Critical Infrastructure Assets Inventory include utilities (electric, natural gas, water, and sewer), radio/communications towers, local government buildings, schools, health care facilities including hospitals and nursing homes, independent and municipal fire departments, police departments, Federal government buildings including Armed Forces facilities, private educational institutions, State facilities including universities, transportation facilities and links, and religious healthcare institutions. Many of the infrastructure assets cross jurisdictional boundaries, and therefore multi-jurisdictional coordination will be required when events impact or have the potential to impact these facilities.

VI. Essential Functions

Agency functions are categorized as follows:

- Category 1: Mission Critical – services that must remain operational at all times
- Category 2: Immediate Post-Incident – services that must be brought back online as soon as possible and no later than 12 hours after an incident

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- Category 3: Normal Services – services that need not be restored in full until the incident has passed and Category 1 and 2 services are operational.

Both Category 1 and 2 are considered essential functions. The positions necessary to carry out these functions, along with business unit support duties are listed in Annex A, Essential Functions.

VII. Authorities and References

Annex B, Authorities and References, lists the authorities and references that support this plan.

VIII. Concept of Operations

In the event of a disaster or emergency, rapid organization to assess the impact on operations and to determine necessary actions is imperative. COOP operations are characterized by three distinct phases: activation and relocation, alternate facility operations, and reconstitution.

This plan provides for the continuation of the essential functions and is based on the assumption that access is denied to facilities where business is normally conducted. A fire or hazardous material (HAZMAT) incident may require evacuation of a building with little or no advance warning using existing occupant emergency plans, but only for a short time. Under these types of situations where evacuation is required for less than 12 hours, COOP implementation is not appropriate. There is a distinction between these short-term situations and those in which access may not be possible for an extended period. In the latter case, there will be a need for the deliberate, pre-planned relocation of selected key staff to an alternate location where minimum essential functions can be performed, beginning no later than 12 hours after activation, while an assessment of longer-term alternatives is undertaken. The alternate location will support the full complement of “mission-critical” staff assigned to it, including communications, information technology support, supplies and materials, and a secure environment, for up to 30 days.

A. Phase I: Activation and Relocation

Conditions under which this COOP might be activated include the actual or potential denial of access to the Insert Facility Name and Address from which business is normally conducted.

This plan may be activated in situations such as:

- Known threats and emergencies (with warning). Some threats may afford advance warning that will permit orderly alert, notification and, if necessary, evacuation of employees. Examples are a hurricane, transportation accident with the

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potential for the release of hazardous material, or the threat of a terrorist act.

- Unanticipated threats and emergencies during non-duty hours (no warning). Arson, terrorism or a HAZMAT incident may occur without warning when the majority of the staff is not at work. While operations from the normal place of business will not be possible, the majority of staff will be able to respond to instructions, including proper notice to relocate.
- Unanticipated threats and emergencies during duty hours (no warning). Incidents may also occur without warning during normal office hours. In this case, implementation of the COOP, if indicated by the circumstances, would be preceded by execution of a building occupant emergency plan to move employees and visitors out of the building expeditiously.

1. Decision Process

If a situation arises that adversely impacts or threatens the ability to perform essential functions, the COOP may be activated by the senior elected official or his/her successor. In business and industry the COOP is generally activated at the direction of the Chief Executive or Operating Officer.

2. Alert, Notification, and Implementation Process

In the event that the usual operating facilities are rendered inoperable and are expected to remain as such for a period of 12 hours or more, the Director, Mayor or CEO may decide to implement the COOP. If this occurs, operations will be relocated to the Alternate Facilities listed in Annex C, so that essential functions can be performed.

In circumstances where warning is provided in advance of a triggering event, or during off-duty hours, a decision to implement the COOP will be communicated by the Director, Mayor, or CEO of to designated essential employees through Describe Means/Methods to be Used. A call-down list is included in Annex I. The Director, Mayor, or CEO will notify the manager at the alternate facility that the COOP has been activated and relocation is required. The agency's designated Advance Team (Annex C) will be deployed to the alternate facility to make it ready for use by checking operations of or setting up and testing telephone lines and network connections; verifying operability of heating, cooling, plumbing, and electrical systems; ensuring sufficient work space is present to support performance of essential functions by the Operational Team; and other duties as appropriate.

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During the time between COOP activation and when the alternate facility is ready to support essential operations, essential employees (referred to as the Operational Team) will work from the usual operating facility if it is able to support limited operations. If the usual facility is not accessible, the employees will be instructed how to proceed, for example, if they should work from home until the alternate facility is ready.

When the Advance Team advises that the alternate facility is ready to support essential operations, the Operational Team will report to the alternate facility. Transportation to the alternate facility will be by any means available. Employees reporting to the alternate facility will take their “go kits” containing both work and personal items (See Annex D) and any critical records/databases (See Annex E) for which they are responsible and prepare to become fully operational within 12 hours.

Employees who are not required to relocate to the alternate facility will be instructed by the **Director, Mayor or CEO** if/where to report and, if their responsibilities will be different from their normal work, what their function during COOP activation will be. **Insert Municipality/Department/Business Name** will work with Public Affairs to develop messages to inform the public of the need to relocate to alternate facilities and which, if any, non-essential services will be suspended during COOP implementation.

In circumstances where there is no warning during duty hours, designated essential employees will be directed by the senior executive, the **Director, Mayor or CEO**, or their successors to proceed with their “go kits” to the alternate location and prepare to become fully operational within 12 hours of the onset of the emergency. The Advance Team will be notified of the COOP activation and will be dispatched immediately to the alternate facility to begin preparations for use. The **Director, Mayor or CEO** will notify the manager at the alternate facility of the immediate need to relocate. Employees relocating to the alternate facility will be transported by **Insert Means of Transportation**. Employees who are not required to relocate to the alternate facility will be instructed by **Insert Position Title** if/where to report and, if their responsibilities will be different from their normal work, what their function during COOP activation will be.

If usual communications methods such as telephone, cellular telephone, email, and the Internet are not available and employees are not sure about their work status, they should report directly to their primary COOP site to receive instructions about their emergency duties.

3. Leadership

a. Orders of Succession

There may be instances when an individual who is designated as a leader may be unable to fill their leadership role. Because the role is essential to being able to complete critical missions, a successor will need to assume that leadership role. A successor will assume the duties of the leadership role when the usual leader is not able to be contacted by usual methods (e.g., telephone, cellular telephone, direct connect, etc.), and will relinquish leadership duties when the usual leader is contacted or until a permanent successor has been named by the Department Head, Mayor, CEO or other appropriate individual. Annex F lists the order of succession to the following:

- Director, Mayor or CEO
- Key agency leadership positions

The order of succession applies in the event that any of those listed are unable to be reached or are otherwise incapacitated.

b. Delegations of Authority

Upon appointment to an essential position, designated essential employees and their successors shall have the full authority and responsibility to carry out their essential functions unless otherwise indicated in this plan. "Succession," in this context, pertains only to the activation of this COOP and the performance of the essential functions listed herein for the duration of COOP activation, or until relieved by proper authority. The authorities delegated to each essential position are listed, by position, in Annex G, Delegations of Authority.

c. Devolution

In the event that the leadership of **Insert Municipality/Department/Business Name** is incapacitated to a degree that would compromise the performance of the organization's essential functions under this COOP, **Insert Successor Agency or Division Name** is named as the successor organization responsible for the performance of these functions. Such devolution may occur based upon a unilateral determination by the senior executive or his/her successor or on a recommendation by the senior surviving. In the event that devolution is deemed necessary, the Advance Team, the remaining senior official of the devolving department/division and his/her designees would assist the successor

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department/division to prepare to assume control of the devolving organization's essential functions. The resources necessary for the department/division assuming responsibility to carry out the devolving organization's essential functions are the same as those identified in Appendix I.

B. Phase II: Alternate Facility Operations

Upon arrival at the alternate facility, essential employees may need to go through a security checkpoint. At security checkpoints, employees should be prepared to show identification. Temporary staff hired to fill staffing needs during the emergency may be issued temporary badges, or may be placed on a list for approved access to the facility and required to show a form of picture identification.

At the security checkpoint or at the entrance to the alternate facility, essential employees reporting for duty will sign in and out on a sign-in sheet so that shift staffing can be tracked.

When they first arrive at the alternate facility, essential employees may find that the Advance Element is still working to bring mission critical systems and vital databases and records online. In the event that personnel cannot access electronic files, they should be prepared to perform their essential functions manually. Forms and manuals for completing processes by hand will be pre-staged at the alternate site or will be included in employee go-kits. Personnel may need to use methods of communication other than telephone land lines, and should include in their go-kits a car adapter to charge batteries for portable communication devices such as cellular telephones and direct connect radios in the event that power is not immediately available at the alternate facility.

1. Mission Critical Systems

Mission critical systems are those systems such as information technology and communications that are required to support the agency's ability to perform its essential functions. Those systems needed to support the essential functions identified in Annex A have been identified and are discussed in Annex H, Mission Critical Systems.

2. Vital Files, Records, and Databases

a. General

To the extent necessary, vital records and electronic files will be duplicated and stored at a remote location. Vital records include the following:

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- Emergency Operating Records - These records are essential to the continued functioning or reconstitution of the operating units in the department during or after an emergency that requires activation of this COOP.
- Legal and Financial Records - These records are essential to carrying out the legal/financial functions of the department or to protecting the rights of individuals directly affected by the department's activities.

The agency's vital records will be updated regularly according to an established schedule based on the results of a risk assessment. Vital electronic files and databases also will be backed up Insert Time Period - Daily, Weekly, etc. and the backup data stored at a remote location. A list of agency vital records and databases is included in Annex E.

b. Vital Records Implementation Plan

The department's vital records are stored Insert Location or "Offsite at an Undisclosed Location". Preservation and access to these records is controlled by Insert Appropriate Information such as Business Unit, Address, etc.. Vital records that are in storage and are required by the department will be recoverable within Insert Number hours of the onset of an emergency. Insert Responsible Position Title or Business Unit will contact Insert Contact Information to request delivery of the required vital records to the specified alternate operating location.

When the COOP is activated, Insert Position Title or Business Unit will be responsible for ensuring that vital records stored onsite at department facilities are moved from the usual operating location to the alternate operating facility. Insert Position Title will maintain an inventory of vital records to ensure that they are accounted for after the move to the alternate operating facility. During the return to normal operations, Insert Position Title will notify Insert Title of Offsite Records Controller to retrieve records that are usually stored offsite. During the return to normal operations, Insert Position Title will also ensure that records stored onsite at each usual operating facility are returned to their normal locations. The vital records implementation plan should be tested as part of the department's COOP exercise program.

C. Phase III: Reconstitution

When the Director, Mayor or CEO determines that the emergency is no longer a threat, he/she will begin to plan for a return to normal operations. The Advance Team will return to the primary facility to

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ensure that mission critical systems are operational and the facility is ready for normal operations to resume. The **Insert Position Title or Division** will work with **Insert Position Title or Division** to notify employees of the end of the emergency and the plan to return to normal operations. **Insert Position Title or Division** will notify employees using communications protocols described in Annex I, Logistics.

After normal operations have resumed, the **Insert Municipality/Department/Business Head** will de-activate the COOP. The **Insert Municipality/Department/Business Head** will ensure that an after-action review is conducted of COOP and the effectiveness of emergency plans and procedures in place. The review will occur as soon as possible, but no later than four weeks after the return to normal operations. The review will identify areas for correction and result in the development of a remedial action plan.

IX. Responsibilities

COOP planning ensures continued performance of essential government functions during an emergency. Without COOP, such functions may not be performed at a time when they are needed most. COOP planning therefore requires a dedicated effort, with clear delineation of responsibilities. Key positions within the organization and specific individual COOP responsibilities are designated in Annex J, COOP Planning Assignments.

X. Logistics

The **Insert Municipality/Department/Business Name** has determined the level of mission essential emergency operations that can be sustained internally and has developed procedures to augment capacity through the acquisition of services, personnel, resources, and equipment. Memoranda of agreement/understanding and mutual aid agreements can be found in Annex E, Vital Records and Databases.

A. Alternate Location

Choosing and preparing alternate locations is an integral part of COOP planning. Selecting appropriate and compatible alternate facilities is the responsibility of **Insert Department or Position Title**. Any site selected as an alternate facility must be able to be operational within 12 hours of COOP activation and sustain performance of essential functions for up to 30 days.

Alternate facilities are identified in Annex C, Alternate Facilities. Each of these facilities is maintained on a regular basis and meets the following criteria to support performance of essential functions during COOP activation:

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- Sufficient space to accommodate essential personnel
- Adequate infrastructure, including electricity, backup power source, heating, cooling, water, and sewer
- Food preparation area
- In-place security measures
- Parking lot or public transportation access
- Sufficient networking capabilities to support performance of essential functions.

B. Interoperable Communications

Communications is an integral part of COOP activation. Selecting appropriate and compatible COOP communications equipment is the responsibility of **Insert Department, Business Unit, or Position Title**.

The overall capacity should address concerns such as:

- Initial operational readiness within 12 hours (fully operational within 48 hours) and sustainable for a period up to 30 days
- Secure communications
- Interoperability to include intra- and inter-departmental communications and EOC-to–alternate-facility communications
- Capacity to accommodate minimum requirements
- Ability to communicate with customers
- Variable and redundant capability.

Under most conditions that may require activation of the COOP, communications will primarily be by standard methods such as telephone land lines, two-way radios, cellular telephones, e-mail, and Internet. However, it is recognized that in some disasters, standard communication methods may not be operable. Alternate methods of communication are described in Annex K, Alternate Communications Methods.

XI. Test, Training, and Exercises

The effectiveness of a COOP depends on employee awareness of COOP requirements. Each employee that has an essential readiness role and each department/division that provides or supports the ability to perform its essential functions must know how to execute its portion of the plan. In other words, each essential employee must “own” the plan.

To accomplish this goal, all essential personnel must be trained on COOP planning and conduct COOP drills in response to a mock disaster. The plan is adaptable to various scenarios that range from partial to complete disruptions. COOP personnel will also test their plans, backup and

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recovery systems regularly. It is through such testing that gaps can be identified and modifications made. A schedule of testing, training, and exercises is included in Annex L. Within two weeks of implementing an exercise, the department leader will conduct an after-action review so that participants will understand what they did well and ways they can improve their responses. The department leader will write an after-action report that summarizes the points raised during the after-action review.

XII. Program Management Plan

To have a viable COOP capability, a high level of readiness and be prepared to implement the COOP with or without warning must be sustained. A multi-year strategy and program management plan will be developed to accomplish this state of readiness. The needed capacity of the department, capabilities of personnel, and associated resources will routinely be assessed and program management plans will be modified accordingly. The objectives, timelines, budgetary requirements, planning and preparedness considerations, planning milestones, and tracking system should all be considered in this program.

XIII. COOP Maintenance

The work of the COOP team does not end with the development and implementation of a COOP. An effective plan will not remain viable without regular review and revision. A suggested timeline for testing and revising elements of this plan is included in Annex M, COOP Maintenance Timeline. A checklist that identifies elements that should be included and maintained in the COOP is included in Annex N.

ANNEX A - ESSENTIAL FUNCTIONS

The following charts identify the responsible position titles for Categories 1 and 2 functions, **in order of priority**. Category 1 functions are those that cannot be disrupted. Category 2 functions are those that can be discontinued for no more than 12 hours before they are resumed. (An example is provided below, using a fictitious Department of Purchasing and Supply.)

Category 1 Functions		Title of Responsible Position
1	<i>Purchasing – Emergency</i>	<i>Department Director/ CEO</i>
2	<i>Material Receiving/Distribution - Emergency</i>	<i>Materials Management Supervisor (Warehouse)</i>
3		
4		

Category 2 Functions		Title of Responsible Position
1	<i>Purchasing – Non-Emergency</i>	<i>Department Director/ CEO</i>
2	<i>Pick up and Redistribution of County Property</i>	<i>Materials Management Supervisor (Warehouse)</i>
3	<i>Receipt, storage and distribution of Strategic National Stockpile</i>	<i>Materials Management Supervisor (Warehouse)</i>
4		

Insert Municipality/Department/Business Name is comprised of Insert Number business units. These business units work together to support essential functions. Each business unit and its responsibilities for supporting the aforementioned essential functions are described in the following table. (The example Department of Purchasing and Supply has five business units—see example below).

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Business Unit	Essential Function Support Duties
<i>Agency Management</i>	<i>Directs agency and all activities</i>
<i>Purchasing Branch</i>	<i>Performs purchasing function – buying and contract administration</i>
<i>Customer Service</i>	<i>Supports automated purchasing system, and customer service and assistance</i>
<i>Administration</i>	<i>Provides administrative support for agency – personnel, budget, agency purchasing. Also supports contract administration function</i>
<i>Warehouse</i>	<i>Maintains warehouse, receives deliveries, distributes supplies via small truck fleet</i>

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ANNEX B - AUTHORITIES AND REFERENCES

Robert T. Stafford Disaster Relief and Emergency Relief Act, PL 93-288, as amended
Code of Federal Regulations, Title 44
Code of Federal Regulations, Title 41, Part 101-20.103-4
Code of Federal Regulations, Title 36, Part 1236
Federal Preparedness Circular 65
Federal Response Plan
National Fire Protection Association 1600
National Response Plan
Georgia Code, Chapter 3, Article 3, Section 38-3-27 – Power to establish local emergency management agency
Georgia Code, Chapter 3, Article 3, Section 38-3-50 – Definitions of “emergency”, “emergency interim successor”
Georgia Code, Section 36-5-21 – Succession to position of County Commissioner
Georgia Constitution, Part 9, Section 2, Paragraphs 1 and 3 – Declaring state of emergency, disaster (County Chairman)
Code of Chatham County, Chapter 1, Section 1-108 – Succession to position of County Commissioner
Code of Chatham County, Chapter 1, Section 1-111 – Clerk of the Board of Chatham County duties and successor
Code of Chatham County, Chapter 1, Section 1-112.3 – Emergency powers of County Commission
Code of Chatham County, Chapter 1, Section 1-115 – Powers and duties of Commission Chairman
Code of Chatham County, Chapter 1, Section 1-116 – Powers and duties of Vice-Chairman and Chairman Pro-Tem
Code of Chatham County, Chapter 1, Section 1-117 through 1-119 – Duties and authorities of County Manager
Code of Chatham County, Chapter 1, Section 1-126 – Duties and authorities of County Commission
Code of Chatham County, Chapter 4, Article III – Establishment of emergency management functions and authorities
Chatham County Emergency Operations Plan (latest edition)
City of _____, Emergency Operations Plan (latest edition)
Code of City of _____, _____ – Manner of filling vacancies in office
Code of City of _____, _____ – Duties of Mayor
Code of City of _____, _____ – Duties of City Manager
Code of City of _____, _____ – Duties of Clerk of Council
Code of City of _____, _____ – Duties of City Attorney

ANNEX C - ALTERNATE FACILITIES

Facility Name	Facility Address	Agreement Type and Date	Annual Cost	Comments

Risk assessments have been performed for each of the aforementioned facilities as part of the County’s Hazard Mitigation Plan. **(Verify that your facility is listed in the plan; if it is not, perform a risk assessment.)** A copy of the plan is on file with CEMA.

The process for invoking use of the alternate facilities is:

- 1.
- 2.

Include information about activation/notification; whether an MOU will need to be activated; procedure to notify building manager of alternate facility, and public officials where the facility resides; and mobilization of Advance Element to ready the facility.

Maps and driving directions from the primary operating facility to the alternate facilities are attached.

The Advance Element that will be deployed to the alternate facility to make it ready for use consists of the following personnel:

Position Title	Advance Element Responsibilities
	<i>IT and Communications Systems</i>
	<i>Building Systems operation and maintenance</i>
	<i>Building Systems operation and maintenance</i>
	<i>IT Systems</i>
	<i>IT Systems</i>
	<i>Network and Radio</i>
	<i>Telephones</i>

ANNEX D - GO-KITS

A go-kit will include copies of the Emergency Operations Plan (EOP), the department COOP, call-down lists, other vital records (described in Annex E) and alternate operating locations with maps to these locations. The go-kit will also contain a laptop computer loaded with facility locations, essential human resources and payroll information, and department-specific software. Copies of forms needed to continue providing essential services as well as forms that can be used to perform work manually should computer systems not be working properly will be included in the go-kit.

Essential personnel may want to also have a personal go-kit that includes personal care items. Some recommended items 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

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The following procedures are necessary to retrieve records from the aforementioned storage locations:

- 1.
- 2.

The following staff members are authorized to access off-site records:

- 1.
- 2.

ANNEX F - LINES OF SUCCESSION

This section should identify orders of succession to key positions in the organization. At least three successors to each position designated as essential should be identified, preferably by position rather than by name. The designation of a position as essential should be a formal part of the position description.

Key Department Position	Lines of Succession
Director/CEO	1. 2. 3.
	1. 2. 3.
	1. 2. 3.
	1. 2. 3.
	1. 2. 3.

ANNEX G - DELEGATIONS OF AUTHORITY

Under Section 38-3-50 of the Code of the State of Georgia, emergency interim successors are granted all of the authorities of the office they are holding. Therefore, emergency interim successors have the same authorities as the individual they are succeeding for the position they are assuming.

ANNEX H - MISSION CRITICAL SYSTEMS

Departments/Jurisdictions/Business should verify IT arrangements and decide what level of detail to include in this COOP. The information below should describe mission critical systems and how they will be restored for your organization.

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ANNEX I - LOGISTICS

Employees will be notified of the intent to activate and de-activate the COOP using standard protocols whenever possible. Employees will be notified by telephone, pager, two-way radio, and/or e-mail of a change in COOP status. This information also will be available on the agency’s employee information line and intranet site. Employees will be notified of a change in COOP status based on the category of the essential function that they perform. Employees who perform Category 1 work will be notified first, then employees who perform Category 2 work, etc.

Employee Roster

Category	Employee Name	Position	Email Address	Work Phone Number	Home Phone Number	Cell/Pager Number
1						
1						
1						
1						

Positions considered essential by each department are listed below. Updated call-down lists are maintained on file with each department.

List names here:

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Fax and Telephone Forwarding Numbers

Name or Location of Phone/Fax Number	Phone/Fax Number

Key vendors and customers also will be notified of the intent to activate and de-activate the COOP. Notification will occur using usual methods such as land line telephone, cellular telephone, or e-mail.

Vendor Roster

Service	Vendor	Point of Contact	Phone Number

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The following equipment and supplies, including software and desktop and laptop computers, will be required to be able to continue their essential functions from the alternate facility.

Equipment	Quantity	Pre-Positioned	Hand-Carried	To Be Ordered
Personal Computer				
Laptop Computer				
Photocopier				
Fax machine				
Desks				
Telephones				
Chairs				
Staplers				
Staple remover				
Printer				
File cabinets				
Typewriter				
Scanner				

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Consumable supplies that will be needed at the alternate facility include:

- Pens
- Pencils
- Staples
- Copy paper
- File folders
- Printer ink cartridges
- Photocopier toner cartridges
- Rubber bands
- Paper clips
- Readable/writeable CDs
- Pre-printed forms

Enough of these supplies will be needed to support **Insert Number** individuals. Most of the supplies will be hand-carried or ordered and delivered to the alternate facilities, although some supplies may already be available at the alternate facilities.

Replacement personnel may be required to implement the COOP. The **Insert Position Title** has the authority to appoint personnel to temporarily or permanently fill vacant staff positions. The following skills or knowledge are required to carry out essential functions:

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Position	Skills

Additional personnel may be needed to augment the functions being performed by other designated essential personnel, or people may be needed to backfill these other essential positions. Position descriptions that include skills needed to perform these functions are on file with the Human Resources Department. Requests for additional or replacement staff should be coordinated with Human Resources..

ANNEX J – COOP PLANNING ASSIGNMENTS

Responsibility	Position
Update COOP annually.	
Update telephone rosters monthly.	
Review status of vital files, records, and databases.	
Conduct alert and notification tests.	
Develop and lead COOP training.	
Plan COOP exercises.	

ANNEX K - ALTERNATE COMMUNICATION METHODS

*Senior Officials will use **runners/couriers** as necessary when usual methods of communication are not operable.*

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ANNEX L – TESTING, TRAINING, AND EXERCISE SCHEDULE

Action	Responsible Party	Frequency	Tentative Schedule
Test COOP alert, notification, and activation procedures	<i>Manager</i>	Quarterly	Sept. Dec. March June
Test COOP communications equipment	<i>ICS Director/ CEO or IT Director</i>	Quarterly	Sept. Dec. March June
Test COOP communications protocols	<i>ICS Director/ CEO or IT Director</i>	Quarterly	Sept. Dec. March June
Test vital records implementation and recovery plan	<i>ICS Director/ CEO, Assistant to Attorney or Research Librarian</i>	Semi-Annually	Oct. April
Test data recovery plan	<i>IT</i>	Semi-Annually	Oct. April
Test infrastructure at alternate facility, to include power, backup power, heating, cooling, water, and sewer	<i>Maintenance Supervisor or Buildings and Grounds</i>	Annually	June
Conduct COOP training for essential personnel	<i>Director/ CEO or Emergency Management Coordinator</i>	Annually	May
Conduct COOP training of	<i>Director/ CEO or Emergency</i>	Annually	May

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Action	Responsible Party	Frequency	Tentative Schedule
Advance Element	<i>Management Coordinator</i>		
Conduct exercise that involves the pre-planned movement of essential personnel to an alternate facility	<i>Director/ CEO or Emergency Management Coordinator</i>	Annually	May
Conduct after-action review of COOP exercise	<i>Director/ CEO or Emergency Management Coordinator</i>	Annually	June of each year

ANNEX M - COOP MAINTENANCE TIMELINE

The following schedule is used for plan maintenance on an annual basis.

January 1-31:

- Update Annex A, Essential Functions
- Update Annex C, Alternate Facilities (include risk assessments from guidance document or other source, addresses, costs, and maps)
- Update Annex E, Vital Records/Databases
- Update Annex F, Lines of Succession
- Update Annex G, Delegations of Authority
- Update Annex H, Mission Critical Systems
- Update Annex I, Logistics

April 1-31:

- Update Annex D, Go-Kits
- Update Annex K, Alternate Communications Methods

June 1-31:

- Update Annex B, Authorities and References
- Update Annex J, COOP Planning Assignments
- Update department's Business Impact Analysis
- Perform comprehensive review of COOP

If a situation occurs that causes activation of this COOP, the timeline for updating the plan will be modified. The new start date should coincide with the date of the after-action review.

ANNEX N - COOP CHECKLIST OF PLAN ELEMENTS

1. Identify Critical Functions
 - Mission Critical functions
 - Immediate Post-Incident functions
 - Normal Services, non-critical

2. Identify Appropriate Authorities/References (legal, financial, contracting, human resources, delegations, etc.)

3. COOP Activation Process
 - Known threats, w/warning
 - Unanticipated threats, no warning, non-duty hours
 - Unanticipated threats, no warning, duty hours
 - Who activates?
 - How?
 - At what stage?

4. Alert/Notification
 - Primary and back-up system for notifying
 - o Employees
 - Emergency Relocation Group (ERG)
 - Essential employees
 - All other employees
 - o Executive
 - o Other departments
 - o The public
 - Duty hour vs. non-duty hour notification
 - Standard notification messages

5. Relocation Plans
 - Functions to be relocated
 - Alternate locations (telework, departmental facility, facility of another department, stand-alone new facility)
 - Contents of, owners of go-kits
 - Match all staff with relocation option
 - Transportation to alternate facility
 - Emergency relocation sop's, instructions for staff
 - On-going communication with employees (information line, post to County/department web-site)
 - Logistics (site acquisition agreements, services, personnel, resources, equipment)
 - Mission critical systems

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- Which systems are mission critical
 - Plan to recover/replicate mission critical systems
6. Succession Plan
- Written Line of succession for key leaders, managers and essential employees
 - Delegations of authority
 - Devolution strategy
7. Files/Records/Data Bases
- Identify vital files, records, databases needed to support essential functions
 - Back-up system (minimum monthly) for vital records
 - Secure location for backed-up records
 - Business unit or person responsible for maintenance
 - RTO established
8. Planning responsibilities
- Assign COOP planning responsibilities
 - Assign COOP training responsibilities
 - Training Curriculum, exercise schedule, system tests
 - Multi-year strategy, budgeting, program management plan, COOP maintenance.

ANNEX O – GLOSSARY OF COOP RELATED TERMS

Advance Element	A working group responsible for coordinating the activities associated with relocation planning and deployment of essential operations and positions during a COOP event.
After-Action Report (AAR)	A narrative report that presents issues found during an exercise and recommendations on how those issues can be resolved.
Alternate Database/Records Access	The safekeeping of vital resources, facilities, and records, and the ability to access such resources in the event that the COOP is put into effect.
Alternate Facilities/Work Site	A location, other than the normal facility, used to conduct critical functions and/or process data in the event that access to the primary facility is damaged. The alternate site provides the capability to perform minimum essential department or office functions until normal operations can be resumed.
Alternate Communications	Communication methods that provide the capability to perform minimum essential department or office functions until normal operations can be resumed.
Backup	The practice of copying information, regardless of the media (paper, microfilm, audio or video tape, computer disks, etc.) to provide a duplicate copy.
Call-Down List	Cascading list of key agency personnel and outside emergency personnel in order of notification.

Cold Site	A relocation site that is reserved for emergency use, but which requires the installation of equipment, etc., before it can support operation.
Continuity of Government	The effort to ensure continued Senior Officials, authorities, direction and control, and preservation of records, thereby maintaining a viable system of government.
Continuity of Operations	An internal effort within individual components of the organization to assure that capability exists to continue essential component function across a wide range of potential emergencies through a planning document.
Continuity of Operations Plan	Planning document which outlines the effort to assure that the capability exists to continue essential agency functions across a wide range of potential emergencies.
COOP Maintenance	Steps taken to ensure the COOP is reviewed annually and updated whenever major changes occur.
Delegation of Authority	Pre-delegated authorities for making policy determinations and decisions at headquarters, field levels, and other organizational locations, as appropriate.
Devolution	The transfer of authority for decision-making, finance, management, and operations from one organization or division to another.

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Emergency

A sudden, usually unexpected event that does or could do harm to people, resources, property, or the environment. Emergencies can range from localized events that affect a single office in a building, to human, natural, or technological events that damage, or threaten to damage local operations. An emergency could cause the temporary evacuation of personnel and equipment from the site to a new operating location environment.

Emergency Operations Plan (EOP)

A plan that provides facility-wide procedures for emergency situations that generally includes personnel safety and evacuation procedures.

Essential Functions

Those functions that enable organizations to provide vital services, exercise authority, maintain the safety and well being of the citizens/customers, sustain the industrial/economic base in an emergency.

Essential Positions or Personnel

Those positions required to be filled whose absence would jeopardize the continuation of an organization's essential functions.

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Hot Site	A fully equipped facility, which includes stand-by computer equipment, environmental systems, communications capabilities, and other equipment necessary to fully support an organization's immediate work and data processing requirements in the event of an emergency or a disaster.
Interoperability	The ability of a system or a product to work with other systems or products without special effort on the part of the user.
Legal and Financial Records	Records (personnel records, social security records, payroll records, insurance records, contracts, etc.) essential to the protection of the legal and financial rights of an organization and of the individuals directly affected by the organization's activities.
Mission Critical Functions	Activities, which could not be interrupted or unavailable without significantly jeopardizing operations of the organization.
Mutual Aid Agreement	As between two or more entities, public and/or private, the pre-arranged rendering of services in terms of human and material resources when essential resources of one party are not adequate to meet the needs of a disaster or other emergency. Financial aspects for post-disaster or post-emergency reimbursements may be incorporated into the agreement.
Order of Succession	A formula that specifies by position who will automatically fill a position once it is vacated.
Primary Facility	The site of normal, day-to-day operations.

Relocation Site (Alternate Facility)	The site where all or designated employees will report for work if required to move from the primary facility.
Risk Assessment/Analysis	An evaluation of the probability that certain disruptions will occur and the controls to reduce organization exposure to such risk.
Vital Records and Systems	Records or documents, regardless of media (paper, microfilm, audio or video tape, computer disks, etc.) which, if damaged or destroyed, would disrupt business operations and information flows and cause considerable inconvenience and require placement or re-creation at considerable expense.
Warm Site	An alternate processing site which is only partially equipped (as compared to a Hot Site which is fully equipped).